



Integrated Country Strategy

Japan

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1. Chief of Mission Priorities

The strong alignment of policy objectives between the United States and Japan and a shared sense of urgency means that the work we do with Japan in the coming three years can fundamentally shape what the Indo-Pacific region looks like in 30 years. Over the past six decades, the U.S.-Japan relationship has been central to peace and prosperity in the Indo-Pacific region and the preservation of a rules-based international order. A resilient Japan that can effectively promote our shared strategic goals is essential to sustain long-term U.S. regional and global leadership. Japan is our most capable military ally in the Indo-Pacific and provides military bases that enable the United States to respond to future major contingencies anywhere in the region. As the largest foreign investor in the United States and a key partner in developing cutting edge technologies in critical fields such as 5G and clean energy, Japan's continued economic vibrancy is crucial to our own future competitiveness and prosperity. Japan's membership in the G-7 and the Quad, its substantial foreign assistance program, and leadership role in major international organizations make it an essential partner in protecting the rules-based international order against challenges from authoritarian rivals.

This Integrated Country Strategy outlines the specific steps Mission Japan, with its 19 agencies and five constituent posts, will take to modernize the bilateral security alliance, deepen bilateral economic ties and regional cooperation, ensure alignment of policy objectives, and to protect American citizens and the U.S. homeland. This strategy takes into account Japan's current weaknesses, including negative demographic trends, reticence to advance human rights and inclusion principles at home and abroad, and weak cybersecurity and research integrity practices.

Security: Japan remains our most important and capable security partner in the region, but the Alliance needs to be modernized in significant ways to meet growing challenges from the PRC, the DPRK, and Russia. To achieve this goal, Mission Japan will actively advocate for Japan to increase its defense expenditures and to message more effectively to local communities that host current and future military installations. We will also engage Japanese agencies to

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enhance information and cybersecurity to facilitate closer intelligence sharing, defense technology cooperation, and operational planning. Additionally, the Mission will support efforts to network the U.S.-Japan Alliance with like-minded partners such as Australia, India, NATO, and the Republic of Korea to stand against challenges from authoritarian rivals and to build security capacity in vulnerable partners to support a free and open Indo-Pacific.

Economic: The Mission will expand already deep bilateral trade and investment ties, including through active advocacy and resolution of policy irritants. We will seek to shape the direction of Japan's economic security legislation to ensure that it supports broader U.S. goals to establish safe and resilient supply chains in key sectors. In order to promote Japan's sustained dynamism in the face of declining demographic trends, the Mission will actively promote gender and ethnic inclusivity. Supporting our mutual commitment to reduce carbon emissions in Japan and globally by 2050 will be another core area of Mission work. Key to this will be joint research and development of game changing decarbonization technologies and support for Japan's transition to clean energy. Bilateral science collaboration will also be critical to advancing our shared goals in space, with a special focus on working with Japan to return to the moon as the first step to a manned Mars mission. U.S.-Japan collaboration will be similarly essential in developing technologies and setting international standards in areas such as 5G, quantum information science, biotechnology, and artificial intelligence.

Global Cooperation: U.S.-Japan security and economic cooperation will also contribute to our joint work to protect the rules-based international order and foster sustainable global development. On the diplomatic front, the Mission will encourage Japan to adopt robust sanctions on countries that violate international norms, including over human rights. The Mission will seek to expand third-country development cooperation, with a special focus on climate change and public health. The Mission will utilize the Quad framework where possible to leverage joint work, as well as seeking opportunities for bilateral partnerships in strategic areas such as ASEAN, the Pacific Islands, and Latin America.

People-to-People Ties: Underpinning the overall U.S.-Japan relationship are ties between our two peoples. A top Mission goal will be to reverse the decades-long decline in U.S.-bound

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students from Japan. In order to further solidify support for the Alliance among the younger generation, the Mission will increase youth-oriented outreach and seek to network these efforts with young people in other like-minded countries. The Mission will make a special effort to promote the resumption of post-pandemic tourism and business travel to the United States in a safe and secure manner. The Mission will redouble its work to protect the rights of Americans visiting and residing in Japan, especially those that become involved in Japan's criminal justice system.

