



Integrated Mission Strategy

U.S. Mission to the European Union

FOR PUBLIC RELEASE

Approved: March 23, 2022

Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	4
3. Mission Goals and Objectives	6
4. Management Objectives	20

1. Chief of Mission Priorities

The United States and the European Union represent 780 million people who share democratic values and the largest economic relationship in the world. Since the end of World War II, the United States and Europe have jointly laid the foundations of today's globalized economy based on a rules-based international order built on openness, fair competition, transparency, and accountability. Through our renewed partnership, codified at the June 2021 U.S.-EU Summit, we have set a transatlantic agenda focused on ensuring democracy delivers for our citizens every day. We will help people on both sides of the Atlantic confront the unprecedented challenges of our time—climate change, a global pandemic, and rising nationalism. Together we will also address emerging threats – including cyber, hybrid, and disinformation – aimed at distorting the global order. The United States and the EU can seize this moment to deepen economic engagement, broaden foreign policy collaboration, and capitalize on our shared values to prove that democracy with strong, accountable institutions is the best form of national and international governance.

The U.S. Mission to the European Union advances and protects U.S. interests by keeping the EU and its member states in strategic alignment with the United States in an era of intense geopolitical competition with an aggressive Russia and assertive China. The U.S. and EU's shared vision is characterized by collaboration, cooperation, and compromise. Through formal dialogues, working groups, and informal coordination and consultations, we work with the European Union to pool our collective strength, advance our shared interests, and deter common threats.

The governing principles of international order established in the wake of two world wars and reaffirmed at the end of the Cold War reject the right of one country to change the borders of another by force, or to dictate to another the policies it pursues or the allies it chooses. To allow Russia to violate those principles with impunity would drag us back to a more dangerous and unstable time when this continent lived under the constant threat of war. To allow authoritarian oppression to go unchallenged would also send a message to others around the world that these principles are expendable, and that, too, would have catastrophic results. We

Approved: March 23, 2022

stand united in our principled approach to defending the international order and human rights, while keeping the channels of communication with Russia open for selective cooperation in areas of common interest. Here, in the heart of Europe the U.S. and the EU have reached new levels of cooperation to deploy the full arsenal of economic statecraft to thwart the advances of autocracy.

Climate change is straining nearly every aspect of human life, driving regional instability, food and water insecurity, and unprecedented human migration patterns. Through climate diplomacy and our joint efforts with the EU, we can invest in and build an equitable clean-energy future, and in the process, create millions of good-paying jobs and innovation opportunities on both sides of the Atlantic. This is not only a moral imperative, but also an economic imperative —greater growth, new jobs, and better opportunities for all generate increased security and greater stability in our countries.

The U.S.-EU Trade and Technology Council, the U.S.-EU Energy Council, and the Joint U.S.-EU COVID Manufacturing and Supply Chain Taskforce are examples of values-driven, future-focused cooperation with the EU. These and other engagements allow us to build back better in partnership with the European Union to prepare for future global health challenges and drive forward a sustainable global recovery. Working in collaboration with European partners, including through the U.S.-EU Trade and Technology Council, we can protect our supply chains and intellectual property rights, facilitate technological advancements, and shape the economic rules of the road for the 21st century economy. Together with the EU, we work to ensure safe, secure, and trusted cross-border data flows that protect consumers and enhance privacy while enabling transatlantic commerce. To this end, we will work together to strengthen legal certainty in Transatlantic flows of personal data. We will also continue cooperation on consumer protection and on access to electronic evidence in criminal matters to ensure our societies are protected from nefarious actors.

As the People's Republic of China attempts to exert coercive economic pressure on European countries and consumers, the United States and the EU must address this unique challenge through a multi-faceted approach rooted in our commitment to democracy and human rights.

Approved: March 23, 2022

Working both together and in parallel, the United States and the EU are promoting our shared values and commitment to rule of law in our approach to the PRC and our engagements and partnerships in the Indo-Pacific region. The complexity of our respective relationships with the PRC only underscores the importance of our consultation and coordination.

We will pursue closer cooperation and dialogue regarding European and Transatlantic security as we commit to working towards an Administrative Arrangement for the United States with the European Defence Agency. This effort, in conjunction with our unwavering support for robust NATO-EU cooperation and the commitments and principles enshrined in the 2016 and 2018 Joint Declarations, will further strengthen this mutually reinforcing key strategic partnership.

