



Integrated Country Strategy

MEXICO

FOR PUBLIC RELEASE

Approved: March 29, 2022

Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	4
3. Mission Goals and Objectives	6
4. Management Objectives	23

1. Chief of Mission Priorities

Today more than ever, North America must stand for the proposition that, as stated by President Biden, “democracies can deliver in the second quarter of the 21st century.” The United States and Mexico are two of the world’s largest democracies, and our bilateral relationship is one of the most complex, strategic, and consequential to the lives of the American people. More than \$1.6 billion a day (or \$1.1 million a minute) is traded over our nearly 2,000-mile border, with an average 5 percent annual growth since 2010. An estimated forty million people in the United States are of Mexican origin. Close to 1.6 million U.S. citizens live in Mexico, joined by more than 25 million who travel as tourists here each year. The United States and Mexico share a history, a border, and deep familial and community ties. We must transform this relationship in an enduring and positive way for the American people by creating lasting partnerships and durable frameworks on the basis of deep mutual understanding and trust in all areas, including trade, security, and attention to our climate and natural resources.

The first year of the Biden administration has already resulted in significant progress. The September 2021 High Level Economic Dialogue (HLED); the October 2021 Bicentennial Framework for Security, Public Health, and Safe Communities; and the November 2021 North American Leaders Summit, along with the United States-Mexico-Canada Agreement (USMCA), provide both lasting frameworks for cooperation and momentum and confidence on both sides of the border. On December 12, 2022, the United States and Mexico will celebrate 200 years of diplomatic relations, providing an additional platform to celebrate the ties that bind us across communities, government, academic institutions, civil society, and the private sector.

Our shared challenges are numerous: the ongoing impact of COVID-19; an increasing flow of migrants from Central and South America; the growing power of transnational criminal organizations (TCOs) fueled by significant drug sales in the United States and the smuggling of illegal arms and bulk cash into Mexico; shaken U.S. investor confidence due to changes in Mexican regulation; water scarcity and other environmental concerns; and a growing threat of malign actors, including China and Russia. In order to successfully respond to these challenges

Approved: March 29, 2022

and to build a North American region that delivers for the interests of our citizens, Mission Mexico has identified four priorities for the Integrated Country Strategy:

A Secure and Democratic North America: Our two nations' collaboration on securing the U.S.-Mexico border is important to ensure the security of the American people and to facilitate the lawful trade and travel critical to our shared economy and communities. The Bicentennial Framework includes cooperative efforts to deter human smuggling, arms trafficking, illegal precursor chemicals trade, and illicit finance. As we increase our law enforcement cooperation to counter TCOs and illicit networks, we will work to strengthen judicial systems and the rule of law to ensure criminals are brought to justice. The Bicentennial Framework provides a strategy for addressing public health and safer communities, including for the tens of millions of U.S. citizens who visit Mexico or call it home. Critical to this issue is an increased commitment to protecting human rights, with a particular focus on women and vulnerable populations. While we address shared regional security and rule of law challenges, we will work with Mexico to remain resilient to malign foreign influence, including in cybercrime and cybersecurity threats.

A Prosperous and Inclusive North America: The U.S. and Mexican economies are deeply intertwined on a national and subnational level. Both the USMCA and the HLED process provide a framework to facilitate more efficient bilateral trade and investment. While working to increase our cross-border economic ties, Mission Mexico is committed to ensuring economies that protect labor rights, benefit workers, and build up the middle class. Key areas of focus include the economic development of southern Mexico; increasing the number of micro, small, and medium-sized enterprises that enhances opportunity for women, youth, indigenous peoples, Afro-Mexicans, and other marginalized communities; and workforce development programs that further connect and strengthen the North American economy.

A Resilient North America: Building a resilient North America that is prepared to deal with global challenges is crucial for the United State and the region. Mexico and the United States not only share a border, but we also share rivers, lakes, and coasts, demanding close cooperation on a range of environmental issues. Resilience for the future includes access to

Approved: March 29, 2022

clean, secure energy sources, and the United States is an important partner in Mexico in fighting climate change and developing renewable energy sources. We will cooperate in addressing the shared global health challenges we face, as well as in ensuring food safety and security and a response to chemical, biological, radiological, and nuclear threats.

A North America Coming Together: While our shared history unites us, concerted attention to nurturing positive relations between our two countries will define success for the U.S.-Mexico relationship. Our Consular Sections will protect the health, safety and interests of the tens of millions of U.S. citizens who live in or visit Mexico each year while facilitating the lawful travel of Mexicans to the United States. Our Public Affairs Sections will increase the number of university exchanges as a means of shaping tomorrow's leaders with a deeper appreciation of the positive impact of our bilateral relationship. And the entire Mission will work to increase Mexican understanding of U.S. policies, programs, and engagement as an important means of increasing the numbers of Mexicans who support close alignment with the United States.

