



Integrated Country Strategy

Japan

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1. Chief of Mission Priorities

The U.S.-Japan bilateral relationship, the cornerstone of peace in East Asia, is a dynamic, 21st century partnership that sustains the U.S. presence in the region, yet also has global reach. The United States benefits from a strong Japan that is a fully engaged global partner, supporting not only our bilateral security alliance, but also common approaches to regional and global challenges. The strategies outlined in this Integrated Country Strategy reflect the actions that Mission Japan — encompassing five constituent posts and 19 U.S. Government agencies — will take to advance U.S. interests while ensuring regional stability and prosperity, preserving and promoting political and economic freedoms, supporting human rights and democratic institutions, and securing prosperity for the people of both countries and the international community as a whole. These actions fall under four broad mission goals:

- Strengthen the Alliance, which underpins regional security and the Indo-Pacific Strategy;
- Advance American prosperity and deepen economic partnerships bilaterally, globally, and in the Indo-Pacific region;
- Protect the homeland and American Citizens abroad by enhancing consular services and law enforcement cooperation; and
- Advance U.S. influence, promote American values and assure Japanese support for U.S. policy.

The U.S.-Japan Alliance, based upon both treaty obligations and regional imperatives, must remain strong and functional. The National Security Strategy calls for a strong commitment to, and close cooperation with, allies like Japan that represent a “great strength of the United States” and “add directly to U.S. political, economic, military, intelligence and other capabilities.” Mission Japan will work with the Government of Japan on a broad spectrum of issues important to strengthening the Alliance, including regional security, cyber security, ballistic missile defense, space, and trilateral or multilateral security ties with regional partners. Meanwhile we will adapt our force posture in Japan to ensure a sustainable Alliance that is both mutually beneficial and supported by the Japanese public.

Japan is the United States’ fourth largest trading partner, the third largest source of foreign direct investment (FDI) into the United States, and an important market for U.S. goods and services. We will continue interagency efforts to increase U.S. exports to Japan, including through bilateral trade discussions. We will also continue to work aggressively to increase Japanese investment to the United States. We are working to eliminate barriers to trade and investment and to expand market opportunities for U.S. businesses. We will seek to advance trade discussions to improve cooperation on the full range of issues of mutual concern, and will work closely with Japan bilaterally and in international fora (including the G-7, G-20, APEC) to advance our common interests and reinforce transparent international systems of the highest standard.

As a stable, secure democracy sharing many values with the United States, Japan is a natural and powerful partner in our efforts to promote peace, stability and prosperity globally and throughout the Indo-Pacific region. We will support these efforts on the security front by delivering solutions quickly to enhance Japan Self-Defense Force capabilities, in line with Indo-Pacific Command security cooperation guidance and in coordination with USFJ. In parallel with these activities, we will facilitate USG cooperation with Japan on third-country projects in support of the Indo-Pacific strategy, and advance the Quadrilateral framework with Japan, Australia, and India. We will work with the Japanese government to encourage engagement in the Indo-Pacific in a manner that supports high standards and sustainable development for other partners in the region.

Japan's status as a key U.S. ally and trading partner and her close ties to the U.S. make the nation an attractive home to a community of more than 120,000 non-military U.S. citizen residents. It is also a leading travel destination for U.S. citizen visitors, with even more expected due to the 2019 Rugby World Cup and 2020 Tokyo Olympics. Japan's dense population and elevated risk of natural disasters require constant effort to sharpen our capacity to protect U.S. citizens and create a challenging crisis-management environment. Meanwhile, protecting U.S. borders while facilitating access to U.S. markets, schools, and tourist destinations for legitimate travelers from Japan will continue to be a key focus for Mission Japan's consular services and law enforcement officers. We will also continue working with Japan support stronger implementation the Hague Convention on Child Abduction. Moreover, countering the threats of transnational crime and terrorism will require even closer law enforcement cooperation between the two countries.

Because much of what the U.S. hopes to accomplish in Asia depends on the continued support of the Japanese people and their democratic government, effective public diplomacy is vital to United States' national security. Mission Japan will support efforts on both sides of the Pacific to engage researchers, businesspeople, and policymakers in U.S.-Japan relations and the range of challenges and opportunities facing both countries. We will work to increase direct engagement between the U.S. Government/American influencers and Japanese opinion leaders, and to counter a long-term trend toward decreasing student exchanges.