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2. Mission Strategic Framework

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

- **Mission Objective 1.1:** Advance strategic goals for Alliance modernization and globalization and redefine the roles, missions, and capabilities required for a new era of strategic competition. Enhance Japanese support for U.S. defense and security, and diplomatic cooperation.
- **Mission Objective 1.2:** Leverage existing diplomatic frameworks and development and defense cooperation mechanisms to advance a rules-based international order and expand global cooperation.

Mission Goal 2: Advance American prosperity and economic security, including through global and regional cooperation.

- **Mission Objective 2.1:** Bolster our economic relationship to increase U.S. exports to Japan, expand Japanese investment in the United States, and promote stronger and more inclusive growth in both countries.
- **Mission Objective 2.2:** Deepen economic, development, scientific, and technical cooperation to promote and protect critical and emerging technologies, build resilient supply chains, and promote high standards both globally and in third countries.
- **Mission Objective 2.3:** Strengthen our collaboration to address the climate crisis, including by developing and deploying clean energy technologies, and enhance global health security.

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, by continuing to strengthen the capabilities of law enforcement partners.
- **Mission Objective 3.2:** Enhance our technical capacity, communications, and readiness to protect the welfare of U.S. citizens and interests in Japan.
- **Mission Objective 3.3:** Expand Japan's operational and analytical capabilities to effectively combat cyber national security and criminal threats and strengthen nonproliferation and nuclear security collaboration.

Mission Goal 4: Increase Japanese alignment with U.S. policy objectives and boost long-term ties that underpin broader security, economic, and global cooperation.

- **Mission Objective 4.1:** Expand support among key Japanese audiences, influencers, and institutions for U.S. bilateral, regional, and global policy priorities.
- **Mission Objective 4.2:** Secure long-term ties with Japanese established opinion leaders and emerging voices through engagement, education, and exchange.

Management Objective 1: Enhance workforce performance to support the Mission's goals and address the challenges of the 21st century.

Management Objective 2: Ensure Mission Japan facilities are safe, functional, and secure.

Management Objective 3: Improve disaster preparedness and contingency planning.

3. Mission Goals and Objectives

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

Description: | The U.S.-Japan Alliance is the cornerstone of our efforts to promote U.S. national interests in the Indo-Pacific region. The Alliance has never been more critical to U.S. national security interests, but in many ways remains locked in a post-Cold War model that is insufficiently cognizant of strategic developments and emerging threats in the region. The U.S. and Japanese governments in principle share a desire to modernize the Alliance to address a new era of strategic competition. Without clarity of vision on both sides, however, the reconciliation of our objectives will be difficult to achieve. We must define coherently, across the interagency, what it is that we want and expect from Japan as an Alliance partner. A shared USG-wide vision can serve as the basis for our diplomatic strategy of alliance modernization, and can guide our efforts to update Alliance roles, missions, and capabilities, including the foundational element of improved information security, that will underpin the Alliance for the generation to come. Grounded in existing strategic vision documents from OSD, INDOPACOM, NSC, and State, a whole-of-government approach to the alliance must also be informed by Mission Japan and U.S. Forces Japan (USFJ) joint reporting and analysis. Contributions from Mission Japan and USFJ can both guide and catalyze this Washington-led process to set clear alliance modernization goals.

Objective 1.1: | Advance strategic goals for Alliance modernization and globalization and redefine the roles, missions, and capabilities required for a new era of strategic competition, while enhancing Japanese support for U.S. defense and security, and diplomatic cooperation.

- **Objective 1.1 Justification:** | Modernizing the U.S.-Japan Alliance is essential to advancing U.S. interests in the Indo-Pacific region in a new era of strategic competition with the People's Republic of China (PRC). In order to achieve this, the United States government will need to work with Japan on several underlying issues: improving Japanese information

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security practices to enable greater partnership and information sharing between us; expanding the roles, missions, and capabilities of the Japanese Self Defense Forces so that they can support and partner with U.S. forces in more ways; with that, expanding Japan's defense budget, and ensuring that the resulting investments are focused on areas of most relevance to current and future threats; better "networking" the U.S.-Japan Alliance with other U.S. alliances, including NATO, and allies such as the Republic of Korea (ROK) so that our partnerships can be more mutually supportive; advancing women's roles in peace and security; addressing irritants associated with U.S. military bases in Japan that can undermine public support for the Alliance; and, encouraging a Japanese internal political dialogue on the importance of defense spending and the U.S. Alliance to achieving Japan's own security goals. By addressing these issues, we can ensure that the U.S.-Japan Alliance, a cornerstone of peace and security in the Pacific region for 70 years, will continue to advance the security needs of both our nations in the decades to come.