The challenges and opportunities we face in the areas of economics, security, and migration are intertwined, and the solutions we seek require a similar holistic approach. While our Integrated Country Strategy is organized around four separate priorities, we recognize that success in one area will positively impact the other efforts as well.

In order to achieve these ambitious goals, Mission Mexico will continue to modernize our data platforms, standardize procedures across all posts as necessary, promote the diversity and inclusion that unleashes the potential in each of our staff members, and take care of our employees by ensuring they have the tools, training, vision, and resources to succeed.

2. Mission Strategic Framework

Mission Goal 1: A Secure and Democratic North America

- **Mission Objective 1.1:** The United States and Mexico collaborate on joint border security management that facilitates lawful trade and travel while reducing irregular migration, smuggling of illicit goods, and other threats to the health and safety of U.S. citizens.
- **Mission Objective 1.2:** The United States and Mexico collaborate to counter transnational criminal organizations and illicit networks, address impunity, and strengthen judicial systems and the equitable application of the rule of law. (Incorporates CDCS DO 1)
- **Mission Objective 1.3:** The United States strengthens Mexico's resilience to malign foreign influence, including through increased cybersecurity awareness and capacity, as well as support for shared democratic ideals. (Incorporates CDCS DO 1)

Mission Goal 2: A Prosperous and Inclusive North America

- **Mission Objective 2.1:** The United States and Mexico work together to facilitate more fluid and efficient trade and investment bilaterally and within North America. (Incorporates CDCS DO 2)
- **Mission Objective 2.2:** The United States supports Mexico in implementing policies and programs that equitably develop the Mexican middle class and address the root causes of poverty and stalled economic development, particularly for marginalized communities in southern Mexico. (Incorporates CDCS DO 2)
- **Mission Objective 2.3:** The United States supports Mexico in efforts to propel economic sectors which will increase growth, develop its workforce, and facilitate a more inclusive economic recovery.

Mission Goal 3: A Resilient North America

- **Mission Objective 3.1:** Mexico becomes an effective North American partner in addressing global challenges of climate change and ensuring a clean, resilient, and secure energy future. (Incorporates CDCS DO 2)
- **Mission Objective 3.2:** The United States and Mexico collaborate to conserve biodiversity and protect critical ecosystems, promote food and water security, and strengthen capacities to respond to public health emergencies. (Incorporates CDCS DO 2)

Mission Goal 4: A North America Coming Together

- **Mission Objective 4.1:** The United States and Mexico increase positive interaction through Mission Mexico's facilitation of safe and legitimate travel between the United States and Mexico and the protection of U.S. citizens' health and safety in Mexico.
- **Mission Objective 4.2:** The U.S. Mission engages the public in Mexico and diaspora in the United States to advance a closer relationship between our two peoples and improve political and public opinion support for cooperative engagement. (Incorporates CDCS DO 1 and DO 2)

Management Objective 1: Data, service delivery, and management controls align with USG and department legal and regulatory requirements at six sigma levels.

Management Objective 2: Mission management activities rest on seamless standardized procedures across all posts.

Management Objective 3: Mission Mexico represents best-in-class professional development opportunities and highest possible career advancement for all employees.

3. Mission Goals and Objectives

Mission Goal 1 | A Secure and Democratic North America

Description | The health and safety of millions of U.S. citizens who travel to or live in Mexico is a top U.S. priority. The security of the entire United States also depends on countering the effects of powerful transnational criminal organizations (TCOs) that generate violence in both our countries and smuggle drugs, firearms, wildlife, and people across our shared border. In October 2021, the United States and Mexico opened a new era of security cooperation based on shared responsibility. Through the U.S.-Mexico Bicentennial Framework for Security, Public Health, and Safe Communities, the United States and Mexico are working to better protect the health and safety of our citizens, prevent transborder crime, and pursue TCOs. We will also work with Mexico to promote effective migration management, protect human rights, and improve cybersecurity, while strengthening the rule of law and resisting foreign malign influence.

Objective 1.1 | The United States and Mexico collaborate on joint border security management that facilitates lawful trade and travel while reducing irregular migration, smuggling of illicit goods, and other threats to the health and safety of U.S. citizens.

- **Justification |** Mexico is an indispensable partner in ensuring the security of our shared border. Mexico is a source, transit, and destination country for migrants and an important ally in controlling unprecedented flows of irregular Central American, South American, and extracontinental migrants headed to the United States. Close binational cooperation to ensure the safe and efficient management of our shared border is necessary to facilitate lawful trade and travel and diminish the capacity of powerful TCOs to smuggle illicit drugs, firearms, wildlife, and people. Potent synthetic drugs like fentanyl entering the United States from Mexico are killing record numbers of Americans. At the same time, the illicit southbound flow of firearms is contributing to historically high levels of homicides in Mexico and empowering TCOs.

