



# Integrated Country Strategy

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Brazil

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**Table of Contents**

1. Chief of Mission Priorities ..... 2

2. Mission Strategic Framework ..... 5

3. Mission Goals and Objectives ..... 7

4. Management Objectives ..... 17

## 1. Chief of Mission Priorities

The United States and Brazil are the two largest democracies in the Western Hemisphere and share one of the most consequential bilateral relationships of any U.S. partner. The U.S. Mission to Brazil's Integrated Country Strategy (ICS) reflects our two countries' well-established foundation for collaborating on a broad set of policy priorities. Across the Embassy and five constituent posts, the United States works with Brazil's political and economic leadership to support our shared efforts to bring greater security, prosperity, and democracy to the region and the world. Our ICS goals will effectively align the Mission with the objectives set forth in the National Security Strategy, the National Defense Strategy, and the State Department-USAID Joint Strategic Plan. ICS implementation will focus Mission operations to protect the U.S. homeland; ensure the safety of U.S. citizens in Brazil; promote economic opportunities for U.S. businesses; maintain a balanced approach to our bilateral relationship with Brazil; and maximize U.S. government resources effectively.

Advancing these goals requires acknowledging the near-term challenges Brazil faces. The country continues to emerge slowly from its worst economic recession in a century and elections in October 2018 may be the most competitive since the end of Brazil's military dictatorship over three decades ago. While Brazilian institutions have proven effective in their efforts to combat widespread corruption, law enforcement officials struggle to respond to criminal violence across the country that remain the primary concern for the majority of Brazilian citizens. Government mandated budget caps and a costly pension system constrain both federal and state spending, while longstanding commercial barriers discourage foreign investment in critical infrastructure projects. Decisions and actions taken by the Brazilian government (GoB) over the next three years could influence the country's development trajectory for decades to come.

The United States has a vested interest in ensuring this trajectory is positive. Brazil is a key force for political stability in the region and occupies important leadership positions within multilateral organizations. With standing in both the developed and developing worlds, Brazil plays an increasingly constructive role on regional priorities, such as supporting a return to democracy in Venezuela, and global challenges, such as efforts to constrain the proliferation and use of weapons of mass destruction (WMD). Brazil, with the eighth largest economy in the world, presents opportunities to expand our strong trade relationship, with two-way trade valued at \$96 billion in 2017 and the United States enjoying a \$27.9 billion surplus. U.S. and Brazilian law enforcement agencies are collaborating to address transnational crime and enhance U.S. border security. Our bilateral defense cooperation is robust and Brazil has shown interest in U.S.-origin equipment and training to modernize its own forces while fostering greater interoperability. The GoB has prioritized supporting educational exchanges with U.S. institutions, including promotion of STEM education and English proficiency. It is around these issues where the United States and Brazil can maximize our collaboration and, as such, the Mission's ICS goals provide the blueprint for our focus areas moving forward.

Brazil's role in the hemisphere and its status as an emerging global power highlight the importance of deepening our strategic relationship to address international security, advance democratic institutions, and strengthen the rule of law. Brazil is a leading voice in a number of areas that are key U.S. interests – countering the proliferation of WMD, contributing to international peacekeeping, combatting infectious diseases, upholding human rights, fighting corruption, enhancing global food security, and protecting the environment. Working within bilateral, regional, and multilateral mechanisms, we aim to find the greatest possible policy convergence in these areas.

U.S.-Brazil economic ties are based on a diverse trade and investment relationship that contributes to our shared prosperity. The Mission's efforts will focus on expanding the already strong bilateral economic relationship by promoting fair and reciprocal trade and advocating for increased market access for U.S. goods, expanded Brazilian investment in the United States, and expanding opportunities for U.S. companies in Brazil, including in high growth areas such as energy and the digital economy. Through these efforts, the United States can also work with Brazil to reduce technical barriers to trade to create and expand U.S. commercial opportunities.

The United States and Brazil also represent the two largest military forces in the region. We will seek to leverage the scale and depth of defense cooperation to protect the U.S. homeland, involving increased interoperability between our militaries and civilian defense industries. Helping Brazil strengthen its capacity to protect its borders supports our joint work on fighting transnational crime, countering illicit networks, and preventing illegal immigration. Law enforcement cooperation is enhancing Brazil's capacity to combat crime and corruption domestically, which helps ensure the safety of U.S. citizens and companies in Brazil.

