



# Integrated Country Strategy

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Poland

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## 1. Chief of Mission Priorities

Poland is a staunch U.S. ally. Our relationship is founded on shared democratic values, cultural affinities, and growing economic ties. In the period 2018-2020, the United States will support Poland's ambition of becoming a top-tier NATO partner and a strong voice within the European Union favoring Trans-Atlantic values. The United States priorities in Poland are to: 1) intensify our security cooperation; 2) increase our trade and investment with Poland, with particular focus on increased energy diversification and security; 3) reaffirm the need to uphold common democratic values and strong democratic institutions; and 4) secure the future of our relationship by strengthening people-to-people ties between our countries.

Since Poland threw off the shackles of communism in 1989, the United States has led efforts to integrate Poland into Euro-Atlantic structures and to support its efforts to defend itself. Poland is a NATO and has stood shoulder-to-shoulder with us in Afghanistan and Iraq. Poland is in the midst of a multi-year, USD 40 billion military modernization process, and is one of only a handful of Allies meeting NATO guidelines regarding spending two percent of GDP on defense and 20 percent of defense spending on modernizing equipment and infrastructure. Since January 2017, a rotational U.S. Armored Brigade Combat Team (ABCT) on a regional deployment has been headquartered in western Poland. A U.S. battalion leads NATO's Enhanced Forward Presence (eFP) deployment in northeastern Poland. Demonstrating its willingness to invest in its security, Poland in 2018 offered to spend USD 2 billion to support a permanent American troop presence in Poland. In 2019, the United States and Poland will map a way forward on further bilateral security cooperation. In early 2018, Poland signed a USD 4.75 billion letter of acceptance for the first phase of a two-phase purchase of the PATRIOT air and missile defense system – its largest military procurement ever. In 2020, the Aegis Ashore missile defense site in northern Poland is scheduled to reach operational status. Poland's leadership in defending NATO's Eastern Flank will also allow the Polish military to take on greater responsibility confronting other global priorities in other theaters, including select Special Operations Forces (SOF) contributions to U.S. and Alliance efforts.

Our bilateral engagement with Poland's security and law enforcement bodies will continue to focus on counterterrorism, border security, transnational organized crime, and combating cyber threats. Poland's cyber capacity is growing, and will help improve the Polish government's nascent preparedness for potential domestic and transient attacks. Enhanced cooperation in these areas between our two countries will address traditional and emerging criminal threats.

Our economic relationship with Poland is positive, but not yet as deep or comprehensive as our security ties. While trade has increased significantly in recent years and Poland is one of the 25 largest economies in the world, it is now our 44th trading partner (up from 54<sup>th</sup> only a few years ago). U.S. exports to Poland are at an all-time high; opportunities abound, particularly as Poland seeks to demonstrate its close U.S. ties and reduce overreliance on EU trade. Mission Poland intends to leverage Poland's leadership in the Three Seas Initiative to increase U.S. exports and investments. We will also use private sector partnerships and government outreach to help expand both traditional export sectors and investment in key growth sectors, namely defense, energy, digital technologies, and agriculture. Encouraging Polish investment in the United States, currently approaching one billion dollars, is another notable opportunity to promote our prosperity. We will also push to ensure a predictable business climate and advocate strongly for American companies facing challenges.

Energy security is a critical element of national security and the United States is committed to partnering in all aspects of Poland's quest to diversify its sources of energy and to contribute to Europe's overall energy security. Diplomatically, we will work with Poland through our strategic energy dialogue to support initiatives within the EU and elsewhere that advance European energy security. Commercially, the embassy will continue to support American LNG exports to Poland. In addition, American firms can play a significant role throughout Poland's energy sector, including in coal, nuclear, gas and renewables. We will also continue to encourage cross-investments between Polish and American energy firms as a way to reinforce our common strategic objectives.

Poles traditionally have strong affection for the United States stemming from centuries-long cultural ties and shared worldviews. But we cannot be complacent; Poles now coming of age have no personal recollection of the U.S. role in Poland's history and its democratic transition. To preserve our soft power here, we will further develop our people-to-people ties - especially engaging youth and women - and those who may be more focused on the EU or more skeptical of the status quo (including the U.S.-Polish relationship). The Embassy has used commemorations surrounding the 100-year anniversary of Poland regaining its independence and the U.S. role therein to build relationships with younger Polish generations, expanding people-to-people exchanges throughout Poland and at all levels of society. We will continue doing this by focusing on that generation's priorities, including promoting a culture of entrepreneurship and innovation and the empowerment of women.