Japan is our most important ally in the Asia-Pacific region and a global partner, sharing many of our values and priorities. While our relationship is strong, the strategies outlined in this document will help us to deepen our partnership and ensure its long-term health. Mission Japan will engage with the Japanese government and people to create the best possible relationship, to bring the two nations closer together, and to translate our vigorous cooperation into increased regional and global stability and prosperity.

2. Mission Strategic Framework

Mission Goal 1: Strengthen the Alliance, which underpins regional security and the Indo-Pacific Strategy.

Mission Objective 1.1: In coordination with U.S. Forces, Agencies, and Departments in Japan, and their respective Japanese counterparts, manage Alliance issues, challenges, and enablers to ensure readiness required for regional security.

Mission Objective 1.2: Strengthen bilateral and multilateral cooperation to denuclearize the DPRK.

Mission Objective 1.3: In line with Indo-Pacific Command security cooperation guidance and in coordination with USFJ, work to enhance Japan Self-Defense Force capabilities on a fast timetable.

Mission Goal 2: Advance American prosperity and deepen economic partnerships bilaterally, globally, and in the Indo-Pacific region.

Mission Objective 2.1: Bolster our economic relationship by working to increase U.S. exports to Japan, including through bilateral trade discussions, as well as expanding Japanese investment in the United States, and strengthening support for U.S. firms operating in Japan.

Mission Objective 2.2: Deepen economic, scientific and technological cooperation to expand markets and promote high standards globally and in third countries.

Mission Objective 2.3: Work with Japan on third-country projects in support of the Indo-Pacific strategy, and advance the Quadrilateral framework with Japan, Australia, and India.

Mission Goal 3: Protect the homeland and American Citizens abroad by enhancing consular services and law enforcement cooperation.

Mission Objective 3.1: Enhance protection of the United States by securing and facilitating legitimate trade and travel, and by continuing to strengthen the capabilities of law enforcement partners.

Mission Objective 3.2: Enhance our technical capacity and readiness to protect the welfare of U.S. citizens in Japan.

Mission Goal 4: Advance U.S. influence, promote American values and assure Japanese support for U.S. policy.

Mission Objective 4.1: Maintain Japanese support for U.S. security, diplomatic, and economic policy goals.

Mission Objective 4.2: Reinvigorate U.S.-Japan people-to-people connections.

Management Objective 1: Customer Service and Efficiency Scores improve to exceed regional and world averages.

Management Objective 2: Emergency planning for natural and human-caused disasters is up to date and ready to implement.

Management Objective 3: Update obsolete mechanical and IT infrastructure at Embassy, Consulates, and Mitsui Compound.

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Management Objective 4: Provide robust logistical support for VIP visitors and high profile events across Mission Japan.

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3. Mission Goals and Objectives

Mission Goal 1: Strengthen the Alliance, which underpins regional security and the Indo-Pacific Strategy.

Description and Linkages: The U.S.-Japan Alliance is guided by the Treaty of Mutual Cooperation and Security between the United States of America and Japan (“the Treaty”) and its related arrangements. Additionally, the Guidelines for U.S.-Japan Defense Cooperation (“the Guidelines”) provide the general framework and policy direction for the roles and missions of the United States and Japan, as well as ways of cooperation and coordination, with a view to improving the effectiveness of bilateral security and defense cooperation. A strong Alliance will advance peace and security, deter conflict, and if necessary enable us to defeat aggression against U.S. interests. This goal links to and supports Pillar 3 of the National Security Strategy.

Mission Objective 1.1: In coordination with U.S. Forces, Agencies, and Departments in Japan, and their respective Japanese counterparts, manage Alliance issues, challenges, and enablers to ensure readiness required for regional security.

Justification: In order for the United States to achieve its regional foreign policy objectives, the defense and security alliance with Japan must remain politically sustainable over the long term. A sustainable alliance means closely integrated capabilities and planning as well as a broader public consensus for effective and continued U.S. military presence. The Embassy’s chief role is coordinating among United States Forces Japan (USFJ) and other U.S. military entities and the Government of Japan and working to implement policy guidance on a broad spectrum of alliance issues. These include realignment and base hosting concerns; streamlining Foreign Military Sales; strengthening information and technology security; planning for contingencies; and bilateral coordination of humanitarian and disaster relief (HA/DR) efforts. Risks associated with not achieving this Mission Objective include fracturing of alliance unity and ineffective coordination which could ultimately result in loss of critical political support and stability.