- **Linkages |**

- State-USAID Joint Strategic Plan Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
- Bureau of Western Hemisphere Affairs and Bureau for Latin America and the Caribbean Joint Regional Strategy, Bureau Objective 3.1: Protect U.S. citizens, ensure secure borders, promote safe, humane, and orderly immigration and asylum systems, enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration
- Consular Affairs Functional Bureau Strategy Goal 3: Facilitate legitimate travel while ensuring secure U.S. borders
- USAID-AMEXCID MOU
- Collaborative Migration Management Strategy (CMMS)
- U.S. Root Causes Strategy
- U.S.- Mexico Bicentennial Framework for Security, Public Health, and Safe Communities
- 21st Century Border Management Process
- Binational Bridges and Border Crossings Group
- Bilateral Military Cooperation Roundtable: (BMCR) Objectives 1 and 2
- **Risks |** Under-resourced Mexican agencies struggle to manage Mexican borders and address increased irregular migration flows. This enables irregular migration and permits powerful TCOs to continue smuggling humans, weapons, drugs, and other illicit goods. Corruption, inadequate resources, lack of training for Mexican law enforcement, and widespread impunity undermine immigration enforcement operations and efforts to combat organized crime. Moreover, Mexico's National Migration Institute (INM), the Mexican Commission for Refugee Assistance (COMAR), child welfare authorities, and National Guard efforts to enforce immigration policy are unlikely to result in dramatic decreases of irregular migration until conditions in other countries of origin improve and reduce migration push factors.

Objective 1.2 | The United States and Mexico collaborate to counter transnational criminal organizations and illicit networks, address impunity, and strengthen judicial systems and the equitable application of the law.

- **Justification** | Powerful TCOs fuel high levels of crime and violence in Mexico and degrade the safety and security of Mexican and U.S. citizens. Mexico's prosecution rates remain extremely low. This permits criminal syndicates to operate with relative impunity as they compete over increasingly diversified revenue streams, including illicit drugs, human smuggling, wildlife trafficking, kidnapping, extortion, illegal mining, and fuel theft. The United States is partnering with Mexico to disrupt and bring TCOs to justice. To foster effective investigation and prosecution of crime, the United States builds the capacity of and collaborates with Mexican actors and institutions across the justice sector, including police, forensics labs, prosecutors, judges, and correctional facilities, with an emphasis on encouraging collaboration among Mexican judicial institutions.
- **Linkages** |
 - State-USAID Joint Strategic Plan, Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel
 - U.S.-Mexico Bicentennial Framework for Security, Public Health, and Safe Communities
 - INL-CONADIC Memorandum of Understanding
 - Bureau of Western Hemisphere Affairs and Bureau for Latin America and the Caribbean Joint Regional Strategy, Bureau Objective 3.1: Protect U.S. citizens, ensure secure borders, promote safe, humane, and orderly immigration and asylum systems, enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration
 - Consular Affairs Functional Bureau Strategy, Goal 3: Facilitate legitimate travel while ensuring secure U.S. borders
 - Incorporates CDCS Development Objective (DO) 1

- **Risks |** High levels of impunity coupled with its limited investment in security institutions inhibit Mexico's ability to adequately respond to crime and violence. Mexico spends about 1 percent of its GDP on security, which is one of the lowest percentages in the OECD. The United States is increasing investments in treatment and counseling programs, but Mexico's nascent programs are underfunded. While the Bicentennial Framework for Security, Public Health, and Safe Communities offers a promising roadmap for increasing citizen security on both sides of the border. Successful implementation depends on political will and resource commitments by both countries.

Objective 1.3 | The United States strengthens Mexico's resilience to malign foreign influence, including through increased cybersecurity awareness and capacity, as well as support for shared democratic ideals.

- **Justification |** We will build on already strong relationships with Mexican counterparts to promote shared democratic principles and protect our societies against foreign malign influence, particularly through defense and law enforcement cooperation. Robust U.S.-Mexico cybersecurity cooperation is essential to protect our shared supply chains and critical infrastructure and deter cross-border cybercrime. Mexico ranks second in Latin America (after Brazil) for the most cyber-attacks, according to 2020 consumer data, and has requested international assistance to achieve broader, stable, and secure internet connectivity. We must continue to promote the United States – vice China or Russia – as Mexico's primary partner on security matters through regular bilateral engagement with Mexico in the defense, diplomatic, and economic spheres. Our bilateral partnership is also critical to address significant human rights challenges, including forced disappearance, gender-based violence, torture, and aggression against journalists.
- **Linkages |**
 - USMCA Article 19.15 (Cybersecurity)
 - State-USAID Joint Strategic Plan

