



Integrated Country Strategy

ISRAEL

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1. Chief of Mission Priorities

Through more than seven decades of relations, our countries have developed unbreakable bonds through cooperation in security, economics and business, scientific research and innovation, and people-to-people exchanges. Mission Israel is first and foremost committed to strengthening and enhancing these bonds. The Mission is dedicated to preserving Israel as a Jewish and democratic state. U.S. support for Israel derives from our shared values of freedom and democracy.

Our core priorities seek to strengthen the U.S. and Israel relationship. Firstly, we will promote a comprehensive and lasting solution to the Palestinian-Israeli conflict. Peace is a core American value and a core Israeli value. We will help create conditions for peace by pushing both sides to look toward the future, rather than at historic narratives and grievances. We will oppose efforts to isolate or delegitimize Israel through actions at the United Nations and other international organizations. We will also encourage increased cooperation between Israel and the Arab states in the region to promote both long-term prosperity, stability, and security in the region and a lasting solution to the Palestinian-Israeli conflict. Israel and its Arab neighbors have common threats and shared interests; increased cooperation in the region will not only benefit Israel but also the United States, as we seek to broaden our coalition of partners committed to stamping out extremism and violence.

We will strengthen our bilateral security cooperation, understanding that for Israel to live in peace, it must be strong. Our bedrock commitment to Israel's security is manifest in our robust foreign military financing (FMF) program, in maintaining Israel's Qualitative Military Edge, and in cutting-edge cooperation on missile defense. We will continue our close military and intelligence coordination, which benefits both Israel and the United States.

We will work to expand and strengthen U.S.-Israel economic and commercial relations that create and support U.S. jobs, contribute to U.S. competitiveness, and promote Israeli security and peace in the region. Building on the fundamentals of the 1985 U.S.-Israel Free Trade Area Agreement, we will seek a more level playing field for U.S. business, encouraging more U.S. exporters to do business in Israel and Israelis to invest in the United States. Continued close

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cooperation on scientific, energy, and environmental issues will provide multiple benefits to the United States, including job creation, export opportunities and investments. Additionally, the Mission will promote entrepreneurship and tech education as avenues to greater prosperity among women and minority sectors in Israel.

We will strengthen our bilateral law enforcement cooperation and enhance the capabilities of law enforcement agencies to protect the U.S. and Israeli home fronts. The United States and Israel both seek to disrupt, dismantle, and defeat terrorist organizations and violent extremist organizations in our respective countries, regionally, and globally.

We will also promote U.S. commercial interests in Israel and Israeli investment in the United States; protect the welfare of the more than 500,000 U.S. citizens in Israel; work with the Israeli government and non-governmental organizations to advance equal rights and opportunities for all of Israel's citizens; and carry out robust public messaging of U.S. views and policies. We strive to overcome the remaining barriers to include Israel in the visa waiver program.

Mission Israel will continue to provide essential backing to the Secretary of State, the National Security Council, and the U.S. Security Coordinator, as well as support to frequent Executive Branch and Congressional visits. We will advance U.S. interests by engagement with Israelis throughout government, the military, civil society, religious communities, and the private sector. We will prioritize contact with all segments of Israel's diverse population.

Finally, we will work to identify a site and begin planning for a new, permanent Embassy Jerusalem compound that will reflect our enduring commitment to and friendship with Israel and serve as a symbol for peace in the region. We will also seek to improve our facilities in Tel Aviv and enhance workforce performance by valuing a diverse, agile workforce that embraces and models innovation and accountability.

2. Mission Strategic Framework

Mission Goal 1: Advance a comprehensive and lasting peace through a negotiated two-state solution to the Israeli-Palestinian conflict.

- **Mission Objective 1.1:** Engage with Israeli government and civil society partners and the international community to prepare the groundwork for a renewed peace process.
- **Mission Objective 1.2:** Work with our partners throughout the region to deepen and expand the Abraham Accords and other cooperation between Israel and Arab and Muslim-majority states.

Mission Goal 2: Enhance bilateral and regional security cooperation - military to military engagement, counterterrorism and nonproliferation coordination, and missile defense and armaments cooperation - to bolster the United States' and Israel's security, regional security, and stability.