Our people-to-people relationships are a linchpin in promoting a greater understanding of U.S. government policy and values and thereby expand our collaboration with all Brazilians. We plan to consolidate our existing educational and research relationship in support of our broader policy goals and expand our work in English teaching and institutional engagement on science and technology. This Mission is well positioned to leverage the resources already dedicated by the Brazilian government to support this effort and scale our programs to incorporate more participants.

To implement our policy priorities with Brazil, we are reviewing earlier assumptions about Mission expansion and improving our diplomatic platform for 21st century engagement to meet current and proposed funding levels. This includes improving our existing facilities and infrastructure, and recruiting and retaining a skilled and diverse workforce. We will also strengthen the services we deliver across the management platform by focusing on efficacy, cost, speed, safety, and quality.

Finally, the Mission is spearheading a new approach to U.S. foreign assistance. Our USAID component is successfully implementing its Strategic Partnerships Mission, which serves as a catalytic platform for public-private partnerships in the areas of environmental conservation,

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food security, and micro-enterprise development, among others. The Mission's ongoing implementation of International Military Education and Training programming is critical for meeting ICS goals of expanding defense cooperation and improving interoperability.

This ICS takes a whole of Mission approach, leveraging the resources of the full Mission Country Team across all six posts and the 44 agencies and offices that comprise Mission Brazil. We have the opportunity to continue building our relationship with Brazil into a genuinely strategic one that shapes and improves the futures of both of our peoples in the 21st century.

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## 2. Mission Strategic Framework

**Mission Goal 1: The United States and Brazil Increase Cooperation to Advance Our Shared Regional and Global Priorities for International Security, Democracy, and the Rule of Law.**

**Mission Objective 1.1:** Achieve policy convergence on global issues related to peace, security, health and science, and food security using multilateral and international organizations.

**Mission Objective 1.2:** Achieve agreement with multilateral partners on regional priorities to promote democracy, the rule of law, and environmental sustainability using regional organizations and bilateral mechanisms.

**Mission Goal 2: Expand Shared Prosperity By Deepening U.S.-Brazil Economic Partnership**

**Mission Objective 2.1:** Encourage GoB economic policy and regulatory reforms that create expanded trade and investment opportunities for U.S. and Brazilian companies.

**Mission Objective 2.2:** Promote Brazil's use of reliable, affordable, and environmentally sound energy sources and technologies to support U.S. commercial opportunities and Brazil's inclusive, sustainable economic development.

**Mission Objective 2.3:** Promote Brazil's development of a thriving digital economy to support inclusive Brazilian economic development and U.S. commercial opportunities.

**Mission Goal 3: The United States and Brazil Partner to Ensure Our Citizens' Security.**

**Mission Objective 3.1:** Expand defense cooperation and improve interoperability to maintain regional stability.

**Mission Objective 3.2:** Protect the U.S. homeland by partnering with Brazil to combat and dismantle transnational criminal networks and ensure legitimate travel.

**Mission Objective 3.3:** Enhance law enforcement cooperation to fight crime and corruption, strengthen the platform for strategic security collaboration, and ensure the safety of U.S. citizens and companies.

**Mission Goal 4: Expanded People to People Relationships Strengthen Economic and Institutional Ties and Promote Understanding of U.S. Government Policy and American Values.**

**Mission Objective 4.1:** Consolidate the bilateral educational and research relationship to create sustained partnerships that support a broad range of USG policy goals in Brazil.

**Mission Objective 4.2:** Facilitate the creation of people to people connections and partner networks to promote ICS goals and U.S. values, including social inclusion.

**Management Objective 1:** Improve U.S. diplomatic facilities and infrastructure to provide safe, secure, environmentally conscious, efficient, and modern working spaces for U.S. Mission Brazil.

**Management Objective 2:** Retain or recruit a skilled, diverse workforce capable of using modern tools and methods to provide administrative, logistical and technical support to U.S. Mission Brazil.

**Management Objective 3:** Improve service delivery across the Management platform by providing services more quickly, at lower or equal cost and better quality.

