



Integrated Country Strategy

Australia

FOR PUBLIC RELEASE

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1. Chief of Mission Priorities

On February 23, 2018, President Trump issued a joint statement with Australian Prime Minister Malcolm Turnbull proclaiming that the American-Australian Alliance is based on a common purpose: to promote peace and prosperity. Our friendship is underpinned by a deep alignment of interests and our societies' shared commitment to the values of freedom, democracy, and the rule of law.

The world in which we live is contested, and it is more important than ever to work together with our allies to defend our national security and promote economic prosperity. Rogue regimes are developing nuclear weapons and missiles to threaten the entire planet, radical terror groups are actively plotting to undermine our security, rival powers are aggressively challenging our interests and values around the globe, cybercriminals are developing new technologies that threaten businesses and consumers, and unfair trade practices threaten our economy and our workers. The threats we face are the same; therefore, we must strengthen our resolve to address them together.

The U.S.-Australia Alliance is crucial to advancing our national security goals. The Australia-New Zealand-United States (ANZUS) security treaty is the foundation of defense and security cooperation between our two countries. As summarized in its 2016 Defense White Paper, Australia's defense policy underscores a commitment to a robust U.S. presence in the Indo-Asia-Pacific, and they remain a committed security partner. Australia is on track to spend two percent of GDP on defense by 2021, as evidenced by a 1.94 percent spending level in 2016. Interoperability with U.S. forces is also a top priority, as Australia is the fifth largest importer of U.S. defense systems, ranks second in U.S. defense export markets, and is consistently in the global top ten for U.S.-sourced defense acquisitions. This Alliance advances the strategic vision established in the U.S. National Security Strategy for protecting the American people, preserving our way of life, promoting our prosperity, preserving peace through strength, and advancing American influence in the world. We will build upon our strong history of security cooperation by expanding our military partnerships and interoperability. Our law enforcement agencies will strengthen cooperation to address emerging networks of transnational crime syndicates and prepare for a new era of cybercrime. And we will strengthen our cooperation on health security and science to protect Americans and Australians against emerging non-traditional threats, such as pandemics.

Our two countries are not only significant strategic allies, but also economic partners of choice. The United States is Australia's largest single foreign investor, and the United States is Australia's largest destination for outward foreign direct investment—clear indicators of our close bilateral economic partnership. In addition, the United States' fifth largest trade surplus is with Australia. American companies in Australia and Australian companies in America employ hundreds of thousands of our citizens, creating employment and a high-level skills base. Our cooperation in science and technology brought us to the Moon, facilitates deeper exploration of space, and will eventually bring us to the next frontier – a human walking on the surface of Mars. Our economic cooperation spans every industry, creating jobs, providing investment opportunities, and raising living standards in both countries. Together we have tapped new sources of energy and provided hope in the battle against life-threatening diseases. We will continue to strengthen this partnership as we promote the essential role of the United States in Australia's economic future.

The U.S.-Australia Alliance is also crucial to executing our Indo-Pacific strategy. Australia sits at the nexus of the Indian and Pacific oceans and this strategic position is amplified by Australia's deep bilateral partnerships and strong economic relationships with countries across the region. Given Australia's prominent leadership role, we can leverage our Alliance to advance a free and open Indo-

Pacific. On the security front, we will continue the international campaign to push North Korea to denuclearize. We will counter Beijing's revisionist ambitions and coercive actions in the region with stronger partnerships through enhanced security arrangements, and together we will foster a more constructive relationship with China. On the economic front, we will work with our partners to promote open markets; advocate for free, fair and reciprocal trade; and foster private sector-led economic growth as part of a broader, rules-based system.

Australia has strong bilateral relationships across the region, and also plays an active leadership role in many of the multilateral organizations that underpin the international, rules-based order. When the United States and Australia coordinate with one another in these organizations we can achieve more than what either of us could accomplish individually. A free, open, and prosperous rules-based order in the Indo-Pacific region is in both our nations' enduring national interests. Our nations' strategies—embodied in the U.S. National Security Strategy and National Defense Strategy, and the Australian Foreign Policy White Paper and Defense White Paper—reflect our shared commitment to a region based on these convergent principles. We intend to continue to use diplomacy and assistance to support good governance and smart development decisions. We will work bilaterally with Australia to achieve better results in multilateral fora, such as the East Asia Summit, APEC, the ASEAN Regional Forum, the Indian Ocean Rim Association, and the Pacific Island Forum. Our abiding belief in freedom, equality, mutual respect, and the rules-based order serves as the foundation of our two societies and a model that can benefit all nations and people.

