



# Integrated Country Strategy

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## Romania

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## 1. Chief of Mission Priorities

U.S. Embassy Bucharest is committed to four overarching goals: security, democracy, prosperity, and leadership. Externally, we engage with the Government of Romania, members of the business community, Romania's civil society institutions, and directly with its citizenry to help Romania fulfill its potential: to build its military capabilities via security assistance programs, training, and engagement with the U.S. military; to solidify its democracy and root out corruption; to promote sustainable economic growth and development, including through increased bilateral investment; and to encourage Romania as an emerging leader, in the region and on the world stage. Internally, we empower our team to produce results through strong performance, adherence to the highest ethical standards, and a commitment to maximizing the resources bestowed by the American people to this effort.

In 2017, Romania and the United States celebrated the 20<sup>th</sup> anniversary of the Strategic Partnership. As we reflect upon the highs and lows during this period, it is important to remember the progress we have made together. Romania is a pivotal Ally and partner in the region, in NATO, and in the EU. Its economy is one of the fastest growing in Europe. Its leadership in NATO is continuously demonstrated: as the third largest (excluding the United States) troop contributor within the Alliance to Resolute Support Mission in Afghanistan, through its commitment to NATO's ballistic missile defense, and in its support for NATO's Readiness Action Plan and Forward Presence Initiatives, to name a few examples.

This does not mean that the bilateral relationship and Romanian society at large do not have their share of challenges. Romania remains among the poorest EU members; EU Structural and Cohesion fund absorption rates remain among the lowest in the EU; transportation infrastructure lags behind that of its neighbors; and corruption is still endemic. Yet, in general, Romania's future prospects trend upward and its potential remains great.

### **Security**

Our first priority is the welfare and protection of U.S. citizens, be it within our consular district or at home. In country, we provide the full spectrum of consular services to our citizens in need, primarily by checking on the ill and injured in the hospital; visiting those incarcerated; issuing passports and Consular Reports of Birth Abroad; and advising citizens on potential hazards. This will remain our primary mission.

We also provide protection to Americans in the homeland. We do so by helping our Romanian Allies develop and hone their military capabilities and by making its military more interoperable

with NATO Allies. A Romanian military that is more capable and more interoperable means a more secure Europe and Transatlantic, a reduced need for U.S. soldiers deploying to hotspots around the globe, and an increased confidence in the abilities of the Romanian soldiers fighting side-by-side with us in the trenches.

Romanian political leaders have already demonstrated a high level of political will to take on the security challenges of the 21<sup>st</sup> Century. Romania was one of the first countries to offer troops to assist U.S. forces in Afghanistan and in Iraq, and they did so by offering real capabilities, not just symbolic political gestures. For example, Romania provides its own airlift to Afghanistan (one of only a few countries to do so), saving U.S. taxpayers millions of dollars. It also contributes to NATO's Enhanced Forward Presence battalion in Poland, NATO's mission in Kosovo, the EU mission in Bosnia, and various UN peacekeeping operations. Romania is also leading NATO's Tailored Forward Presence measures to protect the southeastern flank and implementing its defense spending commitments agreed to at the Wales Summit. In 2017, Romania led the Alliance in greatest percentage increase in defense spending over the previous year and in percentage of defense budget spent on new equipment.

We assist in the development of Romanian military capabilities in several ways. First, we have a significant security assistance program. In FY17, Romania received \$4.4 million in Foreign Military Financing, \$1.5 million in International Military Education and Training funds, and \$700,000 in Countering Russian Influence Funds. To date, the United States has also invested over \$130 million in building military infrastructure in the country as part of our European Reassurance and European Deterrence Initiatives, which link our efforts in security assistance to our programs to build capabilities through training and engagement. Additionally, the U.S. military conducted more than 130 military-to-military engagements with the Romanian Armed Forces in FY17. We look forward to continuing to focus our future support and engagement on assisting the Romanians in their efforts to reach greater levels of interoperability with the U.S. military while also achieving their NATO capability targets.

### **Democracy**

Since the days of Woodrow Wilson, a revered figure in Romania for his role in enabling the reunification of the country in 1918, U.S. foreign policy has promoted our deepest-held principles, especially democracy, rule of law, and fundamental rights and freedoms. While Romania has made great strides since 1989 in establishing itself firmly into the community of democracies, endemic corruption threatens to undermine the progress to date. Corruption is a backdoor for malevolent actors, such as terrorists, organized crime, and rogue and enemy states, to undermine state institutions for their own purposes. The Romanian anticorruption directorate (DNA) and National Integrity Agency (ANI) have made substantial progress in

prosecuting corrupt officials, including those at the highest levels of government. However, lenient sentencing and ineffective asset forfeiture laws and institutions limit Romania's ability to deter corruption fully, despite an increase in convictions. For this reason, the Embassy's goal is to improve Romania's asset forfeiture capabilities to take ill-gotten wealth from the corrupt and return it to the Romanian people.

