



Integrated Country Strategy

U.S. Mission to the UN Agencies in Rome

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1. Chief of Mission Priorities

Nearly one in three people worldwide faces moderate to severe food insecurity. Tragically, after several years of progress, hunger and malnutrition are once again on the rise, driven by conflict, COVID-19, and climate change. Russia's unprovoked and unjustified military invasion of Ukraine is certain to further exacerbate these punishing trends for the foreseeable future. U.S. leadership is imperative to mobilize the world behind the most effective solutions to address collective challenges such as transforming global food systems, improving access to justice, and preserving irreplaceable cultural heritage. We know success will require tenacious diplomacy and the promotion of innovations, especially those that enable climate-smart agriculture, as agriculture and food systems adapt to a changing climate. We pursue these efforts not only because it is the right thing to do, but because food and water security abroad leads directly to peace, stability, and prosperity at home.

The U.S. Mission to the UN Agencies in Rome (USUN Rome) advances U.S. national security while saving lives through three lines of effort: we improve global food security and address climate change through re-energized U.S. multilateral leadership; we strengthen Rome-based international organizations' responses to crises and resilience-building to shocks; and we promote good governance and oversight to protect the integrity of the UN system and ensure effective use of U.S. taxpayer contributions.

In partnership with the UN food security agencies, we defend and improve global access to food and nutrition, innovation, markets, and technical expertise, creating pathways to improved lives and livelihoods across all food systems. The \$8 trillion global food chain represents a remarkable opportunity for agricultural communities to achieve long-term economic, social, and environmental sustainability. Economic development, in turn, improves rural resilience to inevitable crises; we cannot tolerate situations in which vulnerable communities are left with the choice to either migrate or starve. The rule of law and shared cultural heritage also underpin long-term peace and sustainable development.

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When crises do occur, the United States promotes effective, transparent, and inclusive humanitarian interventions by the World Food Program (WFP) and other key actors. This is our responsibility to the U.S. taxpayer, who generously provided more than 40% of overall WFP resources in 2020-2021, saving millions of lives. USUN Rome partners with WFP and the Food and Agriculture Organization (FAO) to raise global awareness about the interlinkages between instability, insecurity, hunger, and malnutrition. Consistent with UN Security Council (UNSC) Resolution 2417 condemning the starving of civilians as a method of warfare, we work together to advocate for timely and adequate humanitarian access to conflict areas. We will sustain and build upon the attention focused on rising global hunger that resulted from WFP's winning the 2020 Nobel Peace Prize, the 2021 UN Food Systems Summit, and President Biden's \$10 billion investment in transforming domestic and international food systems to accelerate progress toward ending global hunger. We also insist on aggressive measures to deter, investigate, and punish unconscionable sexual exploitation and abuse and instill zero tolerance workplace cultures in international organizations.

USUN Rome's commitment to safeguarding U.S. funds, and ensuring good stewardship of resources, extends to all six Rome-based multilateral agencies (RBAs). Our oversight guards against waste and abuse and prioritizes RBA accountability via strong internal systems of oversight, clear performance objectives, strengthened electoral processes, and credible impact evaluations. On the administrative front, we promote transparency, safeguards for whistleblowers, diversity and inclusion at all levels, and the hiring of qualified U.S. citizens. Programmatically, we believe food systems actors should have access to "all the tools in the toolbox," in order to select the right technologies and techniques for their unique situation. We are driving increasing RBA recognition of the private sector – in all its manifestations, from family farms to collectives to corporations – as an irreplaceable source of know-how, innovation, and resources.

The RBAs form part of the broader UN and multilateral systems, now under pressure from Russia's military aggression in addition to countries that seek to subvert our collective pursuit of sustainable development and peace in favor of nationalist aims. USUN Rome builds coalitions to forcefully condemn violations of the UN charter and defend the integrity of the

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rules-based, international order. We keep the RBAs focused on the most urgent threats to global security, which include the immense and immediate needs of the world's most vulnerable communities.