Mission Objective 1.2: Strengthen bilateral and multilateral cooperation to denuclearize the DPRK.

Justification: Japan is our key ally in strengthening international resolve to denuclearize the DPRK. The Mission must capitalize on the strength of the U.S.-Japan alliance to

ensure the Government of Japan's continued full support for the international pressure campaign against the DPRK.

Mission Objective 1.3: In line with Indo-Pacific Command security cooperation guidance and in coordination with USFJ, work to enhance Japan Self-Defense Force capabilities on a fast timetable.

Justification: In 2015, the passage of Japan's Peace and Security Legislation permitted certain collective self-defense activities for the first time. At the same time, Japan has also relaxed its previously self-imposed ban on the export of defense equipment, and passed a law to allow defense equipment support to build regional partners capability. Collectively, these measures have placed Japan in a strong position to assume a greater role in regional and global stability. Ongoing U.S. support for Japan's efforts across these mutually agreed upon capability areas, further identified in the 2018 PACOM Country Security Cooperation Plan (CSCP), will be critical in order to make real and practical progress towards an implementation that will help both the United States and Japan fully realize improvements which were contemplated in the Guidelines. A focus on improved information security and operational requirements definition in areas which will improve operational and strategic capabilities within traditional military training and operations is of critical importance. However, while traditional military training and operations are a key element of the security relationship with Japan, they are only one aspect of a broad and complex partnership. A security partnership that draws upon all elements of national power increases our ability to respond to regional challenges and to manage issues that cause friction.

The United States and Japan share the common vision of a free and open Indo-Pacific region. A key tool for advancing this vision is security cooperation, which can help to strengthen defense relations with key partners across the region. A unity of effort between the United States and Japan would advance our shared goals of promoting interoperability, supporting institution building, strengthening maritime and border security, and promoting information-sharing.

The risk of not achieving enhanced Japan Self-Defense Force capabilities is reduced ability to respond bilaterally to regional challenges effectively and efficiently. The ability for Japan to continue purchasing advanced U.S. technologies is tightly connected to improvement of Japanese "whole of government" information security policies/practices. Absent these improvements, Japan risks not having the necessary weapon systems to contribute to a combined response to regional challenges.

Mission Goal 2: Advance American prosperity and deepen economic partnerships bilaterally, globally, and in the Indo-Pacific region.

Description and Linkages: U.S. economic ties with Japan play a key role in achieving our strategic priorities. The 2018 National Security Strategy notes “We will pursue bilateral trade agreements on a fair and reciprocal basis. ... We will insist upon fair and reciprocal economic relationships to address trade imbalances. ... We will seek equal and reliable access for American exports. We will work with partners to build a network of states dedicated to free markets.” The State-USAID Joint Strategic Plan looks to “Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation.”

Meanwhile, the National Security Strategy notes that “A geopolitical competition between free and repressive visions of world order is taking place in the Indo-Pacific region. The region, which stretches from the west coast of India to the western shores of the United States, represents the most populous and economically dynamic part of the world. The U.S. interest in a free and open Indo-Pacific extends back to the earliest days of our republic.” EAP’s Joint Regional Strategy prioritizes “A rules-based order in the Indo-Pacific that advances democratic governance and resolves disputes peacefully through international law and respect for national sovereignty.”

Mission Objective 2.1: Bolster our economic relationship by working to increase U.S. exports to Japan, including through bilateral trade discussions, as well as expanding Japanese investment in the United States, and strengthening support for U.S. firms operating in Japan.

Justification: The United States’ trade deficit with Japan was \$68.8B in 2016. Japan is the United States’ fourth largest trading partner, export market, and source of imports. This is down from \$76B in 2012, but has remained steadily around \$68B for the past three years. The U.S. services trade surplus with Japan was \$14B in 2016. Japan is the third largest investor in the United States, with a total stock of \$424.3B in 2016. Japan is emerging from two decades of slow growth. Effective negative interest rates persist. An aging society, shrinking population, and high public debt (250% of GDP in 2016), place stress on Japan’s budget. Against this backdrop, Japan has introduced fiscal-driven reform measures in several areas of the economy, including healthcare, energy and the “digital economy”. These measures, designed to stimulate growth and cut costs, represent both opportunity and a significant threat to U.S. commercial interests.