Transnational criminal organizations, terror networks, and cyberattacks pose growing threats to us all. With a 20-year history of successful collaboration, law enforcement cooperation remains one of the strongest components of our bilateral partnership. In addition to our anticorruption and asset forfeiture efforts, U.S.-funded law enforcement training and assistance projects have focused on organized crime, cybercrime and cyber forensics, counternarcotics, border security, counterterrorism, weapons of mass destruction, counterproliferation, and crisis management. Partners in both countries remain committed to an outstanding level of collaboration in the fight against cross-border organized crime. We will continue to support joint efforts, in Romania and across the region, to strengthen national law enforcement institutions, promote best practices, and build new operational strategies.

Furthermore, societies benefit when citizens have the opportunity to reach their full potential. Minority inclusion is a difficult task for any state, but all citizens deserve access to opportunities and equal protection under the law. In Romania, the Roma community still faces many obstacles to overcoming discrimination, especially in education, employment, health care, and housing. We will continue to encourage and assist the Government of Romania to integrate the Roma, who may make up 25% of the work force by 2050. We will promote ethnic harmony and understanding between the ethnic Romanian and Hungarian populations. We also continue our efforts to help members of minority religious groups, especially Romania's Jewish population, recover assets seized during World War II and by Romania's communist regime.

### **Prosperity**

Romania has enormous economic potential. From abundant natural resources, like oil and natural gases, to a tech savvy work force, Romania has a positive economic story to tell. We will continue working to improve Romania's visibility to U.S. exporters and investors, building on the success of the Trade Winds Trade Mission in October 2017, the largest U.S. trade mission to Romania in history. However, while Romania has among the highest economic growth rates in the region, it remains among the poorest countries in the EU. Consumption without investment continues to fuel growth, rendering it unsustainable in the medium- to long-term. We will encourage Romania to implement policies and practices to improve its business and investment climate, foster a stronger environment for entrepreneurship and innovation, and unlock its potential to contribute to wider energy security in the region. We will continue

efforts to fight corruption, seek improved public procurement processes, and encourage greater transparency, stability, and predictability, particularly with respect to fiscal regimes and regulatory structures.

### **Leadership**

Just as it is important for the United States to demonstrate leadership on the world stage, and for Romania to show leadership regionally, I expect leadership within the Embassy. Leadership, of course, starts in the Front Office, and I have instituted regular offsite meetings with the Country Team to gauge progress toward all goals, improve morale, and increase productivity. I also encourage each of my team members to demonstrate “personal leadership,” to go beyond simply doing one’s job. Personal leadership means making the hard decisions necessary to advance our goals, improve relations, and save taxpayer dollars. It might mean, for example, dealing with a disciplinary problem now rather than passing the problem on to a successor, or standing up to your supervisor, in a respectful and appropriate manner, when you believe they are pursuing a bad decision. It means creating a vibrant, diverse and respectful work environment by exercising high integrity, respecting all equal employment opportunity rules, and implementing the highest security standards that still allow us to do our jobs.

## 2. Mission Strategic Framework

**Mission Goal 1:** Further regional and international peace and security, promote secure borders, and protect U.S. citizens.

**Mission Objective 1.1:** Romania deploys troops, civilian trainers, and military equipment for U.S., NATO, EU, and UN overseas missions and collective defense.

**Mission Objective 1.2:** Romania modernizes and transforms its armed forces and improves NATO capabilities, interoperability, and burden sharing.

**Mission Objective 1.3:** Romania builds resiliency against the threat of cyber, information, and hybrid warfare.

**Mission Objective 1.4:** The U.S. border is secured through the strict application of U.S. immigration laws in Romania.

**Mission Objective 1.5:** The safety and interests of U.S. citizens in Romania are protected.

**Mission Goal 2:** Promote Euro-Atlantic standards of democracy, rule of law, and minority inclusion, and continue excellent law enforcement cooperation with the Romanian government.

**Mission Objective 2.1:** Romania improves governance, respects separation of powers, increases focus on multi-tiered anticorruption efforts, and begins citizen empowerment programs.

**Mission Objective 2.2:** U.S.-Romania law enforcement cooperation targets criminal and terrorist threats through joint and parallel investigations, operations, training, and capacity building.

**Mission Goal 3:** Promote a transparent, stable, and predictable investment and regulatory climate that contributes to strengthening the transatlantic economy.

