



Integrated Country Strategy

LUXEMBOURG

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Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	3
3. Mission Goals and Objectives	6
4. Management Objectives	16

1. Chief of Mission Priorities

Luxembourg sits at the center of modern Europe, as one of the European Union's three "capital cities," and at a crossroads for the global economy, as a global financial center. Consequently, Luxembourg has outsized influence within the European Union and on global economic practices and outcomes. Luxembourg, for example, established the first, and now largest, "Green Exchange" for environmental and climate change-related debt instruments.

Luxembourg is also an ardent supporter of the transatlantic relationship with longstanding, but eroding, public affection for the United States that stems from our role in liberating Luxembourg from Nazi occupation at the end of World War II. Although a comparatively tiny NATO ally with the lowest defense expenditures in the Alliance, Luxembourg is in the middle of a 10-year run at doubling its defense spending as a percentage of GDP focused on cutting edge capabilities in the space and cyber realms.

Luxembourg's growing financial strength has made it a top investor in the U.S economy. As the Eurozone's largest wealth-management center, Luxembourg is one of the U.S. economy's largest sources (\$300 billion) and destinations (\$766 billion) for Foreign Direct Investment. Moreover, an increasing number of U.S. multinational corporations, including Amazon, have established European headquarters in Luxembourg. Luxembourg is also an appealing partner for Russia and China, and their influence has increased significantly with sizable growth of capital and investments backed by formal arrangements in a variety of areas.

Our partnership and alliance with Luxembourg offer the United States unique opportunities to advance our security and economic interests as well as our shared values in Europe and around the world. In order to pursue these strategic interests, we must also support the growing American citizen community in Luxembourg, enhance and extend the goodwill of Luxembourg's older generations to newer ones, and diversify and expand our Mission workforce and platform. Thus, Embassy Luxembourg's priorities include: 1) expanding our economic links, especially in growth sectors like finance, space, and technology, to support the prosperity of all Americans; 2) strengthening cooperation to tackle the climate change crisis and advance human rights; 3) increasing Luxembourg's commitment to modernize NATO for 21st century

Approved: May 20, 2022

threats through increased defense investments; 4) enhancing security and safety for US citizens and all people through closer law enforcement cooperation; 5) expanding Luxembourg's public support for the United States and our priorities; and 6) fostering a diverse, inclusive, and productive workforce and environment at our Mission.

Approved: May 20, 2022

2. Mission Strategic Framework

Mission Goal 1: Luxembourg is a strong partner on law enforcement, crisis response, and safety of U.S. citizens at home and abroad.

- **Mission Objective 1.1:** Luxembourg partners with U.S. law enforcement and the Embassy through more information sharing, joint operations, and support for coordinated regional investigations to better protect our countries from transnational threats, counter violent extremism, and support greater adherence to the rule of law.
- **Mission Objective 1.2:** Luxembourg's crisis response capabilities are more closely aligned or integrated with U.S. capabilities in order to protect U.S. citizens abroad, counter current and future health crises, and support global responses to emerging threats.

Mission Goal 2: Luxembourg remains a strong ally, investing further in the NATO alliance and cooperating with us to respond to global and regional threats.

- **Mission Objective 2.1:** Luxembourg invests further in existing and new defense capabilities, such as in space and cyber domains, to meet its burden sharing commitments and ensure the NATO alliance remains capable of responding to all threats, conventional and hybrid, including through support to U.S. defense capabilities such as the U.S. Air Force Warehouse located in Sanem.
- **Mission Objective 2.2:** The Government of Luxembourg (GoL) is an active partner in countering Russian, PRC, Iran, and other malign actors' disinformation, conventional and hybrid threats, and emerging disruptive technologies.

Mission Goal 3: Luxembourg actively advances our shared global priorities, especially climate change mitigation, respect for human rights, and promotion of shared norms and values.

- **Mission Objective 3.1:** The GoL commits to and implements an ambitious climate mitigation and adaptation strategy that supports the Paris Agreement Pledges on carbon neutrality.
- **Mission Objective 3.2:** The GoL serves as an active member of the UN Human Rights Council, advocating and reinforcing democratic values, norms and principles, and counters democratic backsliding and subversion of the Rule of Law.

Mission Goal 4: Luxembourg's markets and policies yield an expansion of trade, investment and economic practices in Luxembourg and the EU that benefit American families and the prosperity of all Americans.

