



Integrated Country Strategy

BRAZIL

FOR PUBLIC RELEASE

Approved: May 25, 2022

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1. Chief of Mission Priorities

As the two largest democracies in the Western Hemisphere, the United States and Brazil enjoy a broad partnership rooted in cooperation on regional security, democracy and human rights, trade and investment, health, and the environment. The United States will continue to seek stronger collaboration with Brazil in supporting democratic principles regionally and internationally, strengthening economic ties and security cooperation, and in mitigating the effects of climate change. While Brazil faces many local and global challenges, there are also opportunities for Brazilian leadership and for further bilateral engagement. The COVID-19 pandemic and related economic contraction deepened socioeconomic inequalities, hitting Brazil hard, and we can apply shared lessons learned from the pandemic to be prepared for the next global challenge. The urgent global climate crisis necessitates Brazilian leadership on the world stage to uphold vital commitments to decrease deforestation and limit global warming to 1.5 degrees Celsius. Brazil's accession discussions with the OECD incentivizes reforms and best practices that will benefit Brazil's economic recovery post-pandemic. Brazil's elections in 2022 and subsequent transition also represent an opportunity to increase confidence in the country's democratic institutions.

Brazil occupies important leadership positions within multilateral organizations and plays a constructive role on regional priorities, such as supporting Venezuelan refugees, promoting regional stability, and countering irregular migration to the United States. Brazil is a global actor, responding to challenges related to the proliferation and use of weapons of mass destruction (WMD), infectious diseases, human rights, and food security, while making significant contributions to international peacekeeping.

The U.S. Mission to Brazil prioritizes four goals to guide our engagement over the 2022-2026 period:

First, the United States will strengthen our partnership with Brazil in support of democracy and human rights. Like the United States, Brazil also continues to face challenges in ensuring the equal protection of human rights for all citizens. The United States will support Brazil's democratic institutions in advancing human rights for all, countering corruption, and increasing

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transparency and good governance through training, capacity building, and engagement. Strengthened good governance will legitimize Brazil's role as a leader to advance shared human rights priorities at the global, regional, and multilateral levels.

Second, we will partner with Brazil to deepen an inclusive and sustainable U.S.-Brazil economic partnership. As the Western Hemisphere's two largest economies, bilateral trade is expansive and growing, with consistent U.S. surpluses. Increased free, fair, and reciprocal trade and investment between our two countries contributes to broad-based, inclusive economic growth in meeting the needs of our populations. A costly pension system constrains both federal and state spending, while longstanding commercial barriers discourage foreign investment in critical infrastructure projects. We will encourage Brazil to adopt equitable policies with respect to trade, intellectual property protections, clean energy and digital economy development, and commercial regulatory practices. Such policies will ensure a level playing field for U.S. business and identify avenues in which underserved communities can equitably participate in the global economy.

Third, we will strengthen the U.S.-Brazil partnership to ensure our citizens' security. The United States and Brazil represent the two largest military forces in the Western Hemisphere. We will seek to increase interoperability between our militaries to boost regional stability. Helping Brazil strengthen its capacity to protect its borders supports our joint work on fighting transnational crime and countering illicit networks. We will continue enhancing law enforcement cooperation to improve Brazil's capacity to combat crime and corruption domestically, including increased cooperation on cybercrime, which helps ensure the safety of U.S. citizens and companies in Brazil. And we will bolster cooperation on International Parental Child Abduction, crisis preparedness, and irregular migration.

Finally, we will strengthen U.S.-Brazil partnership on climate change to enhance Brazil's efforts to implement Nationally Determined Contributions and deforestation targets in line with 1.5-degree Celsius pathways. This includes supporting Brazil's efforts to mitigate and adapt to climate change, as well as cooperation on biodiversity conservation and protecting critical

ecosystems through capacity-building that will reduce threats of deforestation, forest fires, and illegal mining.

