



# **Integrated Mission Strategy**

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## **U.S. Mission to International Organizations in Vienna**

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

Vienna-based international organizations (VBIOs) provide unique and vital multilateral fora in which to advance U.S. policies in the areas of nuclear non-proliferation, nuclear security, arms control, and international crime and narcotics, as well as across development fields, including health, agriculture, and efforts to fight corruption. In this environment, the U.S. Mission to International Organizations in Vienna (UNVIE) remains uniquely well-positioned to promote several U.S. strategic objectives, such as verifying that Iran is meeting its nuclear-related obligations; maintaining the IAEA's readiness to return to the DPRK when and if called upon to fulfill a verification role; promoting international cooperation on nuclear safety and security; completing the verification regime for the Comprehensive Nuclear-Test-Ban Treaty (CTBT); establishing effective multilateral controls over the export of sensitive technologies; and strengthening international cooperation against the many manifestations of transnational organized crime, including drug trafficking, cybercrime, terrorism, human trafficking, and wildlife crime. UNVIE contributes directly to advancing overarching non-proliferation, global security, and development goals laid out by the U.S. National Security Strategy, the Department of State and USAID's Joint Strategic Plan, and the Nuclear Posture Review, among other guiding documents.

Among the 18+ international organizations based in Vienna, three major organizations are the focus of the bulk of UNVIE's efforts: the International Atomic Energy Agency (IAEA), the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO PrepCom), and the UN Office on Drugs and Crime (UNODC). UNVIE pursues other U.S. non-proliferation goals through participation in the Vienna-based Wassenaar Arrangement (WA) and the Nuclear Suppliers Group (NSG), as well as the Hague Code of Conduct against Ballistic Missile Proliferation (HCOG). UNVIE also addresses a range of technical, commercial, and legal issues through two additional UN bodies: the UN Commission on International Trade Law (UNCITRAL) and the Committee on the Peaceful Uses of Outer Space (supported by the UN Office for Outer Space Affairs).

UNVIE's engagement with nearly 120 diplomatic missions in Vienna is integral to maintaining influence in these VBIOs. To achieve its objectives, UNVIE also relies on partnership with and significant support from Department of State bureaus (including AVC, INL, IO, ISN, and OES) and the interagency community, particularly the Departments of Energy and Justice, the Nuclear Regulatory Commission, and the Executive Office of the President.

UNVIE's efforts in the 2018 to 2021 timeframe will fall broadly under four goals. The first three goals describe what we do:

- Combat nuclear threats
- Address transnational challenges through norm setting and capacity building
- Leverage Vienna-based international organizations' technical capabilities and programming to promote sustainable development, peace, and security objectives

The fourth goal describes how we go about the work we do.

- Advance USG interests through diplomacy, institution building, and public engagement

### Combatting Nuclear Threats

As a matter of vital national security interest, the United States is committed to implementing the Nuclear Non-proliferation Treaty (NPT) regime, including nuclear non-proliferation, nuclear disarmament, and promoting the benefits of peaceful nuclear energy to all countries that comply with their international non-proliferation obligations. UNVIE addresses issues related to nuclear non-proliferation and peaceful uses on a daily basis; while work focused on disarmament is more appropriately addressed in Geneva and New York, decisions taken – or not taken – in those venues also frequently impact UNVIE’s work.

The IAEA is the linchpin of the global nuclear non-proliferation effort. It is clear that robust verification by the IAEA is required to prevent the spread of nuclear weapons. Toward this end, as of April 2018, more than 180 states had safeguards agreements in force with the IAEA, and more than 130 of these also had Additional Protocols in force. These safeguards agreements include those in non-nuclear weapon states party to the NPT, pursuant to its Article III. Given continued threats posed by the nuclear program in the DPRK and continued compliance concerns in Syria, as well as the need to maintain strong IAEA verification activities in Iran, UNVIE’s support of the IAEA’s Safeguards Department will remain vital to maintaining the organization’s ability to detect and deter potential proliferators. In the longer term, providing U.S. technology and training that ensures an IAEA capable of addressing future proliferation challenges is a high priority.

