



Integrated Country Strategy

SINGAPORE

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1. Chief of Mission Priorities

Singapore is a critical strategic partner of the United States and an important conduit for U.S. relations with ASEAN and to the region. The country is pragmatic in its approach to diplomacy and has long considered the U.S. commitment to peace and stability in Southeast Asia as critical to its own national security and economic prosperity. Security cooperation between the United States and Singapore remains strong, most clearly evidenced by the 2019 renewal of a MOU allowing U.S. forces access to Singaporean military facilities through at least 2035. Economic cooperation is also unmatched in the region with more than 5,400 registered U.S. entities in country and two-way free trade of goods and services topping \$93 billion in 2020, supporting more than 215,000 American jobs. People-to-people ties are extensive, with thousands of Singaporeans studying in the United States each year (pre-COVID-19 pandemic) and three-quarters of the government's cabinet having attended an American educational institution.

The U.S.-Singapore strategic partnership is very well positioned for a strong future of mutually beneficial long-term regional engagements. The appointment of Ambassador Kaplan (a post left vacant for almost five years) and a steady stream of senior-level U.S. visitors in 2021, including Vice President Harris, Secretary of Defense Austin, and Secretary of Commerce Raimondo, have given significant credibility to the importance of this bilateral cooperation for both the United States and the Indo-Pacific region. The stage is set to capitalize on this incredible foundation.

Embassy Singapore has developed four Mission priorities to strategically position our Singaporean relationships for U.S. economic prosperity and imperative regional stability over the upcoming decade. Our common purpose with Singapore, and the emphasis on areas where the United States has a comparative world advantage, uniquely create opportunities for the realization of these vital priorities.

Resolute Security Cooperation: Security cooperation, military partnership, intelligence sharing, counterterrorism efforts, and coordinated regional law enforcement have been the cornerstone of the bilateral relationship. Singapore provides critical access for U.S. military

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units deployed to Southeast Asia and participates in more than 20 bilateral and multilateral exercises across all services. Furthermore, Singapore hosts nearly 1,000 permanently assigned U.S. military and civilian personnel. Annually, Singapore hosts more than 200 U.S. port visits and nearly 1,000 U.S. military aircraft sorties. Embassy Singapore will expand bilateral defense cooperation through enhanced presence, procurement and technology cooperation, operation coordination and information sharing, and advanced military exercises and training. These efforts will ensure we continue to strengthen our position as Singapore's defense partner of choice.

Economic Growth: Embassy Singapore's overarching goal is to promote U.S. economic growth and prosperity. Our bilateral commercial engagement should remain the global "gold standard" and the Mission will identify and facilitate new U.S. export opportunities, attract Singaporean investment into the United States, work to counter narratives that distort the fact the United States is by far the leading foreign investor in Singapore, and actively push back on others that seek to minimize the depth and breadth of the U.S. economic engagement in the region. Singapore and Southeast Asia remain a dynamic location for investment and economic growth for the United States. Established American companies have deepened their investments, including by setting up innovation hubs, cybersecurity centers, new technologies, and pharmaceutical production facilities. Singapore, home of the world's highest-volume transshipment port, is also a welcomed partner on building supply chain resiliency. Likewise, our two countries have an opportunity to lead the region on digital economy issues and systematically create an engine for post-COVID-19 economic growth. Embassy Singapore will continue to support the American culture of entrepreneurship and with programs like SelectUSA that encourage growing Singaporean companies to freely invest in the United States.

Climate Change Mitigation: PM Lee Hsien Loong has publicly stated that climate change represents an existential threat to Singapore. The Singaporean government's strategy has focused less on domestic initiatives to decrease carbon emissions and instead emphasizes bolstering Singapore's role as a regional sustainable finance and investment hub. As such, Singapore has established a pioneering set of financial sector environmental risk guidelines, provided subsidies for green finance bonds and loans, and is playing a leading role in setting

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sustainable finance standards for ASEAN. Vice President Harris' visit provided a clear roadmap for future Embassy Singapore engagement on climate issues, including operationalizing the U.S.-Singapore Climate Partnership (designed to develop high-quality climate standards and increase regional ambition on financial and technical solutions to environmental challenges) and expanding collaboration on smart cities and technical trainings for ASEAN member states on combating climate change. Internally within the Mission we will take steps to encourage recycling, utilize renewable energy sources, and procure climate-friendly resources (e.g., LED lights and electric vehicles for the Embassy's motor pool).

Regional Leadership: Embassy Singapore seeks to ensure the United States is viewed as an indispensable (and desirable) partner to Singapore and facilitate Singaporean leadership in the Indo-Pacific region. The Mission will demonstrate our two countries' shared strengths and mutual interests while looking to further solidify the United States as the partner of choice for higher education, entrepreneurship, rules-based trade and investment, healthcare, medicine, and technology innovation. The Mission intends to increase visibility of American sports and the arts by facilitating the travel of prominent chefs, actors, sports celebrities, musicians, and theater productions while looking to develop concrete opportunities to bring these U.S. brands and franchises to Southeast Asia.

