



Integrated Country Strategy

United States Mission to the Association of Southeast Asian Nations (USASEAN)

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	11

1. Chief of Mission Priorities

Southeast Asia is a vibrant, growing region that values U.S. strategic and economic engagement. Its ten diverse countries at the heart of the Indo-Pacific region--Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar/Burma, Philippines, Singapore, Thailand and Vietnam--are joined together in the Association of Southeast Asian Nations (ASEAN), an arrangement that has created a foundation of peaceful stability among them for 50 years. Sitting astride strategic sea lanes, with a myriad of cultures and religions, widely varying levels of development, differing political systems, and vast potential for economic growth, ASEAN presents enormous opportunities – and significant challenges – for U.S. engagement in the coming years. The U.S. Mission to ASEAN is poised to advance key regional priorities in Southeast Asia and the broader Indo-Pacific, including a principled approach to security challenges, an effective and responsive rules-based regional architecture, and economic engagement that provides opportunities to U.S. business, and, over time, delivers more strategic independence to ASEAN.

As the United States develops and implements the Indo-Pacific strategy, we seek an **ASEAN that more capably and more frequently contributes to resolving global, Indo-Pacific, and regional challenges**. ASEAN has been an important player in addressing these challenges, though not yet with the speed or efficient coordination the problems demand. Terrorism and violent extremism, cybersecurity, human trafficking, wildlife trafficking, natural disasters, and WMD proliferation are pressing transnational challenges. These risks constrain ASEAN's current development path and could lead to wide scale devastation and instability if not properly addressed. The Mission's work with ASEAN also advances our key priorities on the DPRK and advances U.S. national interest in preserving the global commons, ensuring freedom of navigation and overflight, respect for international law, unimpeded lawful commerce, and peaceful resolution of disputes in the South China Sea, among others.

ASEAN provides important platforms for the United States to articulate and advance our priorities, values, and vision. **A strong ASEAN role at the center of an effective, rules-based order in the Indo-Pacific that advances democratic governance and resolves disputes peacefully through international law and respect for national sovereignty** is key to our efforts to support good governance and liberty and insulate sovereign nations from external coercion. The ASEAN-centric architecture is a set of critical institutions for upholding a rules-based order, standing up to any actions that undermine regional security, and protecting U.S. interests in the Indo-Pacific. ASEAN convenes its ten member countries plus eight outside "dialogue partners" (Australia, China, India, Japan, Korea, New Zealand, Russia and the United States) for strategic discussions at the East Asia Summit (EAS) and the ASEAN Defense Ministers Meeting Plus (ADMM-Plus), as well as the ASEAN Regional Forum. These forums are valuable for the United States to elucidate our goals and objectives in the region, and collaborate with other major powers in a constructive way. We have successfully rallied ASEAN and partners to denounce

illegal North Korean behavior, and have elicited strong statements on key regional challenges such as the use of chemical weapons. The EAS Ambassadors mechanism in Jakarta to promote dialogue in the period between leader summits and negotiate summit statements has been useful in facilitating coordination on breaking issues. These forums are only effective when the political-security architecture reinforces ASEAN centrality and ASEAN is able to act free from the predations of larger countries.

ASEAN's dynamic economies and high economic growth rates have also increased ASEAN's importance as a market for U.S. exports and a source of investment into the United States. Our engagement with ASEAN ensures key economic opportunities for U.S. firms, leading to more U.S. exports and jobs. As a region, ASEAN has a combined GDP of some \$2.5 trillion and boasts one of the world's highest growth rates. Its population of over 630 million is overwhelmingly young and its consumer class is booming — projections suggest a doubling to 125 million households by 2025. Trade with ASEAN supports over half a million U.S. workers, with jobs in each of the 50 states. U.S. companies have more capital invested in ASEAN than they do in China, Japan and South Korea combined, and the United States is the largest cumulative investor in ASEAN.