### 3. Mission Goals and Objectives

#### **Mission Goal 1: The United States and Brazil Increase Cooperation to Advance Our Shared Regional and Global Priorities for International Security, Democracy, and the Rule of Law.**

**Description and Linkages:** The U.S.-Brazil bilateral relationship is among our most important in the hemisphere and critical to achieving the goals of our National Security Strategy (NSS). As Latin America's largest democracy and leading economy, Brazil is a key force for political stability in the region and an influential actor in the international system. With broadly shared values and interests, Brazil is a natural partner for the United States in both regional and international fora including the Organization of American States (OAS) and the UN. In particular, Brazil is a leading voice in countering the proliferation of weapons of mass destruction (WMD), contributing to international peacekeeping, combatting infectious diseases and promoting science, defending democracy and human rights in the region, fighting corruption, enhancing global food security, and protecting the environment. All of these outcomes are priority goals of the NSS as well as the 2018-2022 State-USAID Joint Strategic Plan (JSP).

Protecting the American People and the Homeland is the first pillar of the NSS and the top priority is to "augment measures to secure, eliminate, and prevent the spread of WMD and related materials, their delivery systems, technologies, and knowledge." The United States and Brazil share a common goal of enhancing the global arms control and non-proliferation regime including the Non-Proliferation Treaty (NPT), Chemical Weapons Convention (CWC), and Biological Weapons Convention (BWC). Diplomatic engagement with Brazil on these issues pays significant dividends given Brazil's strong leadership role in these forums among developing countries. The second priority is to combat bio-threats and pandemics working "with other countries to detect and mitigate outbreaks early to prevent the spread of disease." The United States and Brazil work closely to combat infectious diseases like Zika to ensure that both of our populations are safe. Brazil is also a natural partner in achieving State-USAID JSP Strategic Goal 1.3 to make "early investments in preventing conflict, atrocities, and violent extremism before they spread" including "increasing support to peace processes" and building "the capacities of international and regional organizations to conduct peacekeeping missions." Following its successful 13-year leadership of the UN Peacekeeping Mission in Haiti and its longstanding commitment to peacekeeping, Brazil's peacekeeping expertise and high standards for conduct have gained it a well-deserved reputation as a leader in the field.

Promoting American Prosperity is the second pillar of the NSS and a top priority is to use diplomatic tools "to improve [countries'] ability to fight corruption so U.S. companies can compete fairly in transparent business climates." Since 2014, Brazilian law enforcement has pursued the largest anti-corruption investigation in the country's history (Operation Car Wash), which has led to over two hundred convictions and the largest corporate financial settlement in



U.S. history. The United States will continue to support Brazil's anti-corruption efforts through information sharing and technical exchanges.

Advancing American Influence is the fourth pillar of the NSS and a top priority is to support "with our words and actions, those who live under oppressive regimes and who seek freedom, individual dignity, and the rule of law." Brazil is a leading defender of democracy and human rights in the Western Hemisphere and globally. The United States and Brazil will work in partnership to advance our shared agenda in promoting freedom and human dignity. The fourth pillar also emphasizes alliances built on shared interests that seek a path forward to sustainable security and reforms that "shift away from reliance on assistance to catalyzing capital," as well as "projects that help people earn their livelihoods." As noted in Strategic Objective 2.2 of the State-USAID JSP, "U.S. security and prosperity are bolstered... when other countries achieve economic and political stability, resilience, and self-reliance through investments in areas such as food and water security, energy security, good governance, health, education, and economic growth." The United States and Brazil have a strategic bilateral alliance that seeks to ensure hemispheric water and biodiversity security through catalyzing private sector investments for livelihoods as well as a unique cooperation program to address food security in Central America and Africa.

**Mission Objective 1.1: Achieve policy convergence on global issues related to peace and security, health and science, and food security using multilateral and international organizations.**

**Justification:** The United States and Brazil share a common goal to prevent the spread of WMDs. Brazil enjoys strong legitimacy in international proliferation fora, as one of the only countries in the world to have voluntarily abandoned its own nuclear weapons program and with a constitutional prohibition against the development of such weapons. Given that credibility (particularly among developing countries), we will coordinate with Brazil to strengthen the global non-proliferation regime, including the use of chemical weapons. Brazil has demonstrated that it is a capable contributor to peacekeeping and that it is willing to help share the burden of global security, as demonstrated in its successful leadership of the peacekeeping mission in Haiti and the maritime component of the mission to Lebanon. Brazil's training center for peacekeeping is a recognized center of excellence and its military and foreign policy establishment continue to seek out opportunities for further missions. Leveraging that expertise and desire, and appropriately seeking to enhance Brazil's own peacekeeping capabilities, we will assist Brazil to become an even stronger exporter of security, freeing up U.S. resources to be dedicated to other priority areas.