Integrated throughout Mission Brazil's goals and objectives is a focus on diversity, equity, inclusion, and accessibility (DEIA). Advancing DEIA is a cross-cutting priority which is crucial to our effectiveness internally as a Mission and externally in our work with Brazilian partners. Providing services and sustainable economic opportunities to marginalized, vulnerable, and underrepresented communities is a global challenge for every government. Shared recognition of the benefits of our respective nations' diversity, as well as of the work both nations have ahead of us to live up to our democratic ideals, is a point of strength and focus within the bilateral relationship.

This ICS leverages the resources of the full Mission across all six posts and the 44 agencies and offices that comprise Mission Brazil. We will continue building our relationship with Brazil to improve the futures of both our peoples and to confront shared current and future challenges.

2. Mission Strategic Framework

Mission Goal 1: The United States and Brazil Strengthen Democracy and Human Rights

- **Mission Objective 1.1:** Strengthen democratic institutions that deliver for all citizens and create a platform for Brazil to serve as a leader on regionally and globally important priorities.
- **Mission Objective 1.2:** Collaborate with Brazil to advance human rights for all, with an emphasis on historically marginalized and/or underserved communities.
- **Mission Objective 1.3:** Strengthen the rule of law and increase efforts to counter corruption and promote good governance and transparency.

Mission Goal 2: Deepen an Inclusive and Sustainable U.S.-Brazil Economic Partnership

- **Mission Objective 2.1:** Expand bilateral trade and investment opportunities for U.S. companies through economic policy and regulatory reforms.
- **Mission Objective 2.2:** Brazil expands reliable, affordable, and environmentally sound energy sources and technologies that create U.S. commercial opportunities and support Brazil's inclusive, sustainable economic development.
- **Mission Objective 2.3:** Brazil's economy advances more inclusive and sustainable economic development through collaboration with industry, innovation, education, and entrepreneurship programs and partnerships.

Mission Goal 3: Strengthen U.S.-Brazil Partnership to Ensure Our Citizens' Security

- **Mission Objective 3.1:** Enhanced security partnerships improve interoperability and regional stability.
- **Mission Objective 3.2:** As a result of increased U.S.-Brazil cooperation on International Parental Child Abduction, crisis preparedness, and enforcement of international travel requirements, Brazil and the United States are safer for U.S. citizens.

Mission Goal 4: Strengthen U.S.-Brazil Partnership on Climate Change to enhance Brazil's efforts to implement Nationally Determined Contributions and deforestation targets in line with 1.5-degree Celsius pathways and with a climate-resilient world.

- **Mission Objective 4.1:** Support Brazil's efforts to mitigate and adapt to climate change and reduce food and water insecurity, particularly among underserved and vulnerable populations.
- **Mission Objective 4.2:** Brazil conserves biodiversity and protects critical ecosystems through reductions in deforestation, forest fires, and illegal mining and promotes the capacity-building of enforcement agencies and local communities.

Management Objective 1: Support construction of new Diplomatic facilities in Brasilia, Rio de Janeiro, and Recife to provide safe, efficient, accessible workplaces for Mission staff.

Management Objective 2: Continue refining Mission-wide recruitment and retention policies and procedures to further the Department's Diversity, Equity, Inclusion, and Accessibility (DEIA) goals.

Management Objective 3: Mission-Wide and Post specific Transition

Working Groups develop effective policies and promote resiliency for mixed in-office and remote work to successfully transition back to an in-person work environment.

Management Objective 4: Develop an effective post-vaccination education program that promotes a healthy work environment with particular emphasis given to LE staff.

Management Objective 5: Improve our cybersecurity posture throughout the Mission by empowering the new Brazil-wide dedicated Information Systems Security Officer (ISSO) who will focus on identifying cybersecurity threats, policy gaps, and implementing and developing an effective training program to address deficiencies throughout the mission.

Management Objective 6: Improve the sustainability ratings of our facilities under the Greening Diplomacy Initiative (GDI) framework.

3. Mission Goals and Objectives

Mission Goal 1 | The United States and Brazil Strengthen Democracy and Human Rights

Description | As two of the world's largest democracies, Brazil and the United States can partner to strengthen democracy, champion human rights, and promote a more stable and prosperous world. The United States will support Brazil's efforts to build an inclusive democracy in which all citizens, including historically marginalized groups, are treated equally under the law and in accordance with human rights norms, have access to government services free of corruption, enjoy the protection of the rule of law, and benefit from a free and independent media. The United States will partner with Brazil to promote these foundational values bilaterally, in the region, and in multilateral fora.

