



# Integrated Country Strategy

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## THE NETHERLANDS

**FOR PUBLIC RELEASE**

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## **1. Chief of Mission Priorities**

Our partnership with the Netherlands represents the United States' longest unbroken diplomatic relationship. Our shared history is marked by early settlement of New Amsterdam, Dutch recognition of the United States in 1776, and gratitude for U.S. contributions and sacrifices in liberating and rebuilding the Netherlands after World War II. Today, the Dutch-American bond is one of like-minded partners with common values and interests, including a steadfast commitment to NATO as the cornerstone of Transatlantic security.

The Mission will leverage the foundational values of the U.S.-Dutch relationship – respect for democracy, human rights, and the rules-based international order – to strengthen democratic institutions, harness critical and emerging technologies in a way that upholds our democratic values and revitalizes our broad partnership to confront existential threats. Successful implementation of the strategy described here requires effective communication among all Mission offices and periodic review to recalibrate goals as dictated by events.

Prime Minister Mark Rutte's status as the longest serving leader among the founding EU members adds additional weight to the country's status on the world stage, enhancing its ability to influence shared goals in a range of fora. The Rutte IV government shares a vision of a Transatlantic relationship that strengthens security cooperation, promotes economic prosperity, and tackles the most pressing global issues – including climate change.

### **Reinforcing Transatlantic Security Alliances**

As a founding and highly respected member of the EU, the Netherlands is an essential advocate for the Transatlantic relationship to remain at the heart of Europe's diplomatic and security posture. The Mission will leverage the Netherlands' like-minded support in multilateral institutions to mobilize coalitions that support democratic institutions and take a broad view of security interests. Capitalizing on the Rutte IV coalition's welcome and overdue increase in defense spending, the Mission will work with the Netherlands to encourage investment in EU

defense capabilities that complement NATO and maximize participation opportunities for the United States and non-EU NATO partners.

The United States recognizes that the Netherlands is a top-tier cyber partner and a critical voice within Europe in aligning digital economic and security issues with U.S. policies. The Mission will continue to build on robust law enforcement and counterterrorism relationships to combat cyber-enabled crime and hybrid threats. The Netherlands is also at the fore with respect to critical and emerging technologies. The Mission will invest in relationships with Dutch government, industry, and academia to advance international standards for trustworthy design, development, and deployment of technologies that will dramatically impact security and economic landscapes in the coming years.

### **Promoting Economic Resilience, Innovation, and Sensible Regulation**

The vibrant economic relationship between the United States and the Netherlands is based on a shared commitment to free and fair market practices and to the sanctity of intellectual property rights. The United States is the largest foreign investor in the Netherlands and the Dutch consistently rank as the seventh largest source of foreign direct investment in the United States. In support of this partnership, the Mission will continue to promote Transatlantic trade, investment, research and development, and entrepreneurship. Our collaboration with the Dutch will include efforts to protect our economies and infrastructure from malign actors. We will also cooperate to identify, protect, and diversify critical supply chains to reduce vulnerabilities. An important aspect of the Mission's work is encouraging the Netherlands to advocate for balanced national and European regulation of the digital economy.

### **Advancing Mutual Interests on the World Stage**

U.S. and Dutch ideals are deeply intertwined, setting the stage for collaboration on a range of global challenges. Their commitment to diversity, equity, and inclusion, and to human rights makes the Netherlands a natural partner to advance these values in regional and international settings.

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Those same ideals also unite us as allies in our efforts to counter global challenges, whether in the form of malign influence, disinformation, climate change, or threats to the international rules-based order. Our efforts in this arena will include encouraging the Netherlands to join global efforts to reduce carbon emissions and advance new technologies to fuel energy transition.

Host to more than 40 international courts and tribunals, The Hague is acknowledged as the international city of peace and justice. This status affords the United States a high-profile multilateral platform from which to showcase our commitment to international justice, accountability, and the rule of law.

### **The Bottom Line**

The Netherlands is a top-tier U.S. ally whose interests closely align with ours. Our engagement with the country at all levels must reflect the Netherlands' status as an honest broker, an economic powerhouse, and a reliable champion of democracy and human rights.