I came of age in the 1960's, during the civil rights movement when John F. Kennedy, Dr. Martin Luther King, Jr., Rosa Parks, and Dorothy Height were taking courageous steps to advance civil rights. Much remains to be done to fulfill the dream of equity, inclusion, accessibility, and the rule of law. Our success in ensuring these values are integrated into our lives, laws, and institutions will determine the future health of our democracies.

The United States and the European Union are an anchor for democracy, peace, and security around the world. Working together, we have peacefully prevented and resolved conflicts, upheld the rule of law and international norms, promoted human rights for all, expanded gender equity and equality, and addressed humanitarian needs. Looking to the future, we cannot be complacent regarding threats to our democracies within our countries or from external actors exploiting fears and frustrations. The European Union represents the largest and most successful attempt to unite diverse peoples and economies as one. It is imperative the United States enhance its partnership with the EU to strengthen democracy, build free markets, expand economic opportunity, and jointly act as a bulwark against autocracy.

2. Mission Strategic Framework

Mission Goal 1: A revitalized U.S.-EU partnership addresses global and regional threats and challenges

- **Mission Objective 1.1:** U.S.- EU partnership counters conventional, hybrid, and other threats that undermine U.S. and EU interests in Europe and beyond
- **Mission Objective 1.2:** U.S.-EU partnership secures ambitious climate mitigation and adaptation outcomes in support of the Paris Agreement implementation and transatlantic priorities
- **Mission Objective 1.3:** U.S.-EU led global health security improvements end the COVID-19 pandemic and develop protocols to mitigate future pandemics
- **Mission Objective 1.4:** The United States and the EU coordinate transatlantic policies for the Indo-Pacific, the Middle East, Central Asia, Africa, and Latin America

Mission Goal 2: The transatlantic economy boasts deeper trade, investment, and energy cooperation, and presents a united front against non-market and coercive economic practices

- **Mission Objective 2.1:** Deepened U.S.-EU economic cooperation enables the U.S. and EU, not only to recover, but also to build back from the pandemic
- **Mission Objective 2.2:** Transatlantic economic tools boost cooperation, increase resilience, and develop coalitions to counter non-market and coercive economic practices
- **Mission Objective 2.3:** A non-discriminatory, innovation-friendly transatlantic digital economy jointly sets the rules of the road for a 21st century economy and promotes democratic technology leadership
- **Mission Objective 2.4:** A transatlantic economic partnership promotes green technologies and diversified energy supplies and increases energy security

Mission Goal 3: U.S.-EU partnership promotes strengthened democracy, human rights, and rule of law globally

- **Mission Objective 3.1:** A more unified, expanded, and democratic Europe counters democratic and rule of law backsliding, rising authoritarianism, malign influence, and disinformation to enhance the sovereignty, freedom, and self-determination of our democratic partners globally
- **Mission Objective 3.2:** U.S.-EU partnership on humane migration and border management provides security for Europe, the surrounding regions, and the United States, while increasing public confidence in global travel and national immigration systems

Management Objective 1: Improved and expanded USG facilities provide safe, secure, environmentally conscious, and efficient working and living space for the USG, and right-sized Management and security teams provide high-level support to ICASS customer base and thousands of official visitors to Tri-Mission.

Management Objective 2: Principals of diversity and inclusion upheld in hiring, programming, and external engagements

3. Mission Goals and Objectives

Mission Goal 1 | A revitalized U.S.-EU partnership addresses global and regional threats and challenges

Description | The United States remains firmly committed to our European partners. Together, we can better confront shared threats. Our renewed engagement with the European Union demonstrates how we view the EU as a partner of first resort. We aim to work with EU on critical challenges to our shared interests by forging a united front that mobilizes, combines, and leverages our respective strengths. The U.S. will join with European Allies and partners to use all means at our disposal to deter Russian military aggression; resolve invasions, occupations, and incursions; and strengthen countries' sovereignty and independence. Shared threats from strategic, conventional, and hybrid aggression are evolving and require the United States and Europe to strengthen our coordinated approach to improve resilience and early detection and response to these types of threats. We expect our European partners to increase defense spending to two percent of gross domestic product by 2024, with 20 percent of this spending devoted to increasing military capabilities. As the EU implements its new defense initiatives, including funding for defense capability research and development, and EU Member State capabilities improve, we will act to ensure complementarity with U.S. and NATO priorities and programs, and seek opportunities for full participation for U.S. companies in EU defense-related programs. We will also encourage the EU to include, to the fullest extent possible, NATO Allies that are not EU Member States in its defense initiatives. We will work to combine our forces to address the weaknesses in global health security planning, systems, and capabilities to ensure that we do a better job on early prevention, detection, containment, and response to the spread of infectious disease. We will develop a joint accelerated approach to address the climate crisis, including through mitigation and adaptation efforts. Protection of our shared interests in Arctic security, sustainability, responsible economic development, and careful husbandry of strategic location, resources, and biodiversity are a special emerging arena

Approved: March 23, 2022

for closer collaboration. Finally, we will seek greater alignment with our European allies and partners in the formulation of our foreign policy with the rest of the world.