**Mission Objective 3.1:** Romania develops a more attractive business environment and improves economic policy through substantive and transparent consultation with the private sector.

**Management Objective 1:** Enable policy success by promoting leadership and accountability.

### 3. Mission Goals and Objectives

**Mission Goal 1:** Further regional and international peace and security, promote secure borders, and protect U.S. citizens.

**Description and Linkages:** Our first priority is security, be it in our consular district or at home. Since joining NATO, Romania has shown remarkable progress in its willingness and capability to defend itself as well as NATO's eastern flank.

However, the NATO alliance is at its strongest when all members contribute a fair share in the face of the many challenges we confront. Toward this goal, Embassy Bucharest will continue working to strengthen Romania's capacity to respond to shared security threats and other global challenges. Strengthening border security is central to national security. We facilitate legitimate travel and welcome lawful immigrants from Romania while strictly applying U.S. immigration laws. We provide the full spectrum of consular services that protect the lives and serve the interests of U.S. citizens in Romania. This Mission Goal supports multiple National Security Strategy Pillars: to Protect the American People, the Homeland, and the American Way of Life; to Preserve Peace through Strength; and to Advance American Influence. This goal advances State – USAID Joint Strategic Goals 1 and 3: to Protect America's Security at Home and Abroad; and to Promote American Leadership through Balanced Engagement. Additionally, this goal supports 2018-2022 EUR Joint Regional Strategy Goals 1 and 3: to Strengthen the Western Alliance; and to Secure and Stabilize the Eastern and Southern Frontiers. Finally, the goal aligns with USEUCOM priorities to Deter Russian Aggression, Enable the NATO Alliance, Preserve U.S. Strategic Partnerships, and Focus on Key Relationships.

**Mission Objective 1.1:** Romania deploys troops, civilian trainers, and military equipment for U.S., NATO, EU, and UN overseas missions and collective defense.

**Justification:** Over the last 15 years, Romania has demonstrated extraordinary political will to deploy its security forces on international peace and security missions and to bolster NATO collective defense. Maintaining or increasing this level of engagement, as they increase their military capabilities, will reduce the international community's dependency on the USG and bolster NATO's ability to provide international peace and security.

**Mission Objective 1.2:** Romania modernizes and transforms its armed forces and improves NATO capabilities, interoperability, and burden sharing.



**Justification:** Romania's political will to participate in U.S., NATO, and other international security missions is very high. However, at times Romania's military capabilities, older military equipment, and outdated doctrine and policy prevent it from doing more. The USG should assist the Romanian military with increasing its military capabilities and needed military acquisitions, thereby reducing its dependence on older equipment and increasing NATO interoperability via our military-to-military engagements, security assistance programs, and political and technical support. We should also help the Romanian military finish its transformation efforts, wiping away the final vestiges of its Warsaw Pact Era past.

**Mission Objective 1.3:** Romania builds resiliency against the threat of cyber, information, and hybrid warfare.

**Justification:** NATO faces many new threats from adversaries that wish to weaken the Alliance and/or its individual states through unconventional means. Cyber, information, and hybrid warfare can be deployed on their own, in conjunction with, or to shape the battlefield of conventional war. The entire Alliance must build resiliency to these types of attacks. Romania has pockets of IT expertise and natural cultural immunities to Russian propaganda. If supported properly, it could be an important Ally in these areas, as well as a leader assisting other states in the region to build resiliency.

**Mission Objective 1.4:** The U.S. border is secured through the strict application of U.S. immigration laws in Romania.

**Justification:** Consular officers are the first line of defense in border security through the application of U.S. immigration laws, cooperation with law enforcement to identify persons with mal intent, and the use of technology to identify criminals, terrorists, and fraud trends. In addition, we must continue to provide efficient and effective visa services to facilitate legitimate foreign travel, which has a significant impact on the U.S. economy.

**Mission Objective 1.5:** The safety and interests of U.S. citizens in Romania are protected.

**Justification:** We offer the full spectrum of consular services to U.S. citizens in Romania, advocating for their interests and facilitating their ability to travel and live overseas while maintaining access to services such as the ability to vote. We provide emergency services in the event of death, destitution, disaster, imprisonment, or a medical emergency. Finally, we provide information that allows U.S. citizens to make informed decisions about their safety in Romania.

**Mission Goal 2:** Promote Euro-Atlantic standards of democracy, rule of law, and minority inclusion, and continue excellent law enforcement cooperation with the Romanian government.

