



Integrated Country Strategy

Germany

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1. Chief of Mission Priorities

We are living in a time that will re-define the transatlantic relationship and our place in it. The Biden Administration's revitalization of transatlantic ties and Berlin's geopolitical awakening in response to Russia's further invasion of Ukraine in early 2022 mark a turning point in our cohesiveness as Allies and our joint leadership of a community of democracies. But this convergence was not predestined, and its future is not assured. Our unity and resolve were built on a foundation Mission Germany helped build that allowed us to seize a historic moment. As we confront increasing threats to our democratic values, prosperity, and environment, mutual understanding and close cooperation between the United States and Germany are more important than ever.

Germany's economic and political influence in Europe and across the globe make it an indispensable partner for confronting shared threats and addressing the global challenges that have the greatest impact on Americans' security and well-being. In his interim National Security Strategy (NSS), President Biden underscores the need to "revitalize America's unmatched network of alliances and partnerships." Germany is at the center of that network. However, Germany's global role is still not commensurate with its potential. Moreover, while Mission Germany continues to operate from a position of close ties and institutional strength built during the Cold War, many German citizens and leaders are not steeped in our transatlantic history and are skeptical of the bilateral partnership. Elevating our global partnership and advancing our priorities require an ever-increasing level of engagement: broader consultation, deeper cooperation, and a commensurate investment in the Mission platform.

Germany entered a new era in December 2021 when Chancellor Olaf Scholz took power after 16 years of Angela Merkel's leadership. The coalition government, comprising the center-left Social Democrats, Greens, and liberal, pro-business Free Democrats, shares core U.S. values and is aligned with many aspects of U.S. policy. In a historic parliamentary session soon after taking office, Chancellor Scholz announced a paradigm change of Germany's foreign and security policy in response to Putin's unprovoked war against Ukraine. This shift suggests a new

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understanding of Germany's international role, a new appreciation of the threats to democracies and the international rules-based order posed by autocracies, and a new willingness to take action to protect Germany and Europe's economic and national security. Our approaches and perspectives may still sometimes differ but our mutual commitment to a strong transatlantic alliance is firm. To a significant extent, the success of this four-year integrated country strategy depends on our ability to work with the Scholz government and to make use of this momentum, of Germany's "Zeitenwende," Berlin's geopolitical turning point. Now more than ever is the time to deepen ties, align perspectives and strategies, and exert joint leadership to promote global prosperity and shape an international environment in which the United States, Germany and other democracies can thrive.

Mission Germany will help define this new era with creativity and boldness. Since 2021, we have invested in our bilateral communications and collaboration and it has produced positive results for the United States: transatlantic unity against authoritarianism, joint leadership on health and climate, a strong market for U.S. exports, and a growing source for foreign direct investment and workforce development. The challenges facing us in the 21st century require us to elevate the U.S.-German alliance even further.

First, we will advance our alliances, strengthening our U.S.-Germany bilateral relationship along with our transatlantic alliances and European partnerships, central among them NATO and the EU. We will engage in robust public and economic diplomacy to increase free trade and investment, cultural exchanges, and research collaborations. And we will reinvigorate transatlantic travel, exchange, and dialogue, especially focusing on the next generation who are the future of our democracies.

Second, we will work together to defend democracy, protect the sovereignty, freedom, and self-determination of our partners against aggression or coercion, and forge a united front to strengthen democratic institutions. We will continue to push Germany to bolster its defense capabilities and leadership in NATO, and to live up to its promises made by Chancellor Scholz in reaction to Putin's war of choice. And we will publicly advocate for our core democratic values: freedom and prosperity, diversity and equity, human rights, and the rule of law.

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Third, we will innovate inclusively and responsibly, build economic resilience, and constructing a fair, inclusive, and sustainable global economy. We will consult and collaborate to address global challenges, including climate change, energy security, and global health. We will work together to make globalization work for the middle class and construct a fair, inclusive, and sustainable global economy. By becoming more inclusive and reaching out to the underrepresented, we will become more innovative.

Finally, we will support our staff, ensure we care for one another and for all Americans living in Germany. We will recruit, retain, and support a diverse staff, enabling it to meet its strategic objectives. And we will maintain a healthy, safe, secure, and productive workplace that enhances the morale and effectiveness of the Mission.

Relations with Berlin will occasionally present obstacles, but consultation and cooperation with Germany are vital to advance many U.S. priorities and our shared democratic values. Germany brings unique perspectives to our cooperation that can help promote U.S. strategic interests and values. We draw hope from Germany's new commitments and proven reliability as an Ally, a champion in the fight against climate change, and a strong advocate for transatlantic political collaboration to promote our shared values and interests. We are confident our efforts to pursue the goals and objectives identified in this strategy will advance the priority interests of the United States together with our German partners. If we are to overcome our common global challenges, it will be with Germany by our side.

2. Mission Strategic Framework

Mission Goal 1: Revitalize the U.S.-German Alliance and Reaffirm our Shared Values.

- **Mission Objective 1.1:** Enhanced consultations aligned common strategic goals and deepened partnerships with power centers throughout Germany.
- **Mission Objective 1.2:** Advocacy for equity, diversity, and human rights reduced discrimination and fostered more diverse communities that shared and promoted our values.
- **Mission Objective 1.3:** Reinvigorated transatlantic travel, outreach, and exchanges cultivated new audiences and partners for business, education, and policy.

Mission Goal 2: Collaborate on Global Challenges and Defend an Open, Sustainable, Rules-based World.

- **Mission Objective 2.1:** Germany forged a united front with the United States and other like-minded countries for joint action on global challenges and opportunities.
- **Mission Objective 2.2:** Germany improved its defense capabilities in line with NATO commitments and enhanced its regional influence to take a leading role on deterrence and defense responsibilities.
- **Mission Objective 2.3:** Germany and the United States coordinated effectively to maintain the sovereignty, freedom, and self-determination of our partners against military, economic, or other forms of coercion.

Mission Goal 3: Increase U.S. Prosperity and Make Globalization Work for the Middle Class.

- **Mission Objective 3.1:** Expansion of German investment in the United States and U.S. exports to Germany strengthened U.S. economic output and competitiveness and created opportunities for American workers.
- **Mission Objective 3.2:** German partnership with the United States helped build economic resilience, promote innovation, and construct a fair, inclusive, and sustainable 21st century global economy.

Management Objective 1: Comprehensive analysis and resourcing of Mission Germany ensured the diplomatic platform is ready to support USG foreign policy objectives for the next 50 years.

Management Objective 2: Recruitment, training, and retention of a diverse cadre of U.S. direct hire and local staff enabled Europe's largest Mission to meet its strategic objectives and be a leading model for other EUR missions.

Management Objective 3: A healthy, safe, and secure workplace environment enhanced the morale and effectiveness of Mission Germany employees.

3. Mission Goals and Objectives

Mission Goal 1 | Revitalize the U.S.-German Alliance and Reaffirm our Shared Values.

Description | A close and constructive bilateral relationship benefits not only the United States and Germany, but Europe and the world. Few other countries have the potential to impact global issues as strongly when they collaborate. Few international partnerships are as broad or deep as the U.S.-German relationship. However, past disagreements over Iraq, NATO burden sharing, trade and energy security strained this critical relationship. Additionally, new generations of Germans are further removed from the era of the Marshall Plan and post-war reconstruction that helped Germany to its feet, and many in the east of the country look at the bilateral relationship with skepticism. Putin's shocking aggression in Ukraine has recalibrated these dynamics and crystallized for many in Germany our shared security and economic interests, the importance of our alliance, and the need to take a stand for shared foundational values. We now have an opportunity to engage both long-established transatlanticists and those previously unconvinced segments of the population. With renewed focus on shared values like democracy, human rights, and free markets, we can revitalize our ties, provided we have sufficient presence throughout the country.

Objective 1.1 | Enhanced consultations aligned common strategic goals and deepened partnerships with power centers throughout Germany.

- **Justification** | A successfully revitalized U.S.-Germany alliance begins with closer consultation on all fronts, demonstrating the breadth and relevance of this key partnership. By nurturing our policy, security, economic, and cultural bonds and strengthening our lines of communication, we can collectively work together on the shared strategic goals and core values that define our countries. This effort is particularly important now as we emerge from a long pandemic, push back against increasingly assertive autocratic actors, and grapple with a global climate crisis. The

connectivity between the United States and Germany extends well beyond its capitals with numerous sister city relationships, a robust tradition of exchange, and deep business-to-business ties. Therefore, Mission Germany's network of Consulates General will be essential in supporting all facets of U.S.-German cooperation.

- **Linkages** | This objective supports the interim National Security Strategy's prioritization on reaffirming shared values and strengthening partnerships with key allies, also stated in Goal 1 of the Department's Joint Strategic Plan (JSP) and Goal 4 of the State Bureau of European and Eurasian Affairs (EUR) Joint Regional Strategy. Many of these shared values are articulated in the Summit for Democracy and Germany's written commitment therein.
- **Risks** | Falling short of this goal for deeper and broader consultation carries several risks. After 16 years of Angela Merkel's stewardship, a new coalition government assumed leadership at the end of 2021, and in response to Russian aggression, the government reinvigorated its commitment to the transatlantic alliance. It is critical the United States reinforce its role as a full partner. Russia's recent war in Ukraine demonstrated the need for and strength in a collective response, with Germany playing a key role in our constellation of allies. As Germany charts a course emphasizing a green and digitalized economy, remaining engaged on these issues and demonstrating U.S. innovation will help maintain robust U.S.-German economic ties, particularly as China increasingly looks to partner with German industry and technology sectors. Finally, an underfocus on regions outside Berlin runs the risk of losing connectivity to Germany's other regions, home to many large population and industrial centers.

Objective 1.2 | Our advocacy for equity, diversity, and human rights reduces discrimination and fosters more diverse communities that share and promote our values.

- **Justification** | European countries saw a concerning rise in racially- or ethnically-motivated violent extremism (REMVE) in 2019-2020, including against religious, ethnic, and other minority groups. Two significant deadly attacks took place in the German cities of Halle in 2019 and Hanau in 2020. In May 2021, the Federal Ministry of the

Interior reported that the number of hate crimes committed in 2019 had risen by more than 5% to 8,585; anti-Semitic hate crimes had risen by 13%. In 2020, 901 anti-Muslim crimes were registered by the Federal Criminal Police Office. Cooperating with Germany to support diverse communities and counter racially-motivated hatred reinforces our shared values built around equity, human rights, and democracy, while deepening our bilateral partnership.

- **Linkages** | The Biden Administration is prioritizing countering domestic violent extremism and acknowledged that diversity, equity, inclusion, and accessibility is a national security imperative. Likewise, Germany has identified right-wing extremism as the primary national security threat, and based on data from the 2020 Destatis microcensus, 27% of Germany's population has a migrant background (a person has a migrant background if he or she or at least one parent did not acquire German citizenship by birth). These shared values present ample opportunities to align U.S. and German policies to advance democratic governance and respect for human rights for all people and address the systemic racism and inequality that threaten our democratic values. Respect for human rights is central to American identity, and these rights are inherent to every person across the globe, regardless of race, religion, national origin, ethnicity, gender, gender identity or sexual orientation, or disability.
- **Risks** | Acts of intolerance, discrimination, and hate threaten the universal human rights and fundamental freedoms that serve as the cornerstone of American democratic values. A lack of intentional and deliberate engagement and sustained advocacy for diversity, equity and respect for human rights allows domestic violent extremism and radicalization to flourish, which can create spillover effects that impact local, national, and global security. In the long term, these activities undermine our democracies, erode social cohesion and security, weaken economic development and progress, and compromise our capacity for sustainable development and peace.

Objective 1.3 | Reinvigorated transatlantic travel, outreach, and exchanges cultivate new audiences and partners for business, education, and policy.

- **Linkages** | In his Memorandum on Revitalizing America’s Foreign Policy and National Security Workforce, Institutions, and Partnerships, President Biden states that “It is the policy of my Administration to advance its national security and foreign policy goals by harnessing the ideas, perspectives, support, and contributions of a diverse array of partners, such as State and local governments, academic and research institutions, the private sector, non-governmental organizations, and civil society.” Also, Secretary Blinken asserted at the 2021 EducationUSA Forum that “continuing to nurture a vibrant community of international students is a foreign policy imperative.”

Mission Goal 2 | Collaborate on Global Challenges and Defend an Open, Sustainable, Rules-based World

Description | As Germany takes on the global responsibilities commensurate with its size and economic strength, it is increasingly an indispensable, like-minded partner for the United States as we tackle the challenges threatening our joint security and stability. From addressing climate change and health challenges to countering coercion and malign influence that undermine our rules-based world, we are more effective when cooperating and coordinating with Germany bilaterally, as part of the EU, or in a multilateral context such as the G7, G20, NATO, or the UN. Mission Germany will continue to focus on engaging Germany to ensure we are aligned in our assessment of the threats and appropriate responses, which will allow us to invest in and deploy the diplomatic, economic, and military capabilities needed to effectively address these shared challenges.

Objective 2.1 | Germany forged a united front with the United States and other like-minded countries for joint action on global challenges and opportunities.

- **Justification** | The United States’ ability to effectively address the global climate crisis, COVID-19 pandemic, and security threats posed by authoritarian states and terrorism/extremism requires robust cooperation and support from Germany, an Ally, economic partner, and influential EU leader. Domestically, Germany has committed to

carbon neutrality by 2045 and is mainstreaming climate and sustainability policy government wide. Internationally, Germany shares our desire for ambitious and aggressive climate action in this decisive decade. Germany is a global leader in climate finance and a key partner in U.S. efforts to promote clean energy transitions in emerging economies like South Africa and Ukraine. As the largest donor to the WHO (\$1 billion) and the Access to COVID-19 Tools Accelerator (ACT A - \$2.4 billion), Germany has played a crucial role in promoting the development, production, and equitable access to COVID vaccine and medical supplies. Germany's partnership is essential to reform and strengthen the WHO and establish an effective and enduring pandemic preparedness and response regime. Germany and the United States share a fundamental commitment to domestic and international safety and security, and the German government has been increasingly willing to take on greater global responsibilities to address global security threats and underlying roots of destabilization and conflict. The United States and Germany recognize democracies, including our own, are being threatened by a potent mix of authoritarianism and extremism, and now must work together to reverse these trends.

- **Linkages** | The interim NSS asserts many of the biggest threats we face – including a global pandemic and a deepening climate emergency – “respect no borders or walls and must be met with collective action.” This objective supports key goals of the Department of State and USAID Joint Strategic Plan, released March 2022, particularly goals 1.1, 1.2, and 3.1 to strengthen global health security, secure ambitious climate mitigation and adaptation outcomes, and defend strong, accountable, and resilient democracies that deliver for their citizens.
- **Risks** | Failure to cooperate on these global challenges and opportunities means less coordinated action and diluted ambition in global efforts to achieve carbon neutrality, increasing the existential danger posed by extreme weather events, environmental degradation, and the loss of biodiversity. A prolongation of the COVID-19 pandemic will slow economic recovery, growth, and our ability to address new health security threats. Without effective law enforcement cooperation and collective action, transnational

crime, terrorism, and violent extremism will further undermine our democratic foundations and lead to further instability and inequity.

Objective 2.2 | Germany improves its defense capabilities in line with NATO commitments and enhances its regional influence to take a leading role on deterrence and defense responsibilities.

- **Justification** | Germany's Ministry of Defense and the Parliamentary Commissioner for the Armed Forces have identified serious readiness problems and capability gaps in the military. These shortfalls limit Germany's contribution to collective defense, deterrence, and NATO credibility against potential adversaries, while placing a disproportionate burden on the United States and other Allies. Despite Germany's leading role as the EU's largest economy with a key strategic location in the heart of central Europe, Germany had been slow to move toward its 2% spending target per the 2014 NATO Wales Summit. While Germany had increased its defense spending by 35% since 2014, it still reached only 1.5% of GDP as of 2021. Chancellor Scholz's landmark February 2022 speech called for €100 billion in new defense spending, which will enable Berlin to make major strides toward meeting its NATO capability commitments and also fulfill Article III of the Washington Treaty: the Parties "will maintain and develop their individual and collective capacity to resist armed attack." Germany should also continue to play a leading role in shaping EU common security and defense policy in a way that complements NATO rather than duplicating Alliance capabilities. Berlin can use its weight in the EU to build deeper institutional linkages between the EU and NATO on defense. Germany has the resources to play a greater role in supporting shared security objectives in Europe and in other regions where instability threatens Europe. German leadership will be crucial to improving military mobility within Europe. The U.S. and German governments will also need to work together to ensure public understanding and support for these security priorities and the respective roles played by our countries.

- **Linkages** | This objective is aligned with the European and Eurasian Affairs Bureau's Joint Regional Strategy Goals and Strategic Objectives aimed at assuring NATO Allies of U.S. commitment to Article 5, improving capabilities, bolstering interoperability, and increasing focus on hybrid threats. This goal supports the key pillars in the interim NSS released in March 2021 and the U.S. Department of State-USAID Joint Strategic Plan Framework 1.4, to "lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security." This objective also supports the U.S. European Command (EUCOM) Country Plan Road Map objectives that Germany conducts "full spectrum, collective defense," "contributes to and supports complex out-of-area operations," and "continues to develop interoperable air and missile and missile defense systems that support NATO operations," while also assuring "United States strategic access that supports U.S. and NATO expeditionary operations within and outside of the USEUCOM area of responsibility (AOR)."
- **Risks** | If Germany does not use its new defense fund in an effective and coordinated way, it would lose an opportunity to increase its capabilities and contributions to NATO collective defense. This could embolden potential opponents to test NATO's resolve and unity. It could also lead other NATO Allies to question if Germany is contributing equitably to NATO collective defense, which could further weaken NATO unity and make it more difficult to reach consensus on how to address key threats. If Germany does not use its influence to successfully steer EU defense efforts in a direction that complements rather than duplicates NATO, European security could be reduced due to inefficient use of limited defense resources.

Objective 2.3 | Germany and the United States coordinate effectively to maintain the sovereignty, freedom, and self-determination of our Allies and partners against military, economic, or other forms of coercion.

- **Justification** | As we face increasingly assertive autocratic actors who deploy a range of tactics to undermine the sovereignty, security, and stability of our partners and allies,

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ensuring continued, close cooperation with Germany is critical. The remarkable collaboration between the United States and Germany, whether on sanctions implementation, energy security, humanitarian assistance, or countering disinformation, has been an essential component of the strength and unity of the international response to Russia's unprovoked war against Ukraine. We must continue to enhance our consultation and cooperation to address Russia's aggression and extend our coordination to address other global threats. Countering disinformation will also be key to building German public support for greater German leadership and facilitate U.S.-Germany cooperation. No other EU member has been targeted by Russian disinformation more fiercely than Germany. The Mission will continue to work with Germany to implement sanctions and other measures to bolster the economic and national security of our citizens and our partners.

- **Linkages** | This objective supports objectives from the European and Eurasian Affairs Bureau's Joint Regional Strategy and the Department's Joint Strategic Plan aimed at bolstering the resilience of institutions to external malign influence and disinformation to enhance the sovereignty of our democratic partners; expand our partnership with Europe to increase energy security; counter disinformation, conventional, and hybrid threats that threaten our security; and ensure respect for sovereignty seeking peace resolution of regional conflicts.
- **Risks** | Economic dependencies and sanctions implementation challenges could hinder German's ability to cooperate internationally and act collectively against authoritarian regimes that engage in human rights abuses and support international criminal and terrorist networks. Absent increased U.S.-German information-sharing and communication, gaps in threat perception could also prevent effective joint action to address these threats, including in international and UN fora. Germany's desire to maintain economic ties with China could prevent closer alignment to deter economic coercion. In addition, failure to effectively counter disinformation that results in the German public questioning U.S. commitment to the partnership hinders the German government's ability to implement effective policies.

Mission Goal 3 | Increase U.S. Prosperity and Make Globalization Work for the Middle Class.

Description | A central theme of Mission Germany's ICS is the recognition a stronger bilateral relationship with Germany can support both foreign and domestic U.S. policy goals. This is particularly the case given the central focus the interim NSS places on increasing the wellbeing of working families. Germany is one of the United States' most important trading partners, a massive investor in crucial U.S. industries, the creator of almost one million American jobs, and a steadfast supporter of key U.S. economic values and priorities worldwide. Germany is also the top renewable energy investor in the United States and an important hub for U.S. companies in Europe. Both countries collaborate extensively on workforce development programs, with Germany providing the United States top-notch German-model vocational training in support of the Administration's "Build Back Better" priorities in climate-critical industries like renewable energy and advanced manufacturing. Finally, the United States and Germany are world leaders in the development and deployment of emerging technologies, such as artificial intelligence and quantum computing, and together can shape the future of work, security, privacy, and inequality. Because of our shared economic values and interests, a stronger partnership with Germany helps the United States enforce trade rules and create new ones that ensure fairness; advance an international trading system that promotes sustainable economic growth; and reinforce policies in both countries that support workers, small businesses, and infrastructure development.

Objective 3.1 | Expanded German investment in the United States and U.S. exports to Germany strengthen U.S. economic output and competitiveness and create opportunities for American workers.

- **Justification |** Germany's economy is the fourth largest in the world and Europe's largest. Germany is one of the United States' most important global commercial partners, and a leading advocate for free trade and rule-of-law policies in the European Union (EU) and the multilateral trading system. Despite a persistent goods trade deficit,

the overall bilateral economic relationship yields considerable benefits for U.S. workers, as the trade relationship is based on significant mutual foreign direct investment and intra-company trade. As of 2020, Germany was the third-largest source of foreign direct investment in the United States, with German companies having invested a total of \$564 billion and accounting for more than 850,000 jobs in the U.S. economy -- over half of which are in manufacturing and many in greenfield locations in underserved communities. Retaining and expanding German investment in the United States will contribute significantly to U.S. prosperity and benefit the middle class but requires active engagement through the SelectUSA program, collaboration with state and local governments, and regular outreach to German businesses to understand their needs when conducting business in the United States. An additional benefit of German FDI is Germany's world-class system of workforce development via apprenticeships, which provides expanded opportunities to grow U.S. jobs as more German companies implement apprenticeships at their operations in the United States. Our economic ties with Germany are already significant but bolstering reciprocal market access and sustainable and inclusive economic development, especially for small and medium-sized enterprises (SMEs), would help promote U.S. economic growth and create jobs for the middle class. Renewable energy and technology/digitalization are promising sectors for increased U.S. exports and German direct investment, while traditional sectors, including the automotive industry and advanced manufacturing, remain a cornerstone of our bilateral economic ties.

- **Linkages** | The Administration's March 2021 interim NSS stresses the need to "recover from the economic crisis and build a more equitable, inclusive global economy" with a focus on "growing the American middle class, creating new and better jobs, and raising wages." The Strategy emphasizes "reinforcing our domestic policies to support workers, small businesses, and infrastructure." Mission Objective 3.1 links to the 2022-2026 State-USAID JSP Goal 2 (Promote global prosperity and shape an international environment in which the United States can thrive). and State's EUR Joint Regional

Strategy Goal 2 (Strengthen and Balance the Transatlantic Trade and Investment Relationship).

- **Risks** | Failure to expand U.S. exports and German direct foreign investment may stunt U.S. middle-class job creation and lead to increased unemployment.

Objective 3.2 | Germany partners with the United States to build economic resilience, promote inclusive innovation, and construct a fair and sustainable 21st century global economy.

- **Justification** | U.S. and German industries lead in strategic sectors like infrastructure, health, advanced manufacturing and transportation, but are also interdependent and susceptible to transatlantic and global supply chain failures. Working together to identify and solve supply chain inefficiencies and reduce economic dependencies on authoritarian countries contributes to U.S. and partners' competitiveness, collective security, sustainability and stability. Likewise, working with Germany to foster innovation and strengthen transatlantic research and industry partnerships can contribute to economic growth. Sharing our digital and technological expertise, while demonstrating it is possible to increase transparency and protect privacy rights will help Germany to achieve its digitalization goals and deepen transatlantic ties. Working together bilaterally and multilaterally to set standards in a host of multilateral fora contributes to a level-playing field for stakeholders, respect universal human rights and shared democratic values.
- **Linkages** | The Interim NSS states, "We will renew our commitment to global development and international cooperation, while also making smart, disciplined investments in our national defense. We will address the crises of today while promoting resilience, innovation, competitiveness, and truly shared prosperity for the future." These Mission Sub-Objectives seek to support those activities. Sub-Objectives 3.2.1-3.2.4 further link to EUR JRS Goal 3, Objectives 1-4, Goal 4, Objectives 1, 3, and 4; Department of State JSP Goal 2, 2.1, 2.2, 2.3, 2.4; E.O. 14017; E.O. 14057; E.O. 14052; E.O. 14036; E.O. 14028; E.O. 13995; E.O. 13990; March 2021 interim NSS; G7 Build Back Better World (B3W) Partnership.

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- **Risks |** A failure to achieve coordination and cooperation bilaterally and in multilateral fora could also lead to regulatory divergence between the United States and Germany and enable competitors to set the standards for innovation inconsistent with our shared values. Failure to support supply chain resilience will lead to greater global instability and will impact the economic growth of the United States and our close partners.

4. Management Objectives

Management Objective 1 | Comprehensive analysis and resourcing of Mission Germany ensured the diplomatic platform is ready to support USG foreign policy objectives.

- **Justification** | An innovative, modernized, and resourced diplomatic platform establishes the foundation of personnel, facilities, and equipment that promote U.S. Government, Department of State, and US Mission Germany's Strategic foreign policy objectives in Germany. This platform is paramount to Mission Germany's success in advancing its strategic goals and objectives.
- **Linkages** | This Objective is linked to the 2022-26 Joint Strategic Plan Goal 3: Revitalize the diplomatic and development workforce and institutions.
- **Risks** | Inadequate resources hinder the Mission's ability to support both short and long-term foreign policy objectives.

Management Objective 2 | Recruitment, training, and retention of a diverse cadre of U.S. direct hire and local staff enables Europe's largest Mission to meet its strategic objectives and be a leading model for other EUR missions.

- **Justification** | A diverse cadre of employees enhances Mission Germany's ability to meet objectives with input from multiple perspectives ensuring the Mission's standing as a leader among EUR missions.
- **Linkages** | Objective is linked to the 2022-26 Joint Strategic Plan Goal 3: Revitalize the diplomatic and development workforce and institutions.
- **Risks** | A lack of diversity within Mission Germany's workforce limits viewpoints and ideas which are crucial elements of strategic thinking and planning.

Management Objective 3 | A healthy, safe, and secure workplace environment enhances the morale and effectiveness of Mission Germany employees.

- **Justification** | The safety, security, and wellbeing of our staff and community is our number one priority.
- **Linkages** | Our people are our greatest resource and must be protected to advance our strategic goals. Objective is linked to the 2022-26 Joint Strategic Plan Goal 3: Revitalize the diplomatic and development workforce and institutions.
- **Risks** | Meeting strategic goals depends on Mission Germany's ability to protect, safeguard, and take care of all members of the Mission Germany community.