



Integrated Country Strategy

Holy See

FOR PUBLIC RELEASE

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1. Chief of Mission Priorities

The U.S. Embassy to the Holy See (Embassy Vatican) advances U.S. foreign policy through partnership with one of the world's greatest soft powers: the Catholic Church. We are a global engagement post, leveraging the impact and network of the Vatican to promote our common priorities in every region of the world. Embassy Vatican advances U.S. national security goals of defending and advancing religious freedom, safeguarding religious minorities from persecution, and combatting human trafficking.

The Roman Curia, the Vatican City-based government headed by the Secretary of State, draws authority from the Pope. Vatican City has a permanent population of approximately 800; around the world, however, there are more than 400,000 Catholic priests, some 750,000 women religious (nuns) and close to 75,000 monks and friars. They, and the millions of lay volunteers in the Church, amplify the Holy See's international influence. The Holy See's economy is also distinctive, based not on trade or production but on financial investments, donations from dioceses and individuals around the world, museum admission fees, and the sale of postage stamps, coins, and publications. Its assets include real estate, financial investments, and priceless art collections.

Although its territory is less than one quarter of a square mile, the Holy See's influence under the leadership of Pope Francis extends to over 1.3 billion Catholics worldwide and to hundreds of millions of non-Catholics as well. Its moral authority and extensive humanitarian and school networks reach almost every part of the world. This unique global influence enables the Holy See to deliver messages and aid people in places other actors struggle to reach, including areas where the U.S. government has little or no presence.

Embassy Vatican serves as a policy bridge to the Holy See and a platform for global engagement on U.S. policy priorities. The United States and the Holy See enjoy a strong partnership built on shared values and mutual trust capable of weathering policy differences. Current relations have "never been stronger," according to a senior Vatican official.

Embassy Vatican's priorities include: (1) **Promoting** human rights globally by combatting human trafficking, promoting religious freedom, and highlighting the role of women within the Vatican and Catholic organizations around the world; (2) **Advocating** for peaceful resolution of conflict and conflict prevention, including supporting mediation efforts by the Vatican and affiliated NGOs, increasing awareness and cooperation on nuclear deterrence and nonproliferation, and promoting increased access to food and water and advances in science and health; and (3) **Increasing** awareness of U.S. foreign policy goals and countering Russian disinformation among Holy See officials and the broader Catholic community, using digital and traditional media, public outreach, grants, and cultural events to achieve our objectives.

The Vatican's extensive diplomatic presence also includes membership in multilateral organizations, such as the Organization for Security and Cooperation in Europe and observer status in others, such as

the European Union and the Organization of American States. The Holy See seeks to maintain neutrality in the face of international disputes and can be extremely effective when engaging diplomatically.

Over the past two years Embassy Vatican has become an inter-agency post. Primary staff are an Ambassador, five FSOs, ten direct-hire and locally-engaged specialists and support personnel. Personnel from DHS, FBI, DEA, DoD, and DOJ also engage in our bilateral relationship. The Embassy has an annual operating budget of \$1.3 million dollars. We do not engage with the Holy See on religious matters, but enjoy positive collaboration on U.S. foreign policy priorities in every region. The Embassy exchanges information regularly with Holy See diplomats and the substantial diplomatic corps accredited to the Vatican on areas of joint concern. In addition, Embassy Vatican maintains regular contact with individuals in Catholic religious orders, Catholic-affiliated groups like the Community of Sant'Egidio, Aid to the Church in Need, and others. Embassy Vatican's public diplomacy platform is wide-ranging due to the significant media focus on Pope Francis and the Holy See. Embassy Vatican has enjoyed positive, longstanding relationships with journalists and news outlets covering the Holy See and wider Catholic news.

Going forward, Embassy Vatican seeks to strengthen ties with Holy See officials on issues of mutual concern, such as threats to religious freedom, persecution of religious minorities, conflict mediation, and human trafficking. We will do so by utilizing inter-agency collaboration and the Vatican's global network to advance U.S. policy goals and public diplomacy efforts. Examples include working with the Department of Defense and religious orders to educate key community leaders in Africa about U.S. military presence in African countries, and also working with the U.S. Mission to the United Nations to explain how U.S. humanitarian assistance reaches those most in need. We also seek to engage with visiting Congressional delegations and U.S. government officials to advance shared political, economic, and public diplomacy objectives. Finally, our Embassy seeks closer ties with the Holy See's new Dicastery for Promoting Integral Human Development, to advance shared interests in technological innovation and artificial intelligence, impact investing, and environmental concerns, including energy.