Our Alliance with Australia is based on more than an accumulation of security arrangements and economic agreements. It is anchored in a deep connection between our peoples, a shared history, and a common culture. We must continue to speak directly to the Australian public to increase popular support for the Alliance and our joint leadership in a secure and prosperous Indo-Pacific. We will continue to implement programs that foster people-to-people exchanges; expand cooperation in agriculture, science, technology, health, and education; and conduct outreach and shape media messaging across all of Australia to continually demonstrate to the Australian public the benefits of our enduring partnership. And we must focus these programs on young Australians -- the future leaders in government, industry, and academia.

There are no greater friends than the United States and Australia. Australia has stood by us in every war since World War I. For 100 years, since the Battle of Hamel, when American and Australian troops first fought side by side, our two nations have faced every challenge together. We will continue to work more closely in these challenging times on the basis of trust, mutual respect, and mateship to shape a secure and prosperous century to come.

2. Mission Strategic Framework

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| Mission Goal 1: | Enhance security at home and abroad through strengthened U.S. ties with Australia |
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| Mission Objective 1.3: | Increase coordination, cooperation, and targeting with U.S. authorities to combat transnational crime, cybercrime, and terrorism |
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3. Mission Goals and Objectives

Mission Goal 1: Enhance security at home and abroad through strengthened U.S. ties with Australia

Description and Linkages: This goal reflects Pillar 1 of the 2017 National Security Strategy: to protect the American people, the homeland, and the American way of life. It also supports the State-USAID 2018-2022 Joint Strategic Plan Goal 1 (specifically, Objectives 1.3, 1.4, 1.5) and Goal 1 of the EAP Joint Regional Strategy. Consistent with the National Security Strategy, the Joint Strategic Plan, and Indo-Pacific Strategy, the Mission will seek to enhance security at home and abroad through strengthened U.S. ties with Australia, our closest ally in the region. Effective cooperation and coordination with Australia, including through regular consultations and an open exchange of ideas, is essential to our national security and will serve as a foundation for our strategy in the region.

Mission Objective 1.1: Increase Australia's security capabilities with U.S. and regional partners to promote a free, open, and rules-based Indo-Pacific order

Justification: As highlighted in our U.S. National Security Strategy, "Australia has fought alongside us in every significant conflict since World War I, and continues to reinforce economic and security arrangements that support our shared interests and safeguard democratic values across the region." Among our closest political, military and intelligence partners, and with its advanced technology base and growing regional security profile, Australia represents the strong southern anchor of our Free and Open Indo-Pacific Strategy.

Moreover, our National Defense Strategy makes it clear that revisionist powers such as China and Russia--which use military modernization, influence operations, and predatory economics to re-shape the region to fit their authoritarian models--have emerged as the central challenge to U.S. strategic objectives in the Indo-Pacific. Countering this threat will involve a whole-of-government response which draws upon America's robust network of regional allies and partners, among which Australia is central.

Mission Objective 1.2: Provide improved consular services to U.S. citizens and U.S. government agencies to protect U.S. citizens and U.S. interests

Justification: Protection of U.S. citizens abroad is the top responsibility of the Department of State. Our consular, public affairs, and regional security teams will continue to educate and empower U.S. citizens to make informed decisions about their safety while visiting or residing in Australia. We will efficiently and professionally deliver the full range of citizen services to the estimated 250,000 U.S. citizens residing in Australia, as well as to U.S. citizens visiting the country. At our four posts across Mission Australia, we will continue to partner with Australian local and federal agencies and like-minded foreign missions to coordinate information sharing and enhance the security and protection of U.S. citizens and companies operating in Australia. These relationships are crucial to our efforts to protect U.S. citizens and enable us to effectively respond in moments of emergency.

Mission Objective 1.3: Increase coordination, cooperation, and targeting with U.S. authorities to combat transnational crime, cybercrime, and terrorism

Justification: Post will work with Australia to broaden cooperation across all government agencies, particularly within the law enforcement communities. We will increase substantive U.S. law enforcement engagement with organizations that combat illegal narcotics trafficking, trafficking in persons, cybercrime, other forms of transnational crime, and terrorism.

