



# Integrated Country Strategy

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## SWITZERLAND AND LIECHTENSTEIN

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

Switzerland is a key partner for the United States in creating a more prosperous and secure world. Switzerland is the 7th-largest investor into the U.S., and a top 15 trading partner. Total bilateral trade in goods and services exceeds \$155 billion annually. Switzerland is number one worldwide in private wealth management and holds significant further unexplored potential for investment in the U.S., particularly from small and medium sized enterprises. As the number one R&D investor into the U.S., Switzerland plays an important role in fostering economic innovation, including in health care, clean technology, and infrastructure. The size, growth, and potential of the U.S. market, and the opportunities it provides for Swiss expansion beyond the EU market contribute to the appeal of the United States as an investment destination for Swiss companies. Mission Bern, therefore, seeks to promote shared prosperity by leveraging the opportunities within the Swiss-U.S. bilateral relationship to increase foreign direct investment and U.S. exports, expand stringently vetted travel for business, research, and education and improve U.S. workforce development via Swiss-style apprenticeship programs, fulfilling the President's mission to increase U.S. jobs and prosperity for all Americans.

Our two countries share foreign policy goals that emphasize the importance of strategic partnerships on global security themes. Switzerland is a well-resourced, sophisticated, and engaged peer and partner in addressing transnational security challenges, including nuclear weapons proliferation, organized crime, preventing violent extremism, and counter-terrorism and terrorism finance. We can leverage the Swiss campaign for a UN Security Council seat 2023-2024 to greater cooperation on addressing geopolitical security threats including Russian and Chinese aggression and cybersecurity. We will strengthen our security partnership through expanded military and law enforcement training and finalizing the \$9 billion Swiss acquisition of F-35 fighter jets and Patriot missile defense systems - another top mission priority.

We remain focused on our core mandate to protect America's security at home and abroad by delivering efficient and effective consular services in the interests of U.S. citizens in Switzerland, Liechtenstein and Iran that prioritize the security of the United States borders. We will continue to work with Swiss and Liechtensteiner authorities to expand information sharing for

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visa vetting, judiciously adjudicate visa applicants from over 150 nationalities to facilitate travel in the U.S. national interest while deterring fraud, and assist American citizens including the 13,000 dual nationals resident in Iran who are supported through the Swiss Protecting Power.

Switzerland's direct democracy, neutrality, and non-EU/NATO membership status remain a source of opportunity and challenge in this unique operating environment—specifically when it comes to the challenge of engaging the entire population, most of whom vote quarterly on matters frequently of interest to the United States. Embassy Bern's strengths lie in its motivated, high-functioning staff and its close working relationships with Swiss and Liechtenstein counterparts, but the Embassy's lean staffing pattern remains a significant roadblock to maximizing potential engagement across 26 cantonal governments and four regional language areas while ensuring staff resilience and well-being, and recruiting and retaining top local talent. Internally, the Embassy's Diversity and Inclusion Council will support our commitment to ensuring every employee can contribute to the Department's national security mission and expand their professional development. We will also look for opportunities to collaborate with Swiss and Liechtenstein partners to expand dialogues on diversity with our host countries.

Mission Bern is committed to these goals and objectives and will implement them strategically using carefully thought-out action plans, reviewed, and approved by each section and agency leader to ensure complete engagement across the Embassy. We will review and reassess these action plans annually as a Country Team and make adjustments to our methods and strategies after analyzing our approaches and capturing lessons learned.

## 2. Mission Strategic Framework

**Mission Goal 1:** Deepen economic cooperation to attract investment, strengthen research innovation and cooperation, increase vocational training, and build stronger, more resilient supply chains and trade ties that benefit American working families to build back better from the global pandemic.

- **Mission Objective 1.1:** Investment from Switzerland increases to make it the 6th largest investor in the United States and Swiss investors employ 600,000 American workers by 2025.
- **Mission Objective 1.2:** U.S. exporters increase their share of the Swiss and Liechtenstein markets for agricultural products, electric vehicles, aerospace components, automotive, energy, healthcare products, and equipment and machinery.
- **Mission Objective 1.3:** More Swiss companies in the United States offer apprenticeship programs and vocational and educational training opportunities to a greater number of U.S. participants, with an increased focus on women, people of color, and under-served communities.

