



# Integrated Country Strategy

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## Italy and the Republic of San Marino

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

Italy remains one of the United States' closest allies and partners; we share exceptionally strong people-to-people ties and an interest in promoting democratic values, inclusive prosperity, and a stable, rules-based international order. As a founding member of NATO and the European Union, Italy is a strong proponent of the Transatlantic alliance and well-positioned to strengthen its leadership within these organizations. Italy aligns with U.S. interests to address threats to our collective security from state and non-state actors, revitalize our alliances, fight climate change, strengthen global public health, and create an open and secure digital economy. We will continue to work to deepen this already strong partnership both bilaterally and within the context of our alliances.

Italy is a stalwart defense partner and NATO ally. Italy hosts more than 29,000 U.S. military and Department of Defense civilians and their families on five major bases that support U.S. and allied force projection in Europe, Africa, and the Middle East. Italy seeks leadership roles and participates robustly in international deployments that strengthen deterrence on NATO's eastern flank and promote stability in the wider Mediterranean region. In the Middle East, North Africa, and the Sahel, Italy manages several bilateral capacity-building programs and leads and contributes to numerous EU, UN, and other coalition operations, including the Global Coalition to Defeat ISIS. In May 2022, Italy will assume command of NATO's mission in Iraq.

Italy's primary national security priority is to increase stability in this region to stem irregular migration, fight terrorism, and secure energy resources. Italy is also a key defense industrial partner, including through its collaboration on the F-35 fighter jet program, hosting Europe's only F-35 production facility. We have robust collaboration with Italy and the Republic of San Marino on border security, counterterrorism, corruption, organized crime, and cyber threats. Joint law enforcement and intelligence efforts have been effective in disrupting and dismantling criminal and terrorist activities. These joint activities enhance the safety and security of American citizens at home and in Italy and the Republic of San Marino. Italy will continue to be an important partner in addressing security threats to Europe's southern flank through its basing of U.S. troops and participation in numerous international deployments that promote

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peace and stability. In keeping with our partnership with Italy, we will work to improve joint readiness and information-sharing and encourage Italy to invest more in its security.

Italy's successful hosting of the G20 and co-hosting of COP26 during 2021 showed its ability to build coalitions to address global challenges. Following his February 2021 appointment as Prime Minister amid a government crisis, former European Central Bank President Mario Draghi's government brought a measure of stability to Italy's notoriously fractious political system and helped Italy weather the COVID-19 pandemic and initiate long-needed government reforms. In 2022, Italy's President, Sergio Mattarella, won reelection to a second seven-year term, making it likely the current legislative mandate reaches its natural conclusion in 2023.

As a vibrant democracy, Italy shares with the United States a commitment to renewing democracy at home and countering increasing authoritarianism abroad. We will work together with Italy to combat disinformation that undermines faith in democratic governance; defend universal human rights; fight corruption; and better integrate marginalized groups. Italians are generally closely aligned with the United States on our most important foreign policy priorities. A Pew study indicates that public approval of the United States rose from 45 percent in 2020 to 74 percent in 2021. This dramatic swing in approval demonstrates both that the Italian public pays close attention to U.S. foreign policy and domestic affairs, and that the United States needs to continually work to maintain public support, particularly among youth, to build on historically strong U.S.-Italy ties. The government has demonstrated a greater wariness of the influence of authoritarian states, and has shown a willingness to criticize, for example, the People's Republic of China (PRC) for its malign activity and human rights violations. Italy has responded firmly to Russia's further invasion of Ukraine, advocating for G7 and EU measures to impose costs on Russia for its aggression. However, as the impacts of the war, sanctions, and countersanctions are felt, maintaining long-term Italian support for the U.S.-favored tough line on Russia could become more challenging. Disinformation from malign actors also could challenge our efforts to maintain support for our policies. Through public diplomacy and other tools, the Mission will continue to strengthen the relationship between our two peoples and combat disinformation so that the Italian public and policymakers develop an increased

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appreciation of, and alignment with, American values and U.S. policies, including on democracy, diversity, equity, and inclusion.