Mission Objective 2.2: Deepen economic, scientific and technological cooperation to expand markets and promote high standards globally and in third countries.

Justification: Strong, sustainable, balanced, and inclusive growth will help deepen Japan's role in promoting stability, peace, and prosperity. Cooperation on energy, health, science, technology, innovation and space benefits both the United States and Japan by promoting high standards and rule of law regionally and globally, leading to growth that is inclusive, transformative and resilient. Risks associated with not achieving this Mission Objective include the likely expansion of the influence of nations that promote alternate competing standards based on lowest cost or non-market criteria. The strengthening of such influences would weaken U.S. and Japanese influences in standards setting and other fora, threatening the environment of collaborative innovation which U.S. and Japanese have built over generations and the reputation for cutting edge products that has driven economic growth in both nations.

Mission Objective 2.3: Work with Japan on third-country projects in support of the Indo-Pacific strategy, and advance the Quadrilateral framework with Japan, Australia, and India.

Justification: As a stable, secure democracy with many shared values with the United States, Japan is a natural and powerful partner in our efforts to promote peace, stability and prosperity globally and throughout the Indo-Pacific. We will support these efforts by facilitating Japanese engagement and U.S.-Japan cooperation in the Indo-Pacific that supports high standards and sustainable development for other partners in the region. The risks associated with not achieving this objective include lost opportunities for American businesses and a possible reduction of U.S. influence in the region.

Mission Goal 3: Protect the homeland and American Citizens abroad by enhancing consular services and law enforcement cooperation.

Description and Linkages: The National Security Strategy states that "Our fundamental responsibility is to protect the American people, the homeland, and the American way of life." It states that "We will assist regional partners in strengthening their institutions and capabilities, including in law enforcement, to conduct counterterrorism and counterinsurgency efforts" and adds that "Strengthening control over our borders and immigration system is central to national security, economic prosperity, and the rule of law." The State-USAID Joint Strategic Framework calls upon missions to "Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors" and to "Strengthen U.S. border security and protect U.S. citizens abroad." And the EAP Joint Regional Strategy identifies as its top priority "Enhanced security at home and abroad through strengthened U.S. ties with allies and partners."

Mission Objective 3.1: Enhance protection of the United States by securing and facilitating legitimate trade and travel, and by continuing to strengthen the capabilities of law enforcement partners.

Justification: Japan continues to serve as a leading source of travelers to the United States, including a significant flow of students traveling to study in the U.S. and one of the largest pools of investors and business travelers worldwide. Protecting U.S. borders will continue to be a key factor for Mission Japan's consular services and law enforcement officers, while facilitating access to U.S. markets, school, and tourist destinations for legitimate travelers. Moreover, countering the threats of transnational crime and terrorism will require even closer law enforcement cooperation between the two countries.

As threats from organized crime and hostile intelligence and cyber actors grow more globalized, law enforcement agencies and their cooperative efforts must keep pace. Enhanced cooperation with the Japanese law enforcement and intelligence agencies must include a common awareness of threats, joint training to achieve new standards of effectiveness and consistent joint investigative work across the full spectrum of LE and intelligence activities. Japan will experience several events in coming years, which serve as forcing functions for this increased LE and intelligence cooperation: 2019 G20 Summit; 2019 Rugby World Cup; 2019 Emperor Inauguration; and the 2020 Summer Olympic and Paralympic Games.

Mission Objective 3.2: Enhance our technical capacity and readiness to protect the welfare of U.S. citizens in Japan.

Justification: Japan's status as a key U.S. ally and trading partner and close ties to the U.S. make it home to a community of more than 120,000 non-military U.S. citizen residents. It is also a leading travel destination for U.S. citizen visitors, hosting a record-breaking 1.3 million short-term visitors in 2017. Meanwhile, upcoming international sporting events like the 2019 Rugby World Cup and 2020 Tokyo Olympics will draw even greater numbers of visitors, and demand for citizen services across Mission Japan will grow accordingly as these numbers increase. Japan's dense population and elevated risk of natural disasters requires constant effort to improve Mission Japan's capacity to protect U.S. citizens, and creates a challenging crisis management environment. Finally, the country has one of the largest intercountry parental child abduction (IPCA) caseloads in the world, with more than 70 active cases of U.S. citizen children abducted to Japan. While Japan's 2014 accession to the Hague Convention on Child Abduction represented an important milestone in resolving this high-profile issue, working to help Japan implement the Convention effectively while finding a way forward in long-standing cases stemming from before Japan's Hague accession will continue to present significant challenges.

