



Integrated Country Strategy

Portugal

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1. Chief of Mission Priorities

The institutions, agreements, and norms underwriting the international order the United States helped to establish are being tested as never before. Reversing these trends is essential to our national security and doing so with our Allies is paramount. As the U.S. National Security Strategy states, the United States must strengthen and stand beside our Allies and pool our collective strength to advance our shared interests and deter common threats.

Our close, friendly, and beneficial bilateral relations reach centuries back in history even before 1791 when formal ties were established. Today, that legacy includes over two centuries of peace and cooperation, the unbreakable bond of the NATO Alliance, and nearly unparalleled deep and wide people-to-people relationships – many with their roots in the 1.5 million-strong Portuguese-American community, including four members of the U.S. Congress. Portugal is therefore a vital partner as we seek to modernize the architecture of international cooperation for the challenges undermining global democracies, from cyber threats to climate change and energy transition; from bolstering Atlantic security to countering the malign economic influence of revisionist powers. For these reasons, the goal of **Strengthen U.S.-Portugal commitment to democracy and prosperity by reinforcing our shared history, geography, and values** is at the top of this Mission's list of priorities.

We will leverage our shared history, geography, and values to expand cooperative relationships between our education, business, and academic institutions. We will promote the values of diversity, equity, inclusion in accessibility throughout our work, including with the Portuguese. We will also use the tools of culinary diplomacy and arts and culture programming to create a shared space to advance our foreign policy goals. To ensure our values remain shared values with Portugal, we will actively engage Portuguese media outlets on the accuracy of coverage about the United States and our policies, because false narratives that go unchallenged carry the day and erode our standing with the Portuguese people.

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This Mission will also devote time and resources to the relationship with the Azores, a region whose people are uniquely connected to the United States, and which hosts the oldest continuously operating U.S. Consulate in the world. In addition to working with partners to support Azores' economic development including in S&T, innovation, and space, the United States will maintain an enduring military presence at Lajes Field on the Azores and will work to address the remaining issues since the 2012 announced Lajes rightsizing. Simultaneously, we will advocate for a forward-focused effort to support Portugal's Atlantic Center, which supports U.S. key objectives related to great power competition, climate challenges, illegal/unreported fishing, and the blue economy in the Atlantic.

Portugal's economic performance prior to the COVID pandemic earned it global respect due to its fiscal discipline combined with social support for its people. Portugal is well positioned for a solid economic recovery. For this reason, **increasing mutual economic growth through investment, cooperation on climate and energy transitions, and via countering non-market and coercive economic practices** is the second mission goal. As the President has said, the United States must pursue a foreign policy that benefits all Americans, not just the elites. We believe such an opportunity exists as Portugal deploys upwards of €20 billion of European Union (EU) recovery funds and budgetary support over the next four years. Portugal has also set a net zero carbon emissions goal by 2030, at which time it plans to have 100% of its power generated by renewables (up from its current 25%). Portugal will use these recovery funds to not only drive its energy transition, but to also rebuild and expand its transportation infrastructure, particularly rail infrastructure. U.S. manufacturers can provide Portugal vital inputs in these sectors, including with Portugal's plans to become a lithium processing hub. From participating in tenders for port operations to supplying goods and services to maritime industries, this Mission will be on the lookout for ways to maximize the success of U.S. companies.

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We will also work to increase ties with Portuguese start-ups, to support our mutual goal of driving innovation in clean energy and science and technology with Portuguese and American innovators working together. Our national labs and world-class academic institutions, including through new state cooperative agreements, as with California, will help increase cooperation in science and technology. We will strengthen this cooperation while using such engagements to raise concerns about targeted PRC-linked investments into critical sectors and its lack of respect for intellectual property and democratic norms. We will expand entrepreneurial programs that modernize and render economies more competitive by targeting women, minorities, and underserved populations.

As a founding member of the NATO Alliance, Portugal has long stood among the nations we count on when confronting challenges to security and peace. In addition to NATO commitments, such as Baltic air policing, Portuguese forces also contribute meaningfully to EU, UN, and U.S.-led operations in the Mediterranean, Africa, and elsewhere. Our third mission goal is to **advance the security of the United States, and its citizens, Allies, and partners through cooperation, to include defense, law enforcement and intelligence, to address global and regional threats and challenges.** We will help Portugal reach its Wales pledge and advocate for industry at opportune times to secure major foreign military sales decisions by Portugal. We will continue to expand our growing law enforcement cooperation to help stamp out transnational crime; reduce drug trafficking; and take to justice those seeking harm to innocent people, including children.