Objective 1.1 | Strengthen democratic institutions that deliver for all citizens and create a platform for Brazil to serve as a leader on regionally and globally important priorities.

- **Justification |** The health of Brazil's democratic institutions, including the legislative, judicial, and executive branches, a free and independent media, and a vibrant civil society, are essential for Brazil's future and its partnership with the United States. These institutions provide the oversight to ensure Brazilians are treated equally under the law, that elections are free, fair, and transparent, and that mechanisms exist to publicly discuss government actions and hold the government accountable for its decisions. The United States will support Brazil's democratic institutions by providing training, capacity building, and engagement. We will work with Brazil at the United Nations, Organization of American States, and other multilateral fora to promote democracy, transparency, and good governance at the international level.
- **Linkages |** Joint Strategic Plan Strategic Objective 3.1: Democracy & Governance and JRS WHA Bureau Objective 1.1

- **Risks** | Brazil's democracy is threatened by corruption and politicized disagreement over what is fact, what is disinformation, and what represents protected free speech and legitimate concerns. These dynamics undermines the confidence of Brazilian citizens in government institutions to deliver services and justice for all citizens. Failure to address these concerns weakens the Brazilian Government's ability to lead domestically and on regional and global issues, impacting the United States' ability to rely on Brazil as a regional partner.

Objective 1.2 | Collaborate with Brazil to advance human rights for all, with an emphasis on historically marginalized and/or underserved communities.

- **Justification** | Brazil is one of the world's largest democracies, with a multi-cultural, multi-religious, multi-ethnic society and a comprehensive legal framework covering most human rights protections. As such, Brazil can serve as an important voice to advance shared human rights priorities of the United States, including on racial equality at the global, regional, and multilateral levels. Like the United States, Brazil also continues to face challenges in ensuring the equal protection of human rights for all citizens. The United States will partner with federal, state, and local governments, civil society actors, the media, and the private sector to empower civil society and human rights advocates, especially those advancing the rights of historically marginalized communities. Our partnership with Brazil in this area will distinguish our nation from competing nations that do not prioritize human rights, citizen participation, and values of diversity, equity, inclusion, and accessibility (DEIA).
- **Linkages** | This Mission goal derives from the administration's Equity Agenda articulated in the Executive Order 13985 on Racial Equity and Support for Underserved Communities and reflected in the Joint Regional Strategies and Functional Bureau Strategies documents. Furthermore, the Department of State and USAID's Joint Strategic Plan present foreign policy priorities for FY 2022-2026 through an equity lens in order to strengthen democratic institutions and a commitment to upholding universal

values and promoting human dignity. JSP Strategic Objective 3.2: Equity & Inclusion; JRS WHA Bureau Objective 2.1 and 2.2

- **Risks** | The U.S. and Brazil share many of the same human rights challenges. As such, the Mission needs to be prepared to acknowledge the difficulty of resolving long-standing human rights issues; recognize the efforts already underway; explain how we are addressing the same or similar concerns within the United States; and to seek partnership with the Brazilian government at the federal and subnational levels, wherever possible. Failure to achieve this objective undermines Brazilian democratic institutions by creating a perception they do not serve all citizens.

Objective 1.3 | Strengthen the rule of law and increase efforts to counter corruption and promote good governance and transparency.

- **Justification** | Crime and corruption are serious national security problems in Brazil and pose key challenges to the Joint Regional Strategy goal of a democratic hemisphere in which all governments can deliver for their citizens. Brazil has transnational criminal networks that operate in and through its territory, high levels of police violence, an overcrowded prison system, a lack of non-prison alternatives and alternatives to pre-trial detention and has the highest number of intentional homicides in the world. Impunity remains a significant impediment to the rule of law, as an overworked, antiquated, and sometimes corrupt criminal justice system manages to convict a small percentage of offenders. Brazilian federal and state public security officials recognize these problems and realize that citizen security is a cornerstone of a free, prosperous, and democratic state. Training, assistance, and engagement from the United States has great potential to help Brazil address these long-standing challenges and it is in our interest to do so. The Mission is committed to providing training and other means of capacity building to assist our Brazilian partners, and to work with Brazil to build capacity in other partner nations in the region.
- **Linkages** | JSP Strategic Objective 3.3: Combatting Corruption; WHA Bureau Objective 1.2 and 1.3