Mission Objective 1.4: Increase public support for the U.S.-Australia Alliance and promote programs, networks, and partnerships that reinforce its foundational principles

Justification: Public opinion polls reveal that although Australian public support for the U.S.-Australia Alliance is firm, the Australian public's trust in the United States to act as a responsible global leader has fallen. These findings, coupled with demographic shifts and the rise of a younger generation that is more skeptical of the Alliance, call for the U.S. Mission to Australia to reaffirm the United States' unwavering commitment to the Alliance. The U.S. Mission to Australia will promote the historic and present-day security benefits of the U.S. – Australia Alliance while highlighting shared democratic values that build foundational trust between our two nations and support the rules-based international order. Public opinion polls suggest that Australians who have met Americans and engaged with American culture have a more favorable view of the United States, which in turn, extends to the Alliance. Public Affairs will seek to increase opportunities for such encounters through programs and partnerships aimed at deepening cultural ties between the United States and Australia and supporting a more informed and nuanced understanding of the United States and its policies. The U.S. Mission will continue to engage with traditional and social media to enhance understanding of U.S. policy, outline benefits to the Australian public of maintaining the U.S.-Australia Alliance, and promote overall positive perceptions of the United States.

Mission Goal 2: Advance economic prosperity by expanding both the scope of U.S. goods and services to Australia and two-way investment flows

Description and Linkages: This goal reflects Pillar 2 of the 2017 National Security Strategy: to promote American prosperity. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 2 (specifically Objective 2.1) and Goal 3 of the EAP Joint Regional Strategy. Consistent with the National Security Strategy, the Joint Strategic Plan, and Indo-Pacific Strategy, the Mission will seek to sustain growth and prosperity driven by market economic policies, high-standards, increased connectivity, and strong bilateral cooperation. The Mission will continue to advocate for free, fair, and reciprocal trade with Australia while promoting U.S. businesses and commercial interests.

Mission Objective 2.1: Generate commercial opportunities and remove trade and investment barriers to facilitate greater market access and expanded exports for U.S. companies and two-way investment opportunities

Justification: The United States and Australia already enjoy an excellent economic and commercial relationship that began over a century ago and continues to grow. The United States is Australia's third

largest supplier of goods and services and by far Australia's number one investor. Similarly, the United States is the number one destination for Australian investment. The United States' 5th largest trade surplus is with Australia.

While there are few irritants in our bilateral trade and investment relationship, the next few years will present opportunities and challenges for American companies. Since the last ICS, Australia has signed several free trade agreements and is negotiating new ones such as the Comprehensive and Progressive Trans Pacific Partnership and the Regional Cooperation Economic Partnership that will make the Australian market much more competitive for U.S. exporters. Australia's worsening energy security position provides opportunities for engagement by the U.S. government, gas exporters, providers of gas exploration technologies, and U.S. energy investors as Australia considers opening unconventional gas reserves to exploration. Australia should continue to expand its defense spending and modernize its equipment but at the same time is pushing ahead for a more capable and robust local defense manufacturing sector, which will be both an opportunity and a threat to U.S. defense contractors.

Mission Objective 2.2: Build support for the U.S.-Australia strategic Alliance by promoting the essential role of the United States in Australia's economic future

Justification: While the bilateral economic relationship is strong and robust, the general Australian public does not demonstrate a deep appreciation or understanding of the depth and breadth of our economic partnership or fully appreciate the benefits of U.S. economic engagement to Australia's economic security and prosperity. Most Australians do not realize the importance of the role of the U.S. in the global economy, believe the U.S. is a declining economic power, and see China as the key to its economic future. The Australia public generally sees export figures as the sole indicator of economic importance rather than taking a broader view.

Such attitudes bleed into the Australian public's overall view of the U.S. and the value of our strategic Alliance with Australia. Changing these views will be a major challenge but is necessary to maintain Australia's support for our Alliance, cooperation on regional and global security threats, and promoting common values and interests.

Mission Goal 3: U.S.-Australian Alliance improves security, economic prosperity, governance and cooperation in the Indo-Pacific region

Description and Linkages: This goal reflects Pillars 1, 2, and 4 of the 2017 National Security Strategy: to protect the American people, to promote American prosperity, and to advance American influence. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 1 (specifically Objective 1.4), Goal 2 (specifically Objectives 2.1 and 2.3), and Goal 3 (specifically Objective 3.2). This goal also supports Goal 5 of the EAP Joint Regional Strategy. Consistent with the National Security Strategy, the Joint Strategic Plan, and Indo-Pacific Strategy, the Mission will seek to leverage the U.S.-Australia Alliance to promote a rules-based order in the Indo-Pacific that advances democratic governance and resolves disputes peacefully. Regionally, the Mission will work with Australians to address key security concerns, advocate for democratic development, and safeguard shared values.