- **Objective 1.1 Linkages:** | EAP Joint Regional Strategy: Bureau Goal 1
- **Objective 1.1 Risks:** | Failure to move at pace on the goals, objectives, and sub-objectives delineated here risks leaving the U.S.-Japan Alliance in a status quo that is no longer fit for the more threatening and complex strategic environment we face today. We must match the scale of our ambitions with concrete actions and build an alliance that can move at the speed of relevance. Failure to message on our Alliance goals, and failure to re-frame the public narrative around controversial issues will hold back our efforts to obtain public support for the ambitious new directions in which we seek to move.

Objective 1.2: | Leverage existing diplomatic frameworks and development and defense cooperation mechanisms to advance a rules-based international order and expand global cooperation.

- **Objective 1.2 Justification:** | Japan must be the United States' preeminent partner for U.S. global efforts and our key ally in the region to advance a free, open, accessible, diverse, secure, and thriving Indo-Pacific. The Mission should press Japan to fulfill its role as a G7 country and world leader in defense of human rights, democracy, and the rule of law, must

capitalize on the strength of the Alliance to bolster existing diplomatic frameworks in the Indo-Pacific, including the Quad and the U.S.-Japan-ROK trilateral mechanism, and affirm ASEAN centrality. Together, we must strengthen deterrence to maintain peace and stability in the region to counter the PRC's coercive behavior and attempts to erode rules-based international order and to make progress toward the denuclearization of the Korean Peninsula. The Mission should also encourage Japan to stand with the United States in addressing Russia's malign behavior, as well as increase and strengthen its public statements on human rights, democratic backsliding, and corruption outside of East Asia by creating legal and diplomatic frameworks to take concrete actions on these issues.

- **Objective 1.2 Linkages:** | EAP Joint Regional Strategy: Bureau Goal 3, 4 and 6
- **Objective 1.2 Risks:** | Failure on this objective risks erosion of regional peace and prosperity that could undermine territorial integrity, universal values of human rights, and denuclearization efforts.

Mission Goal 2: | Advance American prosperity and economic security, including through global and regional cooperation.

Description: | Japan is our fourth largest trading partner and the largest source of foreign direct investment in the United States. Our economic relationship is critical to U.S. prosperity and to future inclusive growth that benefits the middle class. We continue to maintain a trade deficit of more than \$50 billion with Japan. While trade friction once defined the economic relationship, what now drives policy are shared regional and global priorities and the need to work closely together to realize our common vision for a free and open Indo-Pacific region and a rules-based international system free of economic coercion.

The success of our security alliance in dealing with regional threats depends on the continuing health of Japan's economy. Strong and inclusive growth in Japan is critical to our national security interests in the Indo-Pacific. Cooperation to protect our lead in critical and emerging technologies, strengthen supply chains, and improve global standards will benefit both the U.S. domestic economy and Japan's capacity to fulfill and enhance its role in the Alliance.

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Japan is the fourth largest bilateral donor with its 2020 official development assistance (ODA) totaling \$16.27 billion and it is a considerable U.S. development partner. Japan is an essential ally in our efforts to address the global existential threats of the climate crisis and COVID-19 pandemic, including through the expanded deployment of clean energy technologies in the Indo-Pacific region.

Objective 2.1: | Bolster our economic relationship by increasing U.S. exports to Japan, expanding Japanese investment in the United States, and promoting stronger and more inclusive growth in both countries.