As the world's eighth-largest economy, Italy is not only an important trading and investment partner of the United States, but one that shares our goal of an inclusive global economic recovery, grounded in transparent, rules-based trade and investment in sustainable growth. Italy boasts a robust industrial base and a strong culture of innovation and design founded on a skilled workforce, as well as a large, affluent, and diversified domestic market. After two decades of economic stagnation, Italy has committed to implementing major administrative and economic reforms, facilitated by the influx in 2021-2026 of more than \$220 billion in EU pandemic recovery funds. The reforms would help address structural impediments to sustainable economic growth such as a slow civil justice system, excessive bureaucracy, unpredictable changes in regulation, and a lack of transparency. High energy prices, which Russia's further invasion of Ukraine seems likely to exacerbate, are dampening Italy's ongoing post-pandemic recovery and highlight the need for Italy to diversify its energy sources, as forty percent of Italy's gas imports come from Russia. The invasion may also have a negative impact on consumer and investor confidence. Italy is also a strong advocate for progress on climate change and will be an important partner in pushing other countries to reduce emissions. As one of the European countries hardest hit by the COVID-19 pandemic, Italy has prioritized global health and is a partner on health security initiatives aimed at improving the world's preparedness and capacity to combat infectious disease and biological threats. In addition, Italy has made significant progress in its cyber security capabilities and in developing its digital economy. Increased trade, investment, environmental, and scientific/technological links between Italy and the United States will serve to expand our mutual prosperity.

The Republic of San Marino has also been a consistent supporter of U.S. policy positions in international fora and cooperates with requests on sanctions and law enforcement information sharing. The Republic of San Marino seeks greater commercial and economic ties with the United States and the EU, while the Mission's focus is to bolster the Republic of San Marino against malign influence.

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Mission Italy has worked to improve resource efficiency in an uncertain budget environment and plan strategically for large future projects. Due to the increasing availability of management-related data and IT tools, the Mission has been able to drive decision-making that reduces costs and improves service delivery, processes, and internal controls. In response to the COVID-19 pandemic, the Mission has continued to improve workforce posture flexibility through the increased use of IT tools, including cloud-based data and software applications, and stronger IT security. The historic nature of Mission Italy facilities makes them difficult but important to maintain and upgrade to improve accessibility. The New Consulate Compound in Milan, scheduled to be completed in 2025, will resolve facilities issues and improve services in the consular district. Additionally, the Mission will promote diversity, equity, inclusion, and accessibility among the workforce by enhancing training and building awareness to attract, retain, and empower a diverse workforce.

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## 2. Mission Strategic Framework

**Mission Goal 1:** An enhanced U.S.-Italy security partnership protects against global threats and promotes regional stability.

- **Mission Objective 1.1:** The United States and Italy promote joint readiness and protect against global threats.
- **Mission Objective 1.2:** Italy contributes to revitalizing our alliances and deepening our strategic partnership to bolster an international rules-based order.
- **Mission Objective 1.3:** Expanded U.S. bilateral partnership with Italy and the Republic of San Marino yields gains against terrorism, criminality, corruption, and malign use of technology.
- **Mission Objective 1.4:** The safety and security of Americans in Italy, the Republic of San Marino, and at home is enhanced as two-way travel increases in a post-pandemic world.

**Mission Goal 2:** Italy and the United States counter authoritarianism and advance democratic principles around the world.

- **Mission Objective 2.1:** Italy partners with the United States to advocate for and reinforce democratic values and free-market principles where they are under assault and reject disinformation, while strengthening Italy's own democratic institutions and championing the benefits of the free-market digital economy.
- **Mission Objective 2.2:** Italian and Sammarinese public and policymakers demonstrate increased appreciation of, and alignment with, American values and U.S. policies.

**Mission Goal 3:** Italy and the United States promote mutual prosperity and an inclusive and sustainable global economy.

- **Mission Objective 3.1:** Through bilateral engagement and in multilateral fora, Italy, the Republic of San Marino, and the United States mitigate, and adapt to the effects of, climate change.

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- **Mission Objective 3.2:** Italy and the United States prioritize global health and undertake health security initiatives that strengthen the world's preparedness and capacity to combat infectious disease and biological threats.
- **Mission Objective 3.3:** The United States, Italy, and the Republic of San Marino work to shape an open, secure, and rules-based digital economy, including by developing and enhancing new mechanisms for cooperation.
- **Mission Objective 3.4:** Increased trade, investment, environmental, scientific/technological, cultural, and health links between Italy, the Republic of San Marino and the United States advance mutual prosperity.