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In foreign policy, Portugal is a committed and disciplined EU member state, hewing closely to the consensus line taken in Brussels on most global issues. Additionally, the Portuguese place a high priority on multilateralism as their foreign policy method of choice beyond the EU. This Mission will use all the tools of traditional and public diplomacy to ensure that to the maximum extent possible, Portugal's inputs to the deliberations of key international institutions, especially the EU and UN, are compatible with the United States' priorities. In particular, the Mission will work closely with Portugal to support Ukraine's fight for democracy through the provision of political, economic and military assistance with an eye to supporting Ukraine's reconstruction. We will also continue to seek and count on Portugal's votes for U.S. and like-minded candidates in key UN institutions and to ensure that China does not disrupt our commitment to a rules-based global order.

This Mission has no higher responsibility than keeping Americans safe, and we will do so while promoting legal travel to the United States by Portuguese, especially to study, research, and help innovate. Recognizing that diversity makes us stronger and smarter, we will continue to conduct DEIA programs, also as part of our public diplomacy work, and promote diverse working teams.

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2. Mission Strategic Framework

Mission Goal 1: Strengthen U.S.-Portugal commitment to democracy and prosperity by reinforcing our shared history, geography, and values.

- **Mission Objective 1.1:** Strengthened Portuguese public, academic, government, and the art & culture community's perceptions of friendship with the United States yields further development of ties.
- **Mission Objective 1.2:** Enhanced cooperation in the Azores and Madeira Islands yields greater U.S. commercial investment in these sub-regions.

Mission Goal 2: Increase mutual economic growth through investment, cooperation on climate and energy security and transitions, and via countering non-market actors, coercive economic practices, and corruption.

- **Mission Objective 2.1:** U.S. exports to Portugal expand.
- **Mission Objective 2.2:** Strengthened relationships in Science, Technology, Engineering, Arts and Mathematics (STEAM) areas contribute to a prosperous and inclusive Portuguese society.
- **Mission Objective 2.3:** The United States and Portugal strengthen public and private sector cooperation on the sustainable commercial use of the ocean, or "Blue Economy."
- **Mission Objective 2.4:** Portugal continues to take progressive steps to ensure the security of its critical infrastructure and economic, research, and development sectors.
- **Mission Objective 2.5:** Increased USG and private partnerships with Portugal that advance both countries' energy security and helps transition away from fossil fuels.

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Mission Goal 3: Advance the security of the United States, and its citizens, Allies, and partners through cooperation, to include defense, law enforcement and intelligence, to address global and regional threats and challenges.

- **Mission Objective 3.1:** Portugal makes steady progress toward improving and expanding its military capabilities and cybersecurity in line with NATO priorities, while simultaneously prioritizing NATO and U.S.-led security and defense missions and programs.
- **Mission Objective 3.2:** Portugal increases its interoperability with U.S. forces while continuing to provide Allies access, basing, and overflight through sovereign Portuguese territory.
- **Mission Objective 3.3:** Portuguese foreign policy supports U.S. policies on the PRC, Russia, Ukraine, North Korea, counterterrorism and related sanctions, and in maintaining the safety and security of U.S. citizens in Portugal.

Management Objective 1: Mission USDH and LE Staff retention and hiring advances diversity, equity, inclusion, and accessibility (DEIA).

Management Objective 2: The Mission modernizes infrastructure and extends asset/equipment lifecycle through preventative maintenance program.

Management Objective 3: Adopt information technology solutions to enhance remote work flexibilities.

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3. Mission Goals and Objectives

Mission Goal 1 | Strengthen U.S.-Portugal commitment to democracy and prosperity by reinforcing our shared history, geography, and values.

Goal 1 Description | As the National Security Strategy states, sustaining a stable and open international system will require us to reinvigorate and modernize our democratic alliances and partnerships around the world. The U.S.-Portuguese alliance is grounded in a more than 200-year unbroken record of positive relations, and the fruits of that relationship are manifest in our deep cooperation in NATO and the vibrancy of the Luso-American community. Actions in support of this goal cultivate the commitment of the Portuguese leadership and society to the alliance with our country and increase Portugal's potential to contribute to the accomplishment of national objectives in all areas.

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Objective 1.1 | Strengthened Portuguese public, academic, government, and the art & culture community's perceptions of friendship with the United States yields further development of ties.