Objective 1.1 | U.S.- EU partnership counters conventional, hybrid, and other threats that undermine U.S. and EU interests in Europe and beyond

- **Justification** | As the distribution of power across the world changes and new threats emerge, the United States and our partners must align our policies and systems of defense to counter these threats. Russia continues to play a threatening role on Europe's Eastern flank and globally. The People's Republic of China (PRC) is increasingly assertive and can combine its economic, diplomatic, military, and technological power to disrupt the international system. Terrorism and violent extremism remain significant threats in Europe and the United States. Transnational crime harms our citizens and weakens our economies. Closer cooperation with Europe, Europe's increased ability to defend itself, and improved interoperability between U.S. and European defense systems will strengthen the transatlantic alliance. USEU will continue to partner with the EU to counter conventional and hybrid threats as Russia, the PRC, and other malign actors work to splinter our partnership.
- **Linkages** | JSP Objective 1.4, JRS Objective 4.2
- **Risks** | Russia's February 2022 invasion of Ukraine fundamentally changed the security landscape in Europe. As we continue to fight back against Russian aggression, it is vital to maintain the strength and unity of the transatlantic relationship. Failing to consult the EU in a regular and timely manner on matters affecting European security, risks undermining the renewed U.S.-EU partnership, delivering a big win to Russia and the PRC. Additionally, despite the increased focus on Russia, we must keep our EU counterparts attuned to the risks posed by the PRC. Finally, failure to address threats from terrorists and other extremists, transnational crime, emerging disruptive technology, and cyberattacks, will leave the United States and Europe vulnerable to instability, rising crime, and violence.

Objective 1.2 | U.S.-EU secure ambitious climate mitigation and adaptation outcomes in support of the Paris Agreement implementation and transatlantic priorities

- **Justification** | Europe is already experiencing the impact of the climate crisis on communities, land use, agriculture, forests, water regimes, ecosystems, energy, infrastructure, settlement patterns, and human health. These challenges have created public awareness of, and calls for, action on climate change, strongly influenced by civil society and media. EU member states have committed to significantly reduce emissions, including to net zero by 2050, and to strengthen adaptation and resilience. While European moves to increase energy security by importing less gas from Russia have positive geopolitical consequences, the resulting increase of carbon in European energy is less positive. Fortunately, EU counterparts trust the U.S. government, universities, research institutions, civil society, media, and the private sector to provide expertise and experience in data analytics, resource management and planning, cutting-edge technology, and diplomatic engagement to advance action planning and implementation on climate adaptation and mitigation priorities during the critical 2022-2026 period.
- **Linkages** | JSP Objective 1.2, JRS Objective 4.2
- **Risks** | The effect of climate change will continue to cause major physical damage and financial losses to communities and infrastructure that were constructed without planning for climate resilience. Key parts of the EU's economy are fueled by carbon-intensive resources and infrastructure that will require significant investment to transition to a clean energy economy. Relatedly, malign external actors that are major hydrocarbon exporters may seek to undercut EU efforts to reduce reliance on oil and gas. Cross-border political disputes and malign influence continue to obstruct cooperation and progress on key issues related to climate change interventions, particularly energy management. Additionally, as climate change impacts food security and employment in Africa and the Middle East, migration will impact EU member states and intra-EU relations. Failure to address these challenges will stall economic growth and prevent the EU from reaching its full economic potential.