Through U.S.-ASEAN Connect, our unified framework for economic engagement with ASEAN, we help bring together the resources and expertise of the U.S. government and private sector for a cohesive and coordinated approach to economic engagement with ASEAN. U.S.-ASEAN Connect supports ASEAN's efforts to build an ASEAN Economic Community and our own efforts to enhance business opportunities in the region through programming and policy support. U.S.-ASEAN Connect supports ASEAN's goal to harmonize regulations and reduce trade and customs barriers, lowering costs and creating opportunities for U.S. exporters. **ASEAN's increased economic integration with sustainable growth will lead to greater strategic independence and expanded opportunities for U.S. businesses.**

Getting the message out on the value of the United States as a partner of choice and ASEAN's four-decade partnership is critical to building our long-term economic and political relationships in the region. We want **ASEAN to see the United States as an essential partner for peace, security, economic growth, developing an ASEAN identity, and building institutional and community capacity.** Public outreach, strategic messaging, and educational opportunities engage ASEAN's large youth population and its leaders, particularly in lesser-developed countries, and shape the future of ASEAN and U.S.-ASEAN relations. U.S.-ASEAN Connect relies on strategic messaging to multiply U.S. government and U.S. private sector efforts to support ASEAN's continued integration. Engaging youth in exchanges and volunteer opportunities that contribute to their personal, professional and leadership development supports ASEAN's regional integration and people-to-people connectivity through the Young Southeast Asia Leaders Initiative (YSEALI). Equally important, increasing people-to-people ties with ASEAN's next generation of leaders will help U.S. policy goals by positively disposing them to the United States. More effective use of engagements to build trust and confidence in our security and

defense relationships across the region, both with governments and their populations, will enhance our ability to act collectively in response to both traditional and non-traditional regional challenges.

The U.S. Mission to ASEAN's role in advancing U.S. foreign policy priorities in Southeast Asia is expanding in parallel with the growing importance of the Indo-Pacific region. Our engagement with ASEAN is a centerpiece of the Indo-Pacific strategy. However, current staffing is insufficient to carry out Mission objectives. The increased engagement in political, security, and transnational crime issues, coupled with the growing negotiating responsibilities of the EAS Ambassadors in Jakarta and the commensurate increase in workload, has forced our political section of two officers into near constant reaction mode, regularly working beyond normal duty hours, with little time for planning or strategic thinking on consequential issues like the South China Sea. Our Public Affairs section has just one Foreign Service Officer and with the explosion in YSEALI's growth and increased demand for public outreach and regional strategic messaging, a second officer is sorely needed. Finally, with the current staffing profile of the Mission and the heavy front office travel schedule, a second office management specialist is necessary to support the team.

2. Mission Strategic Framework

Mission Goal 1: ASEAN more capably and more frequently contributes to resolving global, Indo-Pacific, and regional challenges.

Mission Objective 1.1: ASEAN advances a secure, rules-based, and sustainable maritime environment by upholding international law, including the 1982 United Nations Convention of the Law of the Sea (UNCLOS), and actively and constructively engages in addressing sovereignty disputes in the South China Sea.

Mission Objective 1.2: ASEAN member states take a united, collaborative, and proactive approach to address transnational challenges, including terrorism, cyber issues, proliferation of weapons of mass destruction, transnational crime, humanitarian crises, natural disasters, and other cross-border challenges.

Mission Goal 2: ASEAN increases economic integration with sustainable growth, leading to greater strategic independence and expanded opportunities for U.S. businesses.

Mission Objective 2.1: ASEAN increases strategic economic engagement through the U.S.-ASEAN Connect framework, which focuses on regional business, energy, innovation, and policy issues, to advance open market economic policies, high standard investment, increased connectivity, and free, fair, and reciprocal trading relationships.

Mission Goal 3: ASEAN strengthens its role at the center of an effective, 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 3.1: ASEAN's institutions develop greater capacity to advance shared U.S.-ASEAN objectives and react to regional challenges through a focus on security issues in the East Asia Summit.

Mission Objective 3.2: ASEAN and its Member States together increase their ability to promote sustainable, rules-based, and inclusive growth by expanding rights and opportunities for all ASEAN citizens.

Mission Goal 4: ASEAN sees the United States as an essential partner for peace, security, economic growth, developing an ASEAN identity, and building institutional and community capacity.

Mission Objective 4.1: ASEAN and its Member States understand and positively articulate the value of U.S. engagement in Southeast Asia and counters negative narratives regarding the United States through effective U.S. strategic economic messaging, enhancing people-

to-people ties, engagement with young and emerging leaders and building trust in U.S. security and defense cooperation.

Management Objective 1: Improve security, support services, operational capabilities, and internal controls of the Mission while ensuring accountability to the American Taxpayer.

3. Mission Goals and Objectives

Mission Goal 1: ASEAN more capably and more frequently contributes to resolving global, Indo-Pacific, and regional challenges.