The next three years will be critical in determining the future of Europe and the Trans-Atlantic Alliance. The U.S. partnership with Poland can serve as a force to shape these developments to maximize the benefits to America's security and prosperity.

## 2. Mission Strategic Framework

**Mission Goal 1: Poland is prepared for and actively engages on global and regional security challenges.**

**Mission Objective 1.1:** Poland and the United States deepen bilateral military and security cooperation through a military modernization process that builds a capable, interoperable, and deployable force that successfully deters aggression and participates in out-of-area operations.

**Mission Objective 1.2:** Poland's security and law enforcement bodies engage with the United States and other partners to address cyber threats, disinformation, counterterrorism, border security, export control and proliferation, counter-narcotics, and transnational organized crime.

**Mission Goal 2: Poland's economic development is environmentally sustainable, well-balanced, expanding, and contributes to U.S. economic growth and prosperity.**

**Mission Objective 2.1:** Increase bilateral trade and investment by promoting U.S. commercial interests and opportunities in Poland and removing barriers to doing business.

**Mission Objective 2.2:** Facilitate and encourage legitimate travel to the United States to foster Polish-American economic, cultural, social, and educational ties.

**Mission Objective 2.3:** Strengthen Poland's commitment to more secure, more diverse, and cleaner energy sources for Poland and the EU.

**Mission Goal 3: Poland continues to respect the rule of law, independence of the judiciary, media, and other democratic institutions at home; uses its transition experience to promote democracy abroad; and shows greater respect for and acceptance of minorities and socially marginalized groups within its borders.**

**Mission Objective 3.1:** Effectively engage with the Polish government to maintain respect for rule of law and the independence of courts and judges; protect space for journalists, academics, and non-governmental organizations to operate free of government interference or pressure.

**Mission Objective 3.2:** Enhance Poland's capability to fulfill democracy promotion programs abroad.

**Mission Objective 3.3:** Polish society shows greater respect for and acceptance of minority groups.

**Mission Goal 4: Poles understand and value the broad scope of the U.S.-Poland relationship, including the people-to-people ties at the foundation of the U.S.-Poland alliance.**

**Mission Objective 4.1:** More Poles participate in programs entailing the exchange of people, ideas, and culture with Americans.

**Mission Objective 4.2:** Mission programs and activities reach more young Poles with products and services meeting their needs and interests.

**Mission Goal 5: The Mission provides high-quality consular services to American citizens and collaborates closely with the American community and U.S. companies to advance shared goals.**

**Mission Objective 5.1:** The Mission protects and supports the welfare and interests of American citizens living in or visiting Poland and collaborates closely with the American community and U.S. companies in Poland to advance shared interests.

**Management Objective 1: The management platform is sufficient in size and expertise to responsibly support overall requirements Mission-wide, creating a “smart-sized,” versus “right-sized,” Mission.**

**Management Objective 2: Facilities and housing are safe, secure, and adequate. The status of the American School of Warsaw (ASW) and International School of Krakow (ISK) is finalized with the Government of Poland, ensuring Mission children have access to top-notch education for years to come.**

### 3. Mission Goals and Objectives

**Mission Goal 1: Poland is prepared for and actively engages on global and regional security challenges.**

**Description and Linkages:** This goal reflects the 2017 National Security Strategy pillars 1 and 3, to protect American people, homeland, and way of life, and to preserve peace through strength. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 1, Objectives 1.1, 1.2, and 1.4. This goal also supports the EUR Joint Regional Strategy Plan 2015-2018 Goal 2, Objectives 2.1 and 2.2. Consistent with the National Security Strategy, State and EUR Regional Strategies, the Mission will continue to work with Poland – an important NATO ally that meets NATO requirements regarding spending two percent of GDP and 20 percent of defense spending on modernizing equipment and infrastructure – to support its military modernization efforts so that Poland will become an even more effective partner in addressing global and regional security challenges.

**Mission Objective 1.1:** Poland and the United States deepen bilateral military and security cooperation through a military modernization process that builds a capable, interoperable, and deployable force to successfully deter aggression and participate in out-of-area operations.