## 2. Mission Strategic Framework

**Mission Goal 1:** The Netherlands and the United States enhance cooperation to strengthen Transatlantic security alliances and partnerships.

- **Mission Objective 1.1:** The United States urges the Netherlands to increase political, diplomatic, and military support for U.S. and NATO security objectives, including increased defense spending and burden sharing to enhance alliance capabilities.
- **Mission Objective 1.2:** The United States encourages the Netherlands to shape EU defense and security conversations in ways that develop discrete capabilities and strengthen NATO; preserve maximum coordination with the United States and other non-EU NATO partners; and improve the EU's ability to handle operations in its neighborhood.
- **Mission Objective 1.3:** The United States bolsters cooperation with the Netherlands in the areas of cybersecurity, cyber-enabled crime, counterterrorism, counter-narcotics, border protection, and counterintelligence to better protect U.S. citizens and territory and increase collaboration to build a safe and secure online environment.

**Mission Goal 2:** The Netherlands and the United States promote economic prosperity through free and fair market practices and policies that encourage economic resilience, innovation, and security risk mitigation.

- **Mission Objective 2.1:** The United States strengthens economic partnership with the Netherlands to promote Transatlantic trade, investment, research and development, and entrepreneurship.
- **Mission Objective 2.2:** The United States expands cooperation with the Netherlands to protect our economies and infrastructure against malign actors and supply chain vulnerabilities.

- **Mission Objective 2.3:** The United States collaborates with the Netherlands and other like-minded partners to defend adherence to free and fair-trade practices, and protection of intellectual property rights.

**Mission Goal 3:** The Netherlands and the United States leverage shared values to strengthen democratic norms and multilateral institutions, while also combatting domestic, regional, and global threats and challenges.

- **Mission Objective 3.1:** The United States supports the Netherlands in taking a leadership role to safeguard shared democratic values, promote DEIA, and protect human rights domestically, within the EU, and internationally.
- **Mission Objective 3.2:** The United States works in concert with the Netherlands on the multilateral stage to counter malign influence, disinformation, and other threats to global stability.
- **Mission Objective 3.3:** The United States encourages the Netherlands to join key U.S., EU, and global climate initiatives to reduce carbon emissions and support the energy transition.
- **Mission Objective 3.4:** The United States engages with The Hague-based international legal institutions to enhance shared commitment to international justice, accountability, and the rule of law and renew U.S. leadership in the multilateral space.

**Management Objective 1:** Optimize the Management platform to support the growth of Mission offices.

**Management Objective 2:** Ensure the Mission's staff reflects the diversity of the United States and the Netherlands and has the skills and compensation necessary to advance Mission objectives.

**Management Objective 3:** Update Consular facilities to enable it to support the large number of resident U.S. citizens and visitors and to fulfill its critical role in the bilateral economic relationship.

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### 3. Mission Goals and Objectives

**Mission Goal 1** | The Netherlands and the United States enhance cooperation to strengthen Transatlantic security alliances and partnerships.

**Description** | The Dutch remain a consistent and active partner in the strategic alliances that strengthen the security of the EU and the region. Support for these strategic partnerships will require the Netherlands to increase their commitment on many fronts, including financially. Doing so will revitalize and fortify NATO and its partnerships, create improved strategic capabilities and interoperability in defense, and strengthen democracy in the region and beyond. The bilateral law enforcement and counterterrorism relationship is exceptional and leveraging it toward combating cyber-enabled crime and other conventional and hybrid threats will lead to a safer physical and online environment for citizens of both countries.

**Objective 1.1** | The United States urges the Netherlands to increase political, diplomatic, and military support for U.S. and NATO security objectives, including increased defense spending and burden sharing to enhance alliance capabilities.