**Description and Linkages:** Romania has become an enduring ally and capable partner through the Strategic Partnership, particularly via our robust security and law enforcement collaboration. However, corruption remains a significant challenge and threatens bilateral cooperation across a range of issues. Working in support of our common values, Embassy Bucharest is committed to deepening this collaboration, encouraging Romania to fight corruption and strengthen its democratic institutions, rule of law, and good governance. This Mission Goal supports the National Security Strategy Pillar to Advance American Influence and aligns with the priority actions for Europe. Further, this goal advances State – USAID Joint Strategic Goal 3 to Promote American Leadership through Balanced Engagement. Finally, this goal promotes 2018-2022 EUR Joint Regional Strategy Goal 4 to Preserve Western Democratic Principles.

**Mission Objective 2.1:** Romania improves governance, respects separation of powers, increases focus on multi-tiered anticorruption efforts, and begins citizen empowerment programs.

**Justification:** Romania has made significant progress developing its democracy since the fall of Communism. However, corruption in Romania remains endemic and threatens progress to date. Malevolent actors such as organized criminal entities, terrorist organizations, and even enemy states can use corruption as a back door to pursue their goals and objectives in Romania. This is a direct security threat to NATO, the United States, and Romania. The USG must continue to assist Romania in its efforts against corruption, to establish more effective rule of law, and to treat all its citizens equally under the law, thereby reducing the influence of malevolent actors.

**Mission Objective 2.2:** U.S.-Romania law enforcement cooperation targets criminal and terrorist threats through joint and parallel investigations, operations, training, and capacity building.

**Justification:** Law enforcement cooperation between the USG and the GOR is excellent. However, corruption remains a significant challenge and threatens bilateral cooperation across a range of issues. Proposed changes to the criminal and penal code could limit prosecutors' and judges' independence, limit the ability of law enforcement to effectively conduct complex criminal investigations, and threaten the ability of U.S. and Romanian law enforcement to conduct parallel investigations and share information regarding criminal activity. The stakes are high. The proposed changes will affect joint efforts to combat terrorism, transnational organized crime, trafficking, and cybercrime – the prevention and prosecution of which are in the national interest of the United States. We will continue to look for ways to continue, and expand on, our already outstanding relations on law enforcement issues.

**Mission Goal 3:** Promote a transparent, stable, and predictable investment and regulatory climate that contributes to strengthening the transatlantic economy.

**Description and Linkages:** Romania remains a country of stark contrasts, the second fastest growing in the European Union, yet among the poorest, with significant disparities in income and standards of living among regions and between urban and rural populations. Embassy Bucharest will continue working with the Romanian public and private sectors to eliminate barriers to sustainable and inclusive growth, encourage increased direct investment in the United States, and ensure increased energy security in Romania and the surrounding region. This Mission Goal advances National Security Strategy (NSS) Pillars to Promote American Prosperity and to Advance American Influence and aligns with NSS priority economic actions in Europe. Additionally, this goal supports State – USAID Joint Strategic Goals 2 and 3: to Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation; and to Promote American Leadership through Balanced Engagement. Finally, this goal supports 2018-2022 EUR Joint Regional Strategy Goal 2 to Strengthen and Balance the Transatlantic Trade and Investment Relationship.

**Mission Objective 3.1:** Romania develops a more attractive business environment and improves economic policy through substantive and transparent consultation with the private sector.

**Justification:** Romania must continue structural economic reforms, institutionalize good governance, and improve its administrative capacity to take full advantage of EU

membership, drive sustainable economic growth, improve standards of living for the majority of Romanians, and advance EU convergence, including in energy markets and in supporting regional energy security. We will encourage the Government of Romania to comply with recommendations from the EU and international financial institutions, enact structural reforms, enforce sound corporate governance practices in all state-owned enterprises (SOEs), and consult with stakeholders before enacting new economic policies, legislation, and regulations. We will continue to advocate for transparency, stability and predictability, as well as policies that promote market-based growth, improve the business and investment climate, facilitate innovation and entrepreneurship, and increase potential U.S. exports and investment.

## 4. Management Objectives

**Management Objective 1:** Enable policy success by promoting leadership and accountability.

**Justification:** Embassy Bucharest is supported by a highly efficient management platform that enables external policy success through leadership and accountability. Leadership starts with the Executive Office. At annual off-sites with agency and section heads, the Executive Office will not only evaluate progress toward our policy goals, but also ensure that sections receive the support necessary for success. Thorough and regular review of the Mission's management controls creates accountability and transparency, enabling adherence to the highest ethical standards. Regionalization and other efficiency measures will decrease costs and maximize resources. One key component to enhance operations is the continuation of Merit-Based Compensation (MBC), which increases worker productivity and uses USG resources more efficiently. Finally, the Embassy will improve the work environment by focusing on morale, work-life balance, training and development, and recognizing people for their hard work.