Description and Linkages: ASEAN is striving to develop a Southeast Asian community that is secure, stable, prosperous and democratic, and is strong enough to maintain its independence and sovereignty free from outside coercion. ASEAN is central to our Indo-Pacific Strategy and key to maintaining a rules-based regional security architecture. The Mission's work with ASEAN advances our key regional priorities on the South China Sea, the DPRK, and transnational challenges ranging from maritime and cyber-security, to terrorism and illegal trafficking, among others. This goal aligns with the Indo-Pacific Strategy, Pillar 4 of the National Security Strategy, and Goal 1 of the Joint Regional Strategy.

Mission Objective 1.1: ASEAN advances a secure, rules-based, and sustainable maritime environment by upholding international law, including the 1982 United Nations Convention of the Law of the Sea (UNCLOS), and actively and constructively engages in addressing sovereignty disputes in the South China Sea.

Justification: The United States has national interests in ensuring freedom of navigation and overflight, respect for international law, unimpeded lawful commerce, and peaceful resolution of disputes in the South China Sea. The importance of the South China Sea to global commerce and regional stability cannot be overstated – it is estimated that more than half the world's merchant fleet tonnage passes through these waters.

Mission Objective 1.2: ASEAN member states take a united, collaborative, and proactive approach to addressing transnational challenges, including terrorism, cyber issues, proliferation of weapons of mass destruction, transnational crime, humanitarian crises, natural disasters, and other cross-border challenges.

Justification: ASEAN addresses important regional and global challenges and recognizes the need to improve its speed and coordination in responding to such problems. Terrorism and violent extremism, cybersecurity, human trafficking, wildlife trafficking, natural disasters, and WMD proliferation are pressing transnational challenges that confront the ASEAN region.

Mission Goal 2: ASEAN increases economic integration with sustainable growth, leading to greater strategic independence and expanded opportunities for U.S. businesses.

Description and Linkages: ASEAN is an increasingly important economic partner for the United States. ASEAN economies are rapidly growing, and collectively ASEAN represents the United States' fourth largest trading partner. U.S. exports to the region directly support over half a million jobs in the United States. As the region's strategic and economic importance grows, we seek to ensure that the region's commitment to market driven growth continues, that the regional market offers a level playing field for U.S. exports to compete, and that ASEAN economics are better equipped to resist predatory and coercive economic practices from other regional powers. This goal aligns with the economic effort in the Indo-Pacific Strategy, Pillar 2 of the National Security Strategy, and Goal 3 of the Joint Regional Strategy.

Mission Objective 2.1: ASEAN increases strategic economic engagement through the U.S.-ASEAN Connect framework, which focuses on regional business, energy, innovation, and policy issues, to advance open market economic policies, high standard investment, increased connectivity, and free, fair, and reciprocal trading relationships.

Justification: Continuing to support ASEAN's market-driven economic integration efforts will increase opportunities for U.S. exports to the region, which will in turn lead to more and better job opportunities for Americans interested in exporting goods to this market. Our principal tool for regional economic engagement is U.S.-ASEAN Connect, a strategic and unifying framework to bring together the resources and expertise of the U.S. government and private sector for a cohesive and coordinated approach to economic engagement with ASEAN. Through a focus on business, energy, innovation and policy, U.S.-ASEAN Connect strives to provide new opportunities for deeper trade ties, economic and job growth in ASEAN and the United States, and mutually beneficial economic development.

Mission Goal 3: ASEAN strengthens its role at the center of an effective, rules-based order in the Indo-Pacific that advances democratic governance and resolves disputes peacefully through international law and respect for national sovereignty.

Description and Linkages: ASEAN plays an irreplaceable role in upholding the rules-based regional architecture of the Indo-Pacific. As ASEAN centrality is a foundation of our policies in the Indo-Pacific, a stronger regional architecture will not only allow for greater economic prosperity and political stability, but it will also allow the AMS and ASEAN-centered multilateral institutions to join with the United States to better address challenges as they arise. For the Indo-Pacific region to continue to flourish, each nation must be free to determine its own course within a system of values that ensures opportunity for even the smallest countries to thrive, free from the predations of the strong. Our efforts help build ASEAN and the EAS into strong and capable platforms for promoting a transparent, free and open order, strengthening alliances and partnerships and supporting high-standard infrastructure, trade, investment, and

sustainable development. This goal aligns with the governance and cooperation effort in the Indo-Pacific Strategy, regional goals in the National Security Strategy, and Goal 5 in the Joint Regional Strategy.

Mission Objective 3.1: ASEAN’s institutions develop greater capacity to advance shared U.S.-ASEAN objectives and react to regional challenges through a focus on security issues in the EAS.