**Management Objective 1:** The Tri-Mission maximizes use of IT tools, including Cloud-based data and software applications, to improve IT security and service delivery in ways that support work force posture flexibility.

**Management Objective 2:** The Tri-Mission manages resources efficiently in an uncertain budget environment and strategically plans for incorporating possible future requirements into implementation of long-term projects.

**Management Objective 3:** The management team spearheads a strengthening of the Tri-Mission workforce through recruiting, training, mentoring, and enhanced onboarding support for smaller-presence agency employees, while advancing equity, accessibility, and inclusivity.



### 3. Mission Goals and Objectives

**Mission Goal 1:** | An enhanced U.S.-Italy security partnership protects against global threats and promotes regional stability.

**Description:** | With a shared interest in stability and promoting a rules-based international order, Italy is a key partner for countering challenges from great powers, regional adversaries, and violent and criminal non-state actors and extremists. This goal is tied directly to protecting the security of the American people. Our objectives are to deepen Italy's commitment to the partnership, both bilaterally and in the context of our alliances, including among the Italian public; address the malign influence of Russia and the People's Republic of China and counter threats to our collective security; maintain military basing cooperation to provide strategic reach in the greater Mediterranean and beyond; jointly address challenges emanating from Europe's southern flank; and work together on issues such as border security and crisis preparedness to protect Americans in Italy, the Republic of San Marino, and at home as two-way travel increases.

**Objective 1.1:** | The United States and Italy promote joint readiness and protect against global threats.

- **Objective 1.1 Justification:** | Italy hosts approximately 29,000 U.S. service members, civilians, and family members on five major Italian military bases that support U.S. and allied force projection in Europe, Africa, and the Middle East. The United States and Italy collaborate to ensure these installations remain willing and capable platforms for credible allied deterrence and defense. Italy plays an effective role as a global security provider and leader in NATO, EU, UN, and other international deployments that promote peace and security. The U.S. government encourages Italy to devote more resources to strengthening resilience and key capabilities that contribute to collective defense. Italy's growing focus on the wider Mediterranean region offers opportunities for EU and transatlantic cooperation to mitigate the destabilizing influence of non-state

actors and address the root causes of instability that fuel terrorism and irregular migration. Together we can monitor and deter traditional threats to the East, while strengthening our capacity to address non-traditional threats from the South. Mutually beneficial bilateral defense industrial cooperation is robust; in this era of rapid technological advancement, we must continue to deepen our defense industrial alliance to ensure we remain on the cutting edge of technologies and capabilities required to defend our common interests.

- **Objective 1.1 Linkages:** | Objective 1.1 supports EUR JRS strategic objectives 1.1, 1.2, 1.4, 4.3, 4.5, and JSP Objective 1.4 and 1.5.
- **Objective 1.1 Risks:** | Weakened support for longstanding bilateral political-military cooperation, including our basing arrangements, could jeopardize our combined readiness and capability to address regional crises and threats to shared interests.

**Objective 1.2:** | Italy contributes to revitalizing our alliances and deepening our strategic partnership to bolster the rules-based international order.

- **Objective 1.2 Justification:** | Italy is a major G7, EU, and NATO ally and a key partner in maintaining global peace, prosperity, and the international rules-based order. We depend on Italy's support for collective action to meet global challenges, counter authoritarian states, and ensure a constructive transatlantic relationship. Working together, we can counter attempts to subvert our economies and international institutions. Deeper EU-NATO cooperation will multiply our efforts, promote efficient use of resources, and encourage more ambitious EU global engagement. Our partnership also creates opportunities to revitalize arms control and address emerging disruptive technologies.
- **Objective 1.2 Linkages:** | Objective 1.2 supports EUR JRS Objectives and JSP Objectives 1.2, 1.3, 1.4, 2.3, 3.2, 4.3, and 4.5.
- **Objective 1.2 Risks:** | Transatlantic division could be exploited by autocratic regimes to provoke instability and undermine the rules-based international order that has provided global peace and prosperity for decades.

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**Objective 1.3:** | Expanded U.S. bilateral partnership with Italy and the Republic of San Marino, yields gains against terrorism, criminality, corruption, and the malign use of technology.