The NSS calls for priority action to “understand worldwide science and technology (S&T) trends,” to improve our “understanding of worldwide S&T trends and how they are likely to influence—or undermine—American strategies and programs.” The United States and Brazil cooperate extensively in the sciences from space to health. The United States and Brazil will expand upon the collaboration between the National Aeronautics and Space Administration (NASA) and its Brazilian counterpart (AEB) to conduct joint research in space. We will also deepen ties between researchers in the Department of Health and Human Services and Brazil’s Ministry of Health in order to bolster our capability to fight epidemics and improve health.

The United States and Brazil are two of the world’s leading global food exporters. With 795 million people in the world not having enough food to lead healthy, active lives, we will advance our shared values and goals in the areas of global food security and nutrition, through innovative partnerships between the Brazilian Cooperation Agency (ABC), Embrapa (Brazilian Agricultural Research Corporation) and their U.S. counterparts – USDA’s Agricultural Research Service. USAID and ABC will partner to conduct technical assistance programs in third countries in Africa, Latin America and the Caribbean, sharing technological advances to address extreme poverty and malnutrition in the developing world. Finally, we will promote U.S. exports and increase domestic food security in Brazil by lowering tariffs and technical barriers to trade, through our U.S.-Brazil Consultative Committee on Agriculture.

**Mission Objective 1.2: Achieve agreement with multilateral partners on regional priorities to promote democracy, the rule of law, and environmental sustainability using regional organizations and bilateral mechanisms.**

**Justification:** Our NSS notes “democratic states connected by shared values and economic interests will reduce the violence, drug trafficking, and illegal immigration that threaten our common security, and will limit opportunities for adversaries to operate from areas of close proximity to us.” Translating our shared values and interests into coordinated action in regional organizations and bilateral mechanisms is a top priority. To this end, the NSS calls for us to “isolate governments that refuse to act as responsible partners in advancing hemispheric peace and prosperity” and to “build upon local efforts and encourage cultures of lawfulness to reduce crime and corruption.” The United States and Brazil will work together to promote democracy and human rights as well as combat corruption throughout the region.

Building on our countries' shared values for water, biodiversity, and food security and conservation, USAID now serves as a catalyst of strategic partnerships with the private sector, the Government of Brazil (GOB) and Brazilian civil society. USAID/ Brazil now facilitates potentially transformative, strategic alliances, representing a new way of doing business. USAID/Brazil's current portfolio addresses biodiversity conservation in the Amazon and programs an average of \$10.5 million per year in biodiversity funds, using these resources to leverage private and other investments, with a goal of reaching a five to one return on this investment. Fulfilling the Administration's vision for promoting enterprise-led partnerships, mobilization of resources and self-reliance, USAID/ Brazil currently convenes and administers two private sector-led cooperation platforms that allows USAID to engage and identify shared objectives with the private sector and co-create solutions including the Partnership Platform for the Amazon (PPA).

**Mission Goal 2: Expand Shared Prosperity By Deepening U.S.-Brazil Economic Partnership**

**Description and Linkages:** The United States and Brazil are the Western Hemisphere's two largest economies. Our bilateral trade is large and growing, with consistent U.S. surpluses. The stocks of U.S. investment in Brazil and Brazilian investment in the U.S. are substantial; the former supports increased U.S. exports and financial returns for U.S. investors, while the latter creates U.S. jobs. Increased free, fair, and reciprocal trade and investment between our two countries will generate wealth for both economies. We will work to buttress Brazil's economic security by encouraging it to adopt and sustain world-class level playing field policies with respect to trade, intellectual property protections, energy sector and digital economy development, and commercial regulatory practices. Such policies will expand Brazil's utilization of U.S.-sourced technology, standards, and intellectual property and ensure a level playing field here for U.S. business.