- **Mission Objective 2.1:** Further Israel's regional integration and promote Israel's regional stabilization via full-spectrum collaborative initiatives, including the promotion of multilateral military exercises, while achieving Full Operational Capability (FOC) within the U.S. Central Command (CENTCOM) Area of Responsibility (AOR).
- **Mission Objective 2.2:** Maintain Israel's qualitative military edge by strengthening Israel's defense capabilities through a combination of security assistance and security cooperation activities to include Foreign Military Sales and bilateral armaments cooperation."

Mission Goal 3: Strengthen the U.S.-Israel economic relationship, Israeli-Palestinian cooperation, and regional economic engagement.

- **Mission Objective 3.1:** Enhance U.S.-Israel economic cooperation and economic security and climate progress, especially in key sectors such as cyber, AI, transportation, and clean energy deployment.

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- **Mission Objective 3.2:** Partner with Israel in the regional and global economy to secure supply chains and stabilize and strengthen the Palestinian economy.

Mission Goal 4: Deter terrorism and criminal activity in Israel and promote collaboration of USG law enforcement agencies to enhance local and regional security.

- **Mission Objective 4.1:** Enhance local law enforcement capabilities and increase liaison with Israeli law enforcement and security agencies to ensure efficient conduct and ensure professional conduct and conclusive outcomes on a wide variety of investigative matters.

Mission Goal 5: Protect U.S. citizens, resident and visiting, and adjudicate visas to such that we promote legitimate travel and protect U.S. border security.

- **Mission Objective 5.1:** Reduce passport backlog to safeguard U.S citizens visiting or residing in Israel, the West Bank, and Gaza.
- **Mission Objective 5.2:** Support Israel's accession to the Visa Waiver Program through (a) reduction of administrative visa refusals and adjudication of Israeli visa applicants that reflects their pattern of travel and (b) and advocacy with the Government of Israel to provide reciprocal and equal treatment to all U.S. citizens, including freedom of travel into and out of Israel's Ben Gurion Airport.

Management Objective 1: Operational effectiveness of Embassy Jerusalem enhanced by constructing a new embassy compound, designating a permanent Chief of Mission Residence, upgrades of current chancery, annexes, and mission residences and environmentally friendly management policies for greener operations.

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Management Objective 2: Workforce performance and customer satisfaction enhanced, by recruiting, developing, and retaining a diverse, agile, productive workforce that embraces and models innovation, accountability and parity of services across Embassy Jerusalem.

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3. Mission Goals and Objectives

Mission Goal 1 | Advance a comprehensive and lasting peace through a negotiated two-state solution to the Israeli-Palestinian conflict.

Description | The United States has steadfastly worked to strengthen Israel's security, including through seeking a negotiated two-state solution to the Israeli-Palestinian conflict. Our commitment to facilitating a comprehensive and lasting peace is a top foreign policy priority of the administration. As President Biden stated: "We believe the Palestinians and Israelis equally deserve to live safely and securely, and enjoy equal measures of freedom, prosperity, and democracy. My administration will continue our quiet and relentless diplomacy toward that end." While recognizing Israel's normalization with several Arab states is not a substitute for Israeli-Palestinian peace, the United States seeks to leverage improving ties to improve conditions for Palestinians and advance a negotiated solution. The Ambassador is the Administration's primary interlocutor with the Israeli government on this issue, supported by various Embassy sections and agencies. The Embassy hosts visits and high-level engagement by White House and senior cabinet officials and members of Congress on this issue. USAID's and the Public Diplomacy (PD) section's people-to-people projects aim to build mutual understanding and trust between Israelis and Palestinians and between Arab and Jewish citizens of Israel as a way to strengthen the foundation for a negotiated peace agreement. USAID- and PD-administered grants under the Conflict Management and Mitigation program and the Middle East Partnership Initiative connect disparate groups across Israeli and Palestinian societies.

Objective 1.1 | Engage with Israeli government and civil society partners and the international community to prepare the groundwork for a renewed peace process.