- **Objective 1.3 Justification:** | Diplomatic and law enforcement cooperation between the United States and Italy is robust and multi-faceted, addressing the range of threats posed by state and non-state actors to our collective security. The nature of those threats is constantly evolving. To meet new challenges, we must leverage our strong relationships in Italy across various U.S. departments and agencies to strengthen the justice sector and reinforce institutional bulwarks against terrorist threats and malign activity in “gray” areas of the national and international economy. Shared efforts to promote rule of law, transparency, and information-sharing, including on border security matters, will minimize opportunities for foreign actors to assert influence in key areas of the Italian government and economy.
- **Objective 1.3 Linkages:** | Objective 1.3 supports EUR Joint Regional Strategy Objectives 2.3, 2.4, and 4.3 and JSP objectives 3.1, 3.2, 3.3 and 3.4.
- **Objective 1.3 Risks:** | The erosion of rule of law exposes American citizens to terrorist attacks; opens space for strategic competitors and malign actors to harm and diminish the influence of the United States; undermines confidence in Italy’s government and the international rules-based order; and weakens protections of basic human rights. With competing challenges posed by the pandemic and economic fragility in Italy, countering threats to rule of law remains fundamental to our shared security, prosperity, and values.

**Objective 1.4:** | The safety and security of Americans in Italy, the Republic of San Marino, and at home enhances as two-way travel increases in a post-pandemic world.

- **Objective 1.4 Justification:** | The pandemic has affected travel between the United States and Italy in unprecedented ways, but our central goal remains the same – the safety and security of Americans at home and abroad. Our Mission’s experience supporting Operation Allies Refuge reminded us of the importance of crisis preparedness. To accomplish our primary goal – protecting Americans – while

continuing to facilitate legitimate travel vital to both of our economies and our military alliance, we must continue to build relationships with our counterparts that allow us to collaborate during crises, assist Americans facing difficult circumstances, and share information critical to stopping threats from abroad. Furthermore, by strengthening our internal communication and coordination across agencies, we can better equip consular officers and U.S. law enforcement with the tools required to adapt to ever-changing border security threats.

- **Objective 1.4 Linkages:** | Objective 1.4 supports JSP objectives 1.3, 5.1, and 5.2.
- **Objective 1.4 Risks:** | Students and other groups of frequent travelers, including business travelers and military personnel, may need additional assistance and outreach as border restrictions related to COVID-19 persist and the traveling public has less recent experience with international travel. These issues along with finite staffing limit the resources consular and border security personnel have for institution- and contact-building activities. Mission Italy's ability to support State Department priorities to protect Americans abroad via TDY support to an increasing number of global hotspots may be constrained.

**Mission Goal 2:** | Italy and the United States counter authoritarianism and advance democratic principles around the world.

**Description:** | Under the economic strain of a global pandemic and the challenges of authoritarian regimes, it is more important than ever that democratic partners and allies, such as the United States and Italy, undertake democratic renewal at home, bolster democratic values abroad, and thwart attempts to undermine trust in democracy. In June 2021, the United States and European Union stated, "We reject authoritarianism in all its forms around the globe," and declared our joint intent to "partner in the Summit for Democracy, committing to concrete actions to defend universal human rights, prevent democratic backsliding, and fight corruption." In this context, the United States and Italy will partner to speak out against human rights abuses, counter disinformation, and seek to better integrate marginalized groups. The United States will also expand understanding of its own democracy and social fabric among the

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Italian public to foster greater trust in American leadership and more inclusive and equitable societies. By so doing, the United States and Italy will lead in global efforts to reject authoritarianism based on our shared values.

**Objective 2.1:** | Italy partners with the United States to advocate for and reinforce democratic values and free-market principles where they are under assault and reject disinformation, while strengthening Italy's own democratic institutions and championing the benefits of the free-market digital economy.