- **Risks** | Corruption is a destabilizing force which frequently creates a lack of credibility or responsiveness in the same institutions the Mission is trying to develop. In addition, high profile corruption investigations have become decidedly political. The sheer scale of the public security challenges, as well as the economic inequality which they highlight, plague Brazil and impose economic and political costs. Transnational criminal organizations based in Brazil are becoming stronger every year and the drug trafficking empires they have built have a spillover effect leading to high rates of domestic consumption. Failure to achieve this objective undermines confidence in Brazil's institutions and our other goals that rely on the rule of law being adhered to for contracts and the delivery of government services.

Mission Goal 2 | Deepen an Inclusive and Sustainable U.S.-Brazil Economic Partnership

Description | As the Western Hemisphere's two largest economies and democracies, it is in our strategic interests to advance our bilateral economic relationship. Our bilateral trade is expansive and growing, with consistent U.S. surpluses. The stocks of U.S. investment in Brazil and Brazilian investment in the U.S. are substantial; the former supports increased U.S. exports and financial returns for U.S. investors, while the latter creates U.S. jobs. Increased free, fair, and reciprocal trade and investment between our two countries contributes to more broad-based, inclusive economic growth in meeting the needs of our populations. We will buttress Brazil's economic security by encouraging it to adopt and sustain world-class and equitable policies with respect to trade, intellectual property protections, clean energy and digital economy development, and commercial regulatory practices. Such policies will expand Brazil's utilization of U.S.-sourced technology, standards, and intellectual property, ensure a level playing field for U.S. business, and identify avenues in which underserved communities can equitably participate in the global economy.

Objective 2.1 | Expand bilateral trade and investment opportunities for U.S. companies through economic policy and regulatory reforms.

- **Justification** | Brazil's continued economic reform and opening, particularly through its alignment with and accession to the Organization for Economic Cooperation and Development (OECD), will reduce the structural barriers to equitable economic participation by individuals from underserved communities in Brazil, as well as an improved business environment for U.S. firms.
- **Linkages** | The Department of State and USAID's draft Joint Strategic Plan (JSP), Strategic Objective 2.2: Inclusive and Sustainable Economic Growth
- **Risks** | Failure to achieve this objective will hinder U.S. business interests. The Brazilian economy will continue to underachieve, resulting in vulnerable populations experiencing fewer economic opportunities.

Objective 2.2 | Brazil expands reliable, affordable, and environmentally sound energy sources and technologies that create U.S. commercial opportunities and support Brazil's inclusive, sustainable economic development.

- **Justification** | Brazil and the United States are global leaders in offshore oil and gas exploration and production, renewable energy including hydropower and wind energy, and biofuels including ethanol and biodiesel. Mission Brazil supports promoting open, transparent, and market-based energy sectors that strengthen Brazil's efforts towards growth and reducing barriers that contribute to costs to the detriment of low-income and underserved populations. We will promote exports of U.S. energy resources, technologies, and services through advocacy for U.S. companies and by working with Brazilian partners to level the regulatory playing field for U.S. exports and investment. We help ensure the energy security of both Brazil and the United States by supporting Brazil's diversification of energy sources and supplies.
- **Linkages** | The Department of State and USAID's draft Joint Strategic Plan (JSP), Strategic Objective 2.2: Inclusive and Sustainable Economic Growth.

- **Risks** | Though unlikely, Brazil's resistance or insufficient willingness to advance our objectives could contribute to the complementary risk that U.S. stakeholders will not be able or willing to agree upon and implement solutions.

Objective 2.3 | Brazil's economy advances more inclusive and sustainable economic development through collaboration with industry, innovation, education, and entrepreneurship programs and partnerships.