The Mission’s work with the CTBTO PrepCom is another key aspect of our support for the global non- proliferation regime. The CTBT’s provisional International Monitoring System has dramatically improved its ability to detect nuclear detonations around the world, as demonstrated repeatedly by its detection of the DPRK’s nuclear tests. Moreover, as the effectiveness of the CTBTO PrepCom’s verification regime increases, so does its deterrent effect on would-be proliferators.

As the IAEA takes on a greater role in nuclear security with the entry-into-force of the Convention on Physical Protection of Nuclear Material and Nuclear Facilities (CPP), UNVIE will become the nexus of U.S. leadership in strengthening international cooperation to keep nuclear materials out of the hands of terrorists and criminals. We will continue to engage intensively with other missions to strengthen international support for and implementation of effective nuclear security provisions.

Supporting the safe, secure, and reliable expansion of nuclear power is a further key element to UNVIE’s support for the nuclear non-proliferation regime and is central to implementing it. As the number of states seeking civilian nuclear energy programs continues to grow, UNVIE is working to strengthen and expand adherence to international nuclear safety, security, and non-

proliferation norms.

### Addressing Transnational Challenges

UNVIE's work with VBIOs uniquely situates us to advance a broad range of international legal and political arrangements that advance U.S. foreign policy goals. UNVIE will continue to promote implementation of and participation in treaties and conventions on nuclear non-proliferation, safety and liability; corruption; drugs; transnational organized crime; and other subjects (while avoiding unnecessary negotiation of new conventions, such as on cybercrime). We also represent U.S. interests in UN commissions on drugs and crime and a committee on peaceful uses of outer space. Finally, we seek to enhance the capabilities of export control regimes to address tough issues – such as Russia's illicit transfer of advanced weaponry to Ukraine or debates over membership – while still preventing the proliferation of arms and potentially dangerous dual-use technologies.

By strengthening multilateral regimes to address transnational challenges and providing guidance and assistance to countries around the world in meeting their international obligations, VBIOs complement U.S. national efforts and advance shared objectives. Continued contributions of U.S. experts, technology, and funding for relevant capacity-building projects are essential to advancing the U.S. strategic objective of a more ordered and predictable world.

### Promoting Development

As the U.S. National Security Strategy makes clear, inclusive development advances U.S. prosperity and security. UNVIE has a unique opportunity to support global development efforts, in line with the State/USAID Joint Strategic Plan. In light of the IAEA's "Atoms for Peace and Development" mandate, most developing countries place a premium on IAEA technical support for food security, water resources, human health, and energy. Our work to enhance nuclear safety, security, and safeguards provides a foundation for the responsible expansion of nuclear energy and applications, and we will continue to promote the peaceful uses of nuclear technology through the IAEA's Technical Cooperation and Nuclear Applications programs. UNODC programs support several development goals, including health and rule of law. Objectives of UNODC programs include reducing the demand for and supply of illicit narcotics, preventing and treating substance abuse disorders and HIV/AIDS, strengthening legal frameworks and justice systems, and countering corruption.

To help both UNVIE and VBIOs access the resources necessary to advance these development priorities, we will seek to diversify sources of funding. We will deepen coordination with USG development organizations and encourage public-private partnerships to provide additional resources for international organizations' development efforts beyond traditional state-based funding.

### Diplomacy, Institution Building, and Public Engagement

UNVIE accomplishes its goals through vigorous diplomatic efforts, global public outreach, and insistence upon high standards of organizational management and transparency in VBIOs.

The effectiveness of VBIOs in advancing U.S. policy is related to their credibility as technical organizations. Vienna's largely technical international organizations are at risk, however, of increasing politicization, particularly due to growing divergences on the issue of nuclear disarmament, the importation of overtly political issues (e.g., Middle East) from other fora, and Russian attempts to isolate the United States. We must counter those who seek to use technical fora for political grandstanding and score-settling, and work to maintain the Vienna culture of consensus for which broad international buy-in has been built over decades and which has contributed significantly to enhancing international security. Doing so will require us to preserve our existing partnerships while cultivating new issue-based ones, and to make full use of opportunities to advance U.S. interests presented by evolving bilateral relationships, including with countries that traditionally have not been our allies on many issues.