**Justification:** Security remains a fundamental pillar of our bilateral relationship and is an area where we have made great strides over the past thirty years. In response to Russian aggression, at the 2016 Warsaw NATO Summit the United States declared it would serve as the framework nation for the NATO multinational Enhanced Forward Presence (eFP) battlegroup in Poland, a commitment it is now fulfilling with the contribution of a light-armored battalion. Additionally, the United States in 2016 committed a bilateral deployment to Poland consisting of heel-to-toe persistent rotations of an Armored Brigade Combat Team. The U.S. Army also moved its Infantry Division Mission Command Element from Germany to Poznan to support U.S. Army deployments to Poland and movement throughout the region. Starting in 2017, the 143<sup>rd</sup> Combat Sustainment Support Brigade and Combat Aviation Brigade also rotate troops and equipment at Powidz airbase in support of the Atlantic Resolve Missions in Poland and throughout the eastern flank. In 2018, the U.S. Air Force deployed U.S. Detachment 2/52nd Operations Group (DET2) to Miroslawiec Air Base to conduct Intelligence, Surveillance, and Reconnaissance (ISR) MQ-9 Reaper Remotely Piloted Aircraft flights. Since 2012, U.S. Detachment 1/52<sup>nd</sup> Operations Group has been stationed in Poland on an enduring basis to support quarterly rotations of F-16s and C-130 aircraft to train with Polish Air Forces. The U.S. Navy is overseeing the construction of a U.S. missile interceptor base at Redzikowo as part of the European Phased Adaptive Approach (EPAA) that will accommodate upwards of 250 additional U.S. personnel. Our increased military presence in Poland will provide opportunities for new and innovative

bilateral training engagements that can increase Polish military effectiveness and NATO interoperability.

Meanwhile, Poland's military is emerging from a Cold War-era army based on conscription to a modern, agile, and professional all-volunteer force capable of expeditionary missions as well as conventional operations. Poland's military gained valuable experience first in Iraq and later in Afghanistan. Poland is committed to continued presence in Afghanistan in support of Resolute Support Mission (RSM). In particular, Poland's Special Operations forces have proven to be world-class and highly interoperable with their U.S. counterparts. Continuing and expanding partnerships and training between Polish Special Operations forces post-ISAF will pay long-term dividends as it will enable Poland to successfully participate in out-of-area operations and support bilateral objectives.

Poland is several years into a decade-long military modernization process to create a larger, more capable, and flexible 21st century military force. In addition, national law now mandates that Poland allocate two percent of its GDP to defense spending, and reach two and a half percent by 2030. Using our bilateral policy mechanisms, like the High-Level Defense Group, we can leverage opportunities to advise and provide expertise to guide and prioritize Poland's military modernization process. A more capable Polish military partner will help the United States realize our foreign and security policy priorities within the broader NATO Alliance and will continue to contribute to success in combating global and regional security threats.

**Mission Objective 1.2:** Poland's security and law enforcement bodies engage with the United States and other partners to address cyber threats, disinformation, counterterrorism, border security, export control and proliferation, counter-narcotics, and transnational organized crime.

**Justification:** Poland is an important partner on regional security and law enforcement issues. Significant U.S. capacity building efforts have helped Poland develop professional services capable of combating security threats. As these services continue to mature, opportunities exist for greater operational cooperation with the United States.

Polish security services have identified cyber capabilities as their greatest need and opportunities exist to support development of this area. Terrorists and other actors increasingly utilize cyber systems for recruitment, communication, and to facilitate organized criminal activity. U.S. efforts to build Polish cyber capacity will increase cooperation and support investigative activity and information sharing on multiple domestic and transnational threats.

Under the auspices of the Memorandum of Understanding between the Department of Energy of the United States of America and the Ministry of the Interior and Administration and the Ministry of Finance of the Republic of Poland Concerning



Cooperation to Prevent the Illicit Trafficking in Nuclear and Other Radioactive Material signed 8 January 2009, the Nuclear Smuggling Detection and Deterrence program strengthens Poland's capabilities to deter, detect, and investigate the smuggling of nuclear and radiological materials by providing the expertise and tools needed to respond to smuggling events.