- WHA/LAC Joint Regional Strategy Objective 1.3 (Counter Russia and malevolent cyber actors)
 - BMCR Objective 1.4 (Cyber)
 - BMCR Objective 3.1 (Training) and 1.3 (Common Operating Picture)
 - NDAA 17
 - Incorporates CDCS DO 1
- **Risks** | Mexico has high levels of impunity and extremely low rates of prosecution for all crimes, including human rights abuses. Roughly 94 percent of crimes go unreported or uninvestigated, according to the government's federal statistics agency. Human rights violations, if not adequately protected, corrode the rule of law and significantly undercut public trust in elected officials and public institutions. Malign actors also seek to expand their relationship with Mexico and its military given Mexico's proximity to the United States. Failure to strengthen Mexico's resilience to malign foreign influence could weaken the United States on matters of national defense and in international fora, as malign actors seek to sway Mexico. On the economic front, Lopez Obrador's austerity measures may drive the Mexican government to pursue cost savings by awarding defense and public works contracts to untrusted, unsecure, and state-influenced actors. The participation of untrusted vendors in telecommunications networks and other critical infrastructure presents a risk not only for the Mexican government and public, but also for U.S. government agencies and companies that interface with Mexico through interconnected telecommunications networks and supply chains.

Mission Goal 2 | A Prosperous and Inclusive North America

Description | To enable sustainable, inclusive growth for the region, the United States must work with Mexico to eliminate barriers to trade and investment, boost regional competitiveness, provide employment opportunities for U.S. and Mexican workers, and level the playing field for U.S. businesses. This will depend on the United States and Mexico adhering to commitments under the United States-Mexico-Canada Agreement (USMCA), the High-Level Economic Dialogue (HLED), and the North American Leaders Summit (NALS), all of which uphold international standards and norms for fair competition and the rule of law. Shared prosperity recognizes that the world benefits when all countries can offer security and opportunity to their citizens. To support shared prosperity, Mission Mexico will carry out USG efforts to invest in and develop a strong and inclusive Mexican economy with infrastructure that rebuilds the supply chains necessary for a robust global recovery from the pandemic.

Objective 2.1 | The United States and Mexico work together to facilitate more fluid and efficient trade and investment bilaterally and within North America.

- **Justification |** Effective implementation of the USMCA requires a level playing field for U.S. businesses through coordination on the rules and regulations governing trade in all three countries. U.S. and Mexican commitments under the USMCA, HLED, and NALS support a cooperative and transparent trade environment that will strengthen the North American trade bloc and improve our countries' resilience to future economic shocks. Mission-wide activities should focus on addressing regulatory and infrastructure barriers to trade, investment, and public procurement, in addition to countering malign actors and attracting investment to the United States.
- **Linkages |**
 - State-USAID Joint Strategic Plan, Goal 2, Promote global prosperity and shape an international environment in which the United States can thrive
 - State-USAID Joint Strategic Plan, Goal 5, Serve U.S. Citizens around the world and facilitate secure international travel
 - Incorporates CDCS DO 2

Approved: March 29, 2022

- WHA JRS Goal 4, Objectives 4.1 and 4.2, and Goal 3, Objective 3.1
- USMCA Chapters 3, (Agriculture), 7 (Customs Administration and Trade Facilitation), 11 (Technical Barriers to Trade), and 22 (State-owned Enterprises)
- Consular Affairs Functional Bureau Strategy, Goal 3, Facilitate legitimate travel while ensuring secure U.S. borders
- White House Strategy on Countering Corruption (issued December 6, 2021)
- **Risks** | President Lopez Obrador is committed to a nationalist economic policy that can run in contrast to U.S. interests. Recent actions include the weakening of independent regulatory institutions, a campaign to roll back reforms to privatize Mexico's energy sector, an increasing number of executive decrees to centralize economic authority, and changes to Mexico's own regulatory review process. This general posture and the specific actions by the administration threaten USG efforts to pursue a market-based approach to North American competitiveness.

Systemic corruption and the lack of transparency in public institutions and the private sector pose significant risks. Corruption directly impacts and harms Mexico's business climate, decreases domestic and foreign direct investment, and ultimately impedes economic growth. With regional and global supply chains, corruption in Mexico also risks disrupting the flow of goods and services, particularly across North America. The lack of an effective mechanism to screen foreign investments in critical sectors from a national security perspective also makes the Mexican and North American economies potentially vulnerable to nefarious influence by malign actors over important value chains and natural resources.

Objective 2.2 | The United States supports Mexico in implementing policies and programs that equitably protect labor rights, benefit workers, and develop Mexico's middle class and address the root causes of poverty and stalled economic development, particularly for marginalized communities in southern Mexico.

- **Justification** | The underlying factors contributing to economic and social disparities in Mexico are deep-rooted and long-standing. There are no easy fixes. Approximately 44 percent of Mexicans live in poverty and 56.2 percent are employed in the informal economy, without access to social benefits. Record high remittances, primarily from the United States, during 2020 and 2021 suggest COVID-19 left many Mexicans in need of supplemental income. Though widespread, poverty is most pronounced in southern Mexico – a region that is home to 28 percent of the country's total population but only 18 percent of national economic output. The north and center of Mexico have grown at rates far exceeding the south and southeast. The lack of economic opportunities serves as a push factor for migration to the United States from Mexico's most vulnerable regions. By focusing on the root causes of poverty – poor infrastructure, disparate educational outcomes, and low rates of investment – the United States can address migration flows, contribute to Mexico's stability, and improve regional competitiveness. President Lopez Obrador has declared the development of their southern states a priority, creating an opening for the U.S. government to collaborate.