**Mission Goal 2:** Leverage partnerships with Switzerland and Liechtenstein to address global and regional threats and challenges.

- **Mission Objective 2.1:** Switzerland deepens security relationship with the U.S. and other U.S. defense-oriented partners to create a more secure U.S. homeland.
- **Mission Objective 2.2:** Switzerland increases its government-to-government and private sector engagement with the United States on clean technologies and other measures to meet net-zero carbon emissions by 2050.
- **Mission Objective 2.3:** Switzerland enhances its bilateral security cooperation with the U.S. on cyber, counter-terrorism, transnational organized crime, and fraud matters.

- **Mission Objective 2.4:** Switzerland effectively promotes and collaborates on addressing regional and global challenges to democracy, rule of law, diversity and inclusion, and human rights.

**Mission Goal 3:** Provide consular services to U.S. citizens overseas effectively and efficiently while facilitating legitimate travel and ensuring secure U.S. borders.

- **Mission Objective 3.1:** Serve and Protect U.S. citizens in Switzerland, Liechtenstein, and Iran
- **Mission Objective 3.2:** Switzerland and Liechtenstein comply with all requirements for the Visa Waiver Program by 2025.
- **Mission Objective 3.3:** Post is able to conduct more proactive fraud investigations for Switzerland, Liechtenstein, and Iran and provide actionable information.

**Management Goal 1:** Ensure a safe, supportive, productive, and inclusive workplace while ensuring effective operations and accountability to the U.S. taxpayer.

- **Management Objective 1.1:** Safety, employee well-being, and operational effectiveness improved due to upgraded and redesigned Embassy facilities.
- **Management Objective 1.2:** Overhauled Embassy-wide management practices measurably enhanced professional development and operations to ensure a safe, supportive, productive, and inclusive workplace.
- **Management Objective 1.3:** Wireless devices, VPN traffic, and advanced real-time communications protocols such as VoIP and RoIP share the same physical medium without compromising security requirements after post transitions from the existing PBX network to a smart infrastructure.

### 3. Mission Goals and Objectives

**Mission Goal 1:** | Deepen economic cooperation to attract investment, strengthen research innovation and cooperation, increase vocational training, and build stronger, more resilient supply chains and trade ties that benefit American working families to build back better from the global pandemic.

**Mission Goal 1 Description:** | The ability of the United States to deal successfully with its external challenges depends first on establishing a position of strength at home. We have an enduring interest in expanding economic prosperity and opportunity, defined in terms of working families' livelihoods and generating equitable and inclusive economic growth. Switzerland despite its modest size is among our most important economic partners, especially in the sophisticated technological sectors that are and will continue to be vital in ensuring our national competitiveness. Building on our economic success story will create opportunity for those who most need it and strengthen the economic sectors that will define our future success.

**Objective 1.1:** | Investment from Switzerland increases to make it the 6<sup>th</sup> largest investor in the United States and Swiss investors employ 550,000 American workers by 2025.

- **Objective 1.1 Justification:** | Switzerland is already the 7th largest source of foreign direct investment in the United States by country of origin, and significant additional potential exists. Post will continue its successful outreach to large corporations, small and medium-sized enterprises (SMEs), and promising start-ups who wish to tap into U.S. markets and production capacities. The United States was Switzerland's largest export market in 2020, surpassing Germany. Swiss companies' investments in the United States total \$300 billion and they employ nearly half a million people, creating high-quality jobs while improving Swiss access to the U.S. market. Liechtenstein companies are also significant investors, employing 5,600 people in the United States – equal to over 14% of the total population of Liechtenstein.

- **Objective 1.1 Linkages:** | The Biden-Harris Administration's focus on rebuilding and renewal offers outstanding opportunities for Swiss companies to bring their expertise to the United States in diverse areas, from health care to transportation infrastructure, clean technologies and more through investments implemented in the Infrastructure Investment and Jobs Act. Increased investment also supports Goal 2 of the Department of State and USAID Joint Strategic Plan, and investments in renewable energy and clean technologies support Policy Objective 4 of Secretary Blinken's Policy Guidance on U.S. Leadership to Tackle the Climate Crisis.
- **Objective 1.1 Risks:** | Swiss companies have greatly increased their investments in the United States in recent years, and are continuing to do so. However, other countries are also increasing their investment levels, and moving from the 7<sup>th</sup> to the 6<sup>th</sup> largest investor in the United States will also depend on other countries' investment activities. The increase in U.S. jobs from approximately 500,000 to 550,000 is an ambitious target but the level of growth in employment by Swiss companies in the United States was similar in the years following 2007.