Malign Russian influence and disinformation in Poland is a growing threat perceived by the Polish government and society. As Polish need for, and U.S. funding to support, additional U.S. training for Polish law enforcement and security services declines, we recognize the opportunity to encourage the Polish services to take a leadership role throughout Central and Eastern Europe. Polish agencies have expressed an interest in participating in training exchanges, which serve the dual purposes of increasing Poland's capacity and enhancing regional security.

**Mission Goal 2: Poland's economic development is environmentally sustainable, well-balanced, expanding, and contributes to U.S. economic growth and prosperity.**

**Description and Linkages:** This goal reflects the second Pillar of the 2017 National Security Strategy, to promote American prosperity. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 2, Objectives 2.1, 2.2, and 2.3, and the EUR Joint Regional Strategy Plan 2015-2018 Goal 4. Consistent with the National Security Strategy, State and EUR Regional Strategies, the Mission will promote American prosperity by promoting increased exports to Poland and supporting U.S. business to ensure a level playing field and fair access for all U.S. exports and investors as well as promoting Polish investment in the United States.

**Mission Objective 2.1:** Increase bilateral trade and investment by promoting U.S. commercial interests and opportunities in Poland and removing barriers to doing business.

**Justification:** Poland is one of the 25 largest economies in the world, but it is the 44<sup>th</sup> largest export market for the United States as of the end of 2017, and its foreign direct investment in the United States, though growing, has greater potential. Poland's real GDP growth over the last decade has averaged 3.6% annually, including by 4.6% in 2017. The size of the Polish market and Poland's strong desire to reduce its reliance on EU partners by expanding commercial relations outside of the EU represent a substantial opportunity for the United States to increase its trade and investment relationship with Poland.

Combining the tools of State Department economic statecraft with those of the Foreign Commercial Service and Foreign Agricultural Service (including matchmaking services, trade missions, corporate promotional events, international buyer programs, and tailored market research), the Mission will pursue the objectives of the President's National Security Strategy and continue to significantly grow U.S. exports to Poland. Achieving this goal will require increases in traditional U.S. exports as well as a focus on

the key growth export sectors including defense, information technology, infrastructure, energy, smart cities solutions, food products, and energy efficient building products and technologies. We will advocate for agricultural trade and regulatory policies which are transparent, science-based, and consistent with international obligations. We will deepen cooperation with Poland's private sector, particularly as a way to promote women innovators and entrepreneurs, in order to ensure Poland is developing new markets for U.S. investment and exports. We will employ the SelectUSA program to showcase the United States as an attractive investment destination for the Polish private sector. We will develop our relationship with Polish ministries, agencies, local governments, and business organizations not only as partners in promoting increased trade and investment, but also in order to ensure that the Polish government will address issues of market access and impediments to doing business. We will also take advantage of Poland's membership in the Three Seas Initiative, which comprises 12 central and eastern European member states of the EU to strengthen north-south investment and economic connectivity, and which provides opportunities for U.S. exports and investment in cross-border infrastructure and service contracts.

**Mission Objective 2.2:** Facilitate and encourage legitimate travel to the United States to foster Polish-American economic, cultural, social, and educational ties.

**Justification:** Our Polish counterparts continue to express impatience regarding the requirement that Polish citizens obtain visas for business and tourism travel to the United States. We are working with the Polish government and business groups both to help Poland understand the necessary steps to meet the legislative requirements for Visa Waiver Program (VWP) inclusion and to explain and manage public expectations regarding the possibility of the expansion of the VWP in the next several years.

We remain committed to providing efficient visa services to Polish applicants, maintaining a high level of customer service, and minimizing wait times. The Mission will also continue to promote private sector exchange programs overseen by the State Department, such as the Summer Work Travel and Camp Counselor programs. In addition, we will engage in public diplomacy activities to encourage Poles to visit and do business in the United States.

**Mission Objective 2.3:** Strengthen Poland's commitment to cleaner, more secure, and more diverse energy sources for Poland and the EU.