- **Justification** | In order to stem the growing tide of authoritarianism that has taken hold in parts of the globe and ensure the preeminence of the rules-based international order, it is critical we continue to revitalize our alliances and partnerships. None is more vital than NATO, which has served as the foundation of Transatlantic peace and security since the end of World War II. However, the United States cannot shoulder the burden of our shared security alone. The past four years have seen the Netherlands increase defense spending by approximately 25 percent, and the newly formed government has agreed to further increase it to over \$18 billion annually by 2025 – double what it was in 2018 – and which will bring the Netherlands in line with the average of European NATO partners in terms of spending as a percentage of GDP (1.8%). Attention to defense spending must remain a priority, along with regular consultation on which capabilities the Netherlands should bolster and which security vulnerabilities to mitigate. Mission

the Netherlands will accomplish this through senior- and working-level engagement with the government, academia, and the public; support of joint military exercises and operational deployments; and by promoting greater U.S.-Dutch defense trade opportunities.

- **Linkages** | Interim National Security Strategic Guidance: “we will reaffirm, invest in, and modernize NATO... we will work with allies to share responsibilities equitably, while encouraging them to invest in their own comparative advantages against shared current and future threats;” Department of State and USAID Joint Strategic Plan (JSP) Strategic Objective 1.4; EUR Joint Regional Strategy (JRS) Bureau Goal 1.
- **Risks** | As is evident on Europe’s eastern flank, the NATO Alliance faces adversaries with significant capabilities and a willingness to use force to achieve their aims. Accordingly, failure of this objective would hinder the Alliance’s ability to project a credible deterrent to potential adversaries.

**Objective 1.2** | The United States encourages the Netherlands to shape EU defense and security conversations in ways that develop discrete capabilities and strengthen NATO; preserve maximum coordination with the United States and other non-EU NATO partners; and improve the EU’s ability to handle operations in its neighborhood.

- **Justification** | There is broad consensus on both sides of the Atlantic that greater burden sharing is critical to the future success of Transatlantic security, with the United States also supporting a stronger and more capable EU. As Europe develops and strengthens its own defense capacity, it is imperative that: 1) NATO remains the cornerstone of our shared defense; 2) EU defense initiatives are complementary to NATO efforts and do not divert scarce Alliance resources to duplicative efforts; and 3) the United States has a voice in EU defense conversations. In a post-Brexit world, the Netherlands can help build a Transatlantic consensus that supports the EU’s ambitions to play a greater security role in its immediate neighborhood, while increasing its involvement in other regions like the Indo-Pacific. Mission the Netherlands will continue to work with Dutch partners to advance EU Military Mobility efforts as a

positive model for U.S. involvement in EU defense initiatives that adds value for all parties and facilitates mutual goals. As European partners take up more of the shared security burden, it will free U.S. resources to focus on other core objectives.

- **Linkages** | Interim National Security Strategic Guidance: “we will work with allies to share responsibilities equitably, while encouraging them to invest in their own comparative advantages against shared current and future threats;” JSP Strategic Objective 1.4; JRS Bureau Goal 1.
- **Risks** | Failure to adequately ensure a coordinated Transatlantic perspective on European security could lead to inefficient, competing NATO and EU defense structures, internal dissension among Allies, and complicate U.S. global policy objectives.

**Objective 1.3** | The United States bolsters cooperation with the Netherlands in the areas of cybersecurity, cyber-enabled crime, counterterrorism, counter-narcotics, border protection, and counterintelligence to better protect U.S. citizens and territory and increase collaboration to build a safe and secure online environment.

- **Justification** | Criminal activity and security threats to U.S. citizens and businesses transcend our borders. Confronting these transnational threats therefore increasingly depends on the quality of international law enforcement and security cooperation in order to effectively deter, investigate, and otherwise disrupt illegal and dangerous activity facing U.S. interests. The proliferation of cyber and digital platforms used for illicit transactions and the growth of state and non-state cybersecurity threats actors are areas of particular relevance for both the U.S.-Dutch bilateral security partnership as well as multilateral cooperation in Europol. The Netherlands – intent on developing and leveraging its unique assets, capabilities, and infrastructure – is increasingly a law enforcement partner of first choice for the United States and well-positioned to expand its operational capabilities. Mission the Netherlands is charged with maintaining and advancing this unique security partnership through seamless interagency cooperation internally and vigorous external engagement with the whole of Dutch government as

well as key Dutch institutions, actors, and assets who can help advance shared security goals.

