Integrated Country Strategy

USNATO

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I. Chief of Mission Priorities

NATO remains the world's most successful and durable political-military alliance and is the bedrock of transatlantic security on which our political, social and economic relations depend. With the return of great power competition, NATO must adapt to meet challenges of a changing security environment; Russia's malign activities – including its illegal annexation of Crimea, the rise of ISIS and threats emanating from the Democratic People's Republic of Korea (DPRK) and Iran. Beginning with the 2014 Wales Summit and reinforced in Warsaw in 2016 and Brussels in 2018, NATO has renewed its focus on collective defense and cooperative security. NATO is rebuilding its deterrence and defense against Russian threats, projecting stability through closer partnerships and enhanced efforts to counter terrorism, and keeping its door open to aspirants vulnerable to the influence of strategic competitors. As the Alliance approaches its seventieth birthday in April 2019, NATO must advance the pace of its adaptation to maintain its credibility. The the United States will be instrumental in guiding NATO on the right path.

Foremost in determining NATO's ability to effectively respond to a changed security environment is more equitable burden sharing. The NATO alliance will become stronger when all members assume greater responsibility and pay their fair share to protect our mutual interests, sovereignty, and values. At the July 2018 Brussels Summit, the United States made it clear that we fulfill our defense responsibilities and expect others to do the same. Until all Allies have credible plans for meeting the Wales Pledge to spend 2 percent of gross domestic product on defense by 2024, with 20 percent of that spending devoted to investment in military capabilities, the Alliance cannot fulfill its level of ambition for deterrence and defense.

Enhancing the readiness and responsiveness of NATO forces must also be an Alliance priority. Allies agreed at the July 2018 Brussels Summit to a NATO Readiness Initiative, which will ensure more high quality, combat-capable, national forces at high readiness can be made available to NATO. Implementation of this initiative, along with national commitments to improve military mobility no later than 2024, will increase NATO's ability to respond to threats with the speed of relevance.

NATO should build on reforms to the NATO Command Structure, including the newly established Joint Force Command (JFC) Norfolk and the Joint Support and Enabling Command (JSEC), to facilitate the movement of forces and equipment across the Atlantic and throughout Europe, and to ensure that NATO is able to deliver its shared capabilities coherently and swiftly. The Secretary General's Functional Review will also play a role in evaluating the structures, expertise, effectiveness and efficiency of NATO Headquarters to

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enable the Alliance to be more responsive and adaptable to changing circumstances. Reforms must integrate the Alliance's ability to respond to cyber and hybrid threats.

Outside of its borders, the Alliance has reinforced its longstanding commitment to ensuring the security and stability of Afghanistan by extending financial support for the Afghan National Defense and Security Forces until 2024. At the Brussels Summit, Allies approved a new non-combat training and advising mission in Iraq and a substantial package of defense capacity building support for Jordan and Tunisia. As NATO seeks to project stability and strengthen security in an unpredictable world, the Alliance must also continue to strengthen its investment in partners by helping them to build stronger defense institutions, improve good governance, enhance resilience, and increase capacity to provide for their own security and more effectively contribute to the fight against terrorism.

In Brussels, NATO leaders also approved the invitation to Macedonia to begin accession talks, in line with the Macedonia-Greece agreement to change the country's name to the Republic of Northern Macedonia. To counter the strategic competition for influence in the Euro-Atlantic area, NATO needs to remain committed to its Open Door Policy and to provide the support needed to those partner countries who aspire to join the Alliance.

Despite periodic strains in the transatlantic relationship, the United States' commitment to Article 5 remains ironclad. Public diplomacy efforts are vital to ensuring the Alliance's citizenry understands the importance of NATO in safeguarding peace and security and the imperative to commit the resources necessary for Alliance effectiveness and cohesion.

Active engagement and leadership by the United States, particularly through the USNATO mission, is essential to protecting our national security and maintaining the credibility of the Alliance. To effectively lead and support NATO as it adapts to a changing security environment, USNATO must have sufficient personnel and resources from across the interagency; including from the Departments of State, Defense, and Homeland Security, and the Intelligence Community. The most critical need is for an Assistant Regional Security Officer dedicated exclusively to USNATO.

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II.   Mission Goals and Framework

Mission Goal 1:   NATO accelerates progress towards meeting the Wales Pledge in order to achieve more equitable burden sharing while maintaining U.S. leadership in the Alliance.

Mission Objective 1.1: All NATO Allies have a credible plan now to meet the Wales Pledge commitment by 2024 or sooner.

Mission Objective 1.2: NATO Allies accelerate their existing plans to meet the Wales Pledge commitment.

Mission Objective 1.3: Public understanding of the need for equitable burden sharing rises in NATO countries, especially those without credible plans to meet the Wales Pledge.