**Justification:** Poland needs to diversify its energy mix in order to improve energy security as well as to provide for a cleaner environment (a growing priority for the Polish government due to Poles' increasing concern over smog). Poland's investments in innovative energy technologies such as LNG, unconventional gas extraction, cleaner coal, nuclear power, and renewable energy could provide more secure energy sources. The successful delivery of U.S. LNG to the Polish LNG port at Swinoujscie as well as the signing of a mid-term contract for U.S.-sourced LNG represents a new opportunity in the energy relationship. The first export of U.S. petroleum to Poland is likewise representative of potentially deeper commercial energy cooperation. Should Poland proceed in developing a civilian nuclear power program, this could result in billions of dollars of U.S. exports and a substantial increase in cooperation between U.S. energy firms and Polish state-run utilities. In order to meet its security and environmental objectives, Poland is trying to improve energy efficiency, increase the transparency of energy markets, integrate more fully into the European energy network (including with the Baltic countries), and diversify its suppliers and the routes that energy sources take to market.

American energy companies and academic and research institutions, as well as other USG entities, including the Department of Energy and its network of laboratory facilities, can leverage our support in the research, development, and deployment of diversified and efficient energy to increase Poland's (and NATO's) energy security, as well as reduce problems caused by air pollution that can weaken our largest ally on NATO's eastern flank.

**Mission Goal 3: Poland respects the rule of law, independence of the judiciary, media, and other democratic institutions at home; uses its transition experience to promote democracy abroad; and shows greater respect for and acceptance of minorities and socially marginalized groups within its borders.**

**Description and Linkages:** This goal reflects all four of the 2017 National Security Strategy Pillars as Poland's commitment to the rule of law and democratic institutions will influence its ability to be a reliable security partner and desirable market for U.S. exports and investments. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 1, Objectives 1.3, and Goal 3, Objectives 3.1, 3.2, and 3.4. This goal also supports the EUR, Joint Regional Strategy Plan 2015-2018, Goal 1, Objectives 1.1 and 1.3, and Goal 3, Objectives 3.1, 3.2, and 3.3. Consistent with the National Security Strategy, the State-USAID 2018-2022 Joint Strategic Plan and the EUR Joint Regional Strategy Plan 2015-2018 objectives, the mission will continue to engage Poland in protecting and strengthening democratic institutions so that Poland can be an effective security partner, an attractive market destination for U.S. exports and investments, and an advocate for the continued strengthening of the trans-Atlantic relationship.

**Mission Objective 3.1:** Effectively encourage the Polish government to maintain respect for rule of law and the independence of courts and judges; protect space for journalists and non-governmental organizations to operate free of government interference or pressure.

**Justification:** In December 2017, the European Commission launched Article 7 proceedings against Poland, related to concerns about rule of law and Poland's judicial reform efforts. On July 2, 2018, the European Commission started infringement proceedings against Poland related to its revised Supreme Court law. The government argues the changes are necessary to depoliticize the judiciary and improve judicial efficiency. The political opposition, some legal experts, and some NGOs argue the government intends to paralyze the judiciary to keep it from blocking the government's legislative agenda. The parliament also passed a law that allowed the government to select directly the heads of public media, who are now, in some cases, party loyalists.

The government has also adopted an "extraordinary appeals" mechanism allowing for final decisions made over the past 20 years to be reversed in cases of alleged grave injustice. The government argues that this is a social justice measure. International organizations such as the European Commission and the Venice Commission, as well as many legal experts, view this as a significant threat to the integrity of the justice system. The newly created Urgent Appeals Chamber will also hear all election law challenges. The political opposition and some legal experts maintain that the chamber could be vulnerable to political influence in resolving future election disputes.

The government's actions on the judiciary, as well in areas of media freedom and freedom of expression, have raised concerns about its commitment to judicial independence, democratic institutions, and separation of powers. In December 2017, Poland's National Radio and TV Broadcasting Council levied a PLN 1.479 million fine (USD \$415,000) against a leading private television broadcaster claiming that its coverage of December 2016 parliamentary protests was biased. The fine was rescinded in January 2018 after discussions with the broadcaster. In 2018, the government passed amendments to the Institute of National Remembrance law expanding the actors allowed to bring civil suits for alleged defamation of the Polish state or nation. Organizations such as Yad Vashem have said the provisions could have a chilling effect on historical debate and research related to the Holocaust and World War II. The Mission will work to help Poland continue its strong history of success with democratic institutions, rule of law, and media freedom, as a NATO ally and a democratic, economic example for Europe and the world.