- **Justification** | As traditional industries integrate internet-connected devices, sensors, and digital technologies throughout their supply chains, the relevance and impact of Brazil's internet regulatory environment will grow. For example, technology-enabled agriculture can generate higher yields, digital banking can reach unbanked customers, and computational healthcare can help prevent and fight diseases—but only if data can cross borders. Recognizing Brazil's regulatory choices often serve as a model for other emerging economies, Mission Brazil advocates for regulatory environments that enable cross-border data flows and digital trade. Mission Brazil supports the Brazilian government developing a strong, defensible, and interoperable cyber infrastructure that allows digital trade to flourish while protecting U.S. and global security in cyberspace. Likewise, cross-border data flows foster cooperation towards a more inclusive workforce that is better educated, more competitive, and better trained with the necessary skills to meet the needs of the 21st century economy.
- **Linkages** | The Department of State and USAID's draft Joint Strategic Plan (JSP) Strategic Objective 2.3: Technological Leadership and U.S. Competitiveness.
- **Risks** | Strategic competitors are seeking to gain global dominance in emerging technologies in order to rewrite the rules of the international order in their favor. This includes efforts to shape standards and norms, undermine U.S. competitiveness, and gain leadership in the research and development of new technologies. Failure to achieve this objective will limit U.S. firms in further enhancing Brazil's growing technology sector and furthering its aims to modernize its economy.

Mission Goal 3 | Strengthen U.S.-Brazil Partnership to Ensure Our Citizens' Security

Description | Brazil and the United States are natural partners, as the Western Hemisphere's two largest democracies with its two largest military forces. We seek to leverage the scale and depth of these commonalities to support the Interim National Security Strategic Guidance and Joint Regional Strategy pillars of a secure hemisphere that protects the security of the American people. Our shared regional and global interests on defense can be expanded through further cooperation and interoperability between our militaries and civilian defense industries.

Protecting U.S. citizen security at home and abroad, a principal element of the Joint Strategic Plan, requires deepening Brazil's commitment with us on border security. This will create opportunities to expand the fight against transnational criminal and terrorist organizations, counter malign actors, cybercriminals, and illicit networks, and prevent illegal immigration. By deepening law enforcement cooperation, we can increase Brazil's capacity to fight crime and corruption in a manner that also protects the human rights of vulnerable populations.

Protection of U.S. citizens also requires a commitment to equal protection under the law. The United States must continue to press Brazil to adhere to its international treaty obligations, especially its obligations under the Hague Convention on International Parental Child Abduction (IPCA). As recent years have shown, a shared commitment to crisis preparedness and infectious disease prevention are essential for protecting U.S. citizens, both in Brazil and at home.

Mission Brazil is one of the "Big Four" consular operations in the world, together with Mexico, India, and China. Consular Team Brazil adjudicated over 750,000 visa applications in fiscal year 2019. Visa overstay rates and illegal border crossings by Brazilians have increased in recent years, however. Thus, the Mission must continue to deter illegal migration while facilitating legitimate travel.

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Objective 3.1 | Enhanced security partnerships improve interoperability and regional stability.

- **Justification |** Crime and corruption are serious problems in Brazil, and both are key challenges to the Joint Regional Strategy goal of a secure, democratic hemisphere. Transnational criminal financing networks that facilitate the flow of drugs, people, weapons, and illicit goods into and through Brazil pose threats to law and order throughout the region. Combatting and dismantling the operations of those networks through improved information sharing, training, and joint operations promotes regional and hemispheric security. Human rights organizations regularly make credible allegations of extrajudicial killings and other human rights abuses by Brazilian law enforcement, particularly within historically marginalized communities. Enhanced law enforcement cooperation will forge strong and lasting ties between our governments and law enforcement institutions, which will result in increased public security, a greater respect for human rights, and improved crisis preparedness and response. The Brazilian military is a first-world military that exports security. The United States will maximize Title XXII authorities, funding, and programs in order to build doctrinal and equipment interoperability and Title X authorities to validate that interoperability through joint exercises and real-world missions.
- **Linkages |** Joint Strategic Plan, Objectives 1.3 and 1.4; JRS, Objectives 3.2 and 3.4
- **Risks |** Risks that threaten regional stability include: low institutional capacity; lack of government resources; corruption; sophisticated transnational criminal organizations; and a history of human rights abuses by Brazilian law enforcement entities. We will mitigate these risks through engagement, training, and capacity building.