- **Linkages** | Interim National Security Strategic Guidance: “we will renew our commitment to international engagement on cyber issues [and] we will hold actors accountable for destructive, disruptive, or otherwise destabilizing malicious cyber activity; JRS Bureau Objective 1.2.
- **Risks** | Failure will impact the United States’ ability to investigate, disrupt, and deter transnational criminal activity including trafficking of illicit goods, performing counterterrorism activities, and protecting U.S. citizens. It will also hinder Transatlantic efforts to address and deter state and non-state malicious cyber activity, including ransomware, rendering the United States and our European Allies and partners less secure.

**Mission Goal 2** | The Netherlands and the United States promote economic prosperity through free and fair market practices and policies that encourage economic resilience, innovation, and security risk mitigation.

**Description** | The United States and the Netherlands share a commitment to free and fair market practices and policies that promote prosperity for both our peoples. For a future of robust economic growth, encouraging resilience, innovation, and security risk mitigation in our economies is key. To further strengthen our economic partnership, Mission the Netherlands will promote increased Transatlantic trade, investment, research and development, and entrepreneurship. Of equal importance, the Mission will expand bilateral cooperation to simultaneously protect our economies and infrastructure against malign actors and supply chain vulnerabilities. In collaboration with the Netherlands and other like-minded partners, the Mission will continue to defend adherence to the free and fair-trade practices and protection of intellectual property rights that serve as the foundation of our economies.

**Objective 2.1** | The United States strengthens economic partnership with the Netherlands to promote Transatlantic trade, investment, research and development, and entrepreneurship.

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- **Justification** | The Netherlands is the 17th largest economy in the world, the fifth largest economy in the EU, and is the United States' seventh largest source of foreign direct investment (FDI). Bilateral trade and investment support hundreds of thousands of U.S. jobs. The Netherlands ranks 6 out of 132 countries on the 2021 Global Innovation Index and consistently is among the world's most competitive industrialized economies in global rankings that measure competitiveness and access to infrastructure. The Netherlands is the second largest exporter of agricultural products in the world after the United States. Working with Dutch government, institutions, and private sector stakeholders such as businesses and employers' associations will further build on the foundation of our strong economic partnership to advance mutual economic prosperity.
- **Linkages** | The Interim National Security Strategy Guidance: "we will partner with democratic friends and allies to amplify our collective advantages" including doubling down on science and technology investments and building digital infrastructure; JSP Strategic Objectives 2.2 and 2.3; JRS Bureau Objective 3.1.
- **Risks** | A tendency among certain protectionist leaning-EU member states could result in EU policies that negatively affect the Transatlantic economic relationship, harm U.S. business interests, and stymie our efforts in the bilateral economic relationship with the Netherlands. Despite being significant sources of employment and technological advances, increasingly negative sentiment toward big business including large, American-based global firms could result in domestic policy responses that undermine economic growth, resilience, and innovation in the Netherlands and Europe. The Mission will mitigate this risk by encouraging business and industry to include in their strategies more focus on sharing their "good news stories" to both the public and the government. We will also encourage the Dutch government to advocate for free and fair-trade principles within the EU.**Objective 2.2** | The United States expands cooperation with the Netherlands to protect our economies and infrastructure against malign actors and supply chain vulnerabilities.

- **Justification** | Large transport and logistics sectors reflect the Netherlands' pivotal and influential role in European and global supply chains, with a large volume of goods transported through Schiphol Airport and Rotterdam, Europe's largest seaport. The country aims to be an important voice in the supply chain discussion, particularly after recognizing vulnerabilities in supply chains and an over-dependence on certain supply sources from its experience during the COVID pandemic. The Netherlands is also home to important semiconductor-related companies, including the only producer of leading-edge Extreme Ultraviolet (EUV) lithography systems used in high-end semiconductor manufacturing. The government and key industries are keen to provide input into the U.S.- EU Trade and Technology Council.