Sharing borders with Central America and the United States, Mexico is a natural partner on migration and providing economic opportunities for Central Americans vulnerable to irregular migration. The GOM exported its agriculture and youth workforce projects to northern Central America, allocating \$62 million to Honduras and El Salvador, and intends to begin work in Guatemala soon. The United States has pledged to address the root causes of irregular migration and has welcomed Mexico as a partner in this endeavor.

- **Linkages |**
 - State-USAID Joint Strategic Plan, Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive.
 - Incorporates CDCS DO 2
 - WHA JRS Goal 2, Objective 2.1 and 2.2 and Goal 4, Objectives 4.1, 4.3, and 4.4.
 - USMCA Chapter 23 on labor and Annex 23-A.
 - U.S. National Security Strategy and Department's current policy guidance on "Promoting Gender Equality and Advancing the Status of Women and Girls."
 - U.S. Strategy for Addressing the Root Causes of Migration in Central America; Pillar I: Addressing Economic Insecurity and Inequality, which identifies, prioritizes, and coordinates actions within the USG to improve security, governance, human rights, and economic conditions.
 - Bureau of Educational and Cultural Affairs Goal 2, Increase the professional skills of emerging and established U.S. and foreign leaders to address global challenges such as countering disinformation and mitigating climate change.
- **Risks |** Growth in Mexico's southern states will depend on a competitive business environment to attract investment. Energy is most expensive and least reliable in its southern states. Energy policies that do not follow market principles could have a deleterious impact on southern states' competitiveness. Post will use continued high-level advocacy for market-based energy policies as well as promote renewable energies to hedge this risk. The COVID-19 pandemic has suppressed economic growth in Mexico. While projections for economic growth in Mexico are bright, a prolonged pandemic could result in lockdowns, travel restrictions, and other public health measures that would further suppress growth and make addressing economic and social disparities more challenging. On Central America joint assistance, long term funding from the Government of Mexico for foreign assistance will be critical to continue to partner on the root causes. Mission Mexico and the GOM have integrated these risks into the HLED and NALS frameworks to address these risks with high level political will.

Objective 2.3 | The U.S. supports Mexico in efforts to propel economic sectors which will increase growth, develop the workforce, and spur an inclusive economic recovery.

- **Justification** | A prosperous Mexico and North America depend on a well-educated workforce equipped with the science, technology, and innovative skills required to succeed in the economy of the future. Foreign Secretary Marcelo Ebrard has repeatedly emphasized the importance of deepening educational exchanges, noting there should be far more than 14,438 Mexican students enrolled in U.S. institutions given our geographic proximity and cultural affinity. Deepening academic ties is not only essential to strengthening social understanding and cooperation, but also a necessary step towards technology transfer, economic integration, and regional recovery.
- **Linkages** |
 - State-USAID Joint Strategic Plan, Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive.
 - WHA JRS Goal 4, Objectives 4.1, 4.3, and 4.4.
 - Bureau of Educational and Cultural Affairs Goal 2, Increase the professional skills of emerging and established U.S. and foreign leaders to address global challenges such as countering disinformation and mitigating climate change.
- **Risks** | Risks include unmet commitments by the Government of Mexico due to competing budget priorities.

Mission Goal 3 | A Resilient North America

Description | Our North American partners are vitally important for ensuring the future prosperity of the United States. Our integrated supply chains, shared borders, and natural ecosystems play a critical role in promoting a competitive U.S. economy and healthy U.S. population. As the COVID pandemic has shown, this relationship can be disrupted by external threats that do not respect national boundaries. Building a resilient North America that is prepared to deal with global challenges is crucial for the United States and the region. The world faces a climate change crisis, and the global community must act urgently to transform our economies – including our sources and usage of energy – and reduce greenhouse gas (GHG) emissions to avoid the most catastrophic impacts of climate change. The United States should work with Mexico to reduce emissions and support climate adaptation to strengthen the resilience of the communities most vulnerable to climate change. We must also prepare for future public health and environmental emergencies. This mission goal supports a resilient North America by ensuring Mexico is an effective partner in addressing the climate challenge; protecting critical ecosystems; promoting energy, water, and food safety and security; and strengthening North American capacity to respond to public health emergencies.

Objective 3.1 | Mexico becomes an effective North American partner in addressing climate change and ensuring a clean, resilient, and secure energy future.