None of the above would be possible without holding ourselves accountable. We prioritize career development of staff while promoting diversity, equity, inclusion and accessibility, internally and via our oversight of the RBAs. We maximize the impact of official travel and representational events, such that USUN Rome activities lead to measurable reductions in the unacceptably high global rates of hunger and poverty. We are cognizant of the immense responsibility incumbent on this Mission to uphold U.S. global leadership, save lives, deter crises by improving communities' resilience, and ultimately deliver for the American people.

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2. Mission Strategic Framework

Mission Goal 1: Showcase U.S. Leadership in the Multilateral System to Promote Global Food Security and Address Climate Change

- **Mission Objective 1.1:** RBAs prioritize activities that deliver the greatest economic and nutritional gains while responding to climate change and persistent gender inequities.
- **Mission Objective 1.2:** RBAs promote science, technology, entrepreneurship, data, innovation, and trade as integral components of sustainable rural economics and local and global food systems.
- **Mission Objective 1.3:** U.S. global leadership to defend the rules-based international order, improve global food security, and strengthen the rule of law receives due attention on global stage.

Mission Goal 2: Foster Strengthened RBA Responses to Global Crises and Resilience-Building to Shocks

- **Mission Objective 2.1:** Support effective humanitarian interventions in response to rising needs caused by conflict, political instability, poverty, droughts and floods, disease, pandemics, pests, and climate change.
- **Mission Objective 2.2:** Partner with the RBAs to improve country-level preparedness and reduce the need for costly humanitarian interventions.

Mission Goal 3: Project U.S. Values and Promote Rules-Based Governance and Integrity at the RBAs, Focusing on Oversight, Elections, and Hiring

- **Mission Objective 3.1:** RBAs adopt best practices to safeguard the integrity and confidentiality of elections and high-level appointments; attract and develop a talented and inclusive workforce, with U.S. staffing levels proportionate to U.S. contributions;

and deter and prevent harassment, abuse of power, discrimination, waste, and corruption.

- **Mission Objective 3.2:** Expose and defeat attempts by any single country to promote its foreign policy initiatives and/or ideology at the expense of the agreed UN sustainable development goals.

Management Objective 1: USUN Rome derives maximum impact from Mission outreach, travel, representation events, and trainings, as well as official visits to Rome, advancing Mission objectives in the most cost-effective and efficient manner.

Management Objective 2: USUN Rome achieves near and long-term productivity gains via staff development, emphasizing diversity, equity and inclusion, and encouraging workplace flexibilities including the uptake of helpful technologies.

3. Mission Goals and Objectives

Mission Goal 1 | Showcase U.S. Leadership in the Multilateral System to Promote Global Food Security and Address Climate Change

Description | As President Biden has repeatedly emphasized, today's accelerating global challenges require U.S. leadership to mobilize global action. Worsening food insecurity, the escalating climate crisis, drought and water scarcity, international economic disruptions, protracted humanitarian crises, and political and economic refugees do not respect borders or walls. They are also closely interlinked, with food insecurity exacerbating political and economic insecurity and vice versa. As the largest single contributor to all six RBAs, the United States assumes an outsized role in ensuring the Rome-based multilateral organizations maximize their contribution to the global response to these complex challenges. We build coalitions of countries and other stakeholders to raise awareness of the destabilizing geopolitical impact of food insecurity, and we promote identification and adoption of the most effective, enduring, and sustainable solutions. This includes strengthening the rule of law, improving access to expertise, technology, and markets, and promoting inclusive growth that maximizes the talents of women and youth.

Objective 1.1 | RBAs prioritize activities that deliver the greatest economic and nutritional gains while responding to climate change and persistent gender inequities.