The United States and the Netherlands largely share a common assessment of non-market policies and practices that distort competition. Government, academia, and private industry increasingly recognize predatory trade practices and illicit attempts to acquire sensitive technology. Bilateral cooperation with the Netherlands will help to thwart the transfer of intellectual property through licit and illicit means, particularly in dual-use and sensitive critical and emerging technologies. The Netherlands is working to strengthen investment screening through legislation, has excluded untrusted vendors from critical components of its 5G networks, and cooperates on export controls of military and dual-use technologies. The Netherlands is also a participant in multilateral semiconductor and quantum computing export control discussions. Successful businesses including small and medium-sized enterprises (SMEs) that have benefited from a free-market economy can help amplify the call to end coercive economic practices and restrictive models that limit U.S. economic opportunities and undermine partner sovereignty.

- **Linkages** | The Interim National Security Strategic Guidance: "in today's world, economic security is national security" and the United States will join with like-minded partners to "develop and defend trusted critical supply chains and technology infrastructure;" JSP Strategic Objectives 2.1, 2.3, and 2.4; JRS Bureau Objectives 3.1 and 3.2.

- **Risks** | The ongoing pandemic and supply chain disruptions may trigger trade protectionist impulses, especially on the EU level, and make it more difficult to foster more open and predictable markets, reducing the competitiveness of U.S. exports and Transatlantic economic growth and threatening a level-playing field for industry. PRC bullying such as that seen in Lithuania may cause concerns that a more aggressive approach to PRC could provoke economic retaliation. The Mission will mitigate this risk by assuring interlocutors that the Netherlands does not have to go it alone and is a key partner who will not tolerate PRC bullying. The Mission will also serve as a convener to bring together those most engaged in supply chain challenges to discuss potential ideas for long-term solutions.

**Objective 2.3** | The United States collaborates with the Netherlands and other like-minded partners to defend adherence to free and fair-trade practices and protection of intellectual property rights.

- **Justification** | A free, fair, and reciprocal trade and investment relationship with the Netherlands will foster economic growth, employment, and investment opportunities. The Netherlands is one of the EU's most trade-dependent economies. The Netherlands is a strong proponent of multilateral institutions preserving global economy rule of law and recognizes the need for WTO reform. The large number of U.S. and multinational companies in the Netherlands can be a source of advocacy for a regulatory environment promoting open commercial data flows, also favorable for Transatlantic trade and investment. The Netherlands' high patent production rates and substantial investment and research and development across key industry sectors make the Netherlands a unique partner on fortifying intellectual property protections.
- **Linkages** | The Interim National Security Strategic Guidance: "enforce existing trade rules and create new ones that promote fairness" and "confront unfair and illegal trade practices;" JSP Strategic Objectives 2.1, 2.3, and 2.4.
- **Risks** | The Netherlands advocates for "open strategic economy" that keeps the United States as a primary economic partner with the EU. A successful push by some other EU

member states for a more exclusive “strategic autonomy,” or a reduced willingness by the Dutch to serve as a Transatlantic champion could disadvantage U.S. business and industries, limiting U.S. access to the EU market and disrupting the concept of a level-playing field. Such risk could also extend to efforts by some within the EU to erect new standards and regulations, particularly within technology policy, that could substantially disrupt U.S. economic interests. The Mission will work to mitigate this risk by taking every opportunity to highlight the Netherlands’ longstanding and outsized trade relationship with the United States and encourage the Netherlands to advocate for the Transatlantic relationship within European political discussions.

**Mission Goal 3 |** The Netherlands and the United States leverage shared values to strengthen democratic norms and multilateral institutions, while also combatting domestic, regional, and global threats and challenges.

**Description |** The United States and the Netherlands share a deep and fundamental commitment to human rights, democracy, and the rules based international order. Mission the Netherlands will leverage these shared values to protect human rights domestically, within the EU, and internationally. The Netherlands is also a natural partner for U.S. efforts to confront major threats to global stability, including global climate initiatives and countering malign influence. Similarly, The Hague-based international legal institutions offer a unique platform to enhance our shared commitment to international justice, accountability, and the rule of law.

**Objective 3.1 |** The United States supports the Netherlands in taking a leadership role to safeguard shared democratic values, promote DEIA, and protect human rights domestically, within the EU, and internationally.