UNVIE is committed to representing U.S. interests, perspectives, and priorities in international public fora. Conducting outreach multilaterally requires the Mission to employ the full spectrum of public diplomacy tools, including on-line engagement and person-to-person programs such as exchanges, public speaking events, and exhibitions. UNVIE also engages with the global public through the State Department, U.S. embassies worldwide, media outlets, social influencers, and others to share how U.S. support for VBIOs has a positive and tangible impact in other countries. Public engagement on the Mission's core issues not only informs audiences about U.S. priorities but can also help persuade them to support U.S. objectives within VBIOs.

Since VBIOs are the recipients of over \$300 million in U.S. contributions annually, the Mission places great significance on these funds being spent in accordance with the highest standards of good management and transparency. In addition to encouraging results-based management practices and efficient human resources and information technology systems, UNVIE will continue to use every opportunity to promote the hiring of qualified U.S. staff, particularly in leadership positions. UNVIE will also seek to advance gender equality, a goal articulated by the National Security Strategy and the State Department/USAID Joint Strategic Plan, by encouraging VBIOs to address gender inequalities on their staffs and factor gender into their programming. UNVIE is uniquely positioned to identify VBIO needs and advise how U.S. resources may be directed most effectively.

## 2. Mission Strategic Framework

**Mission Goal 1:** Combat nuclear threats through Vienna-based international organizations

**Mission Objective 1.1:** Verification of adherence to international non-proliferation commitments is effective

**Mission Objective 1.2:** Nuclear materials and technology are safely and securely managed

**Mission Goal 2:** Address transnational challenges through norm-setting and capacity building

**Mission Objective 2.1:** International regimes are strengthened and effectively implemented

**Mission Objective 2.2:** Vienna-based international organizations (VBIOs) bolster capacity of national and regional authorities to implement commitments and promote international cooperation

**Mission Goal 3:** Leverage VBIOs' technical capabilities and programming to promote sustainable development

**Mission Objective 3.1:** Nuclear and other technology is effectively, safely, and securely deployed to promote development

**Mission Objective 3.2:** VBIOs increase their capacity to attract diversified sources of funding

**Mission Goal 4:** Advance USG interests through diplomacy, institution building, and public engagement

**Mission Objective 4.1:** VBIOs are efficient, effective, and accountable, and evolve to meet 21<sup>st</sup> century challenges

**Mission Objective 4.2:** Public understanding of and support for USG policies and multilateral leadership are enhanced

**Mission Objective 4.3:** Form diverse coalitions to address challenges in a dynamic environment

**Management Objective 1:** Bolster human capital opportunities to support expanding Mission goals

**Management Objective 2:** UNVIE sustains satisfactory security posture commensurate with evolving threat environment

**Management Objective 3:** UNVIE optimizes travel, representation, and training funds to achieve U.S. objectives

**Management Objective 4:** Internal procedures promote a culture of collaboration and communication

### 3. Mission Goals and Objectives

**Mission Goal 1** Combat nuclear threats through Vienna-based international organizations

**Description and Linkages:** Vienna-based international organizations (VBIOs) promote the peaceful uses of nuclear energy in accordance with the highest standards of nuclear safety, security, and safeguards. UNVIE will continue to support and enhance VBIO efforts to verify adherence to international non-proliferation commitments and ensure the safe and secure management of nuclear materials and technology. This goal supports Joint Strategic Plan Strategic Objective 1.1, “Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems.”

**Mission Objective 1.1** Verification of adherence to international non-proliferation commitments is effective

**Justification:** International cooperation on non-proliferation at VBIOs protects the United States and advances our global security interests. International non-proliferation commitments include legally binding nuclear commitments made under IAEA safeguards agreements or under UN Security Council Resolutions, treaty obligations pursuant to the NPT or the CTBTO Preparatory Commission (CTBTO PrepCom) (contingent on the treaty entering into force), and other commitments such as those relevant to Iran’s nuclear program or potentially a future arrangement with the DPRK. Verification mechanisms implemented through the IAEA and the CTBTO PrepCom provide international confidence that these commitments are being fulfilled; their effectiveness must be maintained to deter and detect any deviations. Key to this effort are U.S. technical, financial, information, political, and human resource support to the CTBTO PrepCom verification regime to detect nuclear explosive tests, and to IAEA safeguards to enable credible assurances that nuclear material and facilities are not being diverted for illicit purposes and that there are no undeclared nuclear activities in states under safeguards.