- **Justification |** RBA decisions shape global food systems, emergency humanitarian interventions, and economic development strategies. Partnering with the RBAs benefits U.S. interests through the RBAs' international convening authority, staff expertise, development capacity building at country level, and relationships with host country officials and local stakeholders. USUN Rome advocates for the RBAs to channel limited resources to interventions with the greatest expected impact, reflecting current evidence and science-based understandings. This includes assisting vulnerable groups in the world's least developed countries, reaching larger and more diverse audiences via

the Internet, and designing discrete strategies to address climate change and to empower women and youth.

- **Linkages** | Interim National Security Strategic Guidance (2021); U.S. Government Global Food Security Strategy FY2022-2026, Objectives 1-3; U.S. Department of State - USAID Joint Strategy Plan FY2022-2026, Goals 1-3; U.S. Strategy for Addressing the Root Causes of Migration in Central America, Pillars 1-2; U.S. Strategy on Countering Corruption, Pillar 5
- **Risks** | To avoid normative proposals not grounded in science or evidence, USUN Rome will insist that RBA programs and norms are designed to deliver impact based on clear evidence.

Objective 1.2 | RBAs promote science, technology, entrepreneurship, data, innovation, and trade as integral components of sustainable rural economics and local and global food systems.

- **Justification** | Global food systems need to produce more with less. In order to improve nutritional outcomes while positioning agriculture as part of the solution to climate change, we must leverage all existing sources of know-how, technology, and innovation. Key U.S. initiatives launched to accelerate this urgent transition include the Agriculture Innovation Mission for Climate (AIM4C, with the United Arab Emirates) and the Sustainable Productivity Growth Coalition. USUN Rome will also remain vigilant and rally coalitions against appeals to impose regulations that would limit producers' choices based on agricultural assertions not grounded in evidence or science.
- **Linkages** | Interim National Security Strategic Guidance (2021); U.S. Government Global Food Security Strategy FY2022-2026, Objectives 1-3; FY2022-2026 Department of State and USAID Joint Strategy Plan, Goals 1-2; USAID Digital Strategy 2020-2024, Strategic Objectives 1-2
- **Risks** | To prevent developing countries from being denied the benefits of science, innovation, and trade, we will amplify calls from key stakeholders from developing countries for access to modern technology, capital, and markets.

Objective 1.3 | U.S. leadership on food security, emergency response, rule of law – and the interlinkages among them – featured on global agenda.

- **Justification** | Food security and the rule of law are indispensable components of global peace, security, and economic development. Designing effective interventions to improve food security and access to justice, especially in the face of complex challenges posed by conflict, climate change and Covid-19, will require urgent and sustained global attention. UN Security Council (UNSC) Resolution 2417 condemning starvation as a method of warfare, a U.S.-chaired UNSC meeting in March 2021 on the persistence use of such tactics, and WFP's winning the 2020 Nobel Peace Prize all brought much-needed attention to the worsening problem of global food insecurity and its geopolitical significance. Russia's unprovoked and unjustified invasion of Ukraine has created a massive, new humanitarian crisis while also clearly demonstrating the interlinkages between conflict, global food systems, and hunger. The UN Secretary General's Food Systems Summit in September 2021 showcased U.S. multilateral leadership, with President Biden announcing a commitment of \$10 billion dollars towards food security efforts at home and abroad, \$5 billion via Feed the Future, the U.S. initiative to end global hunger and malnutrition. High-level focus on the rule of law similarly underscores long-term U.S. multilateral leadership, to include U.S. advocacy for Sustainable Development Goal (SDG) 16 (Peace, Justice, and Strong Institutions) during the SDG negotiations.
- **Linkages** | Interim National Security Strategic Guidance (2021); U.S. Government Global Food Security Strategy 2022-2026, Objectives 1-3; FY2022-2026 Department of State and USAID Joint Strategy Plan, Goals 1-4; U.S. Strategy on Countering Corruption, Pillars 4-5
- **Risks** | If food security and the rule of law are not prioritized in global policy discussions, they will impose themselves on the global agenda by undermining political-economic stability and local resilience to external shocks.