**Objective 1.2:** | U.S. exporters increase their share of the Swiss and Liechtenstein markets for agricultural products, electric vehicles, aerospace components, automotive, energy, healthcare products, and equipment and machinery.

- **Objective 1.2 Justification:** | Switzerland is a top-20 market for U.S. goods and services, and its U.S. imports are among the highest in Europe on a per capita basis. However, growth of U.S. exports has broadly stagnated in recent years, and the bilateral trade deficit in goods has widened significantly.
- **Objective 1.2 Linkages:** | Switzerland and Liechtenstein businesses and consumers appreciate high quality, and make excellent markets for high value-added, innovative products and services. Growing our export markets in these countries is in line with the Interim National Security Strategy's guidance that our international trade policies must serve all Americans, growing the middle class and creating new and better jobs.



- **Objective 1.2 Risks:** | Switzerland is already among the top importers of U.S. goods in Europe on a per capita basis, and therefore achieving significantly higher imports may be a challenge. This is especially true because unlike our Missions in most other major countries and markets, Embassy Bern has no dedicated Commerce Department export promotion staff.

**Objective 1.3:** | More Swiss companies in the United States offer apprenticeship programs and vocational and educational training opportunities to a greater number of U.S. participants, with an increased focus on women, people of color, and under-served communities.

- **Objective 1.3 Justification:** | The combination of stagnating wage growth and spiraling higher education costs have created a need for new and affordable paths to high-paying careers. Switzerland’s status as a high-income country with low levels of income inequality offers a powerful demonstration of the value of apprenticeships and vocational training. The “Swiss” branding helps to erode hesitance from U.S. workers and families to embrace apprenticeships and shows that the associated career opportunities are real and significant.
- **Objective 1.3 Linkages:** | The President’s Interim National Security Strategic Guidance underscores the importance of creating opportunities for working families to earn a viable livelihood. The President’s Trade Agenda makes clear that trade policies and all economic policies must protect and empower American workers.
- **Objective 1.3 Risks:** | The apprenticeship model in the United States is decentralized and depends on individual companies and educational/training institutions to create partnerships. The U.S. government can engage in matchmaking but without bringing its own resources to the table, most action will remain with the companies. One important inhibiting factor – the lack of a recognized and portable apprenticeship credential – also faces this challenge of decentralization.

**Mission Goal 2:** | Leverage partnerships with Switzerland and Liechtenstein to address global and regional threats and challenges.

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**Mission Goal 2 Description:** | The contemporary global landscape contains fundamental challenges that are beyond the capacity of the United States or any other nation to address alone. The potential for great power conflict and the threats posed by regional adversaries put a premium on revitalizing our alliances and partnerships to defend democratic values and protect the security of the American people. Switzerland shares our commitment to a stable and open international system based on diplomacy first and with a substantial role for international institutions. It has the capacity to play a substantive role on collective defense, cybersecurity, transnational crime, and combating climate change.

**Objective 2.1:** | Switzerland deepens its security relationship with the U.S. and other U.S. defense-oriented partners to create a more secure U.S. homeland.

- **Objective 2.1 Justification:** | Switzerland confronts many of the same security challenges as the United States and is expected to assume one of the two non-permanent seats on the UN Security Council in January 2023 for the 2023-2024 term; enhancing our defense cooperation is mutually beneficial and in our national interest. Post will continue to advocate for deepened defense cooperation to address Switzerland's priorities to modernize their forces and grow their cyber capabilities. This will include supporting the finalization of the Swiss F-35 and Patriot acquisition process, and the selection of heavy lift helicopters and additional U.S. defense equipment for the modernization of Switzerland's land forces. Post will also pursue growth in defense training and exercise opportunities as well as key leader engagements between U.S. and Swiss forces.
- **Objective 2.1 Linkages:** | Interim NSS Priorities 1-3, JSP 1.4.
- **Objective 2.1 Risks:** | If Switzerland does not deepen security cooperation with the United States and other U.S. defense-oriented partners, it may seek cooperation opportunities with countries that have competing security interests with the United States. Additionally, a lack of deepened security cooperation with the United States could slow Switzerland's progress in their defense modernization, hinder its ability to manage future security crises, and shift Switzerland's acquisition to other competitors

resulting in a potential loss of \$9 billion in U.S. foreign military sales. To mitigate these risks, Post will continue to message the United States as a reliable partner, offering the most capable defense articles at competitive prices. Through its conduits in the Defense Attaché and Defense Cooperation offices, Post will help grow the military training and exercise opportunities between U.S. and Swiss defense units, showcasing the mutual benefits of enhanced security cooperation.