Mission Goal 4: Advance U.S. influence, promote American values and assure Japanese support for U.S. policy.

Description and Linkages: Because much of what the U.S. hopes to accomplish in Asia depends on the continued support of the Japanese people and their democratic government, effective public diplomacy is vital to United States' national security. The National Security Strategy notes, "We will advance American influence because a world that supports American interests and reflects our values makes America more secure and prosperous." The State-USAID Joint Strategic Plan's Strategic Objective 3.3 is to "Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion." And the EAP Joint Regional Strategy calls on posts to "Support the emergence of informed, participating and tolerant people in Indo-Pacific countries served by a strong civil society that has space to advance democratic development, human rights and social cohesion," and to "Enable democratic states connected by shared values and commitment to cooperate closely to prevent unfavorable shifts in norms and values and to resist authoritarian trends and coercive practices."

Mission Objective 4.1: Maintain Japanese support for U.S. security, diplomatic, and economic policy goals.

Justification: The U.S.-Japan relationship has benefited from a substantial and influential group of public intellectuals on both sides of the Pacific, including researchers, businesspeople, and policymakers well-versed in U.S.-Japan relations and deeply immersed in the range of challenges and opportunities facing both countries. However, the vast majority of these individuals are nearing retirement. The two countries must recommit themselves to maintaining a robust cohort of knowledgeable future leaders to strengthen and sustain the partnership. Risks associated with not achieving this goal include the deterioration of bilateral cooperation caused by a decline in Japanese interlocutors with deep understanding of the United States and its policy priorities.

Mission Objective 4.2: Reinvigorate U.S.-Japan people-to-people connections.

Justification: People-to-people ties have a significant impact on promoting positive views of the United States and close connections with U.S. individuals and institutions among the Japanese public. In particular, student exchanges are an investment in the bilateral relationship, and enable our two countries to address global challenges as partners with shared values. However, the decline in the pace of youth mobility between the two countries in recent years is a worrisome trend that must be countered. Risks associated with not achieving this objective include a decline in Japanese who understand American society and culture and demonstrate affinity for the United States and American people. Compounding the problem, as the number of Japanese choosing to visit third countries increases, the likelihood grows that the next generation of Japanese leaders will look to other countries for partnerships as they turn away from the United States.

4. Management Objectives

Management Objective 1: Customer Service and Efficiency Scores improve to exceed regional and world averages.

Justification: Mission Japan's Management Platform provides the vital services and support necessary to effect the Mission's key priorities. Our customer satisfaction and service efficiency metrics are both meaningful measurements of the quality of support services provided by Mission Japan's Management Platform. Historically, customer satisfaction scores have fallen below regional and worldwide averages, and service efficiency has not met the Department's Uniform Service standards. By seeking to improve customer satisfaction, and improve the efficiency of the services we deliver, the Management Section will be able to better support Mission priorities.

Management Objective 2: Emergency planning for natural and human-caused disasters is up to date and ready to implement.

Justification: Japan is one of the most seismically active and disaster prone countries in the world. It also exists in a politically and militarily volatile region. To better respond to crisis situations, we must establish, expand, and regularly exercise our emergency response procedures and communications protocols.

Management Objective 3: Update obsolete mechanical and IT infrastructure at Embassy, Consulates, and Mitsui Compound.

Justification: Mission Facilities were built in the 70s and 80s and its systems are past their reasonable lifespan. They are inefficient, expensive to maintain and operate, subject to failure, and hinder business requirements.

Management Objective 4: Provide robust logistical support for VIP visitors and high profile events across Mission Japan.

Justification: Mission Japan hosts more than than 90 high level visits each year, including frequent visits by the President and Vice President, Cabinet Secretaries, and Congressional delegations. In addition, the next two years will bring a number of high-level events to Japan, further increasing the flow of VIP visitors and management support requirements. Providing seamless support for all elements of these visits and events enables key mission objectives. The success of each of these visits and events relies on extensive logistical support by providers across the scope of our Management platform, often affecting our ability to fulfil routine ICASS services in a timely manner and limiting our ability to push forward toward completion of long term objectives.