- **Justification** | To achieve a comprehensive and lasting solution to the Israeli-Palestinian conflict, the Israeli government and civil society actors will need to create the conditions in Israel to support negotiations and an eventual agreement and to foster economic and political development in the West Bank and Gaza. High-level

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engagement by White House and State Department officials is essential to encourage both sides to undertake confidence-building measures. Key external stakeholders in Israel, including the Quartet, other relevant foreign missions, international organizations, and key elements of civil society can be instrumental in building support for a lasting solution to the conflict. Risks associated with not achieving this Mission Objective include resistance in Israeli society to a negotiated outcome to the conflict and political limitations of Israeli and Palestinian leaders, which could endanger the overall success of the Administration's efforts.

- **Linkages** | JSP 1.3 and 1.4, JRS Objective 1.2, 2.1, Interim NSS Page 11
- **Risks** | The continuation of the conflict between Israelis and Palestinians stifles possibilities for further economic growth and social development in both communities, and serves as a rallying cry for extremism. The lack of a lasting solution to the conflict serves as a source of potential instability in the region, which hurts U.S. national security interests. The lack of a solution also complicates efforts to broaden and deepen partnerships between Israel and Arab/Muslim countries, which could provide rich opportunities to increase regional stability and provide U.S. companies with new business opportunities.

Objective 1.2 | Work with our partners throughout the region to foster increased cooperation between Israel and the Arab states that serves as confidence-building measures.

- **Justification** | Israel and its Arab neighbors share more and more mutual interests and common threats. The Abraham Accords and other normalization efforts show that the appetite is there to improve relations in the overall context of regional stability and security. Arab countries' leadership will be an important element in the development of a comprehensive and lasting peace agreement between Israel and the Palestinians. As Israel and its new and existing Arab partners increasingly work together to confront their common threats, a stronger basis for increased cooperation throughout all sectors will develop. Risks involved with not achieving this Mission Objective include continued regional tensions.

- **Linkages** | JSP 1.4; JRS Objective 1.1, 1.3, 2.2; Interim NSS Page 11
- **Risks** | The Abraham Accords provided a ground-breaking example of how to move the Middle East beyond the conflictual approach of the past. It is therefore essential that the accords lead to tangible successes across the various lines of effort that can serve as proof that peace and building relationships is a better way forward than conflict. If the normalization between Israel and its neighbors do not produce much benefit, other countries may ask whether it is worth the political risk to forge bold new partnerships.

Mission Goal 2 | Enhance bilateral and regional security cooperation – military to military engagement, counterterrorism and nonproliferation coordination, as well as missile defense and armaments cooperation – to bolster the United States’ and Israel’s security, regional security and stability.

Description | Israel’s security is a U.S. foreign policy priority. Yet, as Iran and its proxies continue to advance militarily, their threats to the security of Israel and the region increase. Conversely, robust bilateral and multilateral defense cooperation deters aggression and presents new opportunities to create stability and prosperity for Israel and its neighbors.

To enhance the security of Israel and the region, we jointly coordinate counterterrorism, missile defense, and nonproliferation strategies. We maintain Israel's QME via bilateral security dialogues and a broad spectrum of military engagement. By bolstering Israel’s military capabilities, we seek to deepen Israel’s regional defense ties and further multilateral cooperation. We ensure accurate messaging to the media on the enduring U.S. commitment to Israel’s security through press engagements for visiting senior U.S. officials and Embassy leadership.

In pursuit of Mission Goal 2, Embassy Jerusalem will execute two overlapping mission objectives: (1) furthering Israel’s regional integration and (2) maintaining Israel’s QME.

Objective 2.1 | Further Israel's regional integration and promote Israel's regional stabilization via full-spectrum collaborative initiatives, including the promotion of multilateral military engagements, to include exercises, while achieving Full Operational Capability (FOC) within the U.S. Central Command (CENTCOM) Area of Responsibility (AOR).