- **Mission Objective 4.1:** Expand our economic links, including through shaping rules and seizing opportunities in the fast-growing space and technology fields.
- **Mission Objective 4.2:** Promote financial transparency, counter non-market and coercive economic practices by malign actors and strategic competitors, while leveraging Luxembourg's strength and expertise in the financial sector.

Mission Goal 5: The Luxembourg government and public support for and understanding of U.S. values and foreign policy are broader and deeper, leading to increased support for U.S. political and economic priorities abroad and domestic.

- **Mission Objective 5.1:** Deepen popular ties to the U.S. through effective engagement with key audiences, including youth, young professionals, and key influencers.
- **Mission Objective 5.2:** Counter disinformation and advance democratic values, including diversity and inclusion, among Luxembourg audiences.

Management Objective 1: Foster a diverse, inclusive, dynamic and productive work environment, so that Mission Luxembourg models the values that underpin our foreign policy objectives and possesses the key ingredients to driving innovative policy execution.

Approved: May 20, 2022

Management Objective 2: Provide the best operating environment possible, ensuring the operational effectiveness and safety for the chancery, the annex and mission residences, so as to minimize resource inefficiencies and risks.

Management Objective 3: Improve Embassy Luxembourg's overall capabilities by strengthening our relationships with regional service providers to enhance our ability to strengthen and advance U.S. interests with resource multipliers outside the country.

3. Mission Goals and Objectives

Mission Goal 1 | Luxembourg is a strong partner on law enforcement, crisis response, and safety of U.S. citizens at home and abroad.

Description | The mission of the Department of State includes advancing the interests of the American people, their safety and economic prosperity. Protecting Americans at home and abroad is a fundamental goal. To do this, Mission Luxembourg relies on a three-tiered approach. First, we continue to bolster our already strong cooperative network with Luxembourg law enforcement, keeping Americans in Luxembourg safe and addressing threats before they touch American soil. Second, we nurture critical relationships with Luxembourg emergency response organizations to ensure they can assist Americans abroad, and foster bilateral approaches to infrastructure protection, disaster response, and pandemic preparedness. Third, we continue to provide robust and responsive Consular services to facilitate legitimate travel to the U.S., protect the integrity of the global travel document system, and assist Americans with both routine and emergency services.

Objective 1.1 | Luxembourg partners with U.S. law enforcement and the Embassy through more information sharing, joint operations, and support for coordinated regional investigations to better protect our countries from transnational threats including financial and cyber-crimes, violent extremism, and terrorism, and to support greater adherence to the rule of law.

- **Objective 1.1 Justification** | The United States and Luxembourg have a strong foundation for security cooperation, but there is room for improvement. With the unrestricted movement of individuals through the Schengen region, there is increased risk of extremists having freedom of movement once they enter the Schengen zone, either legally or illegally. In addition, the last few years have seen an increase in Racially and Ethnically Motivated Violent Extremism (REMVE), both from “homegrown” extremists and from international actors, which has been exacerbated by the pandemic and the associated responses from various European governments.

Luxembourg has not experienced an increase in terrorist-related events like its neighbors; however, the possibility of incidents does exist. Efforts to strengthen our already strong relationship through information sharing and capacity building activities must be pursued to strengthen their ability to combat these threats and protect U.S. citizens both domestic and abroad.

- **Objective 1.1 Linkages** | This objective supports JRS objectives 2.4 and 3.3. Strong law enforcement coordination and cooperation enhances rule of law by bolstering democratic systems and institutions. This cooperation can fight corruption, strengthen global norms of accountability and transparency, and work to counter disinformation and other hybrid threats.
- **Objective 1.1 Risks** | Degradation of our law enforcement cooperation activities in Luxembourg would cause missed opportunities to fight crime at all levels and support the rule of law. Given Luxembourg's oversized role in European and global finance, engagement with local law enforcement authorities is crucial to ensure transparency and strengthen democratic institutions. Failure to do so could leave space for malign actors to undermine European institutions.

Objective 1.2 | Luxembourg's crisis response capabilities are more closely aligned or integrated with U.S. capabilities in order to protect U.S. citizens abroad, counter current and future health crises, and support global responses to emerging threats.

- **Objective 1.2 Justification** | Ensuring the safety and welfare of U.S. citizens living or traveling overseas is the primary responsibility of all U.S. diplomatic missions, while promoting legitimate travel to the U.S. is critical in supporting educational, professional, and cultural exchanges, tourism, economic growth, and innovation. Accomplishing this objective helps to support and promote security and economic endeavors of the administration at all levels.