Objective 1.3 | U.S.-EU led global health security improvements end the COVID-19 pandemic and develop protocols to mitigate future pandemics

- **Justification** | The United States and European Union are well positioned to lead global efforts to combat COVID-19 and strengthen health systems to ensure longer term resilience against future threats. The United States will leverage its position as a donor and engage the European Union as a partner to push for reforms and strengthen the World Health Organization. The U.S. Mission will work with the EU to revitalize and expand global health and health security initiatives in Europe and the world to reduce the risk of future pandemics by improving the longer-term resilience and sustainability of health systems. The U.S. Mission will join with other actively engaged partners to address the grave challenges caused or aggravated by the pandemic, including growing debt, rising poverty, deteriorating food security, backsliding in democracy and governance, and worsening gender-based violence.
- **Linkages** | JSP Objective 1.1, JRS Objective 4.2
- **Risks** | Several EU member states struggle with pandemic preparedness including detection, prevention, and rapid response. To improve prevention, the region needs to strengthen biosafety, biosecurity, research capabilities, surveillance of zoonotic disease, and antimicrobial response. For detection, the region needs to strengthen the skills of the health workforce, supply chain systems, and technical protocols. To accelerate rapid response, the region needs to develop, exercise, and operate treatment and communication protocols, including emergency response plans. Misinformation and disinformation, particularly related to the COVID-19 vaccine, are a threat to achieving vaccination targets and will have implications for future vaccination efforts. Strategic competitors have amplified these false narratives to discredit the transatlantic response, while elevating their own. USEU will continue to partner closely with EU counterparts to identify and counter disinformation campaigns, particularly as related to health.

Objective 1.4 | The United States and the EU coordinate transatlantic policies for the Indo-Pacific, the Middle East, Central Asia, Africa, and Latin America

Approved: March 23, 2022

- **Justification** | The United States and Europe have been partners of first resort for decades. Reestablishing the primacy of this relationship and elevating our shared ambitions will support increased collaboration with the EU to tackle some of the world's most pressing challenges and jointly confront actors that threaten our collective prosperity, security, and way of life. To do this most effectively, we will continue to encourage closer collaboration and consultation between the United States and the EU, particularly on issues of high concern in Europe. We will leverage areas of shared interest to promote unity and stronger ties. Using the EU's six Commission priorities for 2019-24 as a reference and understanding the variety of stakeholders, we can position the United States as a reliable and attractive partner, increasing the EU's willingness to collaborate with us on shared global challenges
- **Linkages** | JSP Objectives 1.3 and 1.5, JRS Objective 1.2
- **Risks** | Without deliberate and consistent action to rebuild and strengthen the U.S.-EU relationship, the EU may seek to develop greater autonomy from the United States. A weakened transatlantic relationship could negatively affect U.S. security, economic prosperity, global leadership, and ability to compete effectively with strategic rivals and ensure economic rules of the road that are consistent with our values.

Mission Goal 2 | The transatlantic economy boasts deeper trade, investment, and energy cooperation and presents a united front against non-market and coercive economic practices

Description | The United States is safer when Europe is prosperous and stable, and it can help defend our shared interests and ideals. The vitality of the U.S. economy is a critical cornerstone of our national security and underpins our work with allies and partners to address global challenges. The transatlantic economy underpins U.S. and European prosperity and our national security. The EU is the number one source of job-creating foreign direct investment in the United States; America's single largest trading partner; and a sophisticated, wealthy market of over 500 million consumers. U.S. goods and services exports to the EU exceed \$500 billion

Approved: March 23, 2022

annually, directly generating an estimated 15 million jobs on both sides of the Atlantic. The United States and EU are the two largest net exporters of digitally deliverable services and are each other's most important digital trade partners. The export of U.S. energy technologies and liquefied natural gas provide Europe with possibilities for cleaner energy sources, as well as energy security, lessening Europe's dependence on Russia. U.S. companies benefit tremendously from the EU single market and the efficiencies it provides for trans-European supply chains. Our Mission supports U.S. economic prosperity and that of our European allies and partners by working in concert to deepen our trade and investment ties, build back better from the global pandemic, set the rules of the road for the 21st century economy, strengthen energy security and the transition to a green economy, and stand united against non-market and coercive economic practices - particularly by U.S. strategic competitors. Our economic diplomacy and development assistance coordination drive the revitalization of our transatlantic partnership and raise the level of ambition in our economic relationship with the EU. Through our engagement, the United States delivers a compelling vision for global trade, investment, and technology that serves the interests of people on both sides of the Atlantic while protecting American interests and promoting innovation. Working with our European allies, we deliver on this vision while building on a foundation of shared values, including fair competition based on market principles, and respect for the rules-based international system.