Justification: The EAS provides the primary platform for the United States to engage with Asian leaders collectively on critical regional and global political and security issues. Our leadership in the EAS ensures that Asia responds to those critical challenges in ways that advance U.S. policy objectives and our national interests. With ASEAN at the center of the EAS and the other regional mechanisms, these fora can only develop effectively if ASEAN remains strong and unified and continues to improve its institutional capacity.

Mission Objective 3.2: ASEAN and its Member States together increase their ability to promote sustainable, rules-based, and inclusive growth by expanding rights and opportunities for all ASEAN citizens.

Justification: One of the most significant challenges for Southeast Asia is the growing ‘legitimacy gap’ originating from the limited opportunities for engagement between citizens and governments – a gap that is widening due to inequitable and non-inclusive economic growth. Increasing political legitimacy will require ASEAN and AMS to engage with non-state actors, bring civil society into the decision-making process and increase citizens’ access to justice. Increasing gaps in society have the potential to lead to domestic unrest, as has flared in various ASEAN Member States in recent history, setting back progress on both security and economic fronts, opening opportunities for extremists to gain footholds, and exacerbating challenges to fundamental human rights and freedoms.

Mission Goal 4: ASEAN sees the United States as an essential partner for peace, security, economic growth, developing an ASEAN identity, and building institutional and community capacity.

Description and Linkages: The United States is committed to enhanced security at home and abroad through strengthened U.S. ties with allies and partners. Our positive affiliation with ASEAN is central to advancing mutual security, economic, and development goals and implementing programs to promote the rule of law, good governance, fundamental rights, and

democratic values. Working with ASEAN to develop a strong sense of regional identity creates the relationships that allow us to demonstrate to citizens of the 10 countries the greater value of our strategic partnership. This goal aligns with the Indo-Pacific Strategy, regional goals in the National Security Strategy, and Goal 1 in the Joint Regional Strategy.

Mission Objective 4.1: ASEAN and its Member States understand and positively articulate the value of U.S. engagement in Southeast Asia and counter negative narratives regarding the United States through effective U.S. strategic economic messaging, enhancing people-to-people ties, engagement with young and emerging leaders, and building trust in U.S. security and defense cooperation.

Justification: Getting the message out on the value of the United States as a partner of choice and ASEAN's four-decade partnership is critical to building our long-term economic and political relationships in the region. Public outreach, strategic messaging, and educational opportunities will engage ASEAN's large youth population and its leaders, particularly in lesser-developed AMS, and shape the future of ASEAN and U.S.-ASEAN relations.

4. Management Objectives

Management Objective 1: Improve security, support services, operational capabilities, and internal controls of the Mission while ensuring accountability to the American Taxpayer.

Justification: The Bi-mission Indonesia Management Team supports the U.S. Mission to ASEAN and Embassy Jakarta and its constituent posts, including more than 1,600 staff across 40 ICASS-billed agencies, providing General Services, Human Resources, Information Technology, Financial Management, Medical, Facility Management and Customer Service Center (CSC) services. The central management objective for Bi-Mission Indonesia will be to successfully plan for and execute the move of Embassy operations from the existing office spaces to the new office spaces at the New Embassy Compound (NEC). This new space will allow USASEAN to function at its full potential, without the current distractions that are brought on by outdated facilities and the disrupted sense of community that stems from our sprawl across multiple locations. By centralizing our operations at the new facility, we expect to engender a greater sense of community and improve the efficacy and efficiency of Mission operations. The move is planned to occur in October 2018.

The Mission's role in advancing U.S. foreign policy priorities in Southeast Asia is growing in parallel with the growing importance of the Indo-Pacific region to the United States and increasing engagement with ASEAN as the centerpiece of the Free and Open Indo-Pacific Strategy; however, the current staffing is insufficient to effectively carry out Mission objectives. The increased engagement in political, security, and transnational crime issues, coupled with the growing negotiating responsibilities of the EAS Ambassadors in Jakarta and the commensurate increase in workload, has forced our political section of two officers into near constant reaction mode, regularly working beyond normal duty hours, with little time for planning or strategic thinking on consequential issues like the South China Sea. Our Public Affairs section has just one Foreign Service officer and with the explosion in YSEALI's growth and increased demand for public outreach and regional strategic messaging, a second officer is sorely needed. Finally, with the current staffing profile of the Mission and the heavy front office travel schedule, a second office management specialist is necessary to support the team.