**Mission Objective 1.2** Nuclear materials and technology are safely and securely managed

**Justification:** The United States is committed to promoting the peaceful uses of nuclear energy in accordance with Article IV of the NPT and in support of the development goals of NPT Parties. The IAEA plays an indispensable role in promoting peaceful uses of nuclear materials and technology in many areas, including energy, health, water, agriculture, food, industry, and the environment. The IAEA also plays a critical role in the development and implementation of international safety, security, and safeguards standards and guidelines. Underlying this broad spectrum of activities is the essential need to employ nuclear materials and technology in safe, secure, and proliferation-resistant ways. Working with the Secretariat and other member states, UNVIE provides strong support to notable IAEA successes, such as programs for cancer therapy, isotope hydrology for safe water access, and tsetse fly eradication. UNVIE also works with the U.S. Department of Agriculture, U.S. Department of Energy, U.S. Department of Health and Human Services, U.S. Department of Transportation, U.S. Geological Survey, and the Nuclear Regulatory Commission to maintain consistency between IAEA activities and U.S. regulations.



**Mission Goal 2** Address transnational challenges through norm-setting and capacity building  
**Description and Linkages:** The 18+ international organizations headquartered in Vienna cover a wide range of issues and can facilitate international cooperation focused on addressing transnational challenges. The United States encourages broad participation in and implementation of international regimes such as the NPT and CTBT, and provides resources and expertise to support capacity building efforts. This Mission Goal links to Joint Strategic Plan Strategic Objective 1.3, “Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law” and Strategic Objective 3.2, “Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing.” This Mission Goal also supports the National Security Strategy goal to “Defend Against Weapons of Mass Destruction (WMD).”

**Mission Objective 2.1** International regimes are strengthened and effectively implemented  
**Justification:** Multilateral organizations in Vienna benefit U.S. security objectives by developing and administering international agreements, standards, guidelines, and norms on law enforcement cooperation, safeguarding nuclear materials, deterring and detecting nuclear tests, and controlling sensitive exports, inter alia.

**Mission Objective 2.2:** Vienna-based international organizations (VBIOs) bolster capacity of national and regional authorities to implement commitments and promote international cooperation

**Justification:** By setting the rules of international behavior across a range of issues, VBIOs advance the U.S. national interest in a stable, predictable global system. The Mission closely monitors VBIOs’ capacity-building programming to ensure human and financial resources are used most effectively to strengthen member states’ implementation of their commitments.

**Mission Goal 3** Leverage Vienna-based international organizations’ technical capabilities and programming to promote sustainable development.

**Description and Linkages:** Vienna-based international organizations are home to a wealth of technical expertise that can be harnessed to support sustainable development at the member state, regional, and interregional level. The Mission works to ensure that this expertise is deployed effectively and efficiently. This aligns with Joint Strategic Plan Strategic Objective 2.2, “Promote healthy, educated, and productive populations in partner countries to drive inclusive and sustainable development, open new markets, and support U.S. prosperity and security objectives.”

**Mission Objective 3.1** Nuclear and other technology is effectively, safely, and securely deployed to promote development

**Justification:** VBIOs, and the IAEA in particular, have a unique capacity to deploy peaceful uses of nuclear technology to support member states' socio-economic development. Successful international cooperation on peaceful nuclear technologies is a crucial component of the modern nuclear non-proliferation regime. The IAEA supports implementation of international safety, security, and safeguards standards and guidelines, which provide a necessary foundation for the Agency's provision of technical assistance to member states. Working with the relevant organizations and other member states, UNVIE can help strengthen the VBIOs' capacity to provide development assistance while reinforcing our ability to counter nuclear proliferation around the globe.

**Mission Objective 3.2:** VBIOs increase their capacity to attract diversified sources of funding

**Justification:** The U.S. government contributes millions of dollars annually to VBIOs to keep these organizations viable and provide programs aligned with U.S. interests sufficient resources to continue. The Mission will encourage VBIOs, in addition to engaging with traditional contributors and actors, to seek funding from development organizations that do not traditionally fund VBIOs. It will also encourage steps to expand use of public-private partnerships and outreach to other non-traditional donors. Diversifying resources will increase the capacity of VBIOs, as appropriate within their mandates, to support member states' efforts in areas related to their national development priorities. In striving for this diversification of resources, the Mission will work with VBIOs to implement best practices in their management of resources.