**Mission Objective 3.2:** Enhance Poland's capability to fulfill democracy promotion programs abroad.

**Justification:** Poland is seeking to export the model of its own democratic transformation success story. In this effort, Poland has played a strong role in focusing the EU's attention on the Eastern Neighborhood. Utilizing the U.S.-Poland Democracy Dialogue, we will continue to support Poland's efforts to integrate these eastern neighbors into EU structures and assist them in their democratic transitions. Further complementing the work of the Mission, the Dialogue will also be a useful mechanism to engage Poland to advance its democracy promotion and development aid programs in other regions, finding ways to effectively share the cost of democracy promotion. We will encourage Poland to develop its youth and education exchange programs with Russia, Belarus, Moldova, and Ukraine as a means to promote understanding and foster the development of civil society. We will seek to leverage U.S. and Polish development assistance funding and encourage further bilateral cooperation on democracy and rule of law promotion within Eastern Partnership countries by actively encouraging the Polish MFA to sponsor projects under the Emerging Donor Challenge Fund. We will work with the Polish government on programs to counter Russian misinformation campaigns that undermine the political will and personal European aspirations of Ukrainians, Georgians, Moldovans and other peoples in the former Soviet Union, and support efforts to strengthen a more pluralist, unbiased and independent Russian language media environment in the region.

We will encourage Poland to help lead the Warsaw-based Permanent Secretariat of the Community of Democracies (CoD) as it further defines its mission and seeks out stable funding sources. The Warsaw-based Office for Democratic Institutions and Human Rights of the OSCE, the National Endowment for Democracy, and the newly formed European Endowment for Democracy will be important external partners.

**Mission Objective 3.3:** Polish society shows greater respect for, and acceptance of, minority groups.

**Justification:** For the vast majority of its history, Poland has been home to numerous ethnic and religious minorities, including Germans, Russians, Lithuanians, Ukrainians, Belarusians, Tatars, Roma, and Jews. The Second World War and the Holocaust resulted in the near extermination of over one thousand years of Jewish life and the near annihilation of Roma. The ensuing post-war changes in Polish borders culminated in the expulsion of Germans and the movement, and in some cases removal, of entire ethnic populations. The end result was a nation and a society almost completely ethnically and religiously homogenous.

As Poland emerged from communism, Polish society was forced to confront painful chapters of WWII history in order to completely transition to a democratic system of governance which respected the rights of all its citizens, regardless of race, ethnicity, gender, religion, or sexual orientation/identity. In recent years, new minority ethnic groups, such as Ukrainians, Chechens, East and South Asians, and Africans, have made Poland their home. While legal frameworks exist to protect minority groups, in practice

these groups are not always protected as intended under the law. Following the adoption of amendments to the IPN law in 2018, the level of anti-Semitic speech in mainstream media rose significantly. How Poland learns to tolerate, understand, accept, and respect all these groups, both new and old, is essential to not only overcoming past grievances, but fully transitioning to a society where all its members are treated without bias, prejudice, or hate. A country secure with its identity and comfortable with diversity is more resilient and a better partner.

**Mission Goal 4: Poles understand and value the broad scope of the U.S.-Poland relationship, including the people-to-people ties at the foundation of the U.S.-Poland alliance.**

**Description and Linkages:** This goal reflects Pillar 1 of the 2017 National Security Strategy. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 2, Objectives 2.2, Goal 3, Objectives 3.2, 3.3, and 3.4. This goal also supports the EUR, Joint Regional Strategy Plan 2015-2018, Goal 1, Objectives 1.1, 1.2, and 1.3, Goal 2, Objectives 2.1, and 2.2, and Goal 3, Objectives 3.1. The Mission will engage in a dynamic and strategic public diplomacy approach, communicating to the average Pole the benefits of supporting the broad scope of the U.S.-Poland relationship.

**Mission Objective 4.1:** More Poles participate in programs entailing the exchange of people, ideas, and culture with Americans.

**Justification:** As Poland has transitioned to a democratic and free market society, becoming a member of both NATO and the EU, its relationship to the United States has also evolved. While our deep historical ties and cooperation on security matters remain strong, most Poles, particularly those of the younger generation, have thought of themselves as a rising power within the framework of a united Europe. Although the importance of the country's relationship with the United States is widely acknowledged, and positive views of the U.S.-Poland alliance have further solidified since the Russian occupation of parts of neighboring Ukraine, Poles are far more likely to visit, study in, trade with, and identify with their EU partners than the United States. As well as helping to build Polish infrastructure, the EU has also invested heavily in education and the cultural development of Poland, including through exchange programs. Most significantly, Poles have the right to live and work in other EU countries. About two million are currently doing so.

