



Integrated Country Strategy

U.S. Mission to the UN Agencies in Rome (USUN Rome)

FOR PUBLIC RELEASE

Table of Contents

1. Chief of Mission Priorities 2
2. Mission Strategic Framework 4
3. Mission Goals and Objectives 6
4. Management Objectives 14

1. Chief of Mission Priorities

The work of the U.S. Mission to the UN Agencies in Rome (USUN Rome) holds an ever more critical place in the world we see today, as pursuing global peace and security must include addressing and managing the largest humanitarian crises the world has ever seen, enabling the nearly 1 billion poorest of the poor to help themselves out of extreme poverty, and working to advance an enabling environment for rules-based and open trade, agricultural innovation, health, and the rule of law in fragile, unstable regions. Food security is not just an economic and humanitarian issue; it is also a matter of national security, as growing concentrations of poverty and hunger leave countries and communities vulnerable to increased instability, conflict, and violence. USUN Rome's work at all six Rome-Based Agencies (RBAs) ensures that American influence advances in multilateral organizations to protect our interests and values, along with our national security. The RBAs also set the norms for international standards and guidelines on a wide range of trade and transboundary issues, from fish to forests, to soil and water; we work with like-minded partners to maintain fair, transparent guidelines that keep common domains open and free. Through our leadership, we push the RBAs to be more accountable and efficient. Through our relationships, we push our partners to do their part in burden sharing and in supporting our priorities.

A major focus of the RBAs is to reduce human suffering, a key component of the President's National Security Strategy. For the Food and Agriculture Organization (FAO), the elimination of hunger, food insecurity, and malnutrition underlies all of its efforts. The World Food Program (WFP) provides food, nutrition, and logistics assistance to vulnerable populations of the world's most challenging and protracted humanitarian crises, including Syria, Iraq, South Sudan, and Yemen, as well as in countries affected by natural disasters. The International Development Law Organization (IDLO) plays a leading role in increasing access to justice for the most marginalized and at-risk populations in fragile or conflict states. Conflicts also destroy cultural heritage, which is why the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) partners with museums – including the Smithsonian Institute – to offer disaster risk training for the protection of cultural sites, monuments, and museum collections, and to assist post-conflict communities recover their dignity through cultural restoration. The International Fund for Agriculture Development (IFAD) provides financial assistance to empower rural women and men in developing countries to increase their food production, gain market access, and lift themselves out of poverty. The International Institute for the Unification of Private Law (UNIDROIT) aims to harmonize private and commercial laws among States, including financing mechanisms that assist developing countries purchase agricultural equipment to produce more food and assist farmers earn a greater wage.

Historically, the United States is the largest single donor to each of the international organizations in Rome. Across the RBAs, active U.S. participation on their governing bodies is critical to ensuring that USG contributions are used effectively and efficiently, in a transparent manner, and do not support activities that contravene U.S. policy. USUN Rome plays a role in

setting the respective programs of work and budget, identifying areas of emphasis, and selecting personnel for key leadership positions.

While sustained commitment from Washington helps drive success on global food security, there are significant challenges that will affect prospects for and the pace of progress. Most notably, budget constraints resulting from U.S. fiscal tightening and the slowing of global economic growth will be major factors in the operations of the RBAs. The tight budget environment places a premium on the ongoing innovation and reform efforts promoted by USUN Rome, as the United States seeks to shape the RBAs into modern ones that reduce redundancies and are efficient, transparent and accountable, as well as agile and responsive. USUN Rome will also work to help focus donor efforts and recruit new donors in support of effective food and agriculture initiatives.

2. Mission Strategic Framework

MISSION GOAL 1: ADVANCE KEY U.S. PRIORITIES THROUGH COORDINATED ACTION IN THE MULTILATERAL SYSTEM

Mission Objective 1.1: Advance Rome-based Agency (RBA) activities to increase access to nutritious food, improve food systems, and increase the incomes of farming populations.

Mission Objective 1.2: Support RBAs in their efforts to incorporate and promote best practices in the agriculture sector and related regulatory frameworks through a diverse approach both in Rome and in the field, using targeted investments, new technologies, and innovations that are supported by scientific evidence.