Mission Goal 2:   NATO continues to strengthen its deterrence and defense posture to meet the changing security environment.

Mission Objective 2.1: NATO Allies enhance their capabilities, readiness, and ability to reinforce - including through Freedom of Movement - to respond to crises effectively with speed and relevance.

Mission Objective 2.2: NATO Allies achieve greater resilience against hybrid and cyber threats.

Mission Objective 2.3: NATO successfully adapts as an institution fit for purpose to meet and respond to the needs of the new security environment.

Mission Goal 3:   NATO strengthens its ability to counter terrorism and project stability through active engagement with aspirants, partners, and other actors

Mission Objective 3.1:   NATO maintains its commitment to its open door policy.

Mission Objective 3.2:   NATO increases its contributions to the international fight against terrorism.

Management Objective 1.1: USNATO and NATO provide safe, secure, and productive work space for the conduct of USNATO's and USMILDEL's mission in NATO.

Management Objective 1.2: USNATO management products and services are delivered in a timely manner with high quality and high levels of customer service.

Management Objective 1.3: American community resources in Belgium are nurtured and coordinated to ensure high levels of morale in the mission.

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III.   Mission Objectives

1.1 All NATO Allies have a credible plan now to meet the Wales Pledge commitment by 2024 or sooner.

1.2 NATO Allies accelerate their existing plans to meet the Wales Pledge

1.3 Public understanding of the need for equitable burden sharing rises in NATO countries, especially those without credible plans to meet Wales Pledge.

2.1 NATO Allies enhance their capabilities, readiness, and ability to reinforce-including through Freedom of Movement-to respond to crises effectively with speed and relevance.

2.2 NATO Allies achieve greater resilience against hybrid and cyber threats.

2.3 NATO successfully adapts as an institution fit for purpose to meet and respond to the needs of the new security environment.

3.1 NATO maintains its commitment to its Open Door Policy

3.2 NATO increases its contributions to the international fight against terrorism

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IV. Management Objectives

Successful attainment of the U.S. government's goals and objectives with regard to NATO and as summarized in this Integrated Country Strategy requires a robust support platform and an actively engaged mission management team. Resources are finite, so greater efficiency is the only way to support expanding requirements and adapt to new ways of doing business enabled by advances in information and computer technology. The USG maintains a multi-agency presence in NATO Headquarters. The USG also sends executive branch personnel on secondment to work outside the U.S. delegations in NATO International Staff offices. In any given year, there are also scores of American citizens directly employed by NATO, many of whom qualify for limited USG services. This multi-faceted workforce creates management challenges as the USNATO management team de-conflicts and ultimately harmonizes agency-specific regulations, administrative guidance, customer responsibilities, and customer expectations.

Management Objective 1.1: USNATO has safe, secure, and productive work space for the conduct of USNATO's and USMILDEL's mission in NATO.

Justification: In June 2018, USNATO and USMILDEL moved to the New NATO Headquarters facility along with the 28 other NATO Ally delegations and the NATO Headquarters International and International Military staffs. The $1.5 billion facility and the $150 million fit-out of USG space within that facility were delivered under tight deadlines. The decision to construct U.S.-standard space within a larger EU-standard building resulted in several design compromises leaving USNATO and USMILDEL with office space that does not fully meet mission requirements. The U.S. space lacks internal communicating stairs, teaming/collaboration areas, and sufficiently sized classified conference rooms. The designed furniture systems are also not sufficiently modular to accommodate easy reconfiguration. The result is plenty of opportunity for space, process, and support program improvements.

Management Objective 1.2: USNATO management products and services are delivered in a timely manner with high quality and high levels of customer satisfaction.

Justification: High quality and timely management services are necessary to provide the foundation for an agile, flexible, and responsive organization. USNATO services a diverse and disparate customer base located in multiple geographic locations and employed under different personnel systems. It is imperative that management products and services be delivered efficiently and effectively to address the varied needs of serviced personnel. Critical to the USNATO mission is the ability to fill vacancies quickly and ensure that human and financial resources are effectively aligned with priorities. USNATO must also ensure the right technologies and business processes are in place to effectively operate. Integrating the numerous information technology platforms used within the Mission is a challenge and

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USNATO must continue developing capabilities to develop and utilize common platforms to achieve user friendly interfaces, timeliness, and cost savings.

Management Objective 1.3: American community resources in Belgium are nurtured and coordinated to ensure high levels of morale in the mission.

Justification: USNATO is a multi-agency community and, at times, the differences in personnel systems, organizational design and physical locations create artificial impediments to coordination and communication. Fostering a stronger sense of community and mission will encourage natural collaboration and coordination. Seeking creative solutions to nurture team development is imperative in an interagency setting. Increasing community infrastructure and resources to support the workforce and their teams will increase morale and enhance critical thinking and collaboration leading to common ways to solve problems and sharing best practices.

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