Mission Goal 2 | Foster Strengthened RBA Responses to Global Crises and Resilience-Building to Shocks.

Description | Rising global food insecurity has been driven by an increasing number of conflicts, the global climate crisis and economic shocks; conflict continues to be the primary driver of acute food insecurity. An estimated 720 to 811 million people were undernourished in 2020, representing an estimated increase of between 118 and 161 million people relative to the previous year. Russia's aggression in Ukraine has created millions of refugees and displaced persons while also significantly increasing the costs of procuring and delivering food assistance for all populations in need.

In addition to saving lives and mitigating suffering, timely and effective humanitarian assistance can deter large-scale population movement, mitigate significant economic damage, substantially improve recovery times, and build resilience. Coordination and effective disaster response systems are critical to mitigating the human and economic impact of disasters and complex emergencies. Rome is the hub for global food assistance and logistical capability for humanitarian response, and USUN Rome's leadership through the RBAs strengthens food security and nutrition programs that save lives and address the root causes of hunger and disease.

USUN Rome promotes resilience that strengthens the capacity of governments and populations to reduce vulnerability and better respond to disaster shocks, with the goal of breaking the cycles of emergencies and the need for external relief. USUN Rome will work with the RBAs to fight hunger, alleviate poverty, and foster sustainable development to promote healthy, educated, and productive populations in developing countries. Our end goal is inclusive and trade-oriented economic growth that protects and empowers members of marginalized groups.

Objective 2.1 | Support effective humanitarian interventions in response to rising needs caused by conflict, political instability, poverty, droughts and flood, disease, pandemics, pests, and climate change.

- **Justification** | Conflict, climate change, and the challenges of COVID-19 resulted in unprecedented food insecurity in 2021, with more than 280 million people estimated to be food insecure and in need of humanitarian assistance. Furthermore, in 2021, 41 million people in 43 countries were at risk of famine. In order to confront this challenge, the RBAs need to both mobilize additional resources and to make best use of existing resources. USUN will support the RBAs to continue to provide world-class humanitarian response while working for longer-term solutions that increase local resilience to shocks and improve livelihoods. USUN will also continue to encourage RBAs to implement conflict-sensitive programming, to limit conflict's deleterious impact on humanitarian response.
- **Linkages** | Interim National Security Strategic Guidance (2021); U.S. Government Global Food Security Strategy FY2022-2026, Objectives 2-3; U.S. Department of State - USAID Joint Strategy Plan FY2022-2026, Goals 1-3 and 5; U.S. Strategy for Addressing the Root Causes of Migration in Central America, Pillar 1
- **Risks** | Effective humanitarian interventions prevent the spread of instability from conflict zones.

Objective 2.2 | Partner with RBAs to improve country-level, emergency preparedness and reduce the need for costly humanitarian interventions.

- **Justification** | Emergency humanitarian interventions are exponentially more expensive than building capacity for countries to anticipate, detect, and overcome external shocks, before they precipitate full-blown crises. Limited funding is therefore another compelling reason to encourage the RBAs to integrate resilience measures into emergency responses. Early warning systems can be highly effective, especially in the often isolated, rural communities in which the RBAs operate. In addition, FAO forms part of the Tripartite Alliance focused on "sharing responsibilities and coordinating global activities to address health risks at the human-animal-ecosystems interfaces," alongside the World Health Organization and the Organization on Animal Health. In December 2021, the United States announced that it would provide \$580 million to

seven multilateral partners, including \$10 million to the FAO, “to support the critical work they are doing to help end the pandemic, strengthen public health systems, and provide urgent relief.”

- **Linkages** | Interim National Security Strategic Guidance (2021); U.S. Government Global Food Security Strategy FY2022-2026, Objectives 2-3; U.S. Department of State - USAID Joint Strategy Plan FY2022-2026, Goals 1-2
- **Risks** | Failure to adequately prevent and prepare for future crises will overtax global response capabilities and jeopardize U.S. security and prosperity.