Mission Objective 1.3: Provide support to international bodies to create, improve and adopt uniform statistics, indicators, and science-based standards to increase food security, safety and trade.

Mission Objective 1.4: Provide support to RBA environmental experts and programs to increase conservation and preserve the diversity of the world's natural resources, while addressing global environmental challenges related to agriculture.

Mission Objective 1.5: Continue U.S. leadership at non-UN international organizations to advance reforms, U.S. priorities, and member state oversight.

MISSION GOAL 2: LEAD THE UN RESPONSE TO CRISES

Mission Objective 2.1: Support RBA response to natural and man-made disasters through coordinated, accountable activities that incorporate gender-sensitive programming.

Mission Objective 2.2: Support sustainable, resilience-based programming, as part of disaster risk reduction.

Mission Objective 2.3: RBAs increase preparedness and enhance their response to threats posed by disease and malnutrition while building country response capacity.

MISSION GOAL 3: ENSURE IOs ARE EFFECTIVE, EFFICIENT, AND TRANSPARENT

Mission Objective 3.1: Leverage RBA comparative advantages by increasing coordination among the three UN Rome-Based Agencies, the USG, and other stakeholders.

Mission Objective 3.2: Support RBAs to increase the efficacy of performance monitoring and evaluation systems to produce evidence and best practices to allow strategic focus of resources to the most effective interventions, including promoting continuous organizational learning and integrating gender in programs, policies, and management.

Management Objective 1: USUN Rome optimizes travel, representation, and training funds to achieve U.S. objectives.

Management Objective 2: Internal procedures promote a culture of collaboration and communication.

3. Mission Goals and Objectives

MISSION GOAL 1: ADVANCE KEY U.S. PRIORITIES THROUGH COORDINATED ACTION IN THE MULTILATERAL SYSTEM

Description and Linkages: The broader multilateral system reinforces U.S. global leadership by fostering international cooperation that spreads the costs of taking action, supports the rule of law and establishes international norms that create stability, protect human dignity and rights, advance gender equality, and facilitate humanitarian efforts around the world. We intend to use our engagement, assistance, and relationships to help nations move from aid recipients to development partners to fellow donors.

USUN Rome will lead the RBAs to create uniform rules that promote fair international commerce and facilitate the expansion of overseas market opportunities for U.S. exporters. Our participation in and leadership of governance bodies and technical working groups allows us to vigorously defend U.S. intellectual property rights, foster innovation, and ensure that regulations do not create new barriers in areas of American strength. We also work to promote free trade as a key necessity to facilitate the movement of food to countries which cannot produce enough to meet their populations' needs.

USUN Rome extends America's global influence by strengthening our partnerships with multilateral institutions. We support the President's priority of serving the interest of the American people in a globalized world by encouraging and supporting our allies and partners to step up their contributions and meet their obligations.

Through our governance of and program funding for the International Development Law Organization, we advance the National Security Strategy priorities of reducing crime and corruption, strengthening the rule of law, and undertaking judicial reform.

FAO remains the lead organization in developing strategies to increase participation in food and agricultural systems to promote food security and nutrition. USUN plays a key role in ensuring FAO policy and normative work enables countries to have better access to rules-based and open trade. FAO is also active in combatting animal and plant diseases, and plays a leadership role in the U.S. Global Health Security Agenda to respond to pandemic disease threats.

At IFAD, USUN Rome will work closely with Treasury to emphasize projects that help people earn their livelihood and assist them along their journey to self-reliance, in support of the joint State-USAID Strategic Plan.

Linkages:

National Security Strategy Pillar II: Counter unfair trade practices

National Security Strategy Pillar III: Advance American interests

Joint Strategic Plan Goal 1: Protect America's security at home and abroad

Joint Strategic Plan Goal 2: Renew America's competitive advantage for sustained economic growth and job creation

Joint Strategic Plan Goal 3: Promote American leadership through balanced engagement

Mission Objective 1.1: Advance RBA activities to increase access to nutritious food, improve food systems, and increase the incomes of farming populations.