**Objective 2.2:** | Switzerland increases its government-to-government and private sector engagement with the United States on clean technologies and other measures to meet net-zero carbon emissions by 2050.

- **Objective 2.2 Justification:** | Switzerland and the United States are natural partners on climate change issues, sharing a strong commitment to net zero emissions by 2050, world-class research and development capabilities to create the new technologies needed for decarbonization, and a commitment to achieving our targets by leveraging private sector initiatives and market principles.
- **Objective 2.2 Linkages:** | Combating the climate crisis is a key goal of the Biden-Harris Administration's Interim National Security Strategic Guidance and the Department of State/USAID Joint Strategic Plan and implements Secretary Blinken's Policy Guidance on Exercising U.S. Leadership to Tackle the Climate Crisis.
- **Objective 2.2 Risks:** | Increase government-to-government engagement on climate policy, energy sector transition, and support for scientific research activities.

**Mission Objective 2.3** | Switzerland enhances its bilateral security cooperation with the U.S. on cyber, counterterrorism, transnational organized crime and fraud matters.

- **Objective 2.3 Justification:** | Switzerland confronts many of the same challenges as the United States; enhancing our cooperation is in our national interest. Increasing our security cooperation on cyber issues as well as other security measures can directly improve the environment for U.S. Government, businesses and individuals located in Switzerland. These measures can be conducted through regular engagements with the

Swiss Federal Police and Swiss Federal Intelligence Service as well as shared training opportunities between the Law Enforcement agencies.

- **Objective 2.3 Linkages:** | STATE-USAID JSG 1.3, DS FBS 2.1, DOJ Strategic Goal #1, and FBI Mission and Core Priorities.
- **Objective 2.3 Risks:** | As noted above, many of the same challenges affecting the United States also affect Switzerland. Transnational terrorist or organized crime elements operating in one location can have a regional and global effect, impacting not only the United States Government, but U.S. private business equities and livelihood of U.S. citizens abroad. If left unchecked, these issues can directly impact the Homeland. The American law enforcement community will continue to engage our Swiss counterparts on a host of mutual issues to ensure continued prevention of criminal or terrorist safe haven within Switzerland.

**Mission Objective 2.4:** | Switzerland and Liechtenstein effectively promote and collaborate on addressing regional and global challenges to democracy, trafficking in persons, rule of law, diversity and inclusion, and human rights.

- **Objective 2.4 Justification:** | As a result of its neutrality, preference to serve in a mediating/negotiating role, and its own bilateral priorities, Switzerland (and Liechtenstein) may not always align with U.S. positions or actions on third country issues, such as calling out violations of international law and human rights standards. Deeper personal engagement with key Swiss and Liechtenstein officials and a stronger commitment by U.S. Embassy in Bern to promote U.S. efforts to address these threats, and raise awareness of the risks involved for host governments by not doing so, may result in stronger actions by Switzerland and Liechtenstein. Increasing our security cooperation on cyber issues can directly improve the environment for U.S. businesses and individuals located in Switzerland and will improve the cyber environment as a whole when we cooperate on third-country cyber issues. Assisting Switzerland in increasing its capacity to combat and address trafficking in persons can prevent human

trafficking in the United States and around the world, protect survivors of all forms of human trafficking, including sex trafficking and forced labor, and prosecute traffickers.

- **Objective 2.4 Linkages:** |

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Cyber: White House's [Executive Order](#) on Improving the Nation's Cybersecurity

*Disinformation*: Interim National Security Strategy (March 2021), pgs. 7, 9, 19.

*Democracy*: Interim National Security Strategy (March 2021), pgs. 6, 7, 9, 13, 18, 19, 23.

*Rule of Law*: Interim National Security Strategy (March 2021), pgs. 6, 11, 18.