This Mission goal derives from the NSS "Promote American Prosperity" pillar encouraging economic relationships with like-minded partners rooted in fairness and faithful adherence to the rules; from the State/USAID JSP's "Renew America's Competitive Advantage" goal that supports the development of business friendly regulatory regimes in partner nations along with expanded advocacy for the export of U.S. products and services; and from the WHA/LAC JRSF's "Prosperous Hemisphere" strategic goal that promotes partner nation energy security and an improved climate for U.S. business.

**Mission Objective 2.1: Encourage GoB economic policy and regulatory reforms that create expanded trade and investment opportunities for U.S. and Brazilian companies.**

**Justification:** The NSS prioritizes “work with like-minded partners to preserve and modernize the rules of a fair and reciprocal economic order.” While Brazil’s economy is large and sophisticated, a history of inward-looking protectionist policies, a burdensome and inefficient tax system, an overly rigid labor code, outmoded commercial regulatory regimes in certain sectors, and significant shortfalls in primary infrastructure investment have all left Brazil less globally competitive and productive, causing its economic to grow below its potential. Faster, more robust and sustainably inclusive growth in Brazil creates opportunities for U.S. trade and investment.

In recent years, Brazil has proven itself a responsible member of the international economic community, adopting numerous OECD best practice economic governance standards, ratifying the WTO’s Trade Facilitation Initiative, and achieving advances in institutional macro-economic management. By sharing our U.S. experience in trade and investment regulation and promotion, enhancing regulatory coherence and tax policy efficiency, we can help Brazil leverage its accomplishments to build a stronger and more productive economy and serve as example for other regional emerging market economies that continue to look to Brazil for leadership.

Mission Brazil will maintain its intensive trade promotion program to support exports of U.S. products to Brazil and Brazilian investment into the United States. This includes seeking to assist U.S. commercial interests bidding on major Brazilian government projects and identifying and removing barriers to greater U.S. participation in the Brazilian market including standards and regulations that vary from global best practices, slow customs clearance, and weak intellectual property rights protection. Mission Brazil will continue to organize and lead technical trade missions to the United States and actively promote the travel of U.S.-based technical experts and U.S. businesses to targeted conventions and trade shows in Brazil to encourage Brazil’s purchase of U.S. products and services. Mission Brazil will similarly continue seeking to increase Brazilian investment in the United States by actively recruiting Brazilian businesses to attend SelectUSA summits and by introducing U.S. Economic Development Organizations to potential Brazilian investors.

**Mission Objective 2.2: Promote Brazil’s use of reliable, affordable, and environmentally sound energy sources and technologies to support U.S. commercial opportunities and Brazil’s inclusive, sustainable economic development.**

**Justification:** Mission Brazil supports NSS energy priorities by promoting open, transparent, and market-based energy sectors that support Brazil’s own growth and reduce barriers to our already expansive bilateral energy trade. We promote exports of U.S. energy resources, technologies, and services through advocacy for U.S. companies and by working with Brazilian partners to level the regulatory

playing field for U.S. exports and investment. We help ensure the energy security of both Brazil and the United States by supporting Brazil's diversification of energy sources and supplies.

Brazil and the United States are global leaders in offshore oil and gas exploration and production, renewable energy including hydropower and wind energy, and biofuels including ethanol and biodiesel. Brazil and the United States are also world leaders in the development of innovative technology used in the exploration and production of energy resources. Both countries can further their energy knowledge and production by collaborating to expand reliable sources of energy and increase bilateral commercial and investment opportunities. Brazil possesses vast energy resources important not only for its own energy security and economic growth, but increasingly to help supply global energy markets. As the second largest economy in the hemisphere, Brazil's growing energy consumption will require long-term investments in its oil and gas, renewable energy, and power sectors. Recent Brazilian government reforms signal that Brazil will prioritize the development of its oil and gas sector, particularly its prolific offshore oil and gas resources that could make Brazil a top-five global oil producer and major oil exporter by 2030. At the same time, Brazil will focus on the expansion of its power sector by attracting investments in wind and solar energy and modernization of its national electricity grid. As Brazil's energy sector returns to growth, U.S. companies will have increasing opportunities to export energy goods and services, and to invest and partner with Brazilian firms in the hydrocarbon, renewable energy, and power sectors.