- **Objective 1.1 Justification** | The greatest asset the United States has in the relationship with Portugal is the consensus that the two countries have an enduring and permanent friendship, built on mutual trust, shared values, and common interests. The result of this enduring relationship is that relations with Washington are one of the indispensable vectors of Portuguese foreign relations, along with European institutions and the Lusophone world. This level of trust and friendship has been earned over time and is not to be taken for granted on either side of the relationship. Portugal has shown great interest in deepening our cooperation on mutual interests and working with our Administration, so there are opportunities to be seized in numerous areas. We can also leverage public-private and institutional partnerships with key organizations like the Luso-American Development Foundation and the U.S.-Portugal Fulbright Commission to increase the impact of our outreach. Today, there is increasing competition from our near peers for influence with Portugal. Aggressive competitors present challenges which, if not countered, will erode our influence with both the Portuguese public and government.
- **Objective 1.1 Linkages** | This Objective links directly with the EUR Bureau's Goal 2, Objectives 1 and 3, along with the goal of strengthening our enduring advantages in our National Security Strategy.
- **Objective 1.1 Risks** | Our economic system is at a distinct disadvantage when it comes to competing with rivals that employ a state capital model. We will mitigate this risk by competing on the ground most advantageous to us: people to people and institutional ties. We will not yield any ground in these areas.

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Objective 1.2 | Enhanced cooperation in the Azores and Madeira Islands yields greater U.S. commercial investment in these sub-regions.

- **Objective 1.2 Justification** | The Portuguese Autonomous Region of the Azores occupies a unique place in Portuguese history and its external relations, particularly with the United States. The Consulate in the Azores at Ponta Delgada is the oldest continuously functioning U.S. consulate in the world, dating to 1795. A significant portion of the Portuguese-American community can claim roots in the Azores, and the islands are home to thousands of U.S. citizens, mostly dual citizens. The islands' geography offers major opportunities for the region to play a central role in cutting-edge marine, environmental, and space science. Our competitors also clearly see the Azores' geographic advantages and are eager to exploit them. As is the case with the national government and mainland Portuguese, so too is it with the Regional Government of the Azores and Azoreans: We should not be complacent about our strong ties and influence. While the U.S. presence at Lajes is expected to continue, we should not "rest on our laurels" and assume that this reduced presence will continue to cement our relations with the Azores. Accordingly, we will expand our engagement in the Azores with the goal of expanding our economic ties with the archipelago.
- **Objective 1.2 Linkages** | This objective is directly linked to the EUR Bureau's Goal 3, Objectives 1 and 2, along with goal of strengthening our enduring advantages in our National Security Strategy.
- **Objective 1.2 Risks** | Our competitors can direct investment to strategically significant areas while subsidizing risk for their SOEs. We blunt this advantage by leveraging our unparalleled people to people ties.

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Mission Goal 2 | Increase mutual economic growth through investment, cooperation on climate and energy security and transitions, and via countering non-market actors, coercive economic practices, and corruption.

Goal 2 Description | As both nations work to rebuild and recover from the COVID-19 global pandemic, energy shocks due to Russia's invasion of Ukraine, food insecurity, and inflationary pressures, we will look for mutually supportive ways to increase economic growth for both nations. We will support the National Security Strategy by ensuring that our economic engagement with Portugal will serve all Americans, not just the privileged few. At the same time the Mission Goal focuses on combating the number one challenge facing human civilization today, global climate change, by focusing on advancing energy transitions in both nations. This Mission Goal also combines our National Security objectives of working with partners and Allies to tackle the climate crisis, and reinforce the existing rules based international order.

Objective 2.1 | U.S. exports to Portugal expand.

- **Objective 2.1 Justification** | With Portugal set to deploy €17 billion of EU recovery funds and budgetary support over four years, we will focus our export promotion efforts in key sectors: Transportation, Aerospace, Energy, Defense, ICT, and Medical Devices. These sectors were chosen to match up with Portugal's recovery plan outlays, such as Transportation and Energy, or because they represent a comparative advantage for U.S. industry. We will also work to attract inward investment from Portugal, particularly from Portuguese start-ups. We believe that attracting innovative Portuguese entrepreneurs to the United States will result in strong employment generation potential for decades to come.
- **Objective 2.1 Linkages** | This objective links directly with the EUR Bureau's Goal 3, Objective 1, along with the National Security Strategy goal of ensuring that our economic foreign policy works for all Americans.