- **Justification** | Embassy Jerusalem has the opportunity to build upon the success of the Abraham Accords and deepen defense ties between Israel and other U.S. regional allies and partners. For example, in early 2022, Israel and Bahrain signed a security cooperation framework agreement – the first between Israel and a Gulf nation. In FY23, Israel will complete its transition to the U.S. CENTCOM AOR.
- **Linkages** | The INSSG and MENA JRS link U.S. national security priorities to our ability to reinvigorate and modernize alliances and partnerships. The INSSG calls on the United States to further Israel's integration within the Middle East and work with regional partners to deter Iranian aggression.
- **Risks** | As strategic competitors, China and Russia seek to challenge U.S. power and undermine our efforts to promote regional integration. Similarly, Iran and its proxies continue to advance their military and asymmetric capabilities in order to threaten the United States, Israel, and regional partners. To mitigate these risks, Embassy Jerusalem will redouble efforts to promote regional stability through multinational military engagements and strengthened defense ties.

Objective 2.2 | Maintain QME by strengthening Israel's defense capabilities through a combination of security assistance and security cooperation activities to include FMS and bilateral armaments cooperation.

- **Justification** | The second 10-year (2019-2028) Memorandum of Understanding (MOU) embodies the United States' enduring commitment to Israel's security. Consistent with the MOU, the United States annually provides \$3.3 billion in FMF and \$500 million for cooperative missile defense programs. Reflecting our common commitment to equip warfighters with cutting-edge capabilities and invest in emerging technologies, in 2021, the DOD and Israel's Ministry of Defense more than doubled the

combined cost ceiling of the Combatting Terrorism Research and Development Memorandum of Agreement to \$2 billion and signed the new Operations and Technology Working Group Terms of Reference. In order to leverage the full potential of our defense partnership, share costs, and enhance the security of Israel as well as the United States, we seek to bolster cooperation through a range of Research, Development, Test, Evaluation, and Prototyping (RDTE&P) activities, technical information sharing, and personnel exchange.

- **Linkages** | The INSSG states that the United States' commitment to Israel's security is "ironclad". To this end, the existing MOU reaffirms the importance of U.S. military assistance and cooperative missile defense programs in order to enhance Israel's security and strengthen our bilateral relationship.
- **Risks** | Delays in large military acquisitions due to lack of planning or longer than expected production times could undermine Israel's QME. Such delays could also call into question the United States' commitment to Israel's security, potentially weakening the bilateral relationship and undercutting U.S. efforts to remain the security partner of choice, which strategic competitors such as China and Russia may seek to exploit. Embassy Jerusalem will alleviate these risks by continuing to work closely with Israel to plan and execute FMF procurements into the future. Additionally, we will promote bilateral security cooperation in emerging technologies that will be critical to Israel's QME, while ensuring these technologies remain protected from unauthorized transfer.

Mission Goal 3 | Strengthen the U.S.-Israel economic relationship, Israeli-Palestinian cooperation, and regional economic engagement.

Description | Embassy Jerusalem will engage with the Israeli government and private sector to expand bilateral economic cooperation, grow U.S. exports to Israel, and attract job-creating Israeli direct investment in the United States, all in support of the Administration's core priority of promoting American prosperity. We also pursue Israeli-Palestinian economic engagement, and work with the Israeli government and the private sector to support economic and environmental partnerships between Israel and its neighbors.

Objective 3.1 | Enhance U.S.-Israel economic cooperation and climate progress, especially in key sectors such as cyber, AI, transportation, and clean energy deployment.

- **Justification** | The Mission will work to expand and strengthen U.S.-Israel economic and commercial relations that create and maintain U.S. jobs, contribute to U.S. competitiveness, and support Israeli security and peace in the region. Building on the fundamentals of the 1985 U.S.-Israel Free Trade Area Agreement, the Mission will seek a more level playing field for U.S. business and encourage more U.S. exporters to do business in Israel, and Israeli investors to do business in the United States. Promoting regulatory transparency and supporting reform in areas such as agricultural trade policies, intellectual property rights, standards, and investment regulation remain priorities. Continued close cooperation on scientific, energy, and environmental issues provides multiple benefits to the United States, including job creation, export opportunities and investments. R&D cooperation yields substantial opportunities for U.S. companies interested in commercializing results of joint research, including in space and life sciences, cyber security, alternative energy, and dual use technologies. Through increased exchanges on policy and technical assistance, we will assist Israel in building an energy regulatory regime and commercial energy sector that develops Israel's energy resources in ways that are environmentally responsible, maximize Israel's security, and provides U.S. energy firms with significant job-creating investment and trade opportunities. Our work will build on Israel's existing efforts on climate, such as joining