- **Justification |** Mexico ranks 11th among the leading GHG-emitting nations. The Lopez Obrador administration's energy policy, with its focus on strengthening the national energy company's production of crude oil while disincentivizing renewable energy makes it challenging for Mexico to meet its GHG reduction targets, which remain insufficiently ambitious. Nevertheless, President Lopez Obrador committed to supporting U.S. climate efforts during an October 2021 visit with Special Presidential Envoy for Climate (SPEC) John Kerry and reiterated these commitments in an October 2021 letter to President Biden and during Secretary of Energy Granholm's January 2022 visit. Mission-wide activities in climate build upon the bilateral climate working groups

led by SPEC and the Secretariat of Foreign Relations, with a particular focus on raising Mexico's climate ambition and identifying concrete areas for GHG emissions reductions.

- **Linkages |**

- State-USAID Joint Strategic Plan Objective 1.2 (Climate change), Objective 2.2 (Inclusive and Sustainable Economic Growth), and Objective 2.4 (Strengthen Resilience);
- WHA Joint Regional Strategy Objective 5.1 (Promote a clean, resilient, and secure energy future), Objective 5.2 (Build resilience to address climate change and ensure food and water security), and Objective 5.3 (Promote natural climate solutions); and
- Incorporates CDCS DO 2
- OES Functional Bureau Objective 2.2 (Climate action).

- **Risks |** Failure by Mexico to become an effective partner on climate and clean energy would jeopardize North American leadership in addressing the climate crisis. Mexico's current energy policies focused on strengthening the state-owned energy and power companies will make it extremely difficult for the country to meet its nationally determined contribution (NDC) to address climate change, an NDC that reputable NGOs deem insufficiently ambitious. The Mission will seek to mitigate this lack of climate ambition by initially focusing climate engagement on less politically contentious areas outside of the energy sector while gradually increasing clean energy efforts in areas the government does not perceive as threatening its goal to strengthen the state-owned energy and power companies.

Objective 3.2 | The United States and Mexico collaborate to conserve biodiversity and protect critical ecosystems, promote food and water safety and security, and strengthen capacities to respond to public health emergencies and health security crises.

- **Justification |** Mexico is a megadiverse country with over 10 percent of the world's species. The Eliminate, Neutralize, and Disrupt (END) Wildlife Trafficking Act required embassies to perform an assessment, and the Secretary of State determined

Mexico to be a Focus Country (1 of 26) as a major source, transit point, and/or consumer of wildlife trafficking products. Water management issues have become critical in Mexico as demand increases, drought conditions continue in several areas, and infrastructure ages. Border wastewater challenges threaten U.S. public health and environmental protection. As the top provider of foods exported to the United States and second of medical devices, it is important to ensure that Mexican regulators are aware of regulatory and policy developments in the United States and globally to ensure its food exports are safe and prevent foodborne outbreaks. In addition, Mexico's ability to respond to public health emergencies of international concern (PHEICs), as defined under the framework of the World Health Organization's International Health Regulations (2005), directly impacts U.S. health, economic, and national security. Improving Mexico's core capacities to prevent, detect, prepare, and respond to public health emergencies directly benefits the health and national security of Mexico, the United States, and the North American region.

- **Linkages |**

- State-USAID Joint Strategic Plan Objective 1.1 (Leadership in strengthening global health security)
- Incorporates CDCS DO 2
- WHA Joint Regional Strategy Objectives 4.4 (Strengthen health and education systems and improve inclusive access) and 5.4 (Conserve biodiversity and protect critical ecosystems in the hemisphere)
- North American Plan for Animal and Pandemic Influenza (NAPAPI).

- **Risks |** Wildlife trafficking and habitat destruction threaten sensitive species and generate revenue for transnational criminal organizations. Wastewater emergencies, such as the collapse of one of Tijuana's main sewage collectors in February 2017 and flooding of a pump station in 2019, can result in millions of gallons of Mexican sewage flowing into the United States. Public health emergencies, such as the COVID-19 pandemic, can have devastating effects on U.S. health, economic, and national security. Mexico has not yet participated in the WHO's mission to evaluate its implementation of

core capacities to respond to public health emergencies. Also, Mexico is the top provider of foods exported to the United States and second of medical devices, which underscores the needs for increasing technical capacities and ensuring alignment with international regulatory standards to support a more resilient, safe, and secure supply chain. The Mexican government's commitment to budget austerity, prioritization of job creation and assistance to the rural poor, and insufficient resources for law enforcement can translate into a lack of both political will and resources to adequately address environmental protection and wildlife conservation. These challenges can be mitigated by offering U.S. financial and technical assistance and demonstrating clear and compelling linkages to Mexico's core economic and public welfare interests.

Mission Goal 4 | A North America Coming Together

Description | The depth of the U.S.-Mexico relationship is rooted in people-to-people ties. Interconnected by our shared border, history, and culture, these people-to-people ties strengthen the bonds between our nations on a personal, grassroots, and lasting basis. Frequent travel and interaction between the United States and Mexico serve as a driving force that underpins our economic and security relationship. With an estimated 1.6 million resident U.S. citizens, Mexico hosts one of the world's largest U.S. expatriate populations. In 2020, U.S. citizens made 21.7 million trips to Mexico, ranging from brief cross-border visits to lengthy vacations to visit family or tourist destinations throughout the country. Mission Mexico will reinforce these networks by facilitating safe and legitimate travel and engaging in strategic public diplomacy programming and messaging, increasing the Mexican public's understanding of and affinity for U.S. policies and priorities.