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- **Objective 2.1 Risks** | There is always the risk that our exports will be crowded-out by the actions of non-market suppliers like PRC-linked entities that undercut Western suppliers for political ends and potential corruption in the public procurement sphere.

Objective 2.2 | Strengthened relationships in Science, Technology, Engineering, Arts and Mathematics (STEAM) areas contribute to a prosperous and inclusive Portuguese society.

- **Objective 2.2 Justification** | The United States' comparative advantage in STEAM is unrivalled and therefore an ideal area to both expand our bilateral cooperation and counter the malign influence of non-market actors. Coupling this comparative advantage with combating climate change and enhancing our collective response to global health challenges will only increase the benefits toward achieving our national security goals. We also see STEAM as an area ripe for promoting our values of diversity and inclusion. Portugal boasts a greater number of women scientists than men scientists. We will leverage this and other positive aspects of Portuguese society to promote entrepreneurship among and elevate the work of women, minorities, and underserved populations.
- **Objective 2.2 Linkages** | This objective links with multiple Objectives under the EUR Bureau's Goals 2, 3, and 4. It also links with the goals of combating climate change, enhancing global health, and prevailing in strategic competition with China.
- **Objective 2.2 Risks** | The primary risk to this objective is the lack of programmatic funding to our ECON section, which together with FCS will have the lead on this objective. We will mitigate this risk by applying for grants funding from OES, seeking invitational speakers on ESTH topics, and exploiting to the greatest extent possible programmatic funding streams managed by PDS.

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Objective 2.3 | The United States and Portugal strengthen public and private sector cooperation on the sustainable commercial use of the ocean, or “Blue Economy.”

- **Objective 2.3 Justification** | Portugal has one of Europe’s largest Exclusive Economic Zones in Europe, and this zone could more than double if the Commission on the Limits of the Continental Shelf accepts Portugal’s claim of an extended continental shelf. Accordingly, Portugal has one of the largest global potentials to develop its Blue Economy and is now developing extensive plans from undersea mining to academic research and conservation. The United States is well positioned by geography and historic ties to help Portugal responsibly and sustainably develop its Blue Economy, while reaping the benefits of supplying Portuguese marine industries with world-class inputs. Additionally, Portugal’s hosting in June 2022 of the UN Oceans Conference presents exciting engagement opportunities that we believe will yield positive results on cooperation for years to come.
- **Objective 2.3 Linkages** | This Objective links with the EUR Bureau’s Goal 3, Objective 1, and with several priorities outlined in the National Security Strategy.
- **Objective 2.3 Risks** | The greatest risk to this Objective is for a near peer competitor to displace the United States as Portugal’s partner of choice in the marine sector. We will mitigate this risk through robust engagement with Portuguese public and private stakeholders in the Blue Economy.

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Objective 2.4 | Portugal continues to take progressive steps to ensure the security of its critical infrastructure and economic, research, and development sectors.

- **Objective 2.4 Justification** | Despite our harmonious bilateral relations across most issues, Portugal's sanguine approach to the PRC is a significant and growing bilateral irritant. Simply put, the GoP does not acknowledge the threat the dramatic increase in PRC-linked investment and research and development over the last several years represents to Portugal's national security and sovereignty. In addition, attacks on public and private sector IT platforms belies the need for critical cybersecurity improvements. While it is unrealistic to expect any country's private sector or academia not to seek economic partnerships with PRC firms, we should expect that Portugal takes steps to protect itself from PRC-linked entities investing in its critical sectors, particularly in telecommunications. Cyber attackers continue to exploit cyber security weakness by both public and private institutions, stealing critical data and extorting private enterprises in the process.
- **Objective 2.4 Linkages** | This Objective links with multiple objectives in EUR Bureau Goals 2 and 3, along with our Interim National Strategic Security Guidance goal of prevailing in strategic competition with China.
- **Objective 2.4 Risks** | The single greatest risk to this Objective is if PRC-linked entities continue to significantly undercut Western suppliers and infrastructure investors. Cybersecurity improvements, particularly in government institutions, will require a significant increase in resources, which the government of Portugal must decide to prioritize in a time of tight budgets and rising public sector needs.

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Objective 2.5 | Increased USG and private partnerships with Portugal that advance both countries' energy security and helps transition away from fossil fuels.