The United States nonetheless maintains a leading role in the estimation of Poles in the areas of culture, academics, trade, and technology. The success of American brands and technology is admired and emulated in Poland. American movies and television entertainment are enjoyed widely. American music, from pop to jazz to rhythm and blues and hip hop, can be heard everywhere. Exhibits by American artists are common at Polish museums and galleries. American sports are increasingly popular – American football is now the fastest-growing participant sport in Poland. The increasing percentage of Poles who speak English has also raised demand for American authors,

magazines, and websites – and for direct communication with Americans engaged in all areas of academic, cultural, economic, and social endeavor.

While it is unlikely we will be in a position to compete with Poland's European partners in terms of the level of financial investment in Poland, in the market of ideas and culture we still hold a significant comparative advantage. The Mission must capitalize on that advantage by increasing people-to-people exchange activities between Americans and Poles at all levels of society. We intend to increase the number of U.S. speakers from within and outside the Mission, particularly leveraging U.S. troops in Poland as speakers, addressing topics such as the NATO alliance and deterrence, migration, cybersecurity, American culture, sports, and African-American History Month. We also plan to program speakers on disability issues, addressing environmental issues in the context of entrepreneurship and innovation, energy security, and Polish-Jewish relations and tolerance. We will engage with a broad variety of audiences, including youth, at Polish schools and universities; NGO, media and business representatives; and government officials at all levels, and will particularly seek opportunities for two-way dialogue benefitting both our nations – with the Centennial of Polish re-independence and the U.S. role, the Centennial of U.S.-Polish diplomatic relations, the 30<sup>th</sup> anniversary of the fall of communism, and the 60<sup>th</sup> anniversary of the Fulbright Foundation being major opportunities.

**Mission Objective 4.2:** Mission programs and activities reach more young Poles with products and services meeting their needs and interests.

**Justification:** Unlike their parents, the younger generation of Poles has no personal recollection of the role the United States played in Poland's transition from communism to democracy. Thanks to Poland's EU membership and growing wealth, younger Poles are now more connected and integrated into Western Europe than ever before, although increasingly there is an urban/rural divide of EU support vs. increasing nationalism. The United States faces competition for the attention of this demographic group, which is more inclined to identify with the EU than with the United States. Attitudes and opinions of younger Poles are less formed than those of their elders, and influencing them represents a major opportunity for the United States. The Mission must engage and influence young Poles and emerging Polish leaders under 30 on subjects of their interest, while still underscoring respect for Polish history and accomplishments – particularly science and technology, important employment generators of the present and future – and encourage participation by more young leaders in exchange programs, cultural activities, alumni networks, educational opportunities, and other Mission efforts. We will continue to promote and expand Polish participation in the Summer Work Travel and Camp Counselor programs and to boost our significant presence on Facebook, Twitter, Instagram, and other social media outlets where young Poles (and the opinion-makers who influence them) are increasingly active. The quality of our future relations with Poland will be influenced by

the contact that Poland's up-and-coming leaders in government, business, academia, culture, and civil society have with America and Americans during their youth and early professional life.

The United States is world-renowned for the quality of its institutions of higher education. Studying in the United States gives students the opportunity to experience America first-hand and develop a deeper appreciation for U.S. history and culture. Unfortunately, the number of Poles studying in the United States lags behind the European average. As members of the EU, Poles have more choices for quality education in Europe than they did in the past, often at a far lower cost than in the United States. Competition for Polish students is also getting tighter as the number of Poles aged 19-25 is steadily declining. We will seek to increase the number of Poles studying in the United States through our EducationUSA network of student advisors at the Fulbright Commission and at American Spaces across Poland; through continued Mission participation in the best-attended student fairs; and by collaborating with educational institutions to develop new opportunities for Polish students. Both Poland's growing participation in the flagship FLEX program, which sends top foreign high school students to the United States for a junior year of study, and the Polish government's new grant program for exceptional graduate students, which pays for them to study at top-ranked international universities (26 out of 30 are American institutions), will provide new impetus for the Mission to expand its educational advising outreach to young Poles.