- **Objective 2.1 Justification:** | The United States' trade in goods deficit with Japan was \$60.2 billion in 2021. Japan is the United States' fourth largest trading partner, export market, and source of imports. The U.S. services trade surplus with Japan was \$7 billion in 2020. Japan is the largest investor in the United States, with a total stock of \$647.7 billion in 2020. Before the pandemic, Japan was emerging from two decades of slow growth. Effective negative interest rates persist. An aging society, shrinking population, and high public debt (257 percent of GDP in 2020), place stress on Japan's budget. Against this backdrop, Japan has introduced fiscal-driven reform measures in several areas of the economy, including healthcare, clean energy and digitalization.
- **Objective 2.1 Linkages:** | EAP Joint Regional Strategy: Bureau Goals 1, 5, and 6
- **Objective 2.1 Risks:** | Failure to successfully promote U.S. exports to Japan or Japanese investment in the United States will reduce U.S. economic growth and jeopardize good jobs in the U.S. manufacturing sector. The risks associated with not advancing inclusive growth in Japan, particularly for women, include lower growth, a weakening of Japan's ability to fully contribute to our security alliance, and a failure to live up to U.S. values of diversity, inclusion, and equity.

Objective 2.2: | U.S. and Japanese economic competitiveness is strengthened through technological advances and increased resiliency of supply chains.

- **Objective 2.2 Justification:** | Cooperation on 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. A strong innovation ecosystem in Japan and its ability to preserve a global leadership position in science and technology research and development strengthens our national security alliance. Enhancing Japan's ability to commercialize C&ET discoveries will give it a stronger say in technology governance and provide the United States an additional counterweight to PRC influence. Improving Japan's ability to protect its sensitive research from leakage will be essential to this process.
- **Objective 2.2 Linkages:** | EAP Joint Regional Strategy: Bureau Goal 4
- **Objective 2.2 Risks:** | Risks associated with not achieving this Mission Objective include the likely global expansion of the influence of nations that promote alternate competing governance and standards based on anti-democratic values, lowest cost, or non-market criteria. The strengthening of such influences would weaken U.S. and Japanese influences in technology governance, standards setting, and other fora, threatening the environment of collaborative innovation that the United States and Japan have built over generations and the reputation for cutting edge products that has driven economic growth in both nations.

Objective 2.3: | The United States and Japan work together to address global challenges, particularly the climate crisis and health security.

- **Objective 2.3 Justification:** | As a stable, secure democracy that shares many values with the United States, Japan is a natural and powerful partner in our efforts to address global and regional challenges. It is a willing partner in accelerating the shift to cleaner technologies to confront the climate crisis. We will facilitate U.S.-Japan collaboration to advance the domestic implementation of the Paris Agreement, enhance cooperation on clean technology innovation, and support the energy transition in the Indo-Pacific as agreed to under the U.S.-Japan Climate Partnership and U.S.-Japan Competitiveness and Resilience ("CoRe") Partnership. Cooperation with Japan on global health security can also help end the COVID-19 pandemic and prevent the next pandemic.

- **Objective 2.3 Linkages:** | EAP Joint Regional Strategy: Bureau Goal 5
- **Objective 2.3 Risks:** | The risks associated with not achieving this objective include locking in catastrophic climate change, lost opportunities for American businesses, a possible reduction of U.S. influence in the region, and an inability to respond effectively to future global health threats.

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

Description: | Successive National Security Strategies have highlighted the fundamental responsibility of protecting the American people as well as the importance of assisting regional partners in strengthening their institutions and capabilities, including in law enforcement and counterterrorism. The EAP Joint Regional Strategy identifies as a top priority the enhancement of security at home and abroad through strengthened U.S. ties with allies and partners.

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

- **Objective 3.1 Justification:** | Japan continues to serve as a leading source of travelers to the United States, including a significant flow of students and one of the largest pools of investors and business travelers in the world. Mission Japan's consular officers will continue to protect U.S. borders while facilitating access to U.S. markets, schools, 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, hostile intelligence services, and cyber actors grow more globalized, law enforcement agencies' cooperative efforts must keep pace. Enhanced cooperation with 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 law enforcement and intelligence activities.

- **Objective 3.1 Linkages:** | Joint Strategic Plan FY 2022-2026: Goal 5
- **Objective 3.1 Risks:** | Failing to maintain appropriate border security would lay the homeland open to a host of threats from abroad as, without constant innovation and continued vigilance, potential vulnerabilities in U.S. borders would be taken advantage of by malafide travelers intent on subverting U.S. immigration laws, perpetrating fraud and other crimes. Likewise, facilitating legitimate travel is crucial to U.S. economic interests in a variety of direct and indirect ways. Success will hinge upon managing the sometimes-precarious balance between the two parts of the goal.