- **Justification |** International human rights and democratic norms are under continuous assault by state-backed actors, including the PRC and Russia. By promoting the Netherlands’ leadership in advancing shared values on democracy, DEIA, and human rights, we will have strengthened the United States’ ability to safeguard these norms globally. Leveraging our 400 plus years of Transatlantic history, we will underscore our



common cause on supporting democratic values and human rights and promote a vision for a shared Transatlantic future. Working in tandem with the Government of the Netherlands, we will advance human rights priorities domestically and internationally. We will collaborate with the Dutch, ardent advocates of multilateralism, in multilateral fora such as the EU and the UN, to reinforce the rules-based international order. Our public diplomacy efforts will celebrate our broad partnership with the Netherlands, ensuring the United States remains a partner of first resort. We will highlight diversity, equity, inclusion, and accessibility alongside the Netherlands, through programming and advocacy focused on supporting women, the LGBTQI+ community, and ethnic and religious minorities.

- **Linkages** | JSP Goal 3 and Strategic Objectives 3.1 and 3.2; JRS Bureau Objectives 2.1 and 2.2.
- **Risks** | Safeguarding human rights, guaranteeing media freedom and the safety of journalists, and advocating for human rights increase the public's trust in government's ability to address modern threats and challenges. Failure to leverage the partnership of allies like the Netherlands, will limit our ability to address these issues around the world and in multilateral institutions like the EU and the UN. Domestically, joint U.S. - Netherlands advocacy for the rights of women, marginalized groups, and ethnic and religious minorities will bolster our shared values and prevent future democratic backsliding. Increased public engagement, DEI initiatives, and press and media outreach by the Mission will mitigate the public perception that the United States' commitment to these shared values is weakening.

**Objective 3.2** | The United States works in concert with the Netherlands on the multilateral stage to counter malign influence, disinformation, and other threats to global stability.

- **Justification** | The Netherlands is a key U.S. partner in the fight against malign influence in Europe and around the world. U.S. competitors like Russia and the PRC employ a range of tactics to expand their influence in the Netherlands, shape political outcomes, inject destabilizing narratives, and sow division and distrust within and between the

United States and Europe. Notably, Russia and its proxies have used disinformation and other tactics to influence political processes and feed false narratives about the MH 17 trial and COVID-19. Likewise, the PRC's influence through Confucius Centers, research funding, and technology transfer, have generated vibrant discussion in the public about risks to academic integrity. Fortunately, the Dutch Government and NGOs in the Netherlands remain capable and committed partners in addressing these issues at home and abroad. The Government of the Netherlands and the public have a growing awareness of this issue and are committed to tacking malign activity in the information space. The Dutch also have a view on independent media that is well-aligned with the United States and makes them a relative outlier to many European countries calling for media and technology regulation. Recognizing our shared commitments to transparency, freedom of the press, rules-based international order, and inoculating citizens against malign narratives that reduce trust and damage the democratic process, the mission will work in tandem with Dutch institutions to identify and counter this damaging behavior. We will also encourage Dutch participation, contributions, and leadership in international organizations and multilateral fora to support multilateral efforts to counter malign disinformation and associated hybrid threats that undermine Euro-Atlantic unity and destabilize democracies.

- **Linkages** | JSP Strategic Objectives 1.4 and 3.1; JRS Bureau Goal 2, Bureau Objective 2.3, and Bureau Objective 4.3.
- **Risks** | The Netherlands has experienced the effects of malign influence in its research institutions and technology applications and has endured cyber-attacks of corporate and public organizations by state and non-state actors. Additional U.S. efforts to work together with the Netherlands to combat these attacks on will enhance mutually beneficial capabilities to reduce and eliminate these infiltrations. Without U.S. support for Dutch efforts to champion freedom of the press, uphold democratic values, and pursue legal accountability of malign actors and efforts to spread disinformation, there is potential for reduced impact of these efforts. Increased associations with new government, non-government, and private partners, along with the development of

innovative public engagement and messaging to counter malign narratives, will mitigate this risk.

**Objective 3.3** | The United States encourages the Netherlands to join key U.S., EU, and global climate initiatives to reduce carbon emissions and support the energy transition.

