



Integrated Country Strategy

France

FOR PUBLIC RELEASE

Table of Contents

1. Chief of Mission Priorities 2

2. Mission Strategic Framework 5

3. Mission Goals and Objectives 7

4. Management Objectives 12

1. Chief of Mission Priorities

AMERICAN SECURITY AND PROSPERITY

Our mission is clear – to ensure American security and prosperity. France is America’s oldest ally and among our most capable partners. As the ties that bind us are deeply rooted, today the United States and France share common interests and objectives. This vital strategic alignment underpins our close cooperation on the world’s most pressing challenges: confronting terrorism and transnational crime worldwide; preventing the proliferation of nuclear, chemical, and biological weapons; reinforcing European security in the wake of Russian violations of Ukrainian sovereignty and other malign activities; and fostering a more peaceful and stable Middle East and North Africa (including ensuring the total defeat of ISIS). France is likewise a major U.S. economic partner. Our countries share the challenges of retaining our positions as world leaders in science, technology, and innovation; expanding cooperation in culture, sports, and the arts to promote our shared values; and creating jobs and promoting opportunity for citizens of all backgrounds.

The U.S.-France Strategic Partnership: France, like the United States, is ready and able to act decisively on its principles and interests. With energetic and ambitious President Emmanuel Macron at the helm, France is seeking a leading role in world affairs. Consistent U.S. engagement with policymakers in Paris helps align French ambition with U.S. policy priorities. Historical ties and geographic proximity enable France to carry weight diplomatically and militarily in the Levant, Gulf, and Africa. As we have seen in Iraq, Syria, West Africa, and the Sahel, French support has been a significant force multiplier for U.S. and Coalition efforts to destroy ISIS and confront the Assad regime, contain Iran’s malign regional influence, counter Al-Qaeda and its affiliates, and restore democratic rule. Correspondingly, cooperation in counter-terrorism and in law enforcement is at an all-time high. Still, we will need to be mindful of how French aspirations to exert global leadership could impact U.S. interests if our approaches diverge. Budgetary pressures could also have an impact on France’s foreign policy and national security decision-making, potentially making it harder to undertake operations or achieve defense burden-sharing commitments. France has taken substantial measures to improve security and re-calibrate its approach to countering violent extremism following a series of terrorist attacks over recent years. We will need to remain closely engaged to ensure associated French legislation and executive decisions reinforce our ability to further our international security cooperation.

The U.S.-France Economic Relationship: As one of our largest trading partners and foreign investors, a healthy French economy with fair and reciprocal market access for U.S. firms benefits the U.S. economy and American jobs. President Macron has launched a series of

reforms to cut taxes and red tape and make French labor markets more flexible. To maximize our mutual prosperity, we will continue to engage France where we see regulatory barriers disadvantaging American firms; continue to promote U.S. businesses; highlight U.S. industry leadership in key sectors like energy, agriculture, information technology, aerospace, and entertainment; and promote the United States as a preferred investment destination. Advancing cooperation to address shared challenges in innovation, science, technology, and space – areas where France is or aspires to be a European and global leader – can also yield commercial benefits for the United States. Macron’s call to improve the global trading system, including more coherent and robust investment screening in Europe, presents an opportunity to leverage France’s leadership in the EU. France is a key ally in transatlantic cooperation and against China’s mercantilist trade practices and predatory investment policies. Further deepening our cooperation on cybersecurity, energy security, and sanctions with an important global player like France can help advance U.S. interests in these areas.

The U.S.-France Public Affairs Relationship: Public Affairs programs promote greater understanding of the United States in France, and they support our efforts to advance the security and prosperity of the United States. We partner with traditional media outlets to explain and build support for U.S. policy priorities and values, and use social media platforms to directly communicate these messages, showcase bilateral cooperation, and promote U.S. excellence across cultural sectors. The Cultural Affairs Section directly engages the French public, decision-makers, and opinion-leaders with cultural and educational programs to broaden support for U.S. policy priorities. Our efforts feature prominent U.S. cultural or intellectual figures, innovative partnerships like the Embassy’s Youth Ambassadors program, and exchanges such as Fulbright and the International Visitor Leadership Program. We will continue to nurture the special ties between the United States and France that underpin our close partnership and sustain it as an alliance of people as well as governments.