- **Objective 2.1 Justification:** | In line with JRS Goal 2, "Strengthen Democracy and the Rule of Law Throughout Europe and Eurasia," Objective 2.1 and its sub-objectives are directly linked to the cause of strengthening and increasing trust in democratic institutions, while also rejecting the values put forth by authoritarian, undemocratic actors. The United States and Italy will work together to carry out the Action Plans from the 2021 Summit for Democracy. From combatting human rights abuses abroad to enlarging the tent to better integrate minority groups into society, and from countering disinformation to safeguarding the rules-based approach to trade, Objective 2.1 will fortify Italy's already robust institutions.
- **Objective 2.1 Linkages:** | Objective 2.1 supports JSP objectives 1.4, 2.5, 3.2, 3.5, 4.4 and EUR JRS bureau objectives 2.1, 2.2, 2.3, and 2.4.
- **Objective 2.1 Risks:** | A failure to defend democratic institutions at home and abroad could result in a weakening of Italy's ability to project moral authority in international forums to thwart the increasing influence of autocratic regimes; diminish Italy's reliability as a U.S. ally; and stoke apathy and anti-government sentiment in the population. We will work with our Italian interlocutors to defend democracy in Italy, the region and beyond.

**Objective 2.2:** | The Italian and Sammarinese public and policymakers demonstrate increased appreciation of, and alignment with, American values and U.S. policies.

- **Objective 2.2 Justification:** | Shared values form the backbone of the U.S.-Italy relationship. None are more important than our shared democratic values; the JRS notes “Safeguarding and fostering democracy is among the highest priority U.S. foreign policy objectives.” More than 20 million Americans claim Italian heritage, thousands of Italians and Americans visit and study in each other’s countries every year, and Italians hold a positive view of U.S. technology and entertainment. However, a significant percentage of Italians have concerns about U.S. leadership, discrimination in the United States, and the state of U.S. democracy. Through a variety of Department- and Mission-initiated cultural, exchange, and speaker programs, Mission Italy will help Italians understand the context of the bilateral relationship, the importance of renewing and defending democracy, and gain exposure to America’s rich and diverse cultural fabric.
- **Objective 2.2 Linkages:** | Objective 2.2 supports Strategic Objectives 2.1 and 2.2 of the EUR JRS and the Interim National Security Strategy.
- **Objective 2.2 Risks:** | The risks of not achieving this objective are that the U.S.-Italy relationship degrades, and Italians, particularly youth, feel less affinity for the United States and the fundamental values that underpin our relationship, leaving space for authoritarian regimes to increase their influence. A lack of understanding of how democracies foster diverse societies may reduce Italian willingness to stand for human rights principles and acceptance of the benefits of a diverse and inclusive society. Mission Italy will communicate its advocacy and reinforcement of democratic values, norms, and principles in ways that are attuned to identified audiences. We will select appropriate platforms to communicate American leadership on global priorities, recognizing that government officials may not always be the best messenger. Additional risks include lack of adequate budgetary and personnel resources to conceptualize and execute programs and an over-reliance on social media messaging to deliver immediate results.

**Mission Goal 3:** | Italy and the United States promote mutual prosperity and an inclusive and sustainable global economy.

**Description:** | As the United States and Italy face the structural transformation challenges of the climate crisis, the digital revolution, and the need to rebuild our economies in the wake of the pandemic, cooperation is vital to our success. As major G7 economies, the United States and Italy share a responsibility to reduce our own emissions and unite in pressing other major economies to do the same. We also share a responsibility to prepare for future pandemics and global emergencies, ensuring that less developed countries have the same access to resources needed to respond to emergencies. Together, we must take on the complex task of regulating digital technologies and sectors and harmonizing our approach to data flows, privacy, digital taxation, disinformation, and content moderation. As democratic societies we must be united in our approach to an inclusive global economic recovery, promoting transparent, rules-based trade and investment in sustainable activity and fair competition for all.

**Objective 3.1:** | Through bilateral engagement and in multilateral fora, Italy, the Republic of San Marino, and the United States mitigate and adapt to the effects of climate change.

- **Objective 3.1 Justification:** | The United States and Italy share a responsibility to reduce our own carbon emissions and to persuade other countries to do the same. Because we are aligned on the overall climate change goals, including limiting the average global temperature increase to 1.5 degrees Celsius, reaching net zero emissions by 2050, reducing methane emissions by 30 percent by 2030, reducing global deforestation to zero by 2030, and transitioning to renewable energy sources, this objective focuses our efforts on implementing commitments and encouraging others to increase their commitments. Additionally, this objective focuses on the United States and Italy's collaboration on innovative technologies to advance the transition from fossil fuels to renewable energy sources, as well as in sharing best practices to meet our own commitments.