Objective 4.1 | The United States and Mexico increase positive interaction through Mission Mexico's facilitation of safe and legitimate travel between the United States and Mexico and the protection of U.S. citizens' health and safety in Mexico.

- **Justification** | Mission Mexico provides services and information to U.S. residents and tourists in Mexico. Ensuring the health and safety of U.S. citizens in Mexico is the Mission's top priority. The Mission annually facilitates the travel of millions of foreign tourists. Given the highly integrated nature of U.S. and Mexican cultures and economies, accurately and efficiently adjudicating U.S. visa applications is of paramount importance.
- **Linkages** |
 - State-USAID Joint Strategic Plan, Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.
 - Consular Affairs Functional Bureau Strategy, Goal 1: Provide consular services to U.S. citizens overseas effectively and efficiently; Goal 2: Enhance the customer experience while improving the security and efficiency of Passport Services; and Goal 3: Facilitate legitimate travel while ensuring secure U.S. borders.
 - Bureau of Western Hemisphere Affairs and Bureau for Latin America and the Caribbean Joint Regional Strategy, Bureau Objective 3.1: Protect U.S. citizens, ensure secure borders, promote safe, humane, and orderly immigration and asylum systems, enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration
- **Risks** | Given the mutual benefit of maintaining high levels of travel between the United States and Mexico, the U.S. government remains vigilant about COVID-19 developments and crime trends in Mexico, which directly impact the health, economy, and security of the United States. Pandemic-related restrictions limited in-office personnel, and travel restrictions initially decreased visa demand worldwide. The derivative funding shortfalls and related decrease in staffing resulted in challenges to providing services as demand increased. Recent violent incidents between criminal groups in popular tourist areas underscore the need to regularly monitor trends and share our best security assessment for U.S. citizens.

Objective 4.2 | The U.S. Mission engages the public in Mexico and diaspora in the United States to advance a closer relationship between our two peoples and improve political and public opinion support for cooperative engagement.

- **Justification** | The Mexican population has traditionally held a favorable view of the United States, especially on non-political matters. However, a 2021 poll showed that just 51 percent of Mexicans believe Mexico should align itself more closely with the United States. Mission Mexico's public diplomacy programming and strategic messaging, aligned with U.S. government foreign policy objectives, can move that needle through ongoing educational and professional exchanges and speaker programs. Guided by our bilateral strategic priorities, public diplomacy can redefine the dialogue with influential Mexican groups, journalists, and academics, who in turn shape broader Mexican public opinion.
- **Linkages** |
 - Joint Regional Strategy for Bureau of Western Hemisphere Affairs and Bureau for Latin America and the Caribbean 2018-2022 Bureau Goal 4: A hemisphere receptive to U.S. leadership and values.
 - State-USAID Joint Strategic Plan 2022-2026 Objective 1.5 Enhance foreign publics' understanding of and support for the values and policies of the United States.
 - State-USAID Joint Strategic plan 2022-2026 Objective 3.5 Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups. ECA Functional Bureau Strategy 2022-2026, Bureau Goal 1: Further U.S. foreign policy objectives, including the advancement of democratic principles and promoting mutual understanding, through people-to-people exchanges and public diplomacy engagement efforts and
 - Incorporates CDCS DO 1 and DO 2
 - ECA Functional Bureau Strategy 2022-2026, Bureau Goal 2: Increase the professional skills of emerging and established U.S. and foreign leaders to

address global challenges such as countering disinformation and mitigating climate change.

- Bureau of Western Hemisphere Affairs Public Diplomacy Diaspora and Domestic Engagement Strategy
- **Risks |** Misunderstandings over U.S. policies, particularly regarding migration, constrain our influence on Mexican audiences and limit the impact of our programs. Despite our geographical proximity and strong ties, Mexico ranks only ninth in number of students studying at U.S. higher education institutions. In turn, with about 3,000 U.S. students in Mexico during the 2019-2020 academic year, Mexico ranks only twelfth as a destination country for U.S. students. We must strive to assertively maintain and strengthen our strong bilateral ties in the face of global competitors, particularly China, who seek to expand their cultural footprint in Mexico. We counter these risks by challenging disinformation and by accentuating the mutual benefits of balanced engagement between neighbors.

4. Management Objectives

Management Objective 1 | Data, service delivery, and management controls align with USG and department legal and regulatory requirements at six sigma levels.