The United States and Brazilian governments, together with our private sectors, will continue to cooperate on energy through a range of interagency partners in the oil and gas sector, the renewable energy sector including wind and biofuels, and in the power sector on energy regulatory and research cooperation. Bilateral cooperation includes ongoing support for Brazilian energy reforms, policy and technical exchanges with energy experts, people-to-people exchanges including energy-specific IVLP programs, and support for U.S. companies that export energy goods and services to Brazil. Mission Brazil will continue to support exports of U.S. LNG and refined petroleum products to Brazil, and will continue collaboration on renewable energy including biofuels.

**Mission Objective 2.3: Promote Brazil's development of a thriving digital economy to support inclusive Brazilian economic development and U.S. commercial opportunities.**

**Justification:** Mission Brazil supports NSS and JSP aims of advancing U.S. prosperity and security by expanding trade in digital products and services. Brazil is a top-five export market for major U.S. technology firms, even with only about 65% of the Brazilian population online. Expanding internet connectivity will continue to grow that market for U.S. hardware manufacturers, software developers, and over-the-top media firms.

As traditional industries integrate internet-connected devices, sensors, and digital technologies throughout their supply chains, the relevance and impact of Brazil's internet regulatory environment will grow. For example, technology-enabled agriculture can generate higher yields, digital banking can reach unbanked customers, and computational healthcare can help prevent and fight diseases—but only if data can cross borders. Recognizing Brazil's regulatory choices often serve as a model for other emerging economies, Mission Brazil advocates for regulatory environments that enable cross-border data flows and digital trade.

As the NSS emphasizes, “the internet is an American invention, and it should reflect our values as it continues to transform the future of all nations and all generations.” Mission Brazil supports the Brazilian government as it develops a strong, defensible, and interoperable cyber infrastructure that allows digital trade to flourish while protecting U.S. and global security in cyberspace.

### **Mission Goal 3: The United States and Brazil Partner to Ensure Our Citizens' Security.**

**Description and Linkages:** Brazil and the United States are natural partners, as the Western Hemisphere's two largest democracies with its two largest military forces. We seek to leverage the scale and depth of these commonalities to support the National Security Strategy and Joint Regional Strategy pillars of a secure hemisphere that protects the American people and the homeland. Our shared regional and global interests on defense can be expanded through further cooperation and interoperability between our militaries and civilian defense industries.

Protecting America's security at home and abroad, a principal element of the Joint Strategic Plan, requires deepening Brazil's commitment with us on border security. This will create opportunities to expand the fight against transnational criminal and terrorist organizations, counter malign actors and illicit networks, and prevent illegal immigration. By deepening law enforcement cooperation, we can increase Brazil's capacity to fight crime and corruption—and by extension, promote the safety of U.S. citizens and U.S. companies in Brazil.

#### **Mission Objective 3.1: Expand defense cooperation and improve interoperability to maintain regional stability.**

**Justification:** The Brazilian Ministry of Defense, founded in 1999, continues to evolve. The three services remain strongly independent as the civilian role in the Ministry develops. United States interests continue to reinforce the supremacy of civilian control of the military by collaborating on defense institution management, promoting strong civilian defense leadership, rule of law, and human rights, and supporting requests for Joint and Interagency development and exchanging modern defense practices. The United States will maximize Title XXII authorities, funding, and programs in order to build doctrinal and equipment interoperability and Title X authorities to validate that interoperability through joint exercises and real world missions.

**Mission Objective 3.2: Protect the U.S. homeland by partnering with Brazil to combat and dismantle transnational criminal and terrorist networks and ensure legitimate travel.**