**Mission Goal 5: The Mission provides high-quality consular services to American citizens and collaborates closely with the American community and U.S. companies to advance shared goals.**

**Description and Linkages:** This goal reflects Pillars 1 and 2 of the 2017 National Security Strategy. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 1, Objective 1.3, and 1.5, Goal 2, Objectives 2.1, and 2.2, Goal 3, Objectives 3.3, and 3.4, and Goal 4, Objectives 4.2, 4.3, and 4.4. This goal also supports the EUR, Joint Regional Strategy Plan 2015-2018, Goal 3, Objectives 3.1, and Goal 4, Objectives 4.1, 4.3, and 4.4. Consistent with the National Security Strategy and the State and EUR strategies, the Mission will utilize all Consular resources and activities to protect American citizens and advance U.S. interests in Poland.

**Mission Objective 5.1:** The Mission protects and supports the welfare and interests of American citizens living in or visiting Poland and collaborates closely with the American community and U.S. companies in Poland to advance shared interests.



**Justification:** The U.S. presence in Poland positively influences Poland's economy, society, and culture. Thousands of successful, productive U.S. citizens live in Poland and contribute to Polish society. American businesses were among the first to enter Poland following the fall of communism and continue to expand, taking advantage of Warsaw's central location to establish regional hubs for their worldwide brands. There is an opportunity to more effectively engage with and leverage the positive influence of U.S. citizens and businesses in Poland to achieve our goals relative to security, economic prosperity, democracy and human rights promotion, and, especially, helping Poles value their relationship with the United States.

By doing more to get to know the diverse American diaspora and business community throughout Poland and get them involved with Mission events and programs, we can better associate the United States with the great things private Americans are doing in Poland. By raising the profile of these American success stories, we can re-establish a perception among Poles, especially the younger generation, of the United States as a leader in opportunity, innovation, and freedom, which will make it easier to achieve our goals in our bilateral relationship with Poland.

Embassy Warsaw and Consulate General Krakow are prepared to provide American citizens the full range of routine and emergency consular services. Many of the estimated 38,000 long-term residents are older dual nationals. We continue to work with this aging U.S. citizen population to address tax issues and federal retirement benefits, with timely and efficient service for all applicants. Mission Poland's large Federal Benefits Unit serves as a claims-taking hub for nine neighboring posts. We remain engaged to secure GoP cooperation to enforce return orders under the Hague Convention on International Child Abduction. We also work closely with GoP officials to improve and expedite the processing of U.S. extradition requests.

## 4. Management Objectives

**Management Objective 1: The management platform is sufficient in size and expertise to responsibly support overall requirements Mission-wide, creating a “smart-sized,” versus “right-sized,” Mission.**

**Justification:** In a restrictive budgetary environment, the Mission is reviewing staffing, outsourcing, and contracting for optimal utilization and effectiveness in each category; we are reviewing each action for the most advantageous route. Large expenditure items are reviewed for the possibility of cost savings through outsourcing; conversely, high-cost outsourced services are reviewed for possible savings through in-house services. We have been able to save costs by cancelling a char force service contract and providing better and cheaper service in-house.

**Management Objective 2: Facilities and housing are safe, secure, and adequate. The status of the American School of Warsaw (ASW) and International School of Krakow (ISK) is finalized with the Government of Poland, ensuring Mission children have access to top-notch education for years to come.**

**Justification:** Embassy Warsaw is in an ideal location within Poland’s capital, and though it was built in 1960 and has many structural and space challenges, is not scheduled for a NEC. Management, therefore, faces the challenge of making the compound a secure, efficient, and environmentally sustainable area to work. Post will continue to work with OBO to obtain funding to improve infrastructure, including chillers, heating and air conditioning, flooding mitigation and space issues.

The same may be said for our Consulate General in Krakow, where plans to relocate and optimize Consular operations are underway, but do not address the overcrowded and less-than-ideal work conditions in the historic building.

The legal status of the American School of Warsaw must be finalized with the Polish Government . The school continues to exist as it always has, essentially as a component of the U.S. diplomatic mission. This is an anachronistic status dating from the Communist era that the Polish government has challenged and wants to change. Reaching a final agreement on the school’s status will ensure that the school remains viable for the foreseeable future.