Others are looking to increase their influence throughout Southeast Asia and the United States must work closely with partners and allies to counter these coercive and malign activities in the region. That said, the United States has no closer partner in ASEAN than Singapore.

2. Mission Strategic Framework

Mission Goal 1: Enhance safety and security at home and abroad through a strengthened U.S. and Singaporean partnership.

- **Mission Objective 1.1:** Expand bilateral defense cooperation through greater presence, operational coordination and information sharing, advanced military exercises and training, and technology cooperation through to procurement and fielding.
- **Mission Objective 1.2:** Strengthen U.S. law enforcement and non-military security cooperation to counter transnational threats and support regional security, the rule of law, and enhanced information sharing.
- **Mission Objective 1.3:** Protect the lives and serve the interests of U.S. citizens at home and abroad by strengthening U.S. border security and providing responsive consular service to U.S. citizens traveling, conducting business, or living in Singapore.

Mission Goal 2: Promote United States economic growth and prosperity. Partner with Singapore to create new green economy opportunities and mitigate the climate change crisis.

- **Mission Objective 2.1:** Ensure U.S.-Singapore bilateral commercial engagement remains the global “gold standard,” especially on emerging digital economy issues. Facilitate new U.S. exports opportunities, attract investment into the United States, and ensure the fair treatment of American companies and workers based in Singapore.
- **Mission Objective 2.2:** Work with Singapore to create new green economy opportunities, address the climate crisis, and facilitate mitigation and adaptation, including in the areas of finance, climate standards, and green capacity building in Southeast Asia.
- **Mission Objective 2.3:** Promote lawful trade and travel through Singapore, enhance supply chain resiliency in Singapore and the region to advance U.S. economic national security.

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Mission Goal 3: Highlight U.S. leadership and strengths to demonstrate the comparative advantages of the United States as an indispensable partner in education, culture, and democratic principles.

- **Mission Objective 3.1:** Demonstrate our shared strengths and mutual interests through U.S. leadership and people-to-people ties.
- **Mission Objective 3.2:** Advance the international rules-based order and support democratic principles across the Indo-Pacific region.

Management Objective 1: Ensure Embassy's work force is appropriately staffed and attracts most qualified candidates from local labor pool to effectively support mission growth.

Management Objective 2: Prepare Embassy's infrastructure to accommodate growth and management platform for regional support.

Management Objective 3: Make Embassy Singapore a leader in green architecture and sustainability in the region.

3. Mission Goals and Objectives

Mission Goal 1 | Enhance safety and security at home and abroad through a strengthened U.S. and Singaporean partnership.

Description | This goal supports the National Security Strategy, the Indo-Pacific strategy and the EAP Bureau security cooperation policy objectives. This goal promotes stronger partnerships between the United States and Singapore military and law enforcement communities on national security issues.

Objective 1.1 | Expand bilateral defense cooperation through greater presence, operational coordination and information sharing, advanced military exercises and training, and technology cooperation through to procurement and fielding.

- **Objective 1.1 Justification** | The U.S.-Singapore defense partnership has been the cornerstone of the bilateral relationship for decades and is key to the continuation of a free and open Indo-Pacific. The United States must work to sustain and deepen this relationship (through greater presence, operational coordination and information sharing, technology cooperation, and advanced exercises and training) to ensure it continues to meet that standard in the face of an increasingly challenging environment.
- **Objective 1.1 Linkages** | National Security Strategy, National Defense Strategy.
- **Objective 1.1 Risks** | Stagnation or erosion on security cooperation would be a clear signal to other countries that seek to challenge the region's openness. While maintaining a broad array of sustained collaboration efforts on a daily basis, the United States must ensure sufficient senior leadership attention to maintain the course and anticipate obstacles before they affect the relationship.

Objective 1.2 | Strengthen U.S. law enforcement and non-military security cooperation to counter transnational threats and support regional security, the rule of law, and enhanced information sharing.

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- **Objective 1.2 Justification** | In an increasingly connected world, and with the expansion of cooperation and competition into new domains, the United States must ensure it continues renewing the U.S.-Singapore relationship to ensure security in all areas, not just those of the past. As the United States has already supported the Singapore Armed Forces leadership in operating the maritime-focused Information Fusion Center, Regional Humanitarian Assistance and Disaster Relief Coordination Center, and Counterterrorism Information Facility (CTIF), we must now build on these efforts to strengthen law enforcement and non-military security cooperation to support Singapore as it contributes to regional responses to emerging transnational threats.
- **Objective 1.2 Linkages** | National Security Strategy.
- **Objective 1.2 Risks** | If the United States fails to support Singapore as it addresses challenges to a free and open Indo-Pacific, less responsible actors will be able to influence the environment to their advantage (and to the detriment of U.S. security interests). Embassy Singapore should coordinate closely across a well-integrated country team to ensure effective contributions and consistent support across the whole of government.

Objective 1.3 | Protect the lives and serve the interests of U.S. citizens at home and abroad by strengthening U.S. border security and providing responsive consular service to U.S. citizens traveling, conducting business