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the Global Methane Pledge, strengthening their Nationally Determined Contributions in 2021, and planning to have their own country pavilion at COP-27, which will be the first time they are ever doing so – as well as using regional engagements such as the Abraham Accords to promote climate change strategies. Additionally, the Mission will promote entrepreneurship and tech education as avenues to greater prosperity among women and minorities in Israel.

- **Linkages** | INSSG on “expanding economic prosperity and opportunity”; JSP Obj 2.1, 2.2 and 2.3; MENA JRS Obj 3.1, 3.2, 3.3, 5.1, 5.2 and 5.3
- **Risks** | Among the risks to achieving objective 3.1 are potential moves by Israel to impose or expand non-tariff barriers to trade, especially agricultural trade. To avoid that, we will continue to engage with USTR and Israeli authorities and advocate greater trade liberalization that would benefit U.S. producers and Israeli consumers. In the area of R&D, high-tech investment and dual use technologies, the main risk comes from the People’s Republic of China (PRC) and its attempts to access Israeli technology, be it through direct investment or intellectual theft. To combat this risk, Post will continue to engage with the Israeli government at all levels, both educating them of PRC risks and urging them to strengthen their investment screening mechanism. In renewable energy development, the risk is that Israel has limited land for renewable deployment coupled by complicated bureaucratic red tape. To overcome that, we will continue encouraging Israel to look to regional partners, such as Jordan and Egypt, which can produce the renewable energy that Israel would need to reach its ambitious climate goals.

Objective 3.2 | Partner with Israel in the regional and global economy to secure supply chains, to stabilize and strengthen the Palestinian economy, and to support regional health and health security.

- **Justification** | The Mission strengthens its cooperation with Israel to ensure we work together to secure global supply chains so that the United States and Israel can both access critical and emerging technologies in the event of trade disruptions. We also encourage greater Israeli efforts to support the development of Palestinian institutions

and to promote Palestinian economic growth and resource cooperation. We back formal and informal dialogues with the U.S., Israeli, and Palestinian governments and private sectors to promote a more stable Palestinian economy that creates jobs and improves the wellbeing of the Palestinian people. We also support increases economic linkages between Israel and its neighbors, particularly in the area of trade, water, health, and energy.

- **Linkages** | INSSG on “expanding economic prosperity and opportunity”; JSP Obj 1.4, 2.1, 2.2, 2.3, 3.1, 3.3 and 4.1; MENA JRS Obj 2.2, 2.3, 2.4 and 3.2.
- **Risks** | A major risk to global supply chain disruptions is a continuation or expansion of the global pandemic or a major armed conflict such as the current Russian invasion of Ukraine. To deal with that, we will strengthen our cooperation with Israeli government and private sector contacts, so we build reliable networks and alternative routes before such disruptions occur. We will also collaborate with neighboring embassies, such as Embassy Amman, to explore further ways of cooperation between the Jordanian port of Aqaba and Israel’s Haifa port. On Israel’s efforts to promote Palestinian economic growth, the top risk comes from unrest due to succession issues within the Palestinian Authority (PA) and potential strengthening of the Hamas terrorist group. To mitigate this risk, we (working with the Palestinian Affairs Unit) will continue to look for providing economic opportunities for ordinary Palestinians, including through deepening and widening relations with Israel’s Abraham Accord partners. The COVID-19 pandemic exacerbated obstacles in accessing basic services including healthcare. Palestinians in the West Bank and Gaza are also particularly vulnerable to the effects of climate change, and they face increasing risks to food and water security as well as unstable energy access. In order to encourage equitable access for these basic needs and resources and support regional stability, we will meet with a wide range of organizations and individuals to understand and address the diverse health, education, water sanitation, energy, infrastructure, and economic needs.