Security and Protection of Americans: These are clearly our top priorities. Our consular operation provides comprehensive services that protect the lives and serve the interests of U.S. citizens living or traveling in France. We maintain our commitment to security while facilitating the cross-border movement of legitimate travelers through fraud detection efforts and vigilant adjudication of U.S. passports and visas. France, a leading visa waiver program participant, has seen rising numbers of its citizens joining the ranks of foreign terrorist fighters (FTFs) and has taken robust action to stem radicalization within its borders. With support from the Mission’s extensive U.S. law enforcement and security representation, we cooperate intensively with French counterparts to track potential French domestic concerns, including FTFs, and partner with France on joint initiatives and investigations. Our French law enforcement and security partners are among the most capable in the world.

Taken as a whole, the U.S. Mission to France is a global diplomatic platform for the U.S. government, with 18 separate agencies represented. Along with the U.S. Mission to the OECD and our observer mission to UNESCO, we host a constant stream of official visitors and delegations who advance our interests across the full spectrum of bilateral and multilateral issues. In an average year, we facilitate over 37,000 U.S. government “overnights” by some 7,500 U.S. government visitors. A network of two consulates and four “American Presence Posts” expands our reach throughout France. As custodians of America’s oldest diplomatic relationship, we strive to constantly improve and innovate as we carry out our responsibilities on French soil. With millions of Americans visiting France every year, and hundreds of thousands of U.S. citizens residing in France, we take our mandate to assist and protect very seriously.

The closeness and intensity of the U.S.-France alliance does not mean we are always in agreement on processes to achieve our shared goals. But more often than not, our shared commitments take precedence. As Franklin once wrote about his friend Lafayette: “He is warmly attached to our cause; we are on the most friendly and confidential footing with each other.” These words, even today, are an accurate characterization of our close and energetic partnership.

2. Mission Strategic Framework

Mission Goal 1: Maintain robust engagement with France to address common global challenges that impact U.S. security and prosperity.

Mission Objective 1.1: Partner with France to address key security issues by deepening military-to-military cooperation, expanding counterterrorism coordination, and intensifying law enforcement engagement.

Mission Objective 1.2: Increase coordination with France to jointly confront global challenges that undermine global peace and stability, and work together to promote sovereignty, democracy, and human rights across the world.

Mission Objective 1.3: Protect the lives and serve the interests of U.S. citizens in France; Strengthen U.S. border security while facilitating legitimate travel.

Mission Goal 2: Preserve France as a key bilateral partner on economic, environment, science, technology, and health priorities to contribute to economic growth and job creation in the United States.

Mission Objective 2.1: Boost French trade and investment with the United States.

Mission Objective 2.2: Increase cooperation with France and European allies to counter unfair trade practices and ensure a level playing field, strengthen cybersecurity, promote unity on sanctions, and support European energy security goals.

Mission Objective 2.3: France contributes to a more prosperous and secure world through increased cooperation on science, technology, and the environment.

Mission Goal 3: Through public engagement, promote relationships and activities that advance American influence, values, and policies; leverage our strong bilateral relationship and shared values to extend these values throughout the world.

Mission Objective 3.1: Through the use of traditional and innovative cultural and information programs, engage with French youth leaders, opinion-makers, and innovators, who reflect the increasing diversity of French society, to strengthen advocacy and action on shared priorities including economic growth, secure and tolerant communities, and rejection of extremism.

Mission Objective 3.2: Engage with public audiences through traditional media interactions, speeches, and outreach events, as well as social media products and activities, in order to move French public opinion towards a more favorable perception of the United States on the key themes of prosperity and security.

Management Objective 1: Provide the best possible facilities for all components of Tri-Mission France in support of all sections' work to advance U.S. interests. Ensure the safety and operational effectiveness for chancery and mission residences.

Management Objective 2: Provide modern and secure infrastructure to support effective diplomacy at Tri-Mission France's annexes, Consulates General, and APPs in support of building a strong bilateral relationship regionally within France while safeguarding U.S. taxpayer dollars.

Management Objective 3: Provide a secure network for Tri-Mission France's operations, with special emphasis on anticipating and addressing cybersecurity threats to ensure the integrity of Tri-Mission France's IT platform.

3. Mission Goals and Objectives

Mission Goal 1: Maintain robust engagement with France to address common global challenges that impact U.S. security and prosperity.

Description and Linkages: France is America's oldest ally and remains among our closest, most trusted, and skilled partners. This mission goal works toward priorities outlined in the National Security Strategy, specifically Pillar 1: Protect the American People, the Homeland, and the American Way of Life and Pillar 3: Preserve Peace through Strength; priorities outlined in the State-USAID Joint Strategic Plan FY 2018, specifically Goal 1: Protect America's Security at Home and Abroad and Goal 3: Promote American Leadership through Balanced Engagement; and priorities from the EUR Joint Regional Strategy Framework, specifically Goal 1: Strengthen the Western Alliance, Goal 3: Secure and Stabilize the Eastern and Southern Frontiers, and Goal 4: Preserve Western Democratic Principles.