**Justification:** As the principal entry point into South America and a key transit route for both economic migrants and Special Interest Aliens (SIA) seeking to reach the United States, Brazil is an important element of our “southern border”. In response, our efforts are focused on increasing Brazilian capabilities to monitor and control its borders, which in turn make the United States more secure. The transnational criminal and terrorist financing networks that facilitate the flows of drugs, people, weapons, and illicit goods into and through Brazil similarly pose threats to law and order throughout the region. Combatting and dismantling the operations of those networks through improved information sharing, training, and joint operations promotes both regional and hemispheric security. Mission Brazil’s law enforcement agencies are currently working closely with the Brazilian Federal Police in South America’s largest airport, São Paulo Guarulhos and at select borders with Brazil’s 10 neighboring countries to target, arrest, and/or return known and suspected terrorists, SIAs, and wanted international criminals to their country of origin. At the same time, Brazil is a major source of legitimate travelers to the United States, adding billions of dollars to the U.S. economy annually in direct tourism revenue and facilitating billions more in trade. Ensuring the integrity of the travel process is critical to guarantee the continued flow of those legitimate activities while protecting the United States from those who would seek to do it harm.

**Mission Objective 3.3: Enhance law enforcement cooperation to fight crime and corruption, strengthen the platform for strategic security collaboration, and ensure the safety of U.S. citizens and companies.**

**Justification:** Crime and corruption are serious problems in Brazil and both are key challenges to the Joint Regional Strategy goal of a democratic hemisphere. Brazil accounts for nearly 20 percent of the world’s homicides and the solve rate for these murders is in the single digits. Violent offenders often commit crimes with impunity due to an antiquated justice sector with deficiencies in policing, investigative techniques, prosecutions, and corrections. These weaknesses in the justice sector contribute to a culture of impunity while fostering corruption in the criminal justice sector. Brazilian federal and state public security officials recognize these problems and realize that citizen security is a cornerstone of a free, prosperous, and democratic state. Brazilian law enforcement agencies actively seek to learn from the U.S. experience. Enhanced law enforcement cooperation will forge strong and lasting ties between our governments and law enforcement institutions, which will result in increased public security, improved crisis preparedness and response, and improve the Mission’s ability to deliver efficient routine and emergency services to U.S. citizens.

**Mission Goal 4: Expanded People to People Relationships Strengthen Economic and Institutional Ties and Promote Understanding of U.S. Government Policy and American Values.**



**Description and Linkages:** The United States and Brazil enjoy a relationship that is broad, deep, and based on shared interests and values. Despite Brazil's recent political and economic upheaval, a solid foundation of mutual understanding built by decades of people-to-people engagement will help us to strengthen our partnerships and continue promoting our policies and values. In recent years, the Brazilian government has made strategic commitments to internationalization of higher education as well as passed reforms to promote and improve English teaching in public schools. In these pursuits, it sees the U.S. government as a capable and reliable partner. By facilitating bilateral cooperation in education and research, we will also promote innovative solutions to environmental and health challenges, thereby advancing the National Security Strategy (NSS) goal to "Promote American Prosperity." In particular, we will advance FY 2018-2022 State-USAID Joint Strategic Plan (JSP) objective 2.2, which seeks to "promote healthy, educated and productive populations in partner countries" and "drive inclusive and sustainable development." Keeping in mind that international students in the United States constitute a yearly export approaching \$40 billion, such cooperation will also support JSP objective 2.1 to promote American prosperity and "foster investment and innovation to contribute to U.S. job creation." In doing so, we will maintain a particular focus on STEM fields and entrepreneurship.

In furtherance of the NSS goal to "Advance American Influence" and JSP objective 3.3 to "increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion," we will work with the full range of influential individuals, institutions, and organizations across Brazilian society. This will include building increased capacity to carry out people-to-people programs among our U.S.-Brazil Binational Center American Spaces and American Corners located throughout Brazil, as well as the nation-wide network of alumni associations. Brazil boasts one of the most active, fast-growing, and adaptive social media markets in the world, similar in scope and diversity to that of the United States. Our expanded relationships with traditional and digital media outlets and use of social media platforms will not only help inform and shape Brazilian public opinion about the United States and its policies, but will also project American values as envisioned by JSP objectives 3.2 and 3.4.