Mission Goal 4 | Deter terrorism and criminal activity in Israel and promote collaboration of USG law enforcement agencies to enhance local and regional security.

Description | Mission Israel's law enforcement agencies work jointly with the Government of Israel inject investigative and security resources to promote the President's strategic goal to protect the American people, the Homeland and the American way of life. Post's USG law enforcement presence includes Diplomatic Security's Regional Security Office which includes an Assistant Regional Security Officer-Investigator (ARSO-I), the FBI's Legal Attaché office (LEGAT), Force Protection Detachment (FPD), and the Department of Homeland Security's Immigration and Customs Enforcement (DHS/ICE), which includes a Visa Security Unit (VSU). These agencies coordinate with the Government of Israel in cases ranging from terrorism, visa fraud, money-laundering, organized crime, drug trafficking, extraditions and deportations, and requests for judicial assistance.

Objective 4.1 | Enhance local law enforcement capabilities and increase liaison with Israeli law enforcement and security agencies to ensure efficient and professional conduct to develop conclusive outcomes on a wide variety of investigative matters.

- **Justification** | Given the large number of American citizens residing in Israel, Israeli activity in the United States, our close and cordial relationship, and mutual concerns and interests between our two nations, an efficient and conclusive strategy is required on a wide variety of investigative and protective operational matters, to include fraud, criminal, immigration, taxes, customs, intelligence, VIP support and counter terrorism matters. It is in the interest of both the USG and Government of Israel, both nationally and locally, to dismantle, disrupt or defeat terrorist, violent extremists and organized crime organizations. The USG and Government of Israel further share many common law enforcement and security interests requiring cooperation by furthering high-level relationships, exchanging information, joint training, and expanding cooperation on matters of intelligence, law enforcement and

security in order to foster collaboration and improve law enforcement cooperation throughout the region.

- **Linkages** | Presidential strategic objectives, National Security Priorities (Dated March 2021)
- **Risks** | Failure to achieve these goals will limit the ability of United States Law Enforcement agencies from interdicting, dismantling or preventing attacks of United State personnel, facilities or homeland.

Mission Goal 5 | Protect U.S. citizens, resident and visiting, and conduct risk-based visa processing.

Description | The Mission provides consular services that protect U.S. citizens, ensure U.S. national security, and facilitate legitimate travel. These consular activities have broad foreign policy and domestic political implications and involve complex humanitarian, legal, and operational concerns. A growing percentage of U.S. citizens have a valid passport and travel overseas regularly. U.S. citizens are also choosing to travel to more remote destinations, in large part due to increased access to global information, which also raises expectations of rapid government communication, action, and assistance even in the most isolated locations. A key focus for the bureau is providing information that lets travelers make educated decisions about safety and security while traveling. Additionally, an estimated 9 million U.S. citizens reside overseas and require both routine and emergency services. Increasing access to the internet and use of mobile technology provides an opportunity to communicate with customers around the globe, learn more about the needs of those who travel overseas, and disseminate security information more effectively. U.S. border security begins with the issuance of secure, error-free travel documents to those who qualify for them and denial of travel documents to those who do not qualify. Facilitation of legitimate travel has a tangible impact on the domestic economy and the interests of U.S. businesses.

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Objective 5.1 | Reduce passport backlog to safeguard U.S. citizens visiting or residing in Israel, the West Bank, and Gaza.

- **Justification** | There are over 600,000 U.S. citizens in Israel, the West Bank, and Gaza, one of the highest expat/dual national communities in the world. Before the pandemic, providing timely citizenship documents to this population was a resource challenge. During the pandemic it has become even more so. For much of 2020 we were on an emergencies-only footing, and routine work was suspended, creating a backlog of thousands of cases. Consular operations in Jerusalem and Tel Aviv have been at the forefront of innovative new ways of issuing passports and Consular Reports of Birth. These innovations are closely followed by Consular Affairs and other posts with similar issues. How well we perform here could influence the way we do overseas passport business everywhere. Reporting on our results, advocating for resources to keep up with demand, and collaborating with like-minded posts will be a driving factor in our operations the next five years.
- **Linkages** | CA Functional Bureau strategy 2022-2026
- **Risks** | If we cannot deliver passport services in a timely fashion, U.S. citizens may be prevented from leaving Israel for urgent travel needs. Passport backlog is also related to accessing other wellbeing issues like getting social security, local insurance, etc.