Mission Goal 3 | Project U.S. Values and Promote Rules-Based Governance and Integrity at the RBAs, Focusing on Oversight, Elections, and Hiring

Description | The Rome-based UN food security agencies are critically important to the impact and global perceptions of broader UN efforts to provide emergency humanitarian assistance and stimulate economic development. WFP, for example, runs the UN Humanitarian Air Service and provides life-saving nutrition during acute and protracted crises. Collectively, the RBAs have a large presence in rural communities and an outsized impact on prospects for agriculture-led development, peace, and regional stability. The RBAs also manage large databases that track local agricultural conditions, private enterprise, and agricultural trade.

Proactive U.S. oversight, in partnership with a diverse range of Rome-based delegations and RBA staff, guards against the diversion and/or misuse of RBA resources and preserves UN system integrity. With food insecurity on the rise due to conflict, climate change, and Covid-19, we must ensure the RBAs account for and maximize the impact of every dollar designated for emergency or development assistance. We must also ensure the RBAs speak out on the humanitarian and food secure implications of Russia’s war of choice in Ukraine, while denying Russia leadership positions at the Rome-based humanitarian and development agencies charged with responding to this unnecessary crisis. Public-private partnerships, technology, and big data are critical for extending the impact of limited financial resources; we must aggressively identify and close any potential vulnerabilities that could result in their

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unauthorized exploitation. More broadly, USUN Rome will continue to strengthen organizational integrity including through internal management reform and electoral procedures and vigorously oppose attempts by individual member states to insert ideological language in RBA documents and/or promote signature foreign policy initiatives via the RBAs.

Ultimately, the RBAs' most valuable asset is their dedicated, professional staff. USUN Rome promotes transparent processes for elections, appointments, hiring and evaluations. We insist upon safeguards for whistleblowers and zero tolerance for harassment and abuse. We expect these efforts will encourage qualified U.S. nationals to step forward and join the RBAs, contributing to the fight to end hunger and poverty in numbers and at levels proportionate to U.S. contributions at each RBA.

Objective 3.1 | RBAs safeguard the integrity and confidentiality of elections and high-level appointments; attract and develop a talented and inclusive workforce, with U.S. staffing levels proportionate to U.S. contributions; and deter and prevent harassment, abuse of power, discrimination, waste and corruption.

- **Justification** | USUN Rome's primary objective is oversight of RBA processes and programs, to which we contributed nearly \$4 billion in 2020. We achieve effective oversight through our participation in RBA governance meetings and our proactive bilateral and multilateral engagement with RBA leadership and staff, other Rome-based delegations, and key USG and non-state stakeholders. We encourage the RBAs to adopt and implement best practices in governance, transparency, elections, and inclusion, in order to safeguard limited resources and draw out maximum impact from their talented and dedicated work force. Safeguards against corruption, sexual exploitation and abuse, and all forms of harassment and discrimination are crucial to avoiding debilitating internal crises and keeping the RBAs focused instead on delivering impact where it is most needed. Sound leadership is fundamental; USUN Rome is intensely focused on ensuring transparency in hiring and electoral processes, to attract and retain the best possible leaders who enjoy the full confidence of RBA member states.
- **Linkages** | Interim National Security Strategic Guidance (2021)

- **Risks** | Privileging national interests over member-agreed initiatives undermines the UN integrity. Corruption, abuse, and/or mismanagement divert limited resources. Crisis-affected populations are vulnerable to exploitation.

Objective 3.2 | Expose and defeat attempts by any single country to promote its foreign policy initiatives and/or ideology at the expense of the agreed UN sustainable development goals.