Objective 3.2 | As a result of increased U.S.-Brazil cooperation on International Parental Child Abduction, crisis preparedness, and enforcement of international travel requirements, Brazil and the United States are safer for U.S. citizens.

- **Justification** | Protection of U.S. citizens requires a commitment to equal protection under the law. The United States must continue to press Brazil to adhere to its international treaty obligations, especially under the Hague Convention on International Parental Child Abduction (IPCA). As recent years have shown, a shared commitment to crisis preparedness and infectious disease prevention are essential for protecting U.S. citizens, both in Brazil and at home. We must also continue to work with Brazil to deter illegal migration while facilitating legitimate travel.
- **Linkages** | Joint Strategic Plan Objective 1.5; Bureau of Consular Affairs Functional Bureau Strategy, Goal 1 and 3; JRS, Objective 3.1
- **Risks** | Risks if this objective is not achieved include diminished ability to protect U.S. citizens and weakened bilateral preparation for future crisis response. Another risk is increased illegitimate travel to the United States, stretching U.S. capacity to handle migrants at the southern border.

Mission Goal 4 | Strengthen U.S.-Brazil Partnership on Climate Change to enhance Brazil's efforts to implement Nationally Determined Contributions and deforestation targets in line with 1.5-degree Celsius pathways and with a climate-resilient world.

Description | Rapidly escalating global temperatures and climate change present urgent challenges to U.S. interests of peace, security, prosperity, and human well-being. If we fail to address these challenges as a global community, the consequences for people, nature and the planet will be dire and irreversible. Brazil's partnership is central to meeting this global challenge. Brazil is home to 30 percent of the world's tropical rainforests, including 60 percent of the Amazon, hosting the largest and most biodiverse tropical rainforest in the world. Brazil's success in protecting this resource is critical to mitigating the effects of climate change and ultimately preserving the planet's habitability and the health of its flora and fauna, and our shared environment (the "One Health" approach). Mission Brazil's diplomatic efforts will work to reinforce and support Brazil's inherent strengths - tremendous human and technical capital, an energy grid dominated by renewable sources, and the political will of many Brazilians to change, as demonstrated by strong Nationally Determined Contributions (NDC) commitments at COP 26 to put the country on a path to keep global temperatures from rising more than 1.5 degrees centigrade in the coming decades.

To do this, we must assist Brazil's fight against deforestation and forest fires and help to protect threatened biomes that include the Amazon, the Pantanal, the Cerrado, and the Atlantic Forests. These efforts must include the needs, rights, and voices of the indigenous, marginalized, and vulnerable communities that call these regions home, and who disproportionately suffer from the impacts of climate change.

Objective 4.1 | Support Brazil's efforts to mitigate and adapt to climate change and reduce food and water insecurity, particularly among underserved and vulnerable populations.

- **Justification** | Transition from older to more climate-friendly modes of transportation and agricultural techniques have begun around the world but can be facilitated and accelerated in Brazil by US diplomatic engagement. The Mission can support technological and scientific exchanges, promote investments in the green economy and help establish carbon markets. As this transition occurs, our efforts must also address environmental justice, ensuring food and water security for those communities and peoples most affected by the impacts of climate change.
- **Linkages** | Joint Strategic Plan Objective 1.2, JRS Objective 5.2
- **Risks** | Climate change-related extreme weather events and patterns produce often unforeseen immediate shocks that can destabilize agricultural and water supply systems and hit vulnerable populations hardest, causing humanitarian crises and contributing to economic and political instability and irregular migration. We will work to increase capacity for better long-term resilience against climate change. An additional risk is that insufficient resourcing might impede our ability to design and implement the projects needed to support our objectives.

Objective 4.2 | Brazil conserves biodiversity and protects critical ecosystems through reductions in deforestation, environmental crimes, forest fires, and illegal mining and promotes the capacity-building of enforcement agencies and local communities.