- **Objective 3.1 Linkages:** | Executive Order 14008 "Tackling the Climate Crisis at Home and Abroad"; Executive Order 14057 "Catalyzing America's Clean Energy Industries and Jobs through Federal Sustainability"; Global Methane Pledge; Glasgow Leaders' Declaration on Forests and Land Use; The Plan to Conserve Global Forests: Critical Carbon Sinks
- **Objective 3.1 Risks:** | Failure to reduce global carbon emissions and limiting the average global temperature increase to 1.5 degrees Celsius will have severe global ramifications including increased weather extremes (e.g., deadly heat waves, wildfires, extreme drought, etc.), rising sea levels from melting ice caps, and increased migration with the associated economic impacts.

**Objective 3.2:** | Italy and the United States prioritize global health and undertake health security initiatives that strengthen the world's preparedness and capacity to combat infectious disease and biological threats.

- **Objective 3.2 Justification:** | The United States and Italy share a responsibility to respond to and prepare for current and future pandemics and global emergencies, including ensuring that less developed countries have access to needed resources. As G7 member states, Italy and the United States have made political and funding commitments to prepare for health emergencies and must implement their commitments fully (e.g., COVAX, bilateral donations) and encourage others to do the same.
- **Objective 3.2 Linkages:** | U.S./EU Agenda for Beating the Global Pandemic Vaccinating the World, Saving Lives Now, and Building Back Better Health Security; Global COVID-19 Summit: Ending the Pandemic and Building Back Better.
- **Objective 3.2 Risks:** | Failing to prepare the developing world for health emergencies creates an environment conducive to instability and insecurity. If a large percentage of the world's population remains unvaccinated, COVID will remain a risk that drains resources needed to prepare for the possible emergence of future infectious diseases,



which could exacerbate the current pandemic or present new global health problems for which the world is unprepared.

**Objective 3.3:** | The United States, Italy, and the Republic of San Marino work to shape an open, secure, and rules-based digital economy by developing new mechanisms for cooperation.

- **Objective 3.3 Justification:** | Digital technologies and sectors now account for an increasingly large share of developed economies. This raises some concerns about their outsized influence in society. A common challenge the United States and Italy face is properly regulating the use of and access to data, market power, and content while also protecting our economies from the transnational threats posed by the misuse of digital technology by bad actors. Together, democracies like Italy and the United States must remain competitive with proactive rivals, particularly China. We must promote democratic leadership in technology, secure our economic assets, and ensure technology ecosystems support democratic values.
- **Objective 3.3 Linkages:** | Interim NSS Pillars on Securing Leadership in Technology, Revitalizing Alliances, JSP Goal 2.3, JRS Goal 3, Objective 3.
- **Objective 3.3 Risks:** | The digital economy remains ungoverned by norms or regulations centered on democratic values, with no guardrails against the misuse of technology, increasing instability and vulnerability to conflict, cyber-attacks, and systemic shocks.

**Objective 3.4:** | Increased trade, investment, environmental, scientific/technological, cultural, and health links between Italy and the United States expand mutual prosperity.

- **Objective 3.4 Justification:** | Deepening economic ties between Italy and the United States can help advance the Interim National Security Strategy's priority of creating "new and better jobs" and ensuring "the growth we promote through our international commercial, trade, and investment policies is durable and equitable." Despite a persistent trade imbalance (U.S. deficit), Italy represents the United States' 17<sup>th</sup> largest export market; Italy is also the 18<sup>th</sup> largest foreign direct investor in the United States. Advocating for increased opportunities for U.S. exporters to Italy, fostering space

cooperation, and facilitating increased Italian investment in the United States will advance the Strategy's aim to build a "dynamic, inclusive, [and] innovative national economy." Italy will also be a fundamental partner with which to advance the Strategy's aim of working with "allies to reform the WTO so that it functions to support both American jobs and the values that we share with millions around the globe." Two-way travel also supports a deepening of these economic ties. Improving efficiencies and encouraging the use of all available authorities by visa applicants and Consular sections supports Department efforts to return to FY 2019 global adjudication levels by 2026.