*Human Rights*: Interim National Security Strategy (March 2021), pgs. 10, 13;

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*Diversity*: Interim National Security Strategy (March 2021), pgs. 6, 18, 19, 21.

Code of Federal Regulations [Part 1614](#) Federal Sector Equal Employment Opportunity

Draft Diversity, Equity, Inclusion and Accessibility Strategic Plan, Office of the Chief Diversity and Inclusion Officer

Department of State's [Office of Diversity and Inclusion](#)

- **Objective 2.4 Risks:** | Any efforts to encourage the Swiss government to do more on trafficking in persons (TIP) must be done in a way to complement and assist current Swiss federal police efforts or we run the risk of potentially damaging relations with our closest anti-TIP partner in Switzerland. While Switzerland and Liechtenstein are eager to share information and knowledge on cyber threats and capacities, the Embassy must be careful to recognize our own U.S. limitations and not try to impose our approach on either country as they build their cyber capacities. Risks associated with democracy promotion and countering disinformation include the possibility that third countries may increase their malign disinformation campaigns and even target U.S. Embassy efforts. Embassy Bern already suffered a 5% budget cut in the FY2023 budget and would have to cut other programs in order to provide an operational budget for the Council on Inclusion and Diversity.

**Mission Goal 3:** | Provide consular services to U.S. citizens overseas effectively and efficiently while facilitating legitimate travel and ensuring secure U.S. borders.

**Description:** | Defending the security of the American homeland and the well-being of the American people at home and abroad is the fundamental goal of the U.S. Government. Without the foundation of secure and legitimate travel, the United States cannot benefit fully either economically or socially from its people's interactions with the rest of the world. Switzerland plays a special role as the U.S. protecting power in Iran, serving as the gateway to Americans and for American interests.

**Mission Objective 3.1:** | Serve and Protect U.S. citizens in Switzerland, Liechtenstein, and Iran. U.S. Embassy Bern will support and serve American citizens traveling or residing in Switzerland, Liechtenstein, and Iran by improving consular services to them.

- **Objective 3.1 Justification:** | The primary goal of all U.S. diplomatic missions overseas is to protect U.S. interests and the safety and welfare of U.S. citizens. By providing world-class consular services efficiently and effectively, Embassy Bern will assist U.S. citizens living in Switzerland, Liechtenstein, and Iran.
- **Objective 3.1 Linkages:** | This objective directly relates to Strategic Objective 5.1 and 5.2 of the Joint Strategic Plan and the Bureau of Consular Affairs' Bureau goals 1 and 2.
- **Objective 3.1 Risks:** | Embassy Bern's lean consular staffing does not allow much room for back-up coverage when staff fall ill with COVID or other illness, or are called to TDY in support of Afghanistan evacuations and Ukraine refugees, as has been the case repeatedly. Staffing shortages necessarily limit the number of U.S. citizens we can assist in a given work day for non-emergency services.

**Objective 3.2:** | Switzerland and Liechtenstein comply with all requirements for the Visa Waiver Program (VWP) by 2025.

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- **Objective 3.2 Justification:** | The primary goal of all U.S. diplomatic missions overseas is to protect U.S. interests and the safety and welfare of U.S. citizens. By providing world-class consular services efficiently and effectively, Embassy Bern will assist U.S. citizens living in Switzerland, Liechtenstein, and Iran, and promote legitimate travel to the United States with the objective of improving social and economic relations. By ensuring that Switzerland and Liechtenstein are meeting the VWP requirements, we are increase the security of our borders through information sharing and law enforcement cooperation.
- **Objective 3.2 Linkages:** | This objective directly relates to Strategic Objective 5.2 of the Joint Strategic Plan and the Bureau of Consular Affairs Bureau goal 3.
- **Objective 3.2 Risks:** | We risk damaging bilateral relations by demanding Swiss and Liechtensteiner officials adhere to deadlines that are unrealistic due to internal politics and regulations. Moving too quickly could trigger an internal political debate that could be counterproductive to the goals of the VWP.

**Objective 3.3:** | Post is able to conduct more proactive fraud investigations for Switzerland, Liechtenstein, and Iran, and provide actionable information.