Objective 2.1 | Deepened U.S.-EU economic cooperation enables the U.S. and EU to build back from the pandemic

- **Justification** | USEU prioritizes a free, fair, and reciprocal trade relationship with the EU to foster economic growth, employment, and opportunities to build back from the pandemic. Maintaining and deepening the transatlantic economic relationship will increase investment, strengthen global supply chains, and forge a closer collaboration to address shared challenges. We will collaborate with the EU both bilaterally and within multilateral economic and trade institutions, such as the WTO, OECD, World Customs Organization, and World Bank to promote free, fair, and reciprocal trade and to set transparent global standards that enable trade, investment, and innovation. We will

encourage the EU to adopt open procurement practices which can both counter corruption and create opportunities for U.S. industry. We will implement this strategy by promoting the entrepreneurship, innovation, job creation, and reciprocal trade necessary for the strengthening of free market democracies.

- **Linkages** | JSP Objectives 2.1 and 2.2, JRS Objective 3.1
- **Risks** | Some of the EU's attempts to mitigate and prevent climate change may create new barriers to U.S. trade and investment. Policy mitigation measures (e.g., Carbon Border Adjustment Mechanism), may negatively affect trade and supply chains. Russian and PRC state economic intervention reduces competition, increases the risk of corruption, skews market pricing, and reduces opportunities for transatlantic business. WTO reform may not progress, limiting opportunities for resolution of trade disputes and further undermining confidence in the globalized system of trade. EU policies on strategic autonomy, data sovereignty, and commercial competition may limit opportunities for cooperation and U.S. access to European markets. We will mitigate these risks through continued engagement and cooperative activities with governments and stakeholders on trade and investment issues of mutual concern.

Objective 2.2 | Transatlantic economic tools boost cooperation, increase resilience, and develop coalitions to counter non-market and coercive economic practices

- **Justification** | The United States and Europe share an increasingly convergent assessment of the PRC's and Russia's non-market policies, practices, and other coercive and predatory behaviors in trade, infrastructure finance, and technology. These concerns are reinforced by the PRC's coercive import ban on Lithuanian goods and components, as well as the PRC's continued efforts to obtain intellectual property through licit and illicit means, such as forced technology transfers, theft, and investments in high-tech sectors. The EU has taken steps to strengthen investment screening, beneficial ownership disclosure requirements, 5G security, and export controls, while introducing new proposals to address state subsidies, supply chain due diligence, and economic coercion. Through existing mechanisms such as the Trade and

Technology Council (TTC), the U.S.-EU dialogue on China, the Transatlantic Intellectual Property Rights Working Group (TIPRWG), and the Indo-Pacific consultations, we will coordinate and cooperate with European allies and partners to defend our shared economic interests from harmful practices by strategic competitors. We will use the full range of existing economic tools and develop new tools as needed, in line with our shared democratic values. Support for the EU's Global Gateway initiative and convergence with the Build Back Better Initiative and our development assistance, including to the Three Seas Initiative will help the EU and its member states advance high standards for infrastructure development, while also serving to boost resilience to PRC coercion and Russian aggression. When appropriate, we will seek plurilateral cooperation with other like-minded partners (i.e., Japan).

- **Linkages** | JSP Objectives 1.4, 2.1, and 2.2, JRS Objective 3.2
- **Risks** | While the EU increasingly shares our concerns with PRC and Russian non-market practices, some member states worry that a more assertive approach could harm economic relations with both countries and provoke economic retaliation. Some large European economies rely heavily on China for trade and investment and on Russia for energy supplies; they are eager to maintain or expand economic relations with the PRC and resuscitate economic ties with Moscow. While the EU has implemented an investment screening framework, released a toolbox of 5G security best practices, as part of a coordinated European approach, and taken steps to develop new instruments to counter non-market and coercive behavior, sustained U.S. engagement will be important to ensure national-level implementation by member states and mitigate the potential negative impact on U.S. interests.

Objective 2.3 | A non-discriminatory, innovation-friendly transatlantic digital economy jointly sets the rules of the road for a 21st century economy and promotes democratic technology leadership