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

- **Objective 3.2 Justification:** | Japan's status as a key U.S. ally and trading partner makes it home to more than 120,000 non-military U.S.-citizen residents. It is also a leading travel destination for U.S. visitors, hosting a record-breaking 1.7 million short-term visitors in 2019. Japan's dense population and elevated risk of natural disasters call for constant effort to improve Mission Japan's capacity to protect U.S. citizens and create a challenging crisis management environment. Finally, 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 pre-Hague cases will continue to present significant challenges.
- **Objective 3.2 Linkages:** | Joint Strategic Plan FY2022-2026: Goal 5
- **Objective 3.2 Risks:** | Japan's challenging physical environment includes a high frequency of earthquakes, tsunami, and typhoons. The tense regional political environment means that foreign residents and Japanese alike are vulnerable to potential missile attacks or the strains that a large-scale evacuation in the region might produce. Given these considerations, Mission Japan must maintain a well-honed capacity for communicating with and meeting the routine and emergency needs of the U.S. citizens residing in country.

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Objective 3.3: | Expand Japan's operational and analytical capabilities to effectively combat cyber national security and criminal threats and further strengthen nonproliferation and nuclear security collaboration.

- **Objective 3.3 Justification:** | The United States has long been concerned about irresponsible and destabilizing behavior in cyberspace by malicious actors. Working collectively with like-minded countries such as Japan enhances and increases information sharing, including cyber threat intelligence and network defense information, with public and private stakeholders and expand diplomatic engagement to strengthen our collective cyber resilience and security cooperation.

Japan faces persistent malicious cybercriminal and national security threats across private and public sectors, threatening public health and safety as well as economic security. Limitations instituted by articles 9 and 21 of Japan's post-war constitution prevent Japan from engaging in pre-emptive warfare and domestic surveillance, respectively. Thus, Japan is limited in the development/implementation of a cybersecurity strategy that would include offensive cyber and domestic intelligence capabilities. The U.S.-Japan alliance must leverage the United States' unique authorities and established partnerships to combat the always-evolving cyber threat. Through proactive steps, the United States can help ensure Japan has the necessary information and skills to notify victims and potential victims targeted by malicious cyber actors. The United States can help Japan harden its public and private networks against future attacks. The United States can encourage Japan to increase information sharing between government agencies, the private sector, and academia and offer examples of best practices that have worked successfully in the United States.

The United States and Japan have long cooperated on nonproliferation and nuclear security initiatives, both bilaterally and multilaterally. Japan has one of the world's largest civilian nuclear fuel cycles, with the associated expertise and material holdings; it is therefore in a unique position to undertake substantial material risk reduction initiatives, as well as to partner in developing verification technologies. The United States will continue to work with

Japan on these efforts, including through high-level commissions and technical engagements.

- **Objective 3.3 Linkages:** | EAP Joint Regional Strategy: Bureau Goal 3
- **Objective 3.3 Risks:** | Strategic adversaries are increasingly aggressive in malicious actions that disrupt U.S. and Japanese cyberspace activities. U.S. and Japanese cooperation on cybersecurity is a critical for ensuring ally and partner support for free and open use of cyberspace, and for ensuring that law enforcement and other cooperation to secure them is effective and in line with U.S. interests.

Continued partnership with Japan related to its domestic civil nuclear fuel cycle and material stockpile is in the U.S. national security interest. Japan's fuel cycle policies are closely watched by other nation states and are an integral component of the global nonproliferation and nuclear security regime. Japan is also an important ally for U.S. positions in multilateral fora, including the International Atomic Energy Agency and the Treaty on the Non-Proliferation of Nuclear Weapons.

Mission Goal 4: | Increase Japanese alignment with U.S. policy objectives and boost long-term ties that underpin broader security, economic, and global cooperation.

Description: | U.S.-Japan security and economic interests are more closely aligned now than at any point in recent history. As new threats emerge across the Indo-Pacific region and beyond, it is critical for U.S. national interests that Washington and Tokyo agree not just on big picture issues, but also on specific policy actions. The Mission will build support for greater U.S.-Japan partnerships and cooperation to achieve near-term policy objectives and ensure we are prepared for over-the-horizon challenges—and opportunities.

Objective 4.1: | Expand support among key Japanese audiences, influencers, and institutions for U.S. bilateral, regional, and global policy priorities.