- **Objective 3.4 Linkages:** | Narrative of the Interim National Security Strategy; U.S. Space Priorities Framework; Goal 3 of the EUR Bureau Strategy; Objective 3.1 of the 2022-2026 Consular Affairs Functional Bureau Strategy.
- **Objective 3.4 Risks:** | Failing to deepen these links with Italy could mean lost jobs and the possibility that Italy could increase ties with strategic competitors of the United States.

## 4. Management Objectives

**Management Objective 1:** | Mission Italy maximizes the use of IT tools, including cloud-based data and software applications, to improve IT security and service delivery in ways that support work force posture flexibility.

- **Objective 1 Justification:** | Adopt management innovations identified by the Department and other posts. Information produced, collected, and held by the Mission should be part of a comprehensive, shared, secure and easily accessible knowledge management system. Mission Italy will advance this vision by supporting the Department's transition to cloud-based applications and modernizing locally developed applications. These collaborative cloud tools will enable our users to engage in new ways, and streamline internal workflows, processes and integrate best practices.
- **Objective 1 Linkages:** | This objective supports Goal 2 of the Department's IT Strategic Plan for 2019-2022 – "Enhanced User and Mission Effectiveness to Deliver Collaboration, Mobility and Effective Security that Enables the Mission."
- **Objective 1 Risks:** | If we did not take these steps, our data would be vulnerable to threats from malign actors, both state and non-state. Employees' ability to work remotely would be severely constrained.

**Management Objective 2:** | The Tri-Mission manages resources efficiently in an uncertain budget environment and strategically plans for incorporating possible future requirements into implementation of long-term projects.

- **Objective 2 Justification:** | This objective supports the EUR Joint Regional Strategy by aligning human and financial resources to support American policy goals. Tri-Mission Rome will support this goal by examining current business practices and ensuring optimal service while containing costs. Regularizing the use of data-driven management techniques and continuous process improvement will be the key to providing efficient and excellent service in support of this goal. We will harness available technology to

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capture data while ensuring its integrity. We will then analyze accurate data to modernize our services while achieving significant cost savings. Moreover, this approach will bolster our strategic planning efforts by ensuring we operate as lean and efficiently as possible, allowing us to adapt to unknown fiscal and operational situations.

- **Objective 2 Linkages:** | Management objective 2 links to and supports the Interim NSS including the portion that discusses making smart and disciplined choices regarding our national defense and the responsible use of our military, while elevating diplomacy as our tool of first resort. It supports all of the JSP, including revitalizing diplomacy and the development of workforce and infrastructure.
- **Objective 2 Risks:** | If we do not achieve this objective, we run the risk of having resource availability that cannot support our needs and programs, and of being vulnerable to operational shifts for which we cannot properly adapt. We must continually evaluate our teams, needs, and programs for better ways of doing things – more efficiently and effectively and at a lower cost whenever possible – in support of Mission and Department goals, and we must compare and integrate these findings into budget planning in direct consultation with the Department (EUR-IO/EX, OBO, the ICASS Service Center).

**Management Objective 3:** | The Management Team spearheads a strengthening of the Tri-Mission workforce through recruiting, training, mentoring, and enhanced onboarding support for smaller presence agency employees, while advancing equity, accessibility, and inclusivity.

- **Objective 3 Justification:** | The Tri-Mission promotes a robust environment of inclusivity in recruiting and hiring practices and follows USG guidelines for advertising and onboarding new employees to ensure fair and equitable practices. Local employees are recruited through an online application which anonymously filters for qualifications. Short-listed applications are rank ordered by the application, and hiring managers are

free to choose applicants for interviews from the entire list of qualified entries. USDH are recruited and selected following Bureau recommend hiring practices.

- **Objective 3 Linkages:** | This objective is aligned with the EUR Bureau Strategy, specifically Bureau Cross Cutting Management Goal 5: Recruit, develop, and retain EUR talent that represents the diversity of the United States and has the set of skills necessary to advance the Bureau's goals.
- **Objective 3 Risks:** | Possible lack of understanding and/or misinterpretation from either those who see themselves as disenfranchised and those who do not. This can be alleviated by educating all employees about diversion and inclusivity; for example, by requiring all employees to take the Unconscious Bias course.