Mission Objective 1.1 Partner with France to address key security issues by deepening military-to-military cooperation, expanding counterterrorism coordination, and intensifying law enforcement engagement.

Justification: France is our most willing and capable partner in countering shared threats to global security, providing unparalleled support to the Defeat-ISIS Coalition and taking the lead on counterterrorism and stabilization efforts in the Sahel. As our cooperation in foreign policy, defense, and security has reached new levels in recent years, we rely increasingly on France's assets and expertise in certain regions to achieve common goals. French leadership and influence in Europe can be a force multiplier for enhancing U.S. homeland security and advancing broader U.S. security policy priorities. Expanding existing bilateral cooperation at the working level to further improve France's operational capabilities would yield follow-on effects in Europe and globally. To ensure our security partnership continues to anchor the bilateral relationship, we should deepen connections to better confront threats from traditional state powers and transnational non-state actors alike.

Mission Objective 1.2 Increase coordination with France to jointly confront global challenges that undermine global peace and stability, and work together to promote sovereignty,

democracy, and human rights across the world.

Justification: On the global stage, France is a unique ally, one of very few with both the political will and security sector capability to back up its use of soft power with hard power. We share with France a commitment to core democratic principles and to their promotion worldwide: good governance, protection of individual freedoms, rule of law, separation of powers, independent media, robust civil society, and free markets. Capitalizing on our shared outlook would allow for greater burden-sharing as together we confront forces working to undermine these fundamental values.

Mission Objective 1.3 Protect the lives and serve the interests of U.S. citizens in France;
Strengthen U.S. border security while facilitating legitimate travel

Justification: The safety and protection of U.S. citizens overseas is among the U.S. government's highest priorities. With over four million annual U.S. citizen visitors and 250,000 Americans resident in France, Post manages more than 5,000 emergency consular cases a year, including deaths, arrests, welfare for psychologically or physically incapacitated citizens, victims of terrorism, victims of crime, missing persons, and destitute U.S. citizens. France has a Level 2 Travel Advisory warning travelers to exercise increased caution due to terrorism. National security is at the forefront of all aspects of consular work, particularly visa and passport adjudication. Mission France adjudicates nearly 75,000 visa applications each year, half of which are for tourism with the other half split almost equally between student/exchange visitors and employment-based visas. More than half of visa applicants are non-French third country nationals. Post's robust Visas Viper and Visa Security Program support an interagency border security system. Mission France processed approximately 12,000 U.S. passport applications in FY 2017, including 2,200 emergency passports.

Mission Goal 2: Preserve France as a key bilateral partner on economic, environment, science, technology, and health priorities to contribute to economic growth and job creation in the United States.

Description and Linkages: France and the United States benefit from a longstanding, deep, and abiding trade and investment relationship. With over \$1 billion in commercial transactions every day between the United States and France, and over 678,000 American workers employed by French firms and their affiliates – a healthy French economy benefits the U.S. economy and creates American jobs. Our goal directly supports Pillar II of the National Security Strategy to promote American prosperity, Goal

2 of the State-USAID Joint Strategic Plan to renew America's competitive advantage for sustained economic growth and job creation, and Goal 2 of the EUR Joint Regional Strategy Framework to strengthen and balance the transatlantic trade and investment relationship.

Mission Objective 2.1 Boost trade and investment with the United States.

Justification: Trade creates well-paid jobs in the United States, and France is one of the United States' largest trading partners. Global integration of U.S. and French supply chains in a variety of sectors means exports from either country can generate jobs in both. Additionally, the United States is the number one destination for French foreign direct investment, which has grown substantially over the past five years and supports hundreds of thousands of U.S. jobs.

Mission Objective 2.2 Increase cooperation with France and European allies to counter unfair trade practices and ensure a level playing field, strengthen cybersecurity, promote unity on sanctions, and support European energy security goals.

Justification: France is a leader in the European Union and other international institutions. With Brexit, France becomes an even more important partner for ensuring U.S. economic interests in Europe.

Mission Objective 2.3 France contributes to a more prosperous and secure world through increased cooperation on science, technology, and the environment.