- **Justification** | The United Nations has helped reduce the prevalence of international conflict, prevent a nuclear war, lift millions out of poverty, and advance human rights. It remains the sole venue for reaching consensus on global action in response to complex global challenges, including climate change and COVID-19. As Secretary Blinken underscored in remarks to the UNSC in May 2021, however, the rules-based international order is in jeopardy due to resurgent nationalism, rising repression, and international rivalry. Indeed, Russia's unprovoked invasion of Ukraine represents a blatant violation of the UN Charter and disregard for the most basic principles of international law; Russia's military forces now stand accused of war crimes. USUN Rome will continue to work with any and all UN member states to keep the RBAs focused on their urgent mandates, including the need to speak out against Russia's invasion to highlight its disastrous impact on existing humanitarian crises, global food security, and the rules-based international order. The overwhelming majority of RBA members are prepared to work together to make progress towards eliminating hunger, enabling agricultural-led rural development, and protecting human dignity and our shared cultural heritage. We are confident that cooperation among different countries – regardless of regional, political, or economic differences – can serve as an example to our counterparts in other UN and multilateral settings. The UN Sustainable Development Goals (SDGs) represent an important tool to keep the RBAs focused on agreed objectives, rather than individual countries' ideology or signature foreign policy initiatives.
- **Linkages** | Interim National Security Strategic Guidance (2021); USAID Digital Strategy 2020-2024, Strategic Objective 1

- **Risks** | If countries succeed in circumventing UN rules in order to secure leadership positions and/or UN endorsement of national policies and programs, it will divide member states, divert limited resources from the world's most pressing needs, and undermine trust in UN entities and the multilateral system as a whole.

4. Management Objectives

Management Objective 1 | USUN Rome derives maximum impact from Mission outreach, travel, representation events, and trainings, as well as official visits to Rome, advancing Mission objectives in the most cost-effective and efficient manner.

- **Justification** | USUN Rome is a small, dynamic Mission. We reaffirm U.S. multilateral leadership and ensure proper stewardship of nearly \$4 billion in annual U.S. contributions to the RBAs through our participation in dozens of RBA oversight committee meetings and high-level events each month. We negotiate across the RBAs' 194 member states and thousands of staff, partnering with U.S. Embassy Rome and U.S. Embassy to the Holy See to capitalize on visits to Rome by senior administration officials, Congress, and civil society. Travel to RBA projects is fundamental to understanding RBA operations and impact. High-level travel also creates opportunities to highlight the practical impact of U.S. funding for multiple audiences.
- **Linkages** | Interim National Security Strategic Guidance (2021); U.S. Government Global Food Security Strategy FY2022-2026, Objectives 1-3; FY2022-2026 Department of State and USAID Joint Strategy Plan, Goals 1-3
- **Risks** | Failure to maximize impact of USUN Rome's limited budget would undermine our Mission's effectiveness in providing oversight of the RBAs and persuading other stakeholders to adopt U.S. priorities for the RBAs.

Management Objective 2 | USUN Rome achieves near and long-term productivity gains via staff development, emphasizing diversity, equity and inclusion, and encouraging workplace flexibilities including the uptake of helpful technologies.

- **Justification** | Prioritizing our team's professional development enables the Mission to attract, maintain, and empower a talented cadre of experts capable of navigating the unique challenges and opportunities posed by multilateral work. In addition, aggressively promoting diversity, equity, inclusion, and accessibility (DEIA) helps USUN Rome attract and maintain the most talented workforce, one that reflects that diversity of the United States. A diverse team delivers greater impact and inspires innovation by integrating different perspectives in the decision-making process. An inclusive culture also helps build individual and collective resilience, as required to overcome inevitable challenges, currently embodied by the extended global health emergency, illness, school closures, and related life disruptions.
- **Linkages** | Interim National Security Strategic Guidance (2021); FY2022-2026 Department of State and USAID Joint Strategy Plan, Goals 4.
- **Risks** | Failure to attract, retain, and promote the best staff would lesson our Mission's effectiveness while also undermining our efforts to support effective and inclusive hiring practices at the RBAs.