- **Justification** | The world faces a climate change crisis and countries must act urgently to transform their economies and reduce greenhouse gas emissions (GHG) dramatically by 2030 to avoid the most catastrophic consequences of climate change. Through the Paris Agreement, the United States and our European allies and partners will lead the way to address climate change so that future generations can thrive. The Netherlands has committed to steep reductions in GHG emissions by 2030 and net-zero emissions by 2050. As a like-minded partner in key global climate initiatives the Netherlands can help increase the climate ambition of other countries to achieve substantial emission reductions now and facilitate a future net-zero emission world. With specific expertise in the areas of water management and finance, the Netherlands can also help enhance developing country national adaptation planning and implementation and accelerate the flow of and access to finance for developing countries. The Dutch commitment to transition to renewable energy sources will provide opportunities for collaboration on specific new energy technologies. Highlighting U.S. international climate leadership to a Dutch audience serves to strengthen our cooperation on climate initiatives and the energy transition and increase public and political confidence in the United States as a reliable partner on this issue.
- **Linkages** | JSP Strategic Objectives 1.2 and 2.4; JRS Bureau Objective 4.1 and 3.4; Executive Order 14008.
- **Risks** | Implementation of the new government's coalition agreement and the requirements of the EU's Green Deal may create new barriers to U.S. trade and investment; climate change itself and policy responses to it may negatively impact production and supply chains. The rapid phase-out of fossil fuels and the transition to sustainable energy may negatively impact energy security. The Mission will mitigate

these risks through engagement with the government, the U.S. interagency, and other stakeholders to ensure all parties are cognizant of potential impacts so that we can develop pathways to overcome them.

**Objective 3.4** | The United States engages with The Hague-based international legal institutions to enhance shared commitment to international justice, accountability, and the rule of law and renew U.S. leadership in the multilateral space.

- **Justification** | In view of the Netherlands' unique role as host to a number of international legal institutions, the Mission promotes U.S. interests in the areas of international justice, dispute resolution, and private international law. Led by the Office of the Legal Counselor (OLC), the Mission's engagement with and assistance to these institutions has proven invaluable to their work. These efforts and OLC engagement with legal counterparts in the diplomatic corps demonstrate the United States' commitment to the role of international law and institutions, protect U.S. equities, and promote the values of accountability, justice, and rule of law in international diplomacy. The Mission's work in this area also provides opportunities for increased bilateral engagement with the Dutch on international legal issues.

The Mission is leading efforts to reset the U.S. relationship with the International Criminal Court (ICC), including working to identify areas where the United States and the ICC can cooperate to advance accountability for the most serious international crimes. The Mission will continue our strong support for the UN International Residual Mechanism for Criminal Tribunals (IRMCT), which handles the residual work of the International Criminal Tribunal for the former Yugoslavia (ICTY) and the International Criminal Tribunal for Rwanda (ICTR). The Mission will also continue our cooperative relationship with the Kosovo Specialist Chambers (KSC), which was established to address certain alleged war crimes and organized crime activities in Kosovo and where several cases are now entering the trial phase. The Mission will additionally continue to liaise with the Special Tribunal for Lebanon (STL) as it winds down its activities. With respect to non-criminal matters, the Iran-U.S. Claims Tribunal (IUSCT) continues to

handle large claims against the United States, and we will remain in active litigation during the next year and potentially beyond. The Mission will also liaise with International Court of Justice (ICJ), the principal judicial organ of the UN, as it handles a number of pending cases of particular importance to U.S. interests, including the Certain Iranian Assets and Alleged Violations cases brought by Iran against the United States. Finally, the Mission will engage actively with the Permanent Court of Arbitration (PCA) and The Hague Conference on Private International Law (HCCH) in furtherance of U.S. interests at those institutions.