**Mission Goal 4** Advance USG interests through diplomacy, institution building, and public engagement.

**Description and Linkages:** The Mission's vigorous diplomatic efforts, robust public outreach, and insistence upon high standards of organizational management and transparency support UNVIE's achievement of its other goals. This goal aligns with Joint Strategic Plan Goal 3, "Promote American Leadership Through Balanced Engagement."

**Mission Objective 4.1** VBIOs are efficient, effective, and accountable, and evolve to meet 21<sup>st</sup> century challenges.

**Justification:** The United States has a keen interest in the appropriate and accountable use of American tax dollars contributed to international organizations, and the efficiency and effectiveness of multilateral activities. The comprehensive U.S. plan for UN reform reflects our interest in prioritizing four reform pillars: economy, accountability, integrity, and excellence. In addition, the United States expects the UN and other international organizations to implement measures widely used by member states to right-size staffing levels, address gender inequities, reduce program redundancies by streamlining or shedding non-core functions, and shrink outdated entities.

**Mission Objective 4.2:** Public understanding of and support for USG policies and multilateral leadership are enhanced.

**Justification:** UNVIE seeks to highlight the U.S. commitment to working multilaterally to advance global priorities, including preventing the proliferation of nuclear weapons, supporting the peaceful uses of nuclear technologies, and fighting transnational organized crime, trafficking, and corruption.

**Mission Objective 4.3:** Form diverse coalitions to address challenges in a dynamic environment

**Justification:** VBIOs support the vision of a world at peace and free from nuclear weapons and other global threats. Situated at the center of this multilateral forum, UNVIE offers a unique platform for the United States to build and strengthen new and diverse coalitions to advance highest-priority U.S. strategic objectives. UNVIE will mobilize other member states to support international efforts to keep nuclear, dual-use, and conventional arms, goods, and technologies away from terrorists and other rogue actors, as well as to reinforce the NPT; prevent nuclear weapon explosive testing; strengthen global cooperation and the rule of law to counter the illicit trade in narcotics, human and wildlife trafficking, terrorism, and other types of transnational crime, while reducing the demand for illicit drugs; and apply nuclear techniques to address development needs.

## 4. Management Objectives

**Management Objective 1** Bolster human capital opportunities to support expanding Mission goals

**Justification:** Given the continuing growth in the numbers of agencies and non-ICASS USDH positions, workload has grown across the management platform. The ever-increasing volume and pace of work force staff and supervisors to prioritize operational objectives at the risk of maintaining appropriate management controls. In addition, Central Europe is seeing a wave of wage demands that reflect strong growth and tight labor markets, which puts our competitiveness in hiring and keeping talent at risk.

**Management Objective 2:** Sustain satisfactory security posture commensurate with evolving threat environment

**Justification:** The current security environment in Austria is very stable, but events throughout Europe underscore the importance of closely monitoring developments, assessing threats, and planning accordingly for a number of possible emergency scenarios. Our first and foremost priority has been supporting the Department's position that the protection of our personnel and facilities is paramount. Tri-Mission Vienna's Emergency Action Committee (EAC) has proven itself fully capable of assessing fast moving and dynamic events, identifying potential threats, and developing courses of action and mitigation measures including the Post Emergency Action Plan (EAP). When there is a change in security posture or an emergency occurs, one of the top priorities of the Chief of Mission (COM) is disseminating appropriate threat information to Mission personnel, family members, and other individuals affiliated with the Mission. The sharing of information on changes in security developments will be key to meeting this objective.

**Management Objective 3:** Optimize travel, representation, and training funds to achieve U.S. objectives

**Justification:** This initiative provides Post the opportunity to optimize expenditure in the face of an of ever-tightening budget environment. Additionally, it incentivizes the use of IT tools such as tele-conferencing or webinars to drive travel and training costs out of operating budgets.

**Management Objective 4:** Seek opportunities for cooperation and productive interactions among our three missions and JMO in order to foster collaboration and communication.

**Justification:** Ensure the effective and efficient use of resources by leveraging improved collaboration and communication.