- **Justification** | The United States and EU must succeed in maintaining and capitalizing on transatlantic technological leadership in the digital economy and ensuring safe, free, and uninterrupted data transfers. Safeguarding and investing in e-commerce, information, and communication technology (ICT) products and services, digital and cybersecurity workforce development, and the effective incorporation of secure ICT into critical infrastructure will be key to continued economic growth in the United States and our allies. The transatlantic partnership also plays a crucial role in developing global, democratically informed policies – e.g., on intellectual property rights, Artificial Intelligence, 5G, etc. – that counter strategic competitors’ drive to misappropriate technology for authoritarian control, censorship, and anti-competitive economic activities. Through the U.S.-EU Trade and Technology Council, the United States and the EU will also work together to safeguard the benefits of the digital economy, promoting best practices and standards for critical infrastructure’s cybersecurity and facilitating the safety, security, and reliability of information sharing. We will engage with and support our allies in their pursuit of digital innovation and prosperity.
- **Linkages** | JSP Objectives 2.3 and 2.4, JRS Objective 3.3
- **Risks** | Digitalization is a critical component of an increasingly interconnected global economy and a backbone of sustainable economic growth. Workforce readiness in the EU is lagging, as well as legal and regulatory frameworks, to effectively harness digitalization as a vehicle for economic growth. With greater digitalization, critical infrastructure is exposed to increasing and evolving cybersecurity threats, which invites new opportunities for malign state-backed or independent actors to inflict substantial damage through hybrid means. The Kremlin and other malign actors use hybrid tools to demonstrate power and exert political influence and control across the EU and Europe. Authoritarian actors also manipulate the delicate balance between security and freedom of information by establishing rules and norms for anti-democratic ends, which limits citizens’ ability to reap the gains of the digital economy, while suppressing political dissent. In the telecommunications sector, there is broad support for transatlantic efforts to promote vendor diversity to increase supply chain resilience and market

competition and to secure alternatives to untrusted vendors. These efforts, however, could face resistance from European incumbents that do not want to cede their dominant market positions. Differences in the U.S. and the EU's regulatory and legal approaches to the digital economy and privacy in the digital space could disrupt transatlantic data flows and limit U.S. market access to Europe's digital economy.

Objective 2.4 | A transatlantic economic partnership promotes green technologies and diversified energy supplies and increases energy security

- **Justification** | In the EU, energy supply diversity (e.g., source, type, and route) and transparent, competitive energy markets are of critical importance. Russia leverages its dominance of oil and gas supplies to increase its political influence; however, recent tensions with Russia have introduced the possibility of the EU completing joint gas purchases and other mechanisms that could change Europe's energy structure. Improving energy security requires increased diversification of supplies, including expanded development and integration of clean energy, as well as increased application of U.S. technologies. USEU will push the need for energy diversification and increased access to affordable and reliable energy with EU partners, including promoting infrastructure investment through technical assistance and public-private partnerships. USEU will promote an increase in gas storage capabilities and partner with the EU to build the capabilities of neighboring countries to integrate renewable energy.
- **Linkages** | JSP Objectives 2.2 and 2.3, JRS Objective 3.4
- **Risks** | Russia is the single largest oil and gas supplier to Europe, and Russia has shown a persistent willingness to use its dominant market position to achieve political goals and undermine European energy, as well as European unity. European decarbonization goals present difficulties for many countries, particularly those that are overly dependent on aging coal-based generation and lack the financial and technical capacities to develop or integrate large quantities of renewable energy. Western

financial institutions are moving away from financing coal and natural gas technologies and fuel supply, leaving space for malign actors to fill the gap and exert influence.

Mission Goal 3 | U.S.-EU partnership promotes strengthened democracy, human rights, and rule of law globally

Description | The transatlantic relationship is underpinned by a shared commitment to democracy, rule of law, and human rights, and the belief that these values provide the basis for strong, stable, and prosperous societies. Increasingly, however, these foundational principles are under attack from forces within and without. Across the EU and on its borders, the rise of anti-establishment and extremist political movements has fueled polarization, contributing to political paralysis. An alarming increase in democratic backsliding has undermined the rule of law and democratic institutions in European Union (EU) members and aspirants alike, in some cases raising serious concerns about Europe's universal commitment to civil liberties and human rights. Endemic corruption presents a persistent challenge that further erodes democratic credibility. Authoritarian actors, including Russia and the People's Republic of China (PRC), exploit these dynamics to promote illiberalism, discredit democracy, influence political outcomes abroad, and undermine transatlantic unity and U.S. global leadership.

Strong democratic institutions, respect for human rights, and participatory, accountable governance are critical for advancing U.S. foreign policy goals in the EU. The Mission will work in partnership with the EU to advance the ability of member states, and aspiring member states, to strengthen and stabilize their governing institutions to build more resilient, accountable, inclusive, free, and prosperous societies. Unity is a prerequisite for our success, and we must also demonstrate unequivocally that democracy delivers. The Universal Declaration of Human Rights, passed in the aftermath of World War II, heralded a new era of global respect for democratic values and human rights. These values will flourish only if we ensure that democratic institutions preserve fundamental freedoms and enable citizens to live in greater prosperity and security. We will support efforts to strengthen human rights, prevent democratic backsliding, advance justice, solve regional conflicts, and combat transnational

Approved: March 23, 2022

corruption. We must work to root out corruption – both internal and external – and ensure the strength of the democratic institutions that limit corruption, which include open, accountable governance; a free media; an independent judiciary; an active civil society; and the integrity of our electoral systems.