Mission Objective 3.1: Collaborate with Australia to address regional security and economic challenges and encourage resilience in the face of increasing threats

Justification: Australia is our closest Indo-Pacific ally and a lynchpin of U.S. strategy. Our Alliance provides substantial diplomatic, economic, and defense support for U.S. leadership across a range of issues. This is particularly important as China seeks to displace the United States in the region, expand the reaches of its state-driven economic model, and reorder the region to be more China-centric. We will work with the Government of Australia to increase cooperation on countering rogue states and strategic competitors and address other regional security challenges; address the threat of the DPRK; maintain robust contributions to international security operations; broaden collaboration to combat terrorism and violent extremism; and strengthen cybersecurity.

Mission Objective 3.2: Improve bilateral coordination to achieve better results in the Pacific Islands and multilateral fora

Justification: Fragile economies, political instability, and extra-regional coercive economic diplomacy in the Pacific islands present strategic, humanitarian, and economic risks. Australia's recently articulated Pacific strategy and strong interest in multilateral approaches and international organizations provides a useful framework to address these issues in the region.

Mission Objective 3.3: Increase public support for U.S. and Australian leadership in a secure and prosperous Indo-Pacific that is free from economic and military coercion

Justification: Australia is the United States' most important ally in the Pacific. As such, U.S. and Australian leadership is critical to advancing partnerships and programs in support of a "free and open" Indo-Pacific. Recent public polling found a lack of Australian confidence in the United States' ability to lead on global and regional issues. In order to increase public support for both U.S. and Australian leadership, the U.S. Mission to Australia will support public outreach, programs and activities that promote 1) U.S. leadership in the Indo-Pacific, 2) U.S.- Australian joint activities in the Indo-Pacific, 3) regional connectivity and infrastructure projects led by the U.S. and Australia, and 4) programs that support the rule of law, good governance, and shared democratic values in the Indo-Pacific.

4. Management Objectives

Management Objective 1: Optimize infrastructure to meet diplomatic requirements and support Mission objectives

Justification: Mission Australia continues to grow. An increase in other agency personnel requires that we improve and expand our infrastructure to meet these requirements. Our most urgent need is additional office space that meets SECCA requirements and provides an optimum collaboration environment. OBO has increased the scope of this space project from building an annex to a compound-wide assessment. Unfortunately, the construction start date has shifted multiple times with the latest date being 2023. A short term investment in additional office space in our consulate in Perth is needed to accommodate the growing U.S.-Australian collaboration surrounding Indo-Pacific issues and Perth's creative business environment occurring there. Post recently completed an on-demand high definition digital video conference system that connects the four posts in our mission. By moving to Office 365 and expanding our use of the Foreign Affairs Network cloud infrastructure our officers are now more mobile in their reporting and support work.

Management Objective 2: Promote communication and collaboration to keep Mission staff informed, increase efficiency, and improve morale

Justification: Managing our internal messaging and customer expectations across a mission as broad as Australia requires innovative thought. We're building on our high speed internet backbone to place interactive information kiosks at each post. These interconnected kiosks provide local post information as well as Embassy information across the mission. COM welcome information, social media updates, ICASS provider information, and directions to offices in our multi-building compound are included in the initial rollout. We also plan to implement cloud access for information the mission needs and integrate our DVC technology with Google Hangout to allow non-mission counterparts to use other video call technology to join meetings or presentations.

Although Australia is a modern country with all the conveniences of home, it still requires some employee expectation management. Post uses its information technology advantage to conduct large video and conference calls with incoming employees on what life is like in Australia. Housing, school, pets, vehicles, and work-life balance consume most of our time in these consultation sessions. We will continue to use external facing information vehicles like the Canberra Comments and pre-arrival informational sessions to provide messaging to incoming employees. Once on the ground, we use a combination of digital kiosks and closed circuit TV to manage messaging and keep employees apprised of the latest mission activities. By keeping messaging current, we will be able to not only keep employees better informed, but improve morale too.

Management Objective 3: Improve regional mission management capacities through mentoring and direct support to smaller missions

Justification: Mission Australia provides a number of LE staff to the EAP executive corps and in an LES initiative, our staff formed a “Procurement Center for Expertise” to provide hands on training and specific post contract consultation from Canberra. Procurement LES from throughout the regional (including some Americans) come to Australia to participate in these tailored sessions. We also look to improve on our support and mentor role to the Pacific islands through our General Service Office, Human Resource Office, and Financial Management Center through annual memorandum of understanding reviews. In an effort to move our training and support to the next level, post will need an additional investment from EAP in order to increase the support and training our talented LE staff provide to the region.