- **Objective 2.5 Justification |** Portugal has been a leader in the uptake of renewable energy domestically and its largest energy company Energias de Portugal (EDP) is a significant and expanding renewable energy investor in the United States. Portugal is also working to develop its significant lithium deposits – a strategic mineral that is vital for the global energy transition. Under the Standing Bilateral Commission, we have already had fruitful discussions on cooperation in energy transition, to include lithium development. We will now operationalize these initial discussions by establishing cooperative partnerships between USG and private sector entities and their Portuguese counterparts. Portugal's proactive approach to energy transition and our comparative advantage in this sector will yield positive cooperation and deepening of ties for years to come.
- **Objective 2.5 Linkages |** This objective links with EUR Bureau's Goal 3, Objectives 1 and 4, along with our climate change and energy transition goals in the National Security Strategy.
- **Objective 2.5 Risks |** A change in the U.S. administration signals a shift away from climate change and energy transition policy objectives.

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Mission Goal 3 | Advance the security of the United States, and its citizens, Allies, and partners through cooperation, to include defense, law enforcement and intelligence, to address global and regional threats and challenges.

Goal 3 Description | Our National Security Strategy places strong emphasis on reinvigorating and modernizing our alliances and partnerships to enhance the security and safety of Americans. Portugal has been a steadfast member of NATO since its inception, and we enjoy outstanding law enforcement cooperation with Portuguese agencies. These strong relationships have come about through continuous and comprehensive engagement and relationship building on the part of Mission Portugal. We will continue to work to maintain and improve Portugal's contributions to NATO, commensurate with their abilities, funding, and comparative advantages, and expand our law enforcement cooperation – particularly in information sharing.

Objective 3.1 | Portugal makes steady progress toward improving and expanding its military capabilities and cybersecurity in line with NATO priorities, while simultaneously prioritizing NATO and U.S.-led security and defense missions and programs.

- **Objective 3.1 Justification** | The pledge taken by Allies at the 2014 NATO Summit in Wales marked an historic turning point for the post-Cold War Alliance. By agreeing to raise defense spending to 2 percent of GDP, with at least 20 percent going to major equipment, including related research and development, Allies took a collective decision to reverse the steady decline in NATO's capabilities and address the imbalance in military contributions between the United States and its partners. With its high-quality, trained, and motivated forces, Portugal can add considerably to NATO's aggregate capability and contribute more in areas where it has specific expertise. We will ensure that the National Security Strategy is communicated effectively to all Portuguese stakeholders, and work with our Portuguese partners to promote defense spending choices that maximize the contribution Portugal can make to global security.

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- **Objective 3.1 Linkages** | This objective links with EUR Bureau's Goal 1, Objectives 1 and 2, along with our National Security Strategy as noted above.
- **Objective 3.1 Risks** | The continued economic fallout from the COVID pandemic may further reduce Portugal's defense budget and therefore military capabilities and readiness.

Objective 3.2 | Portugal increases its interoperability with U.S. forces while continuing to provide Allies access, basing, and overflight through sovereign Portuguese territory.

- **Objective 3.2 Justification** | Portugal has undertaken a variety of deployments under both NATO and Alliance auspices. Its transatlantic and NATO foreign policy focus, coupled with its willingness to deploy forces, ensures that Portugal will need to regularly train with U.S. forces to maintain its readiness and interoperability. Mission Portugal will take every opportunity to see that Portugal has continued exposure to U.S. forces and operational doctrine and is given every opportunity to integrate with U.S. armed forces while in country, during shared exercises, and while on shared deployments. At the same time, we will work to reduce long-standing bilateral political-military irritants that can impede our cooperation.
- **Objective 3.2 Linkages** | This objective links with the EUR Bureau's Goal 1, Objectives 1, 2, and 4, along with the National Security Strategy.
- **Objective 3.2 Risks** | The continued economic fallout from the COVID pandemic and a possible economic recession may further reduce Portugal's defense budget and therefore military capabilities and readiness. Lack of DOD authorities to address legacy environmental issues at Lajes is another risk to future cooperation.

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Objective 3.3 | Portuguese foreign policy supports U.S. policies on the PRC, Russia, Ukraine, North Korea, counterterrorism and related sanctions, and in maintaining the safety and security of U.S. citizens in Portugal.