Justification: At the 2009 G-8 Summit in L'Aquila, Italy, global leaders convened to discuss the need to reduce poverty, hunger and malnutrition worldwide by boosting agricultural productivity, strengthening supply chains, and promoting sound market-based principles for agriculture sector development and trade. It was there that the United States recommitted to investing in agriculture as a key lever for global economic growth. In 2016 the Global Food Security Act (GFSA) was enacted and the U.S. response to poverty and food security around the world was established by statute across many departments in the federal government to continue the coordinated work.

The GFSA calls for a whole-of-government Global Food Security Strategy (GFSS) that was delivered to Congress in October 2016. The goal of the Strategy is to sustainably reduce global hunger, malnutrition, and poverty. To achieve this goal, there are three mutually reinforcing and interdependent objectives: inclusive ag-led economic growth, a well-nourished population, and resilience.

Moreover, the GFSA strategy sets forth a vision that places a premium on many of the principles and objectives endorsed by the international community last year in the 2030 Agenda for Sustainable Development: sustained and inclusive economic growth; democratic governance; game-changing innovations; leveraging new partners and multiple sources of development financing; and building sustainable systems. The Rome-based agencies each have critical roles in meeting many of the newly established SDGs and their coordinated efforts are important to their success.

Despite their significant role as agricultural producers, women's access to land and other key productive resources can be limited, and they rarely have legal control over the land they farm. Reducing gender inequality and recognizing the contribution of women to agriculture is critical to achieving global food security—there is consistent and compelling evidence that when the status of women is improved, agricultural productivity increases, poverty is reduced, and nutrition improves. Therefore, USUN Rome will have a special focus on improving women's access and support in agriculture and food system as a key factor in the achievement of this objective.

Mission Objective 1.2: Support RBAs in their efforts to incorporate and promote best practices in the agriculture sector and related regulatory frameworks through a diverse approach both in Rome and in the field, using targeted investments, new technologies, and innovations that are supported by scientific evidence.

Justification: Rome-based agencies play a critical role in the dissemination of knowledge, best practices, and strengthening national government technical capacity to manage innovations for increased food security. Advances in science have opened up new options for farmers responding to market needs and environmental challenges. Many new plant varieties being developed or grown by farmers have been produced using genetic engineering. Research investments in agricultural productivity are among the most effective strategies for significantly reducing poverty, particularly in Africa and Asia. Improved governance includes the consistent application and enforcement of policies and regulations, respect for the enforcement of contracts, inclusive and transparent policy, and resource allocation processes, and effective delivery of public services. Effective governance, policies, and institutions can catalyze and accelerate the food and agricultural systems transformation required to reach our goal of sustainably reducing global hunger, malnutrition, and poverty. Each are crucial in ensuring countries invest strategically in their own development, strengthening the private sector enabling environment, and building evidence-based participatory processes that will advance inclusive and sustainable agriculture-led growth, resilience, and nutrition.

Mission Objective 1.3: Provide support to international bodies to create, improve and adopt uniform statistics, indicators, and science-based standards to increase food security, safety and trade.

Justification: Accurate, timely, and detailed data on global hunger, malnutrition, poverty, and agriculture are necessary to inform U.S. interventions and to measure their impacts. New approaches, tools, and technologies are needed to ensure maximum impact of policies and programs. Strong national market information and analyses on the global production, supplies, and demands of agricultural commodities are critical elements which enable U.S. and foreign stakeholders to make better business and policy decisions for food security and nutrition and maintain efficient operations of markets. While the need for better, cost-effective and timely statistical data for agricultural and rural areas is widely recognized, critical gaps in data production and dissemination persist in many countries. Rome-based agencies should work to address data issues and bring about the next generation of data collection and analysis.

Mission Objective 1.4: Provide support to RBA environmental experts and programs to increase conservation and preserve the diversity of the world's natural resources, while addressing global environmental challenges related to agriculture.

Justification: The intensifying challenge of changing climate patterns and extreme weather events such as droughts, floods, and extended periods of extreme temperatures pose major challenges to global food security, necessitating new food production practices along with enhanced monitoring and response to the growing threat of agricultural pests and diseases. Exacerbating the climate challenge is continued stress on ecosystems, marine environments, fisheries, and the land, water, and natural resource base upon which productive agriculture relies, and the complex intrastate governance challenges related to water resources.