Mission Luxembourg has strong relationships with Luxembourg crisis response authorities, from the Grand Ducal Police to the Grand Ducal Fire and Rescue Service (Corps Grand-Ducal d'incendie et de secours, CGDIS), and the High Commission for

National Protection (Haut-commissariat à la Protection nationale, HCPN). However, both sides suffer from limited capabilities related to scale. While Luxembourg has a robust emergency preparedness organization, its small size and limited resources ensure that it must seek assistance from regional partners for large emergencies, such as the July 2021 floods or the COVID demonstrations in December 2021. This also ensures that there are not always interlocutors available for Embassy staff, or that engagements must be planned with significant lead-time to meet busy schedules. The COVID-19 pandemic has heightened this issue, as response agencies are stressed with constant crisis response.

Embassy staff are also heavily overburdened. Post has no Emergency Preparedness Coordinator, but instead relies on all section heads to develop and coordinate internal updates to the Emergency Action Plan while maintaining relationships with local contacts. While Post recently established an Emergency Preparedness Committee led by the sole Regional Security Officer, the RSO and other section heads are already overburdened for a Post this size. This has been of particular concern during the pandemic. Embassy Luxembourg does not have the qualified staff to focus on health crises, even the COVID pandemic, at anything beyond an immediate, urgent level. The Mission has no medical staff to assist in conducting outreach to the public health community and relies instead on support from regional hubs such as Brussels or London. In a large-scale emergency, Post would need to request staffing from neighboring Missions in Belgium, France, and Germany.

By increasing Post's ability to respond in a crisis through training, establishing strong relationships with emergency response entities in Luxembourg, and identifying appropriate in-country resources, we are better positioned to assist U.S. citizens abroad.

- **Objective 1.2 Linkages** | This objective supports JRS objectives 3.1, 4.2 and 4.3.
- **Objective 1.2 Risks** | For small emergencies, such as the November small fire in the Chancery, both the Mission and Luxembourg authorities can manage the incident. However, a large-scale incident will require external support, which can cause friction in

response operations. Inability to respond to a large-scale emergency, such as a nuclear incident or an earthquake would slow or decrease our ability to assist U.S. citizens.

Mission Goal 2 | Luxembourg remains a strong ally, investing further in the NATO alliance and cooperating with us to respond to global and regional threats.

Description | Luxembourg is a close and reliable ally, playing an oversized role in the EU, NATO and a wide range of multilateral institutions and organizations. Due to its size, Luxembourg has traditionally favored an approach that prioritizes democracy promotion and development over defense. Luxembourg's military has a land and air component consisting of an active army of less than 1000 soldiers, and one transport aircraft integrated with the Belgian Air Force. As a land-locked country, Luxembourg does not have a navy.

Luxembourg remains a committed member of NATO, but it consistently ranks last on defense contributions when measured by a percentage of Gross Domestic Product (GDP.) The Luxembourg Government as of 2017 has developed a long-term plan to increase defense spending, and Luxembourg considers its 1% of GDP spending on development as an alternate contribution to global security.

Objective 2.1 | Luxembourg invests further in existing and new defense capabilities, such as in space and cyber domains, to meet its burden sharing commitments and ensure the NATO alliance remains capable of responding to all threats, conventional and hybrid, including through support to U.S. defense capabilities such as the U.S. Air Force Warehouse located in Sanem.

- **Objective 2.1 Justification** | Due to its GDP but very small military (fewer than one thousand soldiers, a 12-person "air unit", and no navy), Luxembourg has difficulty in meeting its "Wales Pledge" to spend 2% of GDP on defense, and consistently ranks last among NATO Allies, at .06 percent. However, Luxembourg in recent years has explored niche capabilities in the defense realm, such as cyber and space, which contribute to better preparedness of the NATO alliance, while also boosting Luxembourg's defense

contribution and Wales commitments pledge. Luxembourg hosts, and co-funds, the U.S. Air Forces Europe (USAFE) War Reserve Material (WRM) storage and maintenance facility in Sanem. Plans are underway to increase the size and capacity of the facility.