The Holy See's vast global influence makes it a critical partner to address a wide range of issues of mutual concern. Working together with the Holy See, Embassy Vatican will continue to promote peace, freedom, and human dignity throughout the world.

2. Mission Strategic Framework

Mission Goal 1: Post collaborates with the Holy See and Vatican organizations to promote human rights globally.

Mission Objective 1.1: Holy see leaders partner with the U.S. to combat human trafficking through the strengthening of foreign government effectiveness throughout the world.

Mission Objective 1.2: Post engages with Holy See leaders and other contacts to defend and advance religious freedom.

Mission Objective 1.3: Holy see leaders partner with the U.S. to highlight the role of women within the Vatican and Catholic organizations around the world.

Mission Goal 2: As a global engagement post, Embassy Vatican capitalizes on the Vatican's unique worldwide presence to promote U.S. policy objectives.

Mission Objective 2.1: Post engages with Holy See leaders and other contacts to promote security and stability globally.

Mission Objective 2.2: Post engages with Holy See leaders and other contacts to address ESTH issues, including promoting increased access to food and water and advances in science and health.

Mission Goal 3: Embassy Vatican's public diplomacy increases understanding of and alignment with U.S. foreign policy goals among Holy See officials and the broader Catholic community.

Mission Objective 3.1: Post strategically utilizes digital and traditional media, public outreach, grants, and cultural events to advance U.S. foreign policy.

Management Objectives:

Management Objective 1: Maximize use of IT tools, including Cloud-based data and software applications, to improve IT security, increase efficiency of service delivery, and provide staff with additional flexibility.

Management Objective 2: Manage resources efficiently in an uncertain budgetary environment, while improving delivery of services.

Management Objective 3: Maintain and strengthen Tri-Mission workforce through training, mentoring, and succession planning.

3. Mission Goals and Objectives

Mission Goal 1: Post collaborates with the Holy See and Vatican organizations to protect and advance human rights globally.

Description and Linkages: The Catholic Church plays a key role in civil and political life in many countries where human rights are under threat and human trafficking is prevalent. Post works closely with the Vatican and affiliated groups to combat human trafficking and promote human rights and religious freedom in these countries through advocacy, policy coordination and reporting back to Washington. This goal aligns with Strategic Objectives 1.3 and 3.3 of the State-USAID Joint Strategic Plan and Goal 4 of the EUR Joint Regional Strategy Framework.

Mission Objective 1.1: Holy See leaders and related organizations partner with the U.S. to make eliminating human slavery a priority for governments throughout the world.

Justification: The Catholic Church's global reach makes it an ideal partner for collaborating on efforts to respond to and prevent human trafficking, and to provide care to survivors. The Vatican is a willing partner in this work, as Pope Francis has made countering human trafficking a priority of his pontificate and has spearheaded a Joint Declaration of Religious Leaders against Modern Slavery, signed by representatives of the world's major religions. Post collaborates with the Vatican to amplify our efforts to counter human trafficking through initiatives such as the Santa Marta Group, a coalition of law enforcement officials and Church officials who meet to share strategies on combatting human trafficking. Post continues to work also with Vatican-affiliated organizations, including religious orders, to strengthen programs to counter human trafficking and to provide rescue and rehabilitation services for survivors.

Mission Objective 1.2: Post engages with Holy See leadership, men and women religious and Catholic organizations to advance religious freedom in countries where it is under threat.

Justification: Defending and advancing religious freedom is a shared priority for both the United States and the Vatican. Post partners with the Vatican and affiliated groups, such as Aid to the Church in Need and the Community of Sant'Egidio, to promote religious freedom worldwide through coordination of efforts in countries where religious minorities are under threat. Post also uses the Vatican's global convening power to amplify messages promoting religious freedom, and defending religious minorities.

Mission Objective 1.3: Post partners with the Holy See to highlight and advance the role of women within the Vatican and Catholic organizations around the world.

Justification: Women play a key role for the Catholic Church in fields such as healthcare, education and aidwork, but are not always recognized for their work or given positions of responsibility in a male-dominated hierarchy. Pope Francis has called for giving a greater role

to women in the Church and promoting them in the Vatican Curia. Post promotes the important role of lay and religious women leaders in the Curia and highlights the efforts of women religious worldwide in combatting human trafficking and providing humanitarian assistance in conflict areas.

Mission Goal 2: As a global engagement post, Embassy Vatican capitalizes on the Vatican's unique worldwide presence to promote U.S. policy objectives.