Objective 5.2 | Support Israel's accession to the Visa Waiver Program through (a) reduction of administrative visa refusals and adjudication of Israeli visa applicants that reflects their pattern of travel and (b) and advocacy with the Government of Israel to provide reciprocal and equal treatment to all U.S. citizens, including freedom of travel into and out of Israel's Ben Gurion Airport.

- **Justification** | The USG supports Israel's efforts to join the Visa Waiver Program. A statutory requirement is a visa refusal rate of less than 3 percent of Israeli citizens. Israeli citizens are good travelers, with a low overstay rate and a "hard" refusal rate (criminal ineligibilities and presumed intending immigrants) very close to that 3 percent. However, a large number of visa cases end up refused under "temporary"

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criteria, mostly for problems in the application like outdated or unusable photographs; failure to mail in an old passport; or not providing the parent's travel documents in support of a minor's visa application. This can be addressed with targeted messaging to the Israeli traveling public, in conjunction with the Israeli government. On a much more important criterion, VWP membership requires the removal of travel barriers for U.S. citizens to Israel. For U.S. citizens who are registered as Palestinians by the governments of Israel and the Palestinian Authority, this is not the case—they are not allowed to enter Israel at the international airport, but must travel via a land border with Jordan. This must change, and it will be a top priority for the Mission.

- **Linkages** | CA Functional Bureau strategy 2022-2026
- **Risks** | This is the best opportunity to improve the freedom of movement for West Bank Palestinian U.S. citizens, as Israel strongly desires VWP status. The risk is of failure—either of the refusal rate threshold remaining over three percent even with a reduction in administrative refusals: and/or of the GOI being unable or unwilling to come up with a satisfactory way to address the issue of reciprocal travel privileges.

4. Management Objectives

Management Objective 1 | Operational effectiveness of Embassy Jerusalem enhanced by constructing a new embassy compound, designating a permanent Chief of Mission Residence, upgrades of current chancery, annexes, and mission residences and environmentally friendly management policies for greener operations.

- **Justification** | Embassy Jerusalem is spread across Israel and the West Bank with a large mix of leased and government owned official and residential buildings. Many of the buildings need upgrades or replacement to increase safety, security, functionality, and greening standards. Improving or replacing the facilities will increase employee morale, productivity, and will thereby improve opportunities for the numerous employees working from them to advance American policy goals. Replacements include a new Chief of Mission Residence in Jerusalem along with a New Embassy Compound to be completed in 2030.
- **Linkages** | NSS page 19.
- **Risks** | Risks associated with not achieving this Management Objective include hampered communications, delayed opportunities for cost savings and efficiencies related to consolidation of programs, personnel, and management and security platforms across the Mission.

Management Objective 2 | Workforce performance and customer satisfaction enhanced, by recruiting, developing, and retaining a diverse, agile, productive workforce that embraces and models innovation, accountability and parity of services across Embassy Jerusalem.

- **Justification** | After the move of the Embassy to Jerusalem in 2018, two very independent and distinct management sections were merged into a Joint Management Platform (JMP). However, both had organically grown different policies and procedures that resulted in different staffing configurations and levels of ICASS services to customers in different locations. The inconsistency of services between locations has hampered efforts at realizing efficiency of resources and client satisfaction. Increased focus on diversity, equity, and inclusion in recruiting will result in a more agile productive workforce. Heightened emphasis on modeling innovation, accountability, and parity of services across the platform will lead to improved customer morale.
- **Linkages:** NEA JRS MGT Objective 1; NSS P.19
- **Risks** | Risks associated with not achieving this Management Objective are lost opportunities to transform the JMP into a higher-performing organization. This could include delayed opportunities for cost savings and efficiencies related to parallel programs with separate personnel, and continued inequality of services. In addition, a workforce that does not fully represent differing perspectives of society may limit our ability to achieve foreign policy objectives and goals.