Objective 3.1 | A more unified, expanded, and democratic Europe counters democratic and rule of law backsliding, rising authoritarianism, malign influence, and disinformation to enhance the sovereignty, freedom, and self-determination of our democratic partners globally

- **Justification** | At the heart of the U.S.-EU relationship is our shared values, and none are more important than our shared democratic values. Around the world, democratic values are being threatened. The challenges are not confined to newer democracies. Europe and the United States together must confront deepening polarization across our societies, the spread of misinformation and disinformation, and low levels of public trust in democratic institutions. Strengthening democracy in Europe, EU candidate countries, and beyond will ensure our continued security, prosperity, and way of life. Strengthening democratic values in Europe will also strengthen unity within the EU, protecting it from external forces that seek to sow division. Authoritarian regimes make full use of advances in digital tools and allowances of free and open societies so that their disinformation and misinformation reach more people, penetrate more deeply into social networks, and spread faster than ever. Russia and its proxies have used disinformation and other influence tactics to interfere in electoral processes, feed false information and conspiracies to voters, foment violence, and call into question electoral processes and results. Authoritarian actors have also capitalized on democratic backsliding across the region to forge partnerships with aspiring strongmen, who are challenging democratic norms and values and advocate for PRC and Russian interests from within transatlantic institutions. In EU aspirant countries, these forces similarly work to thwart efforts to advance Euro-Atlantic integration, undermining their national sovereignty and foreign policy goals.
- **Linkages** | JRS Objectives 3.1 and 3.2, JSP Objectives 1.4, 3.1, 3.2, and 3.3

- **Risks** | Continued democratic backsliding in EU member states could result in a shrinking, rather than expanding the EU, or less engagement to advance democracy globally. Russian and PRC malign influence and disinformation seeks to undermine trust in the transatlantic relationship and contribute to the erosion of democracy in Europe. This damages our ability to work jointly through the EU, NATO, and elsewhere to confront shared challenges, defend our Allies, and preserve our democratic institutions. EU Member States that delay enlargement will be a driver of democratic backsliding in aspirant countries. USEU will continue to engage the EU in the Summit for Democracy discussions and engagements. USEU will work with its EU partners to expand our cooperation and develop additional tools to identify and neutralize disinformation, strengthen media freedom, and improve elections security.

Objective 3.2 | U.S.-EU partnership on humane migration and border management provides security for Europe, the surrounding regions, and the United States, while increasing public confidence in global travel and national immigration systems

- **Justification** | Increasing regional and global migration flows fueled by international humanitarian crises, malign foreign actors and other factors have challenged the integrity of the EU's borders, its ability to meet its humanitarian commitments under international law and, at times, EU unity. Presented with novel challenges in the field of migration—including the abuse of migrants by foreign governments and criminal organizations and escalating humanitarian crises around the world—the EU is eager to reengage with the United States in the field of international migration and to work cooperatively in order to sustain safe, orderly and humane migration and protection practices while ensuring the security of the EU. Increasing U.S.-EU coordination on safe, orderly and humane migration, protection pathways, border management and information sharing will be important to sustained, long-term efforts to sustainably address global humanitarian crises, provide protection for the most vulnerable and ensure secure borders. USEU will coordinate closely with the EU on our diplomatic, financial, law enforcement, and capacity-building efforts as we jointly address global

migration and humanitarian crises. From a trade, travel, and security perspective, engagement with the EU is critical due to the significant flows of people, goods, and information exchanged through trans-Atlantic routes; the advanced security capabilities of European partners; the importance of U.S.-European collaboration in advancing security norms and standards globally; and the proximity of Europe via direct air and sea lanes to the United States. U.S. and EU collaboration will continue to focus on modernization programs, technology, and international standards. USEU will encourage program synchronization in these arenas and enhance cooperation on customs issues surrounding dangerous and fraudulent flows of people, goods, and information. Ensuring a secure and robust Transatlantic travel flow is of paramount importance for the exchange of people, goods and services for both the United States and EU. USEU will coordinate closely with the EU to ensure open lines of communication to promote fluid and secure travel.