- **Linkages** | The White House's Interim National Security Strategic Framework: “lead and sustain a stable and open international system, underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules;” JSP Objectives 1.4 and 1.5; EUR JRS Bureau Goal 4.
- **Risks** | Regarding the ICC, we continue to have concerns regarding its efforts to assert jurisdiction over personnel of non-States Parties, such as the United States and Israel, absent a Security Council referral or the consent of the State, but, as Secretary Blinken has stated, engaging with all stakeholders is the best way to address our concerns. It is also the best way to advance our support for the rule of law, access to justice, and accountability. We are also encouraged that States Parties to the Rome Statute are considering a broad range of reforms to help the Court prioritize its resources and to achieve its core mission, and we will work with key interlocutors regarding these efforts. Regarding non-criminal matters at the IUSCT and ICJ, the Mission will continue to contribute to the most robust defense of U.S. interests at stake.

## 4. Management Objectives

**Management Objective 1** | Optimize the Management platform to support the growth of Mission offices.

- **Justification** | The U.S.-Netherlands relationship has expanded dramatically in recent years, underpinned in large part by shared security, law enforcement and economic interests. However, the Management resources required to support this deep-rooted and long-standing relationship have not grown at a corresponding rate. Additional General Service Expanded Professional Associated Program (EPAP) and American medical provider positions will alleviate the stress on the Management platform to meet growing challenges in housing, movement of personnel, and healthcare. Meanwhile augmenting existing facilities will allow the Mission to meet space demands in its already outgrown New Embassy Compound. Creating efficiencies to existing efforts by utilizing new technologies and limiting waste through cost-savings initiatives will further ensure that resources are properly deployed.
- **Linkages** | JSP Strategic Objective 4.3, 4.2.
- **Risks** | The Management platform has already outgrown its capacity. A failure to further optimize through new positions, facilities, and innovation, would necessarily impede its ability to effectively support Mission, Department, and U.S. interests in the region.

**Management Objective 2** | Ensure the Mission's staff reflects the diversity of the United States and the Netherlands and has the skills and compensation necessary to advance Mission objectives.

- **Justification** | The Mission must enhance its visibility, broaden its talent pool, and raise its pay scale to recruit and retain qualified locally employed staff (LE Staff) capable of advancing Mission and Department objectives more effectively. As the unemployment rate in the Netherlands has decreased, the war for talent has increased. In FY2021, the Mission advertised vacancies for 25% of its existing LE Staff positions, many multiple times that still failed to receive any qualified applicants. Further, the turnover rate in the Mission has increased from 9% to 12% in one year despite extensive retention efforts. The Mission will bolster recruitment efforts by both raising its brand awareness and targeting underserved and unrepresented communities to reach more qualified applicants, also ensuring that its LE Staff workforce reflects the full diversity of the Netherlands. The shortage of qualified talent in the local market, especially for technical positions, has also significantly raised local wages. A labor market target wage percentile increase will be required to better compete with private sector employers.
- **Linkages** | JSP Strategic Objective 4.1; JRS Management Goal 5.1; Executive Order 14035.
- **Risks** | Failure to counter wage growth in the Netherlands and attract more qualified applicants would further limit the Mission's ability to compete in its local labor market. An appropriately aligned recruitment, retention, and compensation program is imperative to support the Mission's objectives, which continue to expand and become more complex.

**Management Objective 3** | Ensure the Consular Section has facilities suitable to accomplish its mission in full compliance with Department security, life-safety, and customer service standards.

- **Justification** | Consular Section facilities are inadequate to support Mission needs. Structural limitations to the Consulate building prevent solutions to bring the section's facilities in compliance with POSHO, ADA, and life safety requirements mandated by the Department. There is no cashier booth or ADA-compliant interview windows, the waiting room and workspaces are very cramped, and manager office space does not have line-of-sight over staff work areas. These deficiencies make effective manager oversight of staff very difficult, limit the Consular Section's ability to attract strong candidates to fill vacant locally employed staff positions, and constrict the Section's ability to meet growing demand for U.S. citizen and visa services.
- **Linkages** | JSP Strategic Objective 5.1 and 5.2; CA FBS Objectives 1.1, 2.1, 2.2, 2.3, 3.2, and 3.3.
- **Risks** | The Consular Section will be unable to attract strong candidates to fill existing LE staff vacancies. It will be difficult to work through the significant backlogs that built up during the ongoing pandemic, and the Section will be unable to meet growing demand for U.S. citizen and visa services going forward.