Responding to these challenges requires research to provide new tools and approaches for increasing agricultural productivity, monitoring and managing threats and risks, better managing and governing natural resources related to the food supply, adapting to the effects of a changing climate, and mitigating greenhouse gases, where possible. Climate change must be addressed as an integral part of the overall development agenda for the Rome Based Agencies.

Mission Objective 1.5: Continue U.S. leadership at the three non-UN international organizations in Rome (IDLO, ICCROM, and UNIDROIT) to advance reforms, U.S. priorities, and member state oversight.

Justification: As an implementer of field-based projects, IDLO has won the favor of U.S. government grantee agencies and bureaus working in the field of good governance, the rule of law, and democracy. IDLO has implemented a number of management reform initiatives in response to the 2015 review, but several reforms remain outstanding until budgets permit implementation. The United States should continue to exercise pressure on IDLO management through IDLO's governing bodies to see through the entirety of IDLO's management reform agenda and to ensure that IDLO remains a desirable organization for donors of both project and operational (unrestricted) funding.

UNIDROIT promotes sustainable economic growth by developing treaties, model laws, and other instruments that streamline international commerce, facilitate the expansion of overseas market opportunities for U.S. exporters, and build capacity in developing country markets of importance to the United States. As one of the smallest intergovernmental organizations in Rome, UNIDROIT looks to major Member States such as the United States to help promote its work, expand its membership base, and address organizational management challenges. UNIDROIT's largest challenge is its annual budget of about €2.2 million (including a U.S. assessment of €126,000) and its small staff (20 employees). The United States should continue to play a leadership role in assisting the Secretary General to manage zero nominal growth budgets by focusing on key priorities for UNIDROIT's work program, attract new talent, and reform the organization's compensation and benefits system.

USUN Rome's priority with ICCROM is to bring the organization in line with USG standards of transparency and accountability. ICCROM is an anomaly among international organizations, in that its lack of intersessional governance bodies (such as an Audit and Finance Committee, or Program Committee) limits Member State oversight of ICCROM's operations to the General Assembly, which only occurs every two years. The U.S. withdrawal from UNESCO means that ICCROM could be an appealing organization for both funding and participation by those U.S. agencies interested in cultural property restoration capacity building. However, ICCROM's current management, governance, and financial operations are in significant need of reform, and the organization will continue to experience poor staff morale and difficulty in attracting voluntary contributions until it implements key reform initiatives.

MISSION GOAL 2: LEAD THE UN RESPONSE TO CRISES

Description and Linkages: Protracted conflicts have forced 68.5 million people from their homes worldwide and conflicts drive 80% of all humanitarian needs. More than 821 million people (1 out of every 9 people in the world) do not have adequate food, and looming famines require urgent and sustained intervention. In addition to saving lives and mitigating suffering, timely and effective humanitarian assistance can deter large-scale population movement, mitigate significant economic damage, and substantially improve recovery times. Coordination and effective disaster response systems are critical to mitigating the human and economic impact of disasters and complex emergencies. The nexus for global food assistance and logistical capability for humanitarian response is Rome, and USUN Rome's leadership through the RBAs strengthens food security and nutrition programs that save lives and address the root causes of hunger and disease.

USUN Rome is in a strong position to shape policy and strengthen the UN's ability to respond to and manage crises. Our leadership advances American influence in the humanitarian and development sectors, and champions the President's priority to reduce human suffering worldwide. Through both short-term humanitarian assistance and long-term development and standard-setting work, we are helping fragile populations become more stable, and more resilient against internal and external threats. Stable, friendly, open and prosperous states enhance U.S. security and benefit our economy.

USUN Rome also promotes the concept of resilience in order to strengthen the capacity of governments and populations to reduce vulnerability and better respond to disaster shocks, with the goal of breaking or substantially reducing the cycles of emergencies and need for external relief. USUN Rome will work with the RBAs to fight hunger, alleviate poverty, and foster sustainable development to promote healthy, educated, and productive populations in developing countries in order to drive inclusive and trade-oriented economic growth that protects and empowers members of marginalized groups.