Description: The support platform for Mission Mexico relies on data transparency, reliability, and fidelity across the International Cooperative Administrative Support Services (ICASS) core enterprise systems. These systems, including, but not limited to, the Integrated Logistics Management System (ILMS), Overseas Personnel System (OPS), Global Financial Management System, MyServices, MyData, and the Real Property Application (RPA), reflect the complexity of the world's largest diplomatic mission.

- **Justification** | Any efforts to achieve meaningful standardization and seamless operations across ten posts, the U.S. Logistics Center in Brownsville, and nine consular agencies will require the highest level of data quality to ensure fundamental service delivery and informed decision making. Likewise, fundamental business terms like unit costs, person hours, and budget forecasts require confidence at the enterprise, provider, and customer levels, not “garbage in/garbage out” performance. Mission Mexico possesses an adequate resource profile, high quality trained staff, and high-performing in-country infrastructure to support this goal and associated objectives. The infrastructure quality will only improve over the coming 36 months as the final pieces of the Mission's capital construction projects come online.
- **Linkages** |
 - State-USAID Joint Strategic Plan Objective 4.1, Strengthen the effectiveness and sustainability of our diplomacy and development investments.
 - Performance Goal 4.1.1 By 2022, increase the use of evidence to inform budget, program planning and design, and management decisions.
 - State-USAID Joint Strategic Plan Objective 4.2, Provide modern and security infrastructure and operational capabilities to support effective diplomacy and development.

- Performance Goal 4.2.2 establish a plan to expand and leverage analytics capabilities of the Department's integrated global logistics systems to drive data-informed decisions, efficiencies, and/or improved accountability in the supply chain.
- Department of State Enterprise Data Strategy Objective 3.4, Establish a Data Quality Program.
- **Risks** | The successful attainment of this goal and objectives depends on a disaggregated set of systems that have little in common in terms of data nomenclature, data sharing, and underlying architecture. Any operational discontinuity and/or major revisions in one will necessarily affect the ability to "roll up" data stores to achieve management priorities. Nevertheless, Mission Mexico represents a unique environment for achievable incremental improvements in, and monitoring of, data quality and scalable innovation efforts in information technology.

Management Objective 2 | Mission management activities rest on seamless standardized procedures across all posts.

Description: Just as clean data fuels better performance, so do smooth workflows and leveraged economies of scale. Distributed work processes represent the most advantageous aspects of the automated ICASS platform. Partnering easily monitored transactional processes with transparent service standards can power a continuous improvement cycle across all core business functions in finance, procurement, facilities, travel, shipping, and talent management.

- **Justification** | This goal and its associated objectives feature the aspects of management operations that present the greatest marginal returns for relative effort. Mission Mexico's annual procurements of cellphone, internet, and landline services total millions of dollars of strategic sourcing opportunities. Likewise, the positive effects of streamlined arrivals and departures processing can reduce the administrative burden on customers and service providers alike. The ICASS Furniture and Appliance Pool (FAP) carries a USD 5 million surplus that will permanently distort the true budget

picture and prevent accurate agency assessments if the objective is not met. Finally, the Mission stands at the closing stages of a revolution in its facilities profile after the planning and execution of the moves into the New Consulate Compounds and the New Embassy Compound are successfully completed.

- **Linkages:**
 - Executive Order on Transforming Federal Customer Service Experience and Service Delivery to Rebuild Trust in Government of December 13, 2021,
 - State-USAID Joint Strategic Plan Performance Goal Statement 4.4, Strengthen security and safety of workforce and physical assets.
 - Performance Goal 4.4.2, By 2022, Department of State will move overseas U.S. government employees and local staff into secure, safe, and functional facilities at a rate of 3,000 staff per year.
- **Risks |** All management activities fundamentally depend on a defined resource profile. Incomplete and intermittent appropriations handicap strategic planning, program management, and project execution. Ongoing effects of the COVID pandemic disrupt supply chains and inhibit efficient talent recruitment and retention. Mexico's plethora of management resources coupled with a historic facilities investment open a unique window of opportunity to set a positive performance flywheel in motion.

Management Objective 3 | Mission Mexico represents best-in-class professional development opportunities and highest possible career advancement for all employees.

Description: Any organization depends on its people for success. This statement is always true in the case of U.S. diplomacy. In fact, every other component of this strategy depends on the Mission's ability to attract talent at every organizational level in all roles and then develop, utilize, and retain it.

- **Justification** | The shift to Merit Based Compensation (MBC) will align the Mission with an ongoing Department management objective and will represent a definitive milestone in that effort. Successful implementation will enable supervisors to recognize superior performance for all local staff including the approximately 20 percent who have reached their maximum pay step. It is essential for the U.S. Mission to reflect American diversity and the diversity of our host nation. Finally, the recovery from COVID will require a redress of the training deficit over the previous two years.
- **Linkages:**
 - State-USAID Joint Strategic Plan Strategic Objective 4.3 Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively.
- **Risks** | Continued COVID pandemic effects could forestall the in-person requirements of MBC implementation. Likewise, COVID has the potential to delay a return to broader areas of in-person training.