- **Objective 4.1 Justification:** | U.S. cooperation with Japan runs the gamut, from expanding bilateral economic ties, to launching joint initiatives that maintain a free and open Indo-Pacific, and partnering on global issues, such as fighting climate change, protecting shared values, and promoting women's economic inclusion. Building support with Japanese influencers on common threats and opportunities, and to showcase our Alliance in Action, is vital to maintaining and strengthening U.S.-Japan ties.
- **Objective 4.1 Linkages:** | EAP Joint Regional Strategy: Bureau Goals 1 – 5
- **Objective 4.1 Risks:** | There is a diversity of Japanese views on regional and global issues, media organizations represent the full spectrum of opinion, and unfriendly nations actively attempt to influence the information environment. Under these conditions, full-blown support for the Alliance and U.S.-Japan cooperation is not guaranteed. The Mission must take active steps to engage in dialog with Japanese influencers who write, report, and speak on policy issues. Failing to do so weakens our ability to cultivate these critical constituencies and, as a result, build policy consensus.

Objective 4.2: | Secure long-term ties with Japan's emerging voices through engagement, education, and exchange.

- **Objective 4.2 Justification:** | Linked by the Alliance, shared universal values, and vibrant economic engagement, U.S.-Japan ties are strong, and public support for them is high. At the core of all we do together, and critical for long-term partnership, are the connections forged between the Americans and Japanese through engagement, education, and exchange opportunities. Continuing to bring together our two nations' best and brightest, collaborating with civil society actors focused on bolstering the bilateral relationship, and working in concert with Japanese counterparts in areas of mutual concern, like education, are all critical to the future of the U.S.-Japan relationship.
- **Objective 4.2 Linkages:** | EAP Joint Regional Strategy: Bureau Goals 1- 5
- **Objective 4.2 Risks:** | While our government policies have become more closely aligned, the international education and exchange space has become increasingly competitive. For several reasons, over the past two decades, the number of Japanese students studying in

the United States has declined from a high in 1997 of over 47,000 students to fewer than 18,000 in 2020. Preventing a long-term drift in the relationship requires greater education and exchange opportunities, at all levels.

4. Management Objectives

Management Objective 1: | Enhance workforce performance to support the Mission's goals and address the challenges of the 21st century.

- **Objective 1 Justification:** | In accordance with Overseas Presence and mission rightsizing guidance, Mission Japan seeks to ensure that the Mission workforce is of appropriate size, skill level, and representative of the diversity of America in order to achieve the U.S. Mission goals.
- **Objective 1 Linkages:** | EAP Joint Regional Strategy: Bureau Cross-cutting Management Goal 1
- **Objective 1 Risks:** | A workforce that is concerned about health, home/family support, or security issues will divert focus from achievement of mission goals. A workforce that does not represent the diversity of U.S. society will not provide the creative and intellectual capacity necessary to present new solutions and methods towards achievement of U.S. Mission goals.

Management Objective 2: | Ensure Mission Japan facilities are safe, functional, and secure.

- **Objective 2 Justification:** | Mission facilities were built in the 70s and 80s and their systems are past their reasonable lifespan. These older facilities are inefficient, expensive to maintain and operate, and subject to failure. Failure of mission facility operations would impact post function.
- **Objective 2 Linkages:** | Joint Strategic Plan FY2019-2022 Strategic Objective Goals 4.2 & 4.4
- **Objective 2 Risks:** | Projects like new embassy chillers, housing compound new electrical transformers and switchgear, elevators at both locations, if not completed, can shut down embassy operations.

Management Objective 3: | Improve disaster preparedness and contingency planning.

- **Objective 3 Justification:** | Japan is one of the most seismically active countries in the world. The island country experiences daily earth tremors of varying intensities and ensuring appropriate preparation in the event of a severe and damaging earthquake is equally important. To respond quickly to crisis situations, we must establish, expand, and regularly exercise our emergency response procedures and emergency communications protocols.
- **Objective 3 Linkages:** | Joint Strategic Plan FY2019-2022 Strategic Objective Goal 4.4, IT Strategic Plan 2019-2022 Objective 2.2
- **Objective 3 Risks:** | Continuous operational and maintenance in these systems must continue and enhanced for mission first responders to react and contact the necessary personnel during any disaster.