Justification: Increasing cooperation with France in scientific and technical fields promotes innovation, opens markets for U.S. technologies, and helps create American jobs. Post will leverage momentum from the March 2018 bilateral Joint Committee Meeting on science and technology to pursue partnerships and joint research activities in quantum computing, artificial intelligence, health, and high energy physics. By hosting U.S. government scientists in exchange programs, post will expand collaboration on global health issues, contributing to a more secure world. Post will prioritize environmental cooperation on air quality and oceans, including marine plastic pollution. Post will engage with France on a balanced approach to energy and climate change that promotes economic growth and energy security, while reducing emissions.

Mission Goal 3: Through public engagement, promote relationships and activities that advance American influence, values, and policies; leverage our strong bilateral relationship and shared

values to extend these values throughout the world.

Description and Linkages: Actively engaging with the French public and opinion-leaders broadens understanding of U.S. policies and empowers individuals. Mission Goal 3 addresses priorities outlined in the National Security Strategy, such as Pillar 1: Protect the American People, the Homeland, and the American Way of Life, Pillar 2: Promote American Prosperity, Pillar 3: Preserve Peace through Strength, and Pillar 4: Advance American Influence; the State-USAID Joint Strategic Plan FY 2018 such as Goal 1: Protect America's Security at Home and Abroad, Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation, and Goal 3: Promote American Leadership through Balanced Engagement; and the EUR Joint Regional Strategy Framework, such as Goal 1: Strengthen the Western Alliance and Goal 4: Preserve Western Democratic Principles.

Mission Objective 3.1 Through the use of traditional and novel cultural and information programs, engage with French youth leaders, opinion-makers, and innovators, who reflect the increasing diversity of French society, to strengthen advocacy and action on shared priorities including economic growth, secure and tolerant communities, and rejection of extremism.

Justification: The United States and France have shared strong ties for over 240 years, and we will continue to build on that history with a particular focus on anchoring younger generations in the common values shared by the U.S. and France. France is an increasingly diverse country, with over 30 percent of its population under the age of 25 and the largest Jewish and Muslim communities in Europe. Despite a general familiarity with U.S. culture, anti-American sentiment and real concern about U.S. policies still exists. In polls from October, 2017, over 50 percent of the French public have an unfavorable view of the United States. We must use all available public diplomacy tools, including active ambassadorial involvement in outreach, to engage successor generations on our top foreign policy priorities. By offering a wide range of targeted exchange programs, cultural and sports diplomacy, social media engagement, and opportunities for interaction, the Embassy and its Consulates and APPs will build bridges with the next generation of voters, business people, and leaders.

Mission Objective 3.2 Engage with public audiences through traditional media interactions, speeches, and outreach events, as well as social media products and activities, in order to move French public opinion towards a more favorable perception of the United States on the key themes of U.S. prosperity and shared security.

Justification: Ensure that the French media and public receive accurate, compelling, comprehensive, and timely policy information and reasoning behind those policies, thus advancing U.S. interests and policies in France.

4. Management Objectives

Management Objective 1: Provide the best possible facilities for all components of Tri-Mission France in support of all sections' work to advance U.S. interests. Ensure the safety and operational effectiveness for chancery and mission residences.

Justification: The U.S. Mission to France continues to tackle increasingly complex security challenges, and to provide a safe, secure, and operational workplace where mission personnel can carry out essential diplomatic functions. However, ageing and outdated infrastructure poses a major challenge to Mission France's ability to provide a secure and safe working environment. The construction of a new Marine Security Guard Detachment residence closer to the chancery, the completion of a perimeter security project to expand setback, and the replacement of ageing security systems in the chancery will help address these concerns while enhancing our security posture and allowing post to deter potential threats.

Management Objective 2: Provide modern and secure infrastructure to support effective diplomacy at Tri-Mission France's annexes, Consulates General, and APPs in support of building a strong bilateral relationship regionally within France while safeguarding U.S. taxpayer dollars.

Justification: Faced with increasingly complex security challenges as demonstrated by terrorist attacks throughout France, safe and secure facilities for mission personal at our annexes, APPs and consulates general is non-negotiable. With shrinking budgets and resources, consolidating APP Toulouse operations into CG Marseille and relocating the USUNESCO observers to the bi-lateral mission are fiscally prudent actions taken to date that safeguard taxpayer dollars and make our operations more agile.

Management Objective 3: The Information Management team provides a secure network for Tri-Mission France's operations and anticipates and addresses cybersecurity threats to ensure the integrity of Tri-Mission France's IT platform.

Justification: A network that is secure and available provides a primary tool for advancing our objectives. Maintaining the integrity of our computer and communications infrastructure and the need to keep it current and updated, as well as keeping it safe from cyber security threats, are among our most critical objectives.