- **Objective 2.1 Linkages** | Luxembourg's position as an innovator in the space and cyber realm can translate into greater applicability in the military space and cyber defense domains. This supports JRS Goals 1 and 4 of revitalizing and leveraging Alliances and partnerships to address global threats and challenges
- **Objective 2.1 Risks** | Since most of Luxembourg's innovation is driven by venture capitalist enterprises, some military applications may not be very cost-effective for Luxembourg's space and IT industry. The risk associated with not achieving this objective is that a failure to do so will reduce Luxembourg's ability to contribute to collective defense. Without the use of the WRM facility, USAFE would be unable to properly store and maintain all material required for operations, resulting in the need to rent additional storage space at USG expense. If the expansion is not complete, it will impact USAFE's ability to effectively access its equipment and drastically increase operating expenses for the Air Force.

Objective 2.2 | The GoL is an active partner in countering Russian, PRC, Iran, and other malign actors' disinformation, conventional and hybrid threats, and emerging disruptive technologies.

- **Objective 2.2 Justification** | Russia's disinformation efforts, China's malign economic practices, and cyber threats emanating out of these countries are making greater inroads into Europe, destabilizing governments, distorting markets, and shaking confidence, all of which implicate the success and security of Luxembourg. Although these threats have not manifested in a large scale inside Luxembourg's borders yet, risks persist. Furthermore, Russian, and Chinese repression of human rights inside their borders, and their practices that enable human rights offenses abroad undermine the foundation of international security and human dignity.
- **Objective 2.2 Linkages** | This objective supports JRS goal 4 by leveraging alliances and partnerships to address global challenges and threats.

- **Objective 2.2 Risks** | As a major financial center that welcomes both Chinese and Russian investments, economic considerations could blunt any political aspirations Luxembourg may have vis-a-vis China or Luxembourg. Luxembourg has a tendency to follow the EU-line and will not take any positions that attract undue attention to Luxembourg's economic interests.

Mission Goal 3 | Luxembourg actively advances our shared global priorities, especially climate change mitigation, respect for human rights, and promotion of shared norms and values.

Description | Luxembourg is a leader in the field of sustainable finance, sustainable development, and climate change mitigation. Luxembourg hosts one of the first green stock-exchanges in the world and has an ambitious plan to move to carbon net-zero by 2050. Luxembourg also has a long track record of supporting human rights and the rule of law and has been able to introduce prudent COVID-19 mitigation measures while maintaining a vibrant and growing economy.

Objective 3.1 | The GoL commits to and implements an ambitious climate mitigation and adaptation strategy that supports the Paris Agreement Pledges on carbon neutrality, supports global COVID-19 pandemic recovery and the Global Build Back Better Campaign.

- **Objective 3.1 Justification** | Luxembourg is a leader in sustainable development, sustainable finance, and climate change mitigation.
- **Objective 3.1 Linkages** | Luxembourg shares many of the Administration's goals on support of the Paris Agreement. This objective supports JRS Goal 1 (revitalizing alliances and partnerships), JRS Goal 3 (Promote deeper trade, investment, and energy cooperation) and JRS Goal 4 (Leveraging Alliances to address global threats and challenges.)
- **Objective 3.1 Risks** | As a member of the EU, Luxembourg follows EU guidelines and applies the EU Taxonomy on sustainability which could deviate from U.S. standards on sustainable development.

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Objective 3.2 | The GoL serves as an active member of the UN Human Rights Council, advocating and reinforcing democratic values, norms and principles, and counters democratic backsliding and subversion of the Rule of Law.

- **Objective 3.2 Justification** | Luxembourg is a prominent and long-term supporter of human rights, the rule of law and democratic norms and principles. Luxembourg's foreign minister has expressed concern over democratic back sliding in eastern Europe and, for example, human rights abuses in Turkey and Belarus. As a first-time ever term-member of the UN Human Rights Council, Luxembourg is in a unique position to elevate its stature and push for meaningful reform. Luxembourg has also pledged an ambitious plan as part of the President's Summit for Democracy initiative.
- **Objective 3.2 Linkages** | Luxembourg will be well-placed with its seat on the UNHRC and as a partner in the Summit for Democracy to make progress in this field. This objective directly links to Goals 2 and 4 of the JRS: strengthening democracy and the rule of law throughout Europe and Eurasia; Leverage Alliances and Partnerships to Address Global and Regional Threats and Challenges.
- **Objective 3.2 Risks** | Economic interests and pressure from the Luxembourg business community may temper Luxembourg's appetite to call out Russia or China for their human rights abuses and democratic backsliding.