- **Justification** | Brazil made commitments at COP26 in line with a 1.5-degree global pathway. These commitments include ending illegal deforestation by 2028; a 50 percent reduction in greenhouse gas emissions below 2005 levels in 2030; and achieving net zero greenhouse gas (GHG) emissions by 2050. Brazil also voiced support for the Glasgow Leaders' Declaration on Forests and the Global Methane Pledge. These efforts were juxtaposed by an increase in deforestation by 22 percent in 2021. Deforestation and forest fires are Brazil's largest source of GHG emissions and threaten other critically endangered biomes. Mission Brazil will partner with Brazil at the federal, state, and

municipal level, as well as with NGOs and the private sector, to help Brazil meet these COP 26 commitments. Post will simultaneously look at the impact of climate change on vulnerable communities, with resilience programs that seek creative ways to encourage governments and civil society organizations to develop more effective natural resource policies and empower local communities and indigenous groups to manage and maintain control over their natural resources and protect native flora and fauna. We will also partner with Brazil to combat environmental crimes, including wildlife and timber trafficking, illegal mining, Illegal, Unregulated and Unreported (IUU) Fishing, and environmental degradation.

- **Linkages** | Joint Strategic Plan Objective 1.2; JRS Objective 5.4
- **Risks** | Economic drivers are responsible for the extreme degradation of forest biomes. Many people derive short term economic benefits from deforestation, including illegal miners, cattle ranchers, land grabbers, timber exporters, and soy producers. The interests of these groups can comprise a significant political barrier against the enforcement of environmental laws and regulations. If these groups perpetrating deforestation prevail, it will have grave consequences not just for the ability of the Mission to accomplish our goals, but for the very survival of the forests and biomes we seek to protect.

4. Management Objectives

Management Objective 1 | Support construction of new Diplomatic facilities in Brasilia, Rio de Janeiro, and Recife to provide safe, efficient, accessible workplaces for Mission staff.

- **Justification** | The Embassy in Brasilia is outdated and does not meet current security standards like primary setback. In addition, the Embassy is not constructed using modern energy-saving technologies. The consulate in Rio de Janeiro also does not meet security standards, with nearly no setback. The consulate in Recife is outdated, overcrowded, and is on security waivers for multiple issues including lack of setback. Supporting construction of these new Diplomatic facilities will remedy security, environmental impact, and overcrowding concerns.
- **Linkages** | This objective is necessary to comply with security standards, accessibility and space standards, and support Department environmental and sustainability goals.
- **Risks** | If this objective is not met, Mission Brazil will be less equipped to meet Department environmental and sustainability goals. The Mission will be out of compliance with physical security standards, and space restrictions will limit the consulates in Recife and Rio's ability to serve growing visa demand. Recife's consulate cannot be brought into compliance with Americans with Disabilities Act or Accessible Buildings Act requirements, limiting our ability to serve all consular service seekers or provide an accessible workplace.

Management Objective 2 | Continue refining Mission-wide recruitment and retention policies and procedures to further the Department’s Diversity, Equity, Inclusion, and Accessibility (DEIA) goals.

- **Justification** | Mission Brazil is fully committed to creating and sustaining an equitable and inclusive work environment. These actions will further support WHA Bureau Pledge on diversity and exemplify the importance of promoting (DEIA) efforts throughout the Mission.
- **Linkages** | JRS Bureau Cross-Cutting Management Objective; Executive Order 13985 (“Advancing Racial Equity and Support for Underserved Communities Through the Federal Government”); Interim National Security Strategy Guidance which calls for combating “systemic racism [by] addressing structures, policies, and practices that contribute to [its effects],” and ensuring “we take advantage of the full diversity of talents required to address today’s complex challenges.”
- **Risks** | If this objective is not implemented, U.S. Mission Brazil risks perpetuating systemic inequities within our Mission community that run contrary to our Mission’s and Administration’s values. Mission morale and productivity will decline if internal inequities go unaddressed. Mission Brazil risks becoming a less attractive employer locally, and employee retention could drop. Also, the Mission will be less effective at advancing DEIA – and thereby strengthening democracy – in our work in Brazil.