Description and Linkages: Embassy Vatican can utilize the worldwide presence of the Catholic Church to serve as a global engagement post – promoting U.S. priorities in all regions of the world through information sharing and policy coordination with the Vatican and affiliated organizations. With a global constituency of over one billion Catholics spread across the globe, the reach of the Catholic Church is unparalleled. By cultivating relationships with the Vatican MFA, members of religious orders and Church-affiliated organizations, Post can provide timely and critical information to Washington policymakers. Cooperation with the Vatican and affiliated organizations on conflict mediation can help advance peace and democracy in countries in Africa, the Middle East, and Latin America. Post can also work with our Vatican partners to ensure that USG interests are represented in Vatican conferences and fora that help set the policy agenda on the latest developments in science, healthcare, technology and economics. This Mission Goal supports Goals 1 and 3 of the State-USAID Joint Strategic Plan and Goals 1 and 4 of the EUR Joint Regional Strategy Framework.

Mission Objective 2.1: Post engages with Holy See leaders and other contacts to promote security and stability globally.

Justification: The Catholic Church plays a critical role in fragile states where it often represents the strongest and most organized part of civil society and where the Vatican and affiliated organizations play critical roles in conflict prevention and resolution. Post can contribute to global security through relevant and timely reporting on conflicts where the Vatican and Catholic organizations are present as humanitarian workers and peacebuilders. Effective coordination with the Vatican can also help ensure that mediation efforts are successful. Regular, high level engagement can increase Vatican officials' understanding of U.S. foreign policy priorities, improving coordination, and policy alignment.

Mission Objective 2.2: Post engages with Holy See leaders and other contacts to address ESTH issues, including promoting increased access to food and water and advances in science and health.

Justification: The Vatican often serves as a high-level stage from which the global policy agenda on the latest developments in science, healthcare and technology is set through prominent conferences and Church initiatives. Through effective collaboration with the

Vatican, Post can ensure that USG interests are represented on topics as diverse as CRISPR and gene editing, food and nutrition, the future of energy and climate change.

Mission Goal 3: Embassy Vatican's public diplomacy increases alignment with the Holy See on U.S. foreign policy goals.

Description and Linkages: Pope Francis continues to make a number of media outlets' "top" leaders of the world or influential people lists, because of his direct influence on the lives of 1.3 billion Catholics worldwide and his much-publicized prioritization of social justice, defense of the persecuted, and ministry to the poor. Post's social media platforms and outreach programs offer unique opportunities to reach parts of this vast audience.

Mission Objective 3.1: Post strategically utilizes digital and traditional media, public outreach, grants, and cultural events to advance U.S. foreign policy.

Justification: A number of key interlocutors for Embassy Vatican are not located at the Holy See. Post must creatively and actively seek outreach and grant proposals to overcome these limitations. In addition to Vatican officials, we must engage journalists who cover the Vatican for news agencies the world over, the academic and intellectual community comprising seven Vatican-affiliated universities and 13 other institutes of higher education, and a large number of Catholic associations, foundations, and NGOs based in Rome.

4. Management Objectives

Management Objective 1: Maximize use of IT tools, including Cloud-based data and software applications, to improve IT security and increase efficiency of service delivery.

Justification: This objective supports Goal 1 of the Department's IT Strategic Plan for 2017-2019 – "Deliver Advanced Capabilities to Foster Collaboration, Knowledge Management, and Analytics." Information produced, collected and held by the Mission should be part of a comprehensive, shared, secure and easily accessible knowledge management system. Tri-Mission Rome will advance this vision by supporting the Department's transition to cloud-based applications and modifying locally-developed applications to be more mobile-friendly. These enterprise and local changes will improve the ability of Mission employees to communicate and collaborate in real-time while also improving security, increasing office efficiencies, and improving remote data access.

Management Objective 2: Manage resources efficiently in an uncertain budgetary environment, while improving delivery of services.

Justification: This objective supports Goal 5 of the EUR Joint Regional Strategy by aligning human and financial resources to support American policy goals. Tri-Mission Rome will support this goal by examining current business practices and implementing programs to reduce costs while keeping services at the same high level. Regularizing the use of data-driven management techniques will be the key to supporting this goal.

Management Objective 3: Maintain and strengthen Tri-Mission workforce through training, mentoring, and succession planning.

Justification: This objective supports Goal 5 of the EUR Joint Regional Strategy by practicing performance management and training practices that support productive, effective, and respectful work environments. Creating a detailed training plan will improve the efficiency of the workforce and assist with creating a strategic budget for training courses.