- **Linkages** | JRS Objectives 1.4, 2.2, 3.1, 3.4 and 5.2, JSP Objectives 1.4, 3.1, 3.2, and 3.3
- **Risks** | The risks associated with not achieving this objective are an increase in irregular migration via Europe, further abuse of vulnerable individuals by criminals and hostile states and decreased public confidence in western democracy's ability to manage global crises while respecting and protecting fundamental values. If growing migratory trends overwhelm EU border and immigration systems, as they did during the 2015-2016 "migration crisis", it may damage EU unity and further fragment the international migration system. Such a failure to comprehensively address new and troubling developments would lead to reductions in protection for vulnerable people around the world, increased transnational crime (particularly human trafficking and smuggling) and economic loss due to incompatible risk reduction strategies, and other infrastructure disruptions. In addition, a breakdown of confidence in the safety or ease of Transatlantic travel could have drastic economic and relational consequences.

4. Management Objectives

Management Objective 1 | Improved and expanded USG facilities provide safe, secure, environmentally conscious, and efficient working and living space for the USG and right-sized Management and security teams provide high-level support to ICASS customer base and thousands of official visitors to Tri-Mission

- **Justification** | The facilities of the campus shared by the USEU Office Building, the Bilateral Chancery, Bilateral CMR, and Joint Administrative Services (JAS) can no longer accommodate the full requirements of the Tri-Mission due to substantial growth in the last ten years. Existing facilities are being utilized beyond recommend density levels and additional office space is required to accommodate current staffing levels, as well as any further planned growth. The security of the campus area continues to be problematic. There is very little setback from busy city streets, and many Overseas Security Policy Board standards cannot be met. The residential real estate market continues to be a challenge in finding appropriate staff housing for USG personnel; many employees experience lengthy waits in temporary quarters upon their arrival, which disrupts work productivity and hurts morale. In addition to space shortages, during the last decade, Tri- Mission Brussels has grown to a large-scale embassy operation without the commensurate changes to management and security staffing levels or significant operational shifts. Recent overseas presence report issued by MSS from July 2021 highlights the Tri-Mission management and security platform as understaffed - MGT around 30 positions, approximately 15 percent, and RSO carrying a 30% greater customer workload ratio than comparable posts. Management and security operations continue to be stretched in trying to do more, including an increasing VIP visits load, with fewer resources.

- **Linkages** | ICS Goal1. Revitalizing U.S.-EU partnership requires safe, adequate facilities from which diplomatic work can be accomplished. A New Embassy Compound (NEC) that is in close in proximity to the European institutions would be viewed as the United States' commitment to Europe and commitment to engage our European partners in collaboration to resolve many global and regional challenges. Additionally, ICS Goals 1-3 require not only a secure, efficient, and modern platform from which USEU can operate, but also appropriate levels of management and security personnel and resources.
- **Risks** | The purchase of an NEC is complicated and can be fraught with local host country politics, as well as U.S. domestic politics. The site purchase ultimately must be approved by the U.S. Congress, and the eventual construction of the NEC is subject to local host country permitting approvals. Without increased management and security personnel and resources, USEU's ability to increase staffing and programmatic activities could be detrimentally impacted.

Management Objective 2 | Principals of diversity and inclusion upheld in hiring, programming, and external engagements

- **Justification** | *Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*, signed by President Biden on his first day in office, established that affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of Government. Advancing equity requires a systematic approach to embedding fairness in decision-making processes, and executive departments, and agencies must recognize and work to redress inequities in their policies and programs that serve as barriers to equal opportunity. Our foreign policy and the conduct of our diplomacy will reflect those principles to which we aspire: fairness, justice, and equal opportunity for all. This requires the integration of diversity, equity, inclusion, and accessibility into our lives, our laws, and our institutions. Our success here will determine not just our security and prosperity, but the long-term success of our democracies.

- **Linkages** | JRS Objectives 5.4, JSP 1.5, 3.2, and 4.1. The interim NSSG states that “America’s ideals of democracy, equality, and diversity are a fundamental and enduring source of advantage.” It further notes that “The United States must lead by the power of our example” and “we must also remember and celebrate that we are a nation of immigrants, strengthened at home and abroad by our diversity.”
- **Risks** | The success of Objective 2 is contingent upon the success of our recruitment, retention, and professional development, as well as our commitment to recognizing our diversity as a national security priority and valued asset that underscores U.S. values, promotes greater cultural, democratic, and linguistic affinity with European publics. The risk of not fully realizing this objective is that we will lack a diversity of voices and perspectives in our decision-making and understanding of situations, which will lead to less creativity and innovation in how we approach our work and problems. Additionally, we will miss the opportunity to strengthen our workforce with new skill sets and perspectives.