Management Objective 3 | Mission-Wide and Post specific Transition Working Groups develop effective policies and promote resiliency for mixed in-office and remote work to successfully transition back to an in-person work environment.

- **Justification |** Mission Brazil did not operate at “all-functions” status five-days a week for nearly two years. As conditions improved and the Mission moved towards a permanent “all-functions” status and a post Covid-19 environment, the Mission established Transition Working Groups to hear and address concerns about returning to the office as well as create a more resilient community. Transition Working Groups at each post address issues specific to local conditions and respond to each community’s needs.
- **Linkages |** Covid Mitigation Process (CMP). One of the primary goals for the CMP is to return the Mission to normal operations and transition from telework to in-office work.
- **Risks |** If this objective is not implemented, Mission Brazil risks lower employee morale and decreased employee engagement, and it will be more difficult to know how to meet employee workplace needs to create a more resilient community. A resurgence of Covid-19, or a regression of the criteria for returning to work outlined in the CMP, could prevent this objective being fully realized.

Management Objective 4 | Develop an effective post-vaccination education program that promotes a healthy work environment, with particular emphasis given to LE staff.

- **Justification |** Brazil experienced a protracted Covid-19 pandemic where the necessary resources for the population to defend itself were delayed. As a result, Mission Brazil's Health Unit stepped up to ensure that Mission personnel were educated on the risks of Covid and empowered with the proper tools to protect themselves, their loved ones, and the Mission community. The Health Unit will continue to work with all Mission personnel to proactively support a healthy work environment, with a specific focus on improving communications and outreach with LE Staff.
- **Linkages |** 21 STATE 99942 Diplomacy Strong Replacement: Covid-19 Mitigation Process (CMP) for Domestic Facilities and Overseas Posts
- **Risks |** If this objective is not implemented, Mission personnel will be less aware of the Health Unit's resources to promote a healthy work environment. In the event of a future variant or wave of Covid-19, staff may be less aware of the risks of non-vaccination and how they can protect their health, resulting in the Mission being less prepared for mitigation.

Management Objective 5 | Improve our cybersecurity posture throughout the Mission by empowering the new Brazil-wide dedicated Information Systems Security Officer (ISSO) who will focus on identifying cybersecurity threats, policy gaps, and implementing and developing an effective training program to address deficiencies throughout the mission.

- **Justification** | The Department of State’s focus on cybersecurity is part of an ongoing national security priority to improve the cybersecurity health of computer systems throughout the U.S. federal government. Mission Brazil requires a robust cybersecurity program with modern tools and dedicated staffing to meet these national priorities.
- **Linkages** | May 2021 Executive Order 14028, “Improving the Nation’s Cybersecurity”; DOS/IRM 2021 CIO Strategic Priority 1: “ensure the Department takes the necessary actions to improve our enterprise-wide cybersecurity posture and practice the appropriate cyber hygiene”; and Office of Inspector General December 2020 report ISP-20-07, “Management Assistance Report: Continued Deficiencies in Performance of Information Systems Security Officer Responsibilities at Overseas Posts.”
- **Risks** | Continuing to rely on the status quo of having ISSO tasks as a peripheral duty for Mission Brazil USDH IRM employees is unsustainable. IRM staff do not have the time, tools, or training to devote the focused effort required to ensure all ISSO tasks are addressed on a rigorous and continuous basis, leaving Mission Brazil vulnerable, and exposing IT infrastructure and systems to a potential cyber-attack.

Management Objective 6 | Improve the sustainability ratings of our facilities under the Greening Diplomacy Initiative (GDI) framework.

- **Justification |** The sustainability survey is an annual assessment tool used by the Department of State to measure overseas posts' sustainability performance. The survey covers several themes that align with the Department's overarching Sustainability Plan, Climate Adaptation and Resilience Plan, and reporting requirements. Mission Brazil will use this survey tool to measure progress towards a more sustainable model.
- **Linkages |** The Department of States's Sustainability Plan, Climate Adaptation and Resilience Plan.
- **Risks |** If this objective is not implemented, the Mission will continue operating in energy inefficient environments and will be unable to improve sustainability performance.