Linkages:

- National Security Strategy Pillar I: Improve emergency response
- National Security Strategy Pillar I: Detect and contact biothreats at their response
- National Security Strategy Pillar IV: Champion American values
- Joint Strategic Plan Goal 3: Promote American leadership through balanced engagement

Mission Objective 2.1: Support RBA response to natural and man-made disasters through coordinated, accountable activities that incorporate gender-sensitive programming.

Justification: The primary goal of humanitarian response is to save lives and protect livelihoods following natural or man-made disasters. Humanitarian response also plays an important role in stabilizing fragile situations and contributes to peace and stability. Multilateral assistance

through support to the Rome agencies with mandates and expertise in humanitarian response facilitates achievement of these aims. Coordination of responses among the Rome agencies through accountability-based programming improves the effectiveness and efficiency of programs. Continued focus on gender-sensitive programming aims to ensure protection of beneficiaries, empowerment of women and girls and gender equality and contributes to program effectiveness/stronger outcomes.

Mission Objective 2.2: Support sustainable, resilience-based programming, as part of disaster risk reduction.

Justification: Responses to humanitarian and protracted crises must incorporate a resilience-based approach in order to strengthen target populations ability to mitigate, adapt to and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth. This approach is required to achieve Agenda 2030 and current RBA strategic frameworks take into account the need for resilience programming. Building on the work already done by the RBAs to incorporate climate-sensitive programming into their operations, work needs to continue to assist populations and governments address the effects of climate change on food security contributing to resilience-building.

Mission Objective 2.3: RBAs increase preparedness and enhance their response to threats posed by disease and malnutrition while building country response capacity.

Justification: Disaster risk reduction needs to be a component of humanitarian and development programs. The mandates and expertise of the RBAs, in particular FAO and WFP, render them key actors in the implementation of disaster risk reduction and social protection activities, including country capacity-building, in collaboration with host governments, rounding out an effective response and enabling better recovery. The Rome-Based agencies, enacting new or updated strategic frameworks where nutrition has a central role, must maintain and enhance nutritional components within programs. Optimal nutrition is fundamental to achieving the wider mission to end extreme poverty and to promote resilient, democratic societies while advancing our national security and prosperity.

MISSION GOAL 3: ENSURE IOs ARE EFFECTIVE, EFFICIENT, AND TRANSPARENT

Description and Linkages: Tight budget environments place a premium on the ongoing innovation and reform efforts promoted by USUN Rome, as the United States seeks to shape the RBAs into modern institutions that reduce redundancies and are efficient, transparent, and accountable, as well as agile and responsive. The USG's participation signals the urgency of improved action at a time when needs are far greater than available resources and the humanitarian architecture does not always deliver for those it is charged with assisting. We are obligated to not only set an agenda that reflects U.S. priorities, but also ensure that the RBAs are operating transparent, well-managed institutions that incorporate fair hiring practices, merit-based promotion, gender balance, value-for-money, and protection from abuse and

harassment in all forms. The Mission actively participates on the governing boards of the RBAs and in conjunction with Washington counterparts oversees the spending and human resource component of each of the RBAs. To increase American employment and promote retention of Americans at the RBAs, the Mission works with the RBAs, the IO Bureau, and social media to advertise vacancies, track positions and American candidates, and assist, when appropriate, Americans who are applying for current vacancies at the RBAs.

We advance the President's call to achieve better outcomes in multilateral forums by requiring accountability at all RBAs and pushing through reforms to strengthen their contributions to solving many of the complex global challenges. USUN Rome will leverage the UN Secretary-General's reform vision to improve the effectiveness, efficiency, and accountability of the UN development system, and we are working closely with Washington, USUN New York, and with like-minded friends on specific proposals that achieve greater cost savings and better coordination and coherence among agencies in the field.