- **Objective 3.3 Justification** | Portugal is a close and reliable Ally, with a long history of stalwart support for Atlanticism. Effective advocacy by this Mission on key issues for the U.S. will unlock ways to cooperate more fully with this globally respected and capable Ally, which in turn will offer an encouraging example of a beneficial bilateral relationship to other nations. Finally, protecting the American community in Portugal – be they dual citizens or legal residents who live in Portugal permanently, Portuguese-Americans visiting loved ones, or tourists taking in the sights of Lisbon for a few days – is a fundamental responsibility of this Mission. If we are not accomplishing this mission, we are failing. Closely related to this is ensuring that the means and routes – both tangible and virtual – connecting the U.S. and Portugal are closed off permanently to transnational criminals, narcotics, and human trafficking.
- **Objective 3.3 Linkages** | This objective links with multiple Objectives in Goals 1 and 4 in EUR Bureau's Joint Regional Strategy.
- **Objective 3.3 Risks** | Reduced GoP budgetary resources and shifts in key Portuguese law enforcement personnel are risks to this Objective. We will work to expand our law enforcement contacts to help mitigate this risk.

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4. Management Objectives

Management Objective 1 | Mission USDH and LE Staff retention and hiring advances diversity, equity, inclusion, and accessibility (DEIA).

- **Management Objective 1 Justification** | Focus on retention and recruitment to increase equity, inclusion, and accessibility, and reflect diversity. Mission Portugal will continue to prioritize ways to increase diversity in recruitment efforts in all aspects of the hiring process. Specifically with respect to the USDH and EFM hiring processes, Lisbon's Human Resources (HR) section will partner with Department stakeholders to leverage and implement new programs aimed at reaching target audiences. Lisbon HR will be proactive by volunteering to participate in pilot projects and initiatives to include panel interviews and other efforts designed to mitigate unconscious bias. Additionally, Lisbon's MGT section working through the Community Liaison Office and partnering with post's DEIA Council will continue holding new, community-wide social and professional development programs and events designed to increase the Mission community's awareness of the importance of DEIA efforts in the workplace. On the LE staff side, Lisbon HR will seek out new ways to express our “lived reality” on the lack of an LE Staff wage increase since 2009 and increase opportunities to reach underrepresented groups who might not otherwise know about Mission employment vacancies.
- **Management Objective 1 Linkages** | This Objective links with EUR Bureau Management Goal, and our National Security Strategy, and our Joint Strategic Plan Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.
- **Management Objective 1 Risks** | Mission can only offer LE Staff wages in concert with Department-approved wage table; therefore, LE Staff will continue to suffer in recruitment and retention until wages increase. Mission can only hire USDHs from the general population pool of USG agencies. Therefore, Mission Portugal can only be as diverse as the USG agencies' employee pools.

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Management Objective 2 | The Mission modernizes infrastructure and extends asset/equipment lifecycle through preventative maintenance program.

- **Management Objective 2 Justification |** As a legacy Chancery and older Chief of Mission Residence known as Casa Carlucci, Mission facilities increasingly present challenges as they age. Admittedly, the spacious facilities did provide some distinct advantages when the COVID-19 global pandemic struck, but it also reinforced the need for the Mission to make preventative maintenance initiatives a priority in order to provide employees a safe and comfortable environment to meet Mission goals. Recent efforts by the Mission's Facility team to replace the Chancery's switchgear in addition to a project to catalogue Embassy Lisbon assets represented progress – but more can be done to extend the life of the building and improve overall working conditions. A special emphasis on implementing facilities maintenance projects that have a positive environmental impact also deserve support and attention. Additionally, Lisbon's Facility Manager (FM) will need to work closely with Lisbon HR to adapt to new requirements that may require staffing adjustments to meet new challenges and requirements. While that may be challenging, adaptability and the ability to react quickly to a changing world is necessary to respond to global policy challenges.
- **Management Objective 2 Linkages |** This objective links with Joint Strategic Plan Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.
- **Management Objective 2 Risks |** The potential risk here is the lack of funds to accomplish this goal.

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Management Objective 3 | Adopt information technology solutions to enhance remote work flexibilities.

- **Management Objective 3 Justification |** The COVID-19 pandemic unwittingly expedited the global pivot to several platforms that allowed Mission Portugal to continue working outside Mission facilities and meet, and in some cases exceed, Mission goals. On the other hand, at times IT accessibility issues made accomplishing work tasks a challenge. Mission Portugal's Information Resource Management (IRM) section will continue to work with Washington stakeholders in order to seek new tools and equipment that will allow employees to work as effectively and efficiently as possible in remote environments. Additionally, Lisbon IRM should continue to be proactive in training employees on the latest technological advances to improve employees' abilities to work remotely.
- **Management Objective 3 Linkages |** This objective links with the Joint Strategic Plan Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.
- **Management Objective 3 Risks |** Ongoing training for users; users saving files to old locations vice to SharePoint.

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