Mission Goal 4 | Luxembourg's markets and policies yield an expansion of trade, investment and economic practices in Luxembourg and the EU that benefit American families and the prosperity of all Americans.

Description | As a global financial center, Luxembourg is a strategic business partner for the United States. Increased investment in technology in the fields of space, telecommunications, green technology, and financial technology provides enormous potential for bilateral economic and commercial cooperation. As a member of the EU and the OECD, and as the European or Global Head Quarters for several multinational corporations, Luxembourg must remain a key player in the fight against tax avoidance and tax evasion.

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Objective 4.1 | Expand our economic links, including through shaping rules and seizing opportunities in the fast-growing space and technology fields.

- **Objective 4.1 Justification** | Luxembourg is a major financial hub and the largest source of Foreign Direct Investment (FDI) outside the United States. Luxembourg has expanded in niche markets such as satellite communications, global logistics, and aviation. Economic prognosis suggests that Luxembourg will continue to grow over the next few years, offering numerous business opportunities and public-private partnerships and government to government opportunities.
- **Objective 4.1 Linkages** | This objective directly links to the JRS Goal 3 in promoting deeper trade, investment and energy cooperation, attracting investment, build stronger, more resilient supply chains and trade ties and build back better from the global pandemic.
- **Objective 4.1 Risks** | Strategic competitors will continue to seek a larger market share in Luxembourg.

Objective 4.2 | Promote financial transparency, counter non-market and coercive economic practices by malign actors and strategic competitors, while leveraging Luxembourg's strength and expertise in the financial sector.

- **Objective 4.2 Justification** | Luxembourg is a global financial center and important hub for many multinational companies, and key strategic competitors such as China. Ensuring that Luxembourg takes an active role in countering non-market and coercive economic practices will allow for greater strategic impact.
- **Objective 4.2 Linkages** | This supports JRS Goal 3; Promote deeper trade, investment, and energy cooperation, and forge a united front on non-market and coercive economic practices.
- **Objective 4.2 Risks** | Strategic competitors may attempt to influence the GoL using coercive measures or by threatening economic ties.

Mission Goal 5 | The Luxembourg government and public support for and understanding of U.S. values and foreign policy are broad and deep, leading to increased support for U.S. political and economic priorities abroad and domestic.

Description | While Luxembourg is a close U.S. ally and partner, a R/PPR poll conducted in 2018 found a substantial portion of the Grand Duchy public -46%- had an unfavorable view of the United States. However, nearly half of those are 'slightly unfavorable views,' which can be persuaded with clear and straightforward messaging that addresses their interests. Among those persuadable groups are key target demographics, including men under age 35 and students. Economically disadvantaged residents and groups in the Northern cantons are likewise more open to learning about the positive cooperation and efforts the U.S. is pursuing in Luxembourg.

While U.S. favorability with the Luxembourg public is about 50%, Embassy programs, social media, and messaging can be very effective in raising that figure if directed toward groups who are undecided about their opinion of the United States. The U.S. is seen as strong in some areas of interest to broad groups of Luxembourgers, such as promoting education, CVE, and pushing for gender equality, but weaker on the environment, human rights, and combatting transnational crime. Embassy efforts focused on those current strengths and weaknesses will be helpful in improving the public perception of the U.S. in Luxembourg.

Objective 5.1 | Deepen popular ties to U.S. through effective engagement with a diverse group of local youth, young professionals, and key influencers.

- **Objective 5.1 Justification** | Mission Luxembourg's public diplomacy program will target key audiences which are multicultural, mobile, and educated -those quipped to engage with a future generation of leaders in Luxembourg and beyond. Luxembourg's small size and connectivity means influencers are easily accessible and interested in dialoguing on many topics important to the United States.
- **Objective 5.1 Linkages** | This objective is linked to the Interim National Security Strategy goal to advance and defend our shared interests and values.

Approved: May 20, 2022

- **Objective 5.1 Risks** | The Mission is competing with a variety of modern institutions and foreign actors using sophisticated means -including disinformation- to influence these target audiences. Finding optimal communication channels is an evolving challenge.