USUN Rome also engages with private sector and non-governmental partners on the best way to strengthen partnerships with the RBAs. The UN food agencies' annual budgets have been insufficient for meeting the increased demand for emergency assistance resulting from a number of protracted crises. The difficulty in attracting new donors can be offset by promoting partnerships between the UN Agencies and the private sector. The Mission is actively involved in the legal, structural and practical means of implementing partnership strategies across the RBAs and advocates strongly for greater participation and involvement at the technical level. Our Public Affairs team works with the International Chamber of Commerce and the American Chamber of Commerce to discuss opportunities for businesses to partner with the RBAs and on strategic initiatives to promote U.S. trade. In addition, USUN works closely through RBA governing bodies to explore innovative digital approaches to fundraising beyond the traditional donor base.

Linkages:

National Security Strategy Pillar IV: Incentivize reforms

National Security Strategy Pillar IV: Achieve better outcomes in Multilateral Forums

Joint Strategic Plan Goal 4: Ensure effectiveness and accountability to the American taxpayer

Mission Objective 3.1: Leverage RBA comparative advantages by increasing coordination among the three UN Rome-Based Agencies, the USG, and other stakeholders.

Justification: As part of the IO Bureau Goals and a U.S. congressional mandate, USUN Rome's central mission is to bring international organizations in line with USG standards of transparency and accountability. These include, but are not limited to, standards on auditing, hiring, dismissal, whistleblower protections, protection from abuse and harassment in all forms and having an effective Inspector General. In terms of transparency, the Secretariat of these organizations must openly discuss budgeting and programs with all member states. One key

way of ensuring that U.S. standards are met by the organizations is to have U.S. citizens in leadership positions at the Rome Based Agencies who are familiar with the U.S. system of government and, in particular, congressional reporting and mandates. Connections between U.S. citizens in senior leadership positions will also further UN strategies and organizational best practices. Another area is to promote heightened collaboration among the three UN Rome Based Agencies (FAO, WFP and IFAD), in order to avoid duplication and overlap of both mandates and budget spending.

Mission Objective 3.2: Support RBAs to increase the efficacy of performance monitoring and evaluation systems to produce evidence and best practices to allow strategic focus of resources to the most effective interventions, including promoting continuous organizational learning and integrating gender in programs, policies, and management.

Justification: The RBAs should seek to emulate successful programs for the performance of their staff across the UN. Evaluation and auditing remain important tools to independently assess the work for the RBAs. On the FAO technical capacity assessment, USUN Rome has concerns with whether a first of its kind evaluation can truly identify gaps in FAO's technical divisions or whether the exercise will simply lead to calls for increased donor funding. Gender is one of the cross-cutting issues across the work of the RBAs, and while each RBA has a separate division on gender issues, the RBAs have had a mixed record of demonstrating progress by incorporating gender considerations in its program of work, including key events/meetings (such as the FAO Conference). In addition, some RBAs have a mixed track record of making certain to include specific indicators and measurements that incorporate gender.

4. Management Objectives

Management Objective 1: USUN Rome optimizes travel, representation, and training funds to achieve U.S. objectives.

Justification: USUN Rome, as a multilateral mission, requires officers to attend meetings of organizations based in Rome, but there are many meetings, conferences and events that are in some cases held outside of Rome, including in far-flung locations. These meetings are relatively predictable but consume much of USUN Rome's travel funding. Therefore, it is ever more important to plan effectively how limited funds can be allocated beyond these requirements to best achieve USUN Rome's policy objectives. Planning and prioritizing representation opportunities is key to ensure USUN Rome holds events that advance our most important objectives. Finally, the technical and multilateral nature of USUN Rome's work is unfamiliar to many officers, making training particularly important. While there are many opportunities offered by the Departments of State, Agriculture, and others, these are not coordinated in Washington. USUN Rome should compile information about these opportunities and prioritize limited funding to offer the training that will bring the greatest benefit to Mission staff in carrying out their duties.

Management Objective 2: Internal procedures promote a culture of collaboration and communication.

Justification: With three separate U.S. government agencies with different reporting channels represented at USUN Rome, there are significant management and substantive opportunities as well as challenges. Improving communication and collaboration among these entities is essential to our ability to advance U.S. foreign policy goals and objectives. The leadership of USUN Rome must set an example for inter-agency coordination and be sure that coordination is taking place across all activities.