**Mission Objective 4.1: Consolidate the bilateral educational and research relationship to create sustained partnerships that support a broad range of USG policy goals in Brazil.**

**Justification:** One of the legacies of the Brazilian Scientific Mobility Program, which brought nearly 34,000 Brazilian students and faculty to universities in the United States from 2012-2015, is a continuing commitment on the part of the Brazilian government to internationalization of Brazil's universities, particularly in STEM fields, with the United States a priority partner. This dovetails with our own goal of maintaining the United States as the preferred destination for Brazilian students and faculty. Together with our partners at EducationUSA, with 35 student-advising centers throughout Brazil, and the Brazil Fulbright Commission, we will continue to pursue this goal. With Brazilian and American academics co-authoring more than 43,000 publications in the past five years, we will also seek to capitalize on existing research partnerships and build on successful cooperation to address common issues and challenges in the areas of science, technology, health, and the environment. In turn, we will promote not only mutual understanding, but economic growth and innovation as well. We will also expand



and strengthen our peer-to-peer ties between U.S. Government health agencies and their Brazilian counterparts to facilitate exchanges and joint research in the health sciences. Our efforts, however, will go beyond Brazilian universities and the federal government, as we work to consolidate and strengthen partnerships at the state and municipal levels. Only about 3% of the Brazilian population speaks English at a level of professional fluency. With recent educational reforms making English a required, core language in public schools, we are well positioned to leverage our English teaching programs to promote economic empowerment, professional development, and social inclusion throughout Brazil.

**Mission Objective 4.2: Facilitate the creation of people-to-people connections and partner networks to promote ICS goals and U.S. values, including social inclusion.**

**Justification:** The Mission relies on its partnerships with more than 40 U.S.-Brazil American Spaces, 25 U.S.-Brazil Exchange Alumni Association chapters, and other institutions to connect with Brazil's diverse and dispersed population. These partners help us advance ICS goals and promote U.S. values throughout Brazil, and as we help them to build their capacity, we are asking them to do more.

We will continue to use the full range of public diplomacy resources, including exchanges, speaker programs, targeted grants programs, trainings, English teaching resources/materials, and other mechanisms to strengthen our partners' capacity to carry out impactful programs. This will include encouraging partners to be in touch and cooperate with one another in the pursuit of their own common interests, as well as helping our partners more closely align their activities with Mission ICS goals. We will also seek to expand upon our existing innovation partnerships in the areas of sub-national cooperation, public-private partnerships (PPP), and social inclusion. The United States and Brazil, for example, share a commitment to removing barriers to economic opportunity, education, health, and justice for historically marginalized groups, including people of African descent; indigenous peoples; LGBTI persons; youth; women and girls; and people with disabilities. Brazil's well-established media institutions, combined with Brazilians' avid social media use, provide ideal conditions for dissemination of information and message amplification. Through coordinated campaigns with partners, active engagement of traditional and digital media, and the use of our social media platforms, we will continue to promote U.S. government policies as well as American values, including respect for diversity and equal opportunity.

## 4. Management Objectives

**Management Objective 1: Improve U.S. diplomatic facilities and infrastructure to provide safe, secure, environmentally conscious, efficient, and modern working spaces for U.S. Mission Brazil personnel.**

**Justification:** Currently, only one facility in the Mission is fully compliant with existing safety and security requirements, Consulate General Sao Paulo. Even that facility is currently in need of major repairs and maintenance. The remaining posts, including the new Consulate in Porto Alegre, all face substantial challenges. Three facilities are in the pipeline for new buildings. The Mission must guide those latter processes while advocating for projects to improve existing conditions in order to provide facilities that support productivity among mission personnel.

**Management Objective 2: Retain or recruit a skilled, diverse workforce capable of using modern tools and methods to provide administrative, logistical, and technical support to U.S. Mission Brazil.**

**Justification:** The Mission has struggled to recruit the right talent in key operational areas. The classification and recruitment processes limit the types of applicants interested in working for the Mission and the length of time new, talented employees are willing to remain in key positions. Our staffing strategy must support hiring employees capable of analyzing the growing data set available to management sections and of making data-driven recommendations and decisions.

**Management Objective 3: Improve service delivery across the Management platform by providing services more quickly, at lower or equal cost, and better quality.**

**Justification:** The ICASS platform in Brazil has struggled in the past to provide lower costs or better service. A shortage of middle and upper management local staff positions means service quality is low as measured by customer service satisfaction ratings. Improving both measures of performance – cost and satisfaction - requires attracting talented new staff with professional backgrounds in management trade, outsourcing those services that the local labor market can provide at lower price and higher quality, rethinking our business practices and policies, and improving communication strategies with our customers.