- **Objective 3.3 Justification:** | The primary goal of all U.S. diplomatic missions overseas is to protect U.S. interests and the safety and welfare of U.S. citizens. We will actively utilize technology, investigative techniques, and tools to uncover fraud and other malign activities that could harm the United States and its interests.
- **Objective 3.3 Linkages:** | This objective is linked to the Bureau of Consular Affairs Bureau Goal 2 and Bureau of Diplomatic Security's FBS Objective 2.1.
- **Objective 3.3 Risks:** | We risk criminal and other malign actors entering the United States to conduct illicit activities.

## 2. Management Objectives

**Management Goal 1:** | Ensure a safe, supportive, productive, and inclusive workplace while ensuring effective operations and accountability to the U.S. taxpayer.

**Management Goal 1 Description:** | The Embassy cannot function without appropriate facilities in which to operate and capable staff able to carry out a wide range of responsibilities. Efforts to recruit, train, and retain a strong employee base and to maintain a safe environment are key to supporting our Mission Goals.

**Management Objective 1.1:** | Safety, employee well-being, and operational effectiveness improved due to upgraded and redesigned Embassy facilities.

- **Objective 1.1 Justification:** | People spend about a third of their life at work. As employees of the U.S. government, we face not only the typical constraints of an office, but also security and budget requirements that further restrict how we operate. Our facilities have the potential to improve productivity (and make 33% of our lives better), but only if we give proper attention to the needs of our staff as we address facilities issues.
- **Objective 1.1 Linkages:** | (1) Department of State and USAID Joint Strategic Plan Goal 4 (Revitalize the diplomatic and development workforce and institutions); (2) Interim National Security Strategy (March 2021), pages 9, 17, 21-22; (3) Office of Overseas Buildings Operations Functional Bureau Strategy (2022-26) Bureau Goal 1 (Enhance the security, safety, functionality, and resilience of facilities and residences through the design and construction program)
- **Objective 1.1 Risks:** | Frequent budget cuts are not likely to affect funds already dedicated to our facilities projects, but ultimate oversight of expenditures rests with OBO. Should the Embassy identify needs in addition to what has already been addressed in the Statement of Work for the Selective Improvement Project during

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construction, it is not certain OBO can allocate funds necessary to address those needs. Poor communication between offices in Washington and between Washington and post also pose a risk to successfully meeting our objective.

**Management Objective 1.2:** | Overhauled Embassy-wide management practices measurably enhanced professional development and operations to ensure a safe, supportive, productive, and inclusive workplace.

- **Objective 1.2 Justification:** | The future of work is changing and the old models no longer hold. With rapidly increasing demand for hybrid workplaces, the need for resiliency in an ever-changing environment, and an expectation by employees that employers will actively support their well-being, we must adapt our approaches to managing our workforce while also completing the work for which we were hired.
- **Objective 1.2 Linkages:** | (1) Department of State and USAID Joint Strategic Plan Goal 4 (Revitalize the diplomatic and development workforce and institutions); (2) Interim National Security Strategy (March 2021), pages 9, 12-13, 18, ;21-22; (3) U.S. National Security Strategy and Department's current policy guidance on "Promoting Gender Equality and Advancing the Status of Women and Girls"; (4) EUR Joint Regional Strategy (2022-26 Draft) 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 1.2 Risks:** | Tightening budgets present the greatest risk to achieving this objective, as without a sufficient budget, we cannot properly staff the Embassy and meet strategic goals. Other risks include an influx of large delegations (including but not limited to WEF) and increase in non-ICASS staff that over-burden our administrative platform. Finally, insufficient staffing in non-ICASS positions impedes our ability to advance U.S. economic prosperity and security, as well as our ability to protect U.S. citizens abroad.

**Management Objective 1.3:** | Wireless devices, VPN traffic, and advanced real-time communications protocols such as VoIP and RoIP share the same physical medium without

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compromising security requirements after post transitions from the existing PBX network to a smart infrastructure.

- **Justification:** | The Bureau of European and Eurasian Affairs (EUR) selected Bern to be its first “Smart Mission” post, in great part to replace the oldest PBX system in the bureau. The upgrades associated with the project bring both opportunity for a more efficient and productive work platform and an increase in security risks, which post will need to manage to ensure the project’s success.
- **Linkages:** | (1) Department of State and USAID Joint Strategic Plan Goal 4 (Revitalize the diplomatic and development workforce and institutions); (2) Interim National Security Strategy (March 2021), pages 9, 17-18.
- **Risks:** | Security concerns and lack of funding for new equipment could impede the full deployment of Smart Mission capabilities.