Objective 5.2 | Advancing Democratic Values and Countering Disinformation

- **Objective 5.2 Justification** | Mission Luxembourg's public diplomacy program will continue to advance a positive narrative on shared democratic values, distributing materials and promoting voices to effectively share the U.S. perspective and goals on issues in the national interests, including: countering authoritarianism; supporting alliances and partners; equality, diversity, and human rights; and climate change.
- **Objective 5.2 Linkages** | This objective is linked to the Interim National Security Strategy goal to join with allies to counter authoritarianism and their tools of misinformation, disinformation, and weaponized corruption.
- **Objective 5.2 Risks** | The Mission is competing with foreign actors, using sophisticated means and tools to influence these target audiences.

4. Management Objectives

Management Objective 1 | Foster a diverse, inclusive, dynamic, and productive work environment, so that Mission Luxembourg models the values that underpin our foreign policy objectives and possesses the key ingredients to driving innovative policy execution.

- **Objective 1 Justification** | President Biden and Secretary Blinken have made Diversity and Inclusion one of their top priorities for the State Department. Promoting Diversity and Inclusion principles makes the Department a more creative, innovative, and competitive workforce, and doing so makes Embassy Luxembourg a model of our nation's ideals and values.
- **Objective 1 Linkages** | This objective supports JRS objective 4.1 and Performance Goal Statement 4.1.3, which aim to expand inclusive and equitable recruitment, hiring and retention practices that result in a diverse Department of State workforce.
- **Objective 1 Risks** | Lack of adequate resources and personnel forces the mission to decide which Department mandates to prioritize and limit the number of EFM positions available. Department and regional bureau budget constraints prevent approval of necessary new positions. Regional EEO counselors lead to a lack of focus on Luxembourg EEO programs and policies.

Management Objective 2 | Provide the best operating environment possible, ensuring the operational effectiveness and safety for the chancery, the annex and mission residences to minimize resource inefficiencies and risks.

- **Objective 2 Justification** | Mission Luxembourg's Embassy compound is composed of the Chief of Mission Residence (CMR) and the Chancery. The Annex, a leased commercial space, is located 1 kilometer away. The Chancery and CMR structures were built in 1927 and are aging and in need of update and repair. A major project to replace the Chancery's water, drainage, and sewer pipes is currently underway. A project to convert some of the Chancery's CAA space to unclassified workspace is planned for

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2022. The Embassy in coordination with OBO are currently negotiating an extension to the Annex office lease.

- **Objective 2 Linkages** | It is important for our foreign policy goals and our bilateral relationship with Luxembourg to have effective, efficient, and secure office space to perform essential embassy duties. Our diplomats need conference room space to hold meetings with host country and private sector interlocutors on issues of space cooperation, anti-corruption in the banking industry, U.S./EU cooperation and NATO security. This objective supports JSP Objectives 3.1 and 3.3. It supports JSP Goal 5 by providing sufficient workspace for our Consular Section to provide consular services to U.S. Citizens abroad and foreign nationals who wish to pursue legitimate travel and immigration to the United States.
- **Objective 2 Risks** | Embassy Luxembourg's operations as a diplomatic mission and service provider have grown over the years, but our facility footprint has not grown commensurately. The Chancery lacks a single unclassified conference room for meetings with interlocutors. Consular visitors compete for limited waiting room space, which especially during the COVID pandemic limits the quantity of Consular services the Embassy can provide. Our Chancery infrastructure is outdated and in need of repair. Our Annex workspace is not as secure as it could be given its location in a multi-tenant commercial building.

Management Objective 3 | Improve Embassy Luxembourg's overall capabilities by strengthening our relationships with regional service providers to enhance our ability to strengthen and advance U.S. interests with resource multipliers outside the country.

- **Objective 3 Justification** | Mission Luxembourg is a small Embassy that provides the full services of a Department post overseas. Due to limited staffing and resources, the Embassy receives support from regional service providers from Brussels, Frankfurt, London and Washington, D.C. These regional relationships are documented by Memoranda of Understandings and are vital for the provision of General Services, Financial Management, Facilities Management and Human Resources services.

Approved: May 20, 2022

- **Objective 3 Linkages** | Embassy Luxembourg diplomats need administrative services to successfully pursue U.S. foreign policy goals. Visiting U.S. officials engaged in the bilateral relationship with the host government need logistical support. Effective administrative services are the cornerstone of the nexus between foreign policy goals and realization of policy advancement.
- **Objective 3 Risks** | Without adequate support from regional service providers, conformance with Department regulations in the areas of finance, personnel, health, security, and safety would be extremely difficult, leaving the mission exposed to liability and vulnerability.