



Integrated Mission Strategy

United States Mission to the United Nations and Other International Organizations, Geneva, Switzerland

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1. Chief of Mission Priorities

Geneva provides the United States an unparalleled global platform to address the most challenging political and economic issues facing the world. It is home to dozens of UN agencies and international organizations as well as nearly 180 diplomatic missions. It is the epicenter of some of the world's most difficult peace negotiations (e.g., Syria, Georgia, and Libya), helps to shape the global priorities on refugees and migration, and is also home to negotiations on disarmament, trade, climate change, development, global health, and human rights. It hosts the world's major international media groups and renowned academic institutions helping shape public understanding. These venues attract annually around 10,000 official USG visitors each year and hundreds of thousands of government, civil society, and industry leaders from around the world. The U.S. Mission to the United Nations and Other International Organizations will leverage the opportunities Geneva provides and engage multilateral organizations in a robust way, revitalizing relationships with both UN officials and diplomats on a broad range of issues where multilateral diplomacy can further U.S. strategic interests.

The United States is the top donor to the United Nations system and our focused engagement at all levels ensures U.S. interests and American values are represented throughout Geneva-based organizations (GBOs). U.S. efforts to shape guidelines, standards, and legally binding treaties generated in Geneva impact global economic stability, democratic governance, human rights, health standards, and other areas that are essential to U.S. prosperity and security. The Mission protects U.S. intellectual property rights, promotes U.S. interests on Internet governance and satellite and telecommunication networks, and facilitates cooperative scientific research. The Mission also advances U.S. priorities on global health security, access to medicines, and related reforms including by strengthening the role and capacity of the World Health Organization (WHO). Through this strategy, the Mission will focus on ensuring the work of GBOs aligns with American values and interests. The Mission will renew and strengthen multilateral engagement with GBOs and in Geneva-based fora, including the Human Rights Council, to advocate for human rights forcefully. We will counter nations who seek to use the United Nations system to project unilateral foreign policy objectives, or who use multilateral forums to shield themselves from condemnation for abuses of human rights. We will strengthen and expand our partnerships to accomplish these goals, including by ensuring the public better understands the productive role of the United States in GBOs and our consistent engagement and financing to address the most pressing global challenges.

GBOs serve as a focal point for crisis response, and the COVID-19 pandemic has laid bare needed reforms to the WHO as well as exacerbated humanitarian needs around the world. Our strategy is to promote reforms at health-based and humanitarian agencies in Geneva to improve the effectiveness of UN responses to crises and increase focus on prevention. The Mission will work with likeminded partners to strengthen the World Health Organization as the international community emerges from the COVID-19 pandemic and work to address shortcomings in countries' preparedness and the international community's response to pandemics. We will build coalitions to press for investigations into the origins of the COVID-19

virus, for evaluations into the initial WHO response to the crisis, and champion needed reforms to the International Health Regulations. The Mission will also advocate for increased efficiency and coordination in the humanitarian system as UNHCR, UNOCHA, ICRC, IFRC, IOM, and other humanitarian actors continue to assist the over 80 million forcibly displaced persons around the world.

Our Mission will also focus on accountability, transparency, and efficiency from all GBOs as well as responsibility sharing from donors and member states. The variance in good governance mechanisms across UN agencies necessitates an across-the-system, reform-minded analysis, and we will work with the Geneva Group to focus reform efforts in this regard. Protections for whistleblowers and appropriately addressing complaints about harassment remain inconsistent across the UN, and we will use U.S. expertise to reinforce ethics offices and regulations to better protect all UN employees, including Americans. We will also work to promote qualified Americans being hired throughout the UN and assist in developing robust oversight into hiring practices and elections to ensure that GBOs are led by technically competent, transparent, and effective leaders.

This strategy lays out a challenging, reform-minded vision for the next two years. An inherent challenge in each of our objectives is the nature of multilateral diplomacy – that most organizations are driven by consensus and that the process of reform can take many years. Coalitions will be essential to addressing both of these risks. Through partnerships, we can ensure greater support for all of our shared priorities and also a collective, long-term focus on specific reform agendas. We will work to revitalize American diplomacy on Geneva’s multilateral stage, showing that American leadership can help the world take on the most pressing challenges of our time.

2. Mission Strategic Framework

Mission Goal 1: Promote, protect and defend American values and U.S. interests with respect to human rights, economic prosperity, trade, security, health, science, the environment, and international law by leveraging Geneva-Based Organizations (GBOs) and the international community in Geneva.

Mission Objective 1.1: GBOs improve multi-stakeholder engagement and demonstrate greater alignment with American values, strong support for human rights, and strategic priorities.

Mission Objective 1.2: Key standards, resolutions, rules, and recommendations negotiated or otherwise established in Geneva align with U.S. government interests and appropriately address American private sector interests.

Mission Objective 1.3: Through strong alliances and broad engagement, the United States counters countries seeking to use the UN system for malign objectives while defending the interests of our strategic partners.

Mission Objective 1.4: The international community has an increased awareness of the scale, importance, and impact of U.S. financial and diplomatic engagement in the multilateral system and the negative impacts of malign actors therein.

Mission Goal 2: Mobilize the international community and strengthen GBO responses to humanitarian, global health, climate, and security challenges in a sustainable manner and to prevent future crises.

Mission Objective 2.1: GBOs respond effectively to crises in collaboration with relevant partners and in alignment with USG priorities.

Mission Objective 2.2: GBO efforts to address long-term global challenges are coordinated within the UN system, operate in partnership with the private sector and civil society, and emphasize prevention and sustainability.

Mission Objective 2.3: International peace and security efforts are advanced through the Mission's engagement and use of Geneva's unique platform.

Mission Goal 3: Improve service delivery and the integrity of GBOs and achieve greater responsibility sharing among UN member states.

Mission Objective 3.1: GBOs provide transparent budgets and fiscal accountability, are accountable for both processes and results, and protect employees against retaliation and harassment.

Mission Objective 3.2: The staffing composition of GBOs includes more U.S. citizens throughout leadership and staff positions; while Member States elect GBO leaders who strengthen organizations based on their affirmed mandates.

Mission Objective 3.3: GBOs sustainably broaden their funding sources.

Management Objective 1: Provide the platform for the Mission, with its multiple delegations and Ambassadors, to achieve U.S. objectives, including through construction of a new office building that meets security and safety requirements of the Department of State.

Management Objective 2: Provide the platform for the Mission, with its multiple delegations and Ambassadors, to achieve U.S. objectives, including through reviewing and revising how Management is structured to deliver ICASS services.

3. Mission Goals and Objectives

Mission Goal 1: Promote, protect and defend American values and U.S. interests with respect to human rights, economic prosperity, trade, security, health, science, the environment, and international law by leveraging Geneva-Based Organizations (GBOs) and the international community in Geneva.

Description: The resolutions, decisions, legally binding treaties and other instruments generated through negotiations among states in Geneva, and the standards and guidelines issued by GBOs themselves, influence countries around the world, impacting global economic stability, market access for U.S. businesses, respect for human rights and fundamental freedoms, private sector engagement, democratic governance, rule of law, transparency, health standards, women's rights, treatment of LGBTQI+, and other core elements essential to U.S. prosperity and security. The Mission promotes American values by expanding partnerships and leveraging the U.S. government's technical expertise to ensure that these GBO outcomes protect and enhance U.S. interests. This work includes, but is not limited to, defending the integrity of the system of intellectual property rights essential to U.S. businesses centered at the World Intellectual Property Organization (WIPO) as well as promoting U.S. interests at the International Telecommunications Union (ITU), International Labor Organization (ILO), and dozens of other technical agencies and offices. This work also encompasses the Mission's efforts to ensure balance and objectivity in the international human rights agenda through the UN Human Rights Council and other human rights mechanisms in Geneva. Countries that do not share U.S. values seek to use GBOs to extend a world-order detrimental to U.S. interests, and the Mission will continue to counter such efforts by broadening our base of like-minded supporters in all the fields related to this Goal. If necessary, we will stand alone to confront efforts to manipulate the UN system for malign objectives. Goal 1 aligns with the State-USAID Joint Strategic Plan Goal 2 and Objectives 3.2 and 3.3 as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.1, 2.2, 2.3, 2.4 and 3.4.

Mission Objective 1.1: GBOs improve multi-stakeholder engagement and demonstrate greater alignment with American values, strong support for human rights, and strategic priorities.

Justification: Support for democratic principles, human rights and fundamental freedoms, civil society and private sector participation and equal access for civil society organizations should be guiding principles for all GBOs. Mission Geneva will continue to lead through its promotion of human rights and fundamental freedoms and of accountability for governments that abuse them. We will encourage increased civil society and private sector participation in decision-making and fight attempts to politicize multi-stakeholder engagement. We will combat retribution by governments against opposition leaders, human rights defenders, whistleblowers, and others for participation in GBO activities. Mission Geneva will work with allies who support the same principles and expand support among non-traditional partners.

Linkages: This objective aligns with State-USAID Joint Strategic Plan Objectives 2.1, 2.2, 2.3, and 3.3, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.1, 2.2, and 2.3.

Risks: Failure to achieve this objective will result in increased politicization of GBOs, less effective service delivery, and an increase in UN-backed initiatives at odds with American values. The increasing influence and outpouring of resources from non-like-minded countries, if combined with decreased U.S. participation or absence from certain multilateral fora, serve as the main risk factors. To address these risks, the Mission will work to spotlight the malign influence of certain countries and dispel the notion that the United States is any less committed to multilateralism and the strength of international institutions.

Mission Objective 1.2: Key standards, resolutions, rules, and recommendations negotiated or otherwise established in Geneva align with U.S. government interests and appropriately address American private sector interests.

Justification: Ensuring that GBOs and their member states produce outcomes that align with USG and private sector interests will help promote and defend U.S. values on a wide variety of issues, including trade, intellectual property, labor, technology, health, science, international law, and the environment. By actively engaging with GBOs, we will seek to preserve the free flow of goods and services, protect intellectual property rights of the U.S. private sector, promote innovation, encourage science-based decision making, ensure that U.S. views on international law are reflected and preserved, and maintain freedom of expression on the internet. To do so, we will work with agencies in Washington and elsewhere to participate in, and influence, the normative processes undertaken by UN agencies. We will also coordinate with allies and like-minded partners to advance areas of mutual interest, and engage the private sector as appropriate to inform our efforts.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 2.1, 2.3, and 3.3, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.1, 2.2, and 2.4.

Risks: Failure to achieve this objective would result in fewer opportunities for U.S. businesses, a lack of innovation, and greater restrictions on freedom of expression around the world, and would open the door to malign actors looking to influence UN normative processes. Increased politicization of GBOs, some with growing trends towards anti-Western and anti-private sector mentality, will make achieving this objective a challenge. Some GBOs' risk-aversion regarding private sector engagement is also a limiting factor. To address this, the Mission will work to underscore the mutual support for U.S. interests with like-minded partners and offer examples of effective public-private partnerships in the United States as a means of promoting appropriate private sector partnership with the UN.

Mission Objective 1.3: Through strong alliances and broad engagement, the United States counters countries seeking to use the UN system for malign objectives while defending the interests of our strategic partners.

Justification: Malign actors are seeking to re-make the international order and international institutions to serve their own national interests, which directly contradicts the democratic, free world order that was shaped by U.S. values and priorities. By countering language in legal instruments that privilege a single country and ensuring that budgets and spending are transparent, the Mission will oppose language – in negotiations, resolutions, and other UN documents – and UN-sanctioned activities that run counter to international law or accepted global practices, especially language or activities that undermine human rights and fundamental freedoms.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 2.1, 2.3 and 3.2, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.3 and 3.4.

Risks: Failure to counter malign actors in the UN could lead to individual countries using GBOs to extend or justify national priorities anathema to the founding UN principles, most of which were founded with a strong basis in U.S. values. We will block malign influence by showcasing the strength of U.S. commitment to multilateral institutions, our partners, and our shared core values with GBOs and by highlighting the disconnect between some malign actors' policies and the values of GBOs.

Mission Objective 1.4: The international community has an increased awareness of the scale, importance, and impact of U.S. financial and diplomatic engagement in the multilateral system and the negative impacts of malign actors therein.

Justification: Taking advantage of the international media and global community in Geneva, the Mission's Public Affairs section will work with and through relevant UN organizations, partners, and, like-minded Missions to increase understanding of U.S. multilateral priorities and build upon the United States' longstanding reputation as a global leader and convening power. Mission Geneva will deploy all available tools, including traditional diplomatic efforts and public diplomacy activities, to increase awareness of U.S. engagement and financing for the UN system and to highlight the impact of U.S. investments and the benefits delivered to both U.S. taxpayers and other member states. The Mission will highlight the positive impact of sustained U.S. multilateral engagement at GBOs while simultaneously working to reinforce key partnerships and linkages. At the same time, we will forcefully counter and expose the malign activities of other UN member states. Our public diplomacy posture will complement and amplify the ongoing efforts of the interagency in this space. Through a full range of public diplomacy activities, including social media, public engagement with NGOs and partners, the utilization of Washington-based interlocutors and senior officials, and strategic engagement

with the international media, we will effectively challenge actors who fail to adhere to international norms and principles in the multilateral space.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 3.2 and 3.3, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.3 and 3.4.

Risks: Failure to achieve this objective will undermine the impact of U.S. investments and lessen our ability to achieve strategic U.S. priorities through the UN system. Moreover, lack of understanding about the concrete impact of U.S. investments and leadership threatens to weaken public support for multilateral engagement in general, and UN activities in particular. Taking a passive posture with regards to malign actors carries great risk. A fact-based and strategic engagement plan to counter false narratives, in coordination with interagency and like-minded partners, is essential to ensuring U.S. leadership in the multilateral space.

Mission Goal 2: Mobilize the international community and strengthen GBO responses to humanitarian, global health, climate, and security challenges in a sustainable manner and to prevent future crises.

Description: Geneva serves as the epicenter of some of the world's most difficult peace negotiations, coordinates responses to refugee and global health crises, and hosts the headquarters of dozens of organizations and offices that form the backbone of the UN's programmatic work. The international response to humanitarian crises around the world is centered in Geneva as the headquarters of the UNHCR, IOM, ICRC, IFRC, UNOCHA, an emergency programs main office of the UN's International Children's Fund (UNICEF), and a global coalition of humanitarian-focused NGOs (ICVA). The WHO plays an important role in mobilizing the international response to global health threats and strengthening health systems to enable countries to address issues before they become global health crises. Multilateral organizations including The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) and the Global Alliance for Vaccines and Immunization (GAVI) receive and allocate significant funds to support countries to address and control diseases. Other UN agencies and offices work on disaster preparedness related to natural disasters and cybersecurity. Such a robust prevention and response system requires constant oversight, and the Mission will leverage U.S. financial support and our diplomatic engagement to ensure these organizations keep U.S. citizens safe, bolster international peace and security, and sustainably counter global threats to U.S. interests. Goal 2 aligns with the State-USAID Joint Strategic Plan Objectives 1.3, 3.1, 3.4, and 4.1 as well as the Department of State International Organizations Regional Bureau Strategy Objectives 1.1, 1.2, 1.4, 2.5, and 3.3.

Mission Objective 2.1: GBOs respond effectively to crises in collaboration with relevant partners and in alignment with USG priorities.

Justification: Humanitarian assistance and the organizations that coordinate it must be effective and deliver meaningful results. The Mission uses its role as the largest donor to the humanitarian agencies headquartered in Geneva to influence the strategic planning, funding, and key operational decisions of our main partners. The United States is focused on ensuring that beneficiaries' interests are foremost, that adequate attention is paid to the protection of vulnerable populations, that proposed interventions are both necessary and sustainable, and that humanitarian principles are respected. In coordination with headquarters, this means influencing specific decisions directly while also advocating for systemic change and reform such as results-based management, enterprise risk management, comprehensive needs-based budgeting, and personnel reform. To advance this objective, we depend on close collaboration with other donors and interested states, as well as with U.S. and international NGOs. We likewise expect that our partners collaborate to improve the effectiveness of the collective humanitarian system. The United States rescinded its letter of intent to withdraw from the World Health Organization, and we remain focused on strengthening WHO to better respond to pandemics and improve its accountability, independence, and capacity to deliver on its core mandates.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 3.4, and 4.1, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.5 and 3.3.

Risks: Ineffective multilateral response to crises would lead to greater human suffering and risks to international peace and security as pandemic disease (e.g., COVID-19), refugee outflows, internal displacement, exploitation of vulnerable populations, and uncontrolled migration are not addressed, or are targeted by piecemeal national responses. Poor coordination and collaboration in crisis response leads to poorer results, delayed assistance, and a greater human and financial cost. Achieving objectives 1.3 and 3.2 will help prevent risk factors influencing this goal from leading to failure.

Mission Objective 2.2: GBO efforts to address long-term global challenges are coordinated within the UN system, operate in partnership with the private sector and civil society, and emphasize prevention and sustainability.

Justification: GBOs play a central role in coordinating and implementing the UN's global development initiatives, aiming to address the root causes of conflict, reduce poverty, and prevent risks associated with natural and man-made crises. The Mission will work with GBOs to promote effectiveness and coordination, identifying synergies across GBOs and the UN to ensure country-level support is focused and has a direct and positive impact on health, humanitarian, and human rights outcomes. Ensuring that these coordinator efforts maximize the impact of bilateral investments will continue to be a focus for the Mission. Similarly, the importance of GBOs to effectively partner with civil society and the private sector will remain a priority within the Mission working to increase stakeholder representation at UN meetings, GBO meetings, and stakeholder engagement with the UN program planning. In particular, the

Mission will focus efforts on global health organizations including the WHO, GAVI, the Global Fund and UNAIDS - all key multilateral instruments performing normative and non-normative work to strengthen national responses to disease threats and health systems including through ensuring national leadership and increasing and maintaining appropriate levels of domestic financing. Through these organizations, the Mission will accelerate progress on the U.S. Global Health Security Agenda, ultimately reducing the need for U.S. foreign assistance in specific areas of global health.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 3.1, 3.3, 3.4, and 4.1, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.5 and 3.3.

Risks: In an increasingly globalized and interconnected world, the UN's global development initiatives will fail if they are not coordinated within and across the UN system, with national governments, and with the private sector and civil society. Uncoordinated efforts cost more and achieve less. An emphasis on prevention and sustainability is more effective and less expensive in the long term. Risk factors include increased politicization of GBOs to pursue single-country objectives and efforts to do so without transparency. Achieving objectives in Goals 1 and 3 will help ensure that technical agencies operate efficiently and, transparently, and adopt sound reform strategies.

Mission Objective 2.3: International peace and security efforts are advanced through the Mission's engagement and use of Geneva's unique platform.

Justification: International cooperation on peace and security related issues protects the United States and advances our global security interests. Geneva is a chosen venue – perceived as neutral ground - for international stakeholders to discuss, debate and further these peace and security-related issues, such as strategies on women; peace and security; countering and preventing violent extremism; and countering terrorism. Geneva is host to peace talks on Syria, Libya, Georgia, Cyprus, Yemen, Western Sahara, and Armenia-Azerbaijan. The UN Special Envoy for Syria is based in Geneva and hosts intra-Syrian talks based on the implementation of UNSCR 2254. The United States co-chairs, with the UN and Russia, the International Syria Support Group's Ceasefire Task Force and the Humanitarian Task Force. The Mission engages representatives of diaspora communities and opposition groups including the Syrian opposition, who maintain an office in Geneva. The UN Support Mission in Libya (UNSMIL) also conducts its peace negotiation efforts in Geneva, where political and military negotiation tracks take place. The UN and U.S. Mission Geneva host high-level visitors to discuss and negotiate highly-sensitive issues frequently, and engages with the local so-called "Track II" international NGOs who work with actors involved in these peace talks.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objective 1.3, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 1.1, 1.2, and 1.4.

Risks: The United States plays an essential role in the peacebuilding deliberations that take place in Geneva, defending U.S. values and supporting open, productive negotiations and conflict prevention and stabilization. Without U.S. leadership, vital negotiations would be vulnerable to outcomes inconsistent with U.S. foreign policy objectives and values. Failure to advance this objective would endanger U.S. national security and hinder U.S. efforts to alleviate the suffering of vulnerable civilians around the world who face grave protection issues, large-scale displacement, and violations of human rights as a result of protracted conflicts.

Mission Goal 3: Improve service delivery and the integrity of Geneva-based UN organizations and achieve greater responsibility sharing among UN member states.

Description: To remain fit-for-purpose amidst increasing global need, GBOs must use resources efficiently and undertake reforms to strengthen governance, transparency, and accountability for results. The Mission will drive UN reform efforts in Geneva through active engagement in governing bodies, pressing for improved whistleblower protections and harassment prevention policies, and building coalitions to demand reporting on impact and outcomes. Our Mission will work to reduce undemocratic, opaque operations and management and promote competitive, merit-based elections and/or selection processes for leadership and membership positions in GBOs. To ensure the UN system better reflects U.S. values and management acumen, the Mission will promote U.S. leadership and U.S. citizen hiring in all GBOs. While the U.S. financial commitment to the United Nations remains steadfast, the Mission will seek greater contributions from other countries to address increasing financial need, particularly in humanitarian response. The Mission will also further improve efficiencies in GBOs while promoting greater transparency in financial reporting. We will maximize the visibility of these efforts, as well as our significant monetary contributions, through use of traditional public and multilateral diplomacy tools as well as new communication platforms and social media. Goal 3 aligns with the State-USAID Joint Strategic Plan 3.1, 3.2 and 4.1 as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.5, 3.1, 3.2, and 3.4.

Mission Objective 3.1: GBOs provide transparent budgets and fiscal accountability, are accountable for both processes and results, and protect employees against retaliation and harassment.

Justification: Working as co-chair of the Geneva Group of 18 like-minded major UN donors, the Mission will maintain pressure on GBOs through governing body meetings and in stand-alone sessions to avoid increases in expenditures while achieving cost savings wherever possible and seek greater support by other member states for USG “zero nominal growth” policies in UN agencies. Similarly, the Mission will build international coalitions to apply pressure to enact stronger agency rules to protect whistleblowers who report fraud, waste, and mismanagement within the UN and protect victims of sexual harassment, abuse, and exploitation.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objective 4.1, as well as the Department of State International Organizations Regional Bureau Strategy Objectives and 3.2.

Risks: Failure to achieve this goal could cost American taxpayers millions of dollars in wasteful and duplicative UN budgets and in legal claims brought against GBOs by allegedly wronged employees, and allow sexual abusers and ethics violators to act with impunity within the UN system.

Mission Objective 3.2: The staffing composition of GBOs includes more U.S. citizens throughout leadership and staff positions; while Member States elect GBO leaders who strengthen organizations based on their affirmed mandates.

Justification: As the largest financial contributor to most UN organizations, the United States seeks to ensure that the composition of UN organizations' staff and candidate pools includes highly-qualified U.S. citizen candidates. These organizations administer important, costly multilateral programs and are targeted regularly by malign actors seeking to expand multilateral influence. U.S. citizens, underrepresented in the UN system, bring unique strengths to UN roles and have demonstrated exceptional leadership and management capabilities in the UN's Geneva-based organizations, making them well positioned to promote U.S. values that are foundational to the UN. For elected positions, the Mission seeks to promote U.S. citizen candidates or candidates from like-minded member states when possible. The Mission will coordinate with Washington on contending candidates and advocacy strategies to ensure capable leadership in GBOs. Upcoming elections at the ILO, ITU and WHO in 2022 will require extensive planning and coordination.

Mission Geneva seeks to increase U.S. citizen representation by regularly advocating to UN organizations on behalf of U.S. citizens applying for positions at every professional level, conducting outreach to U.S. citizens already within the UN system, collecting data to illustrate the competitive state of play in the multilateral space, and coordinating with the Bureau of International Organizations on advocacy and recruitment efforts. The Mission will also support the IO Bureau in its advocacy with other U.S. federal agencies and the White House for more U.S.-funded roles in UN organizations, including efforts to expand Junior Professional Officer (JPO) programs and secondments. Other countries have strategically used these programs to usher their nationals into the UN system, making the multilateral space a center of competition for standard- and norm-setting. The Mission will concurrently focus on elections and appointments, alerting Washington of upcoming changes in the leadership of UN organizations so competitive U.S. candidates can be identified early. The Mission will continue to coordinate with Washington to advocate for U.S. candidates in Geneva and around the world.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 3.2, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 2.5 and 3.4.

Risks: Geneva is increasingly a battleground of influence within the multilateral system, with increased U.S. staffing limited by UN organizations' tendency to hire non-U.S. citizens because of language requirements and location. U.S. citizens serving in prominent roles and the fact there are many U.S. citizens working throughout the UN system feed the misperception that the United States is proportionately represented. Failure to place more U.S. citizens in strategic UN positions in the near term could further lead to UN policies and practices at odds with U.S. national interests, while UN standards and norms could stray from their foundational U.S.-aligned principles. The WIPO Director-General election of the Singaporean candidate Daren Tang in 2020 demonstrated that U.S.-coordinated engagement on UN elections can succeed at stemming the rise of malign influence. Continued success will require planning years in advance, selecting the most qualified candidates in collaboration with traditional and non-traditional partners, and global outreach to support candidates who will best strengthen the integrity of the UN system.

Mission Objective 3.3: GBOs sustainably broaden their funding sources.

Justification: The United States is the largest single donor to the United Nations and in particular for humanitarian assistance. As humanitarian and development needs continue to strain available funding, UN organizations must broaden their funding sources. While some countries have increased their contributions in the last few years, the Mission will continue encouraging other countries and stakeholders to do the same. We will support our UN partners as they ask countries that have not contributed significantly in the past to step up and do their part to help people in need of protection, food, and other life-saving interventions. Our partners must also seek new private sector and civil society donors to increase contributions to sustainably fund effective global response efforts. We encourage humanitarian assistance to be delivered through well-established humanitarian funding mechanisms to ensure we collectively reach as many people in need as possible.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objectives 3.1, 3.2 and 4.1, as well as the Department of State International Organizations Regional Bureau Strategy Objectives 3.1 and 3.4.

Risks: Humanitarian needs and associated funding needs have grown exponentially, but contributions from governments and the private sector have not matched that growth. If GBOs do not broaden their funding sources, they will be unable to meet urgent needs.

4. Management Objectives

Management Objective 1: Provide the platform for the Mission, with its multiple delegations and Ambassadors, to achieve U.S. objectives, including through construction of a new office building that meets security and safety requirements of the Department of State.

Justification: Built in the 1970s, the current office building does not meet setback requirements, have blast resistant windows, an internal fire suppression system, or adequate emergency exits. The Mission was scheduled for a major rehabilitation project for many years (most recently scheduled for FY2018) but was dropped from that list when OBO determined it would be more cost effective to build a new office building on the existing Mission compound, potentially with the addition of an adjacent WHO parcel. Mission Geneva was added to the Top 80 list in 2019 for a project initiation date of FY2025, with an end goal of a completed office building that meets current security and life safety standards on or about FY2030.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objective 4.2 and 4.4, as well as the Department of State International Organizations Regional Bureau Strategy Cross-Cutting Management Objective.

Risks: Failure to achieve this objective will place Department personnel at risk and weaken the Mission's ability to achieve the objectives outlined in this document. The Mission has developed a plan to work with OBO to prioritize construction of a new building.

Management Objective 2: Provide the platform for the Mission, with its multiple delegations and Ambassadors, to achieve U.S. objectives, including through reviewing and revising how Management is structured to deliver ICASS services.

Justification: Personnel costs in Geneva are among the highest in the world, which means that Mission Geneva's Management platform operates with an unusually small, but highly efficient local staff. In order to maintain a high standard of customer service and efficiency, Management must regularly review and adjust the ICASS platform, while implementing new initiatives and technologies to maximize cost-effectiveness.

Linkages: This objective aligns with the State-USAID Joint Strategic Plan Objective 4.2 and 4.4 as well as the Department of State International Organizations Regional Bureau Strategy Cross-Cutting Management Objective.

Risks: Failure to achieve this objective will reduce cost-efficiency, weaken management controls and hinder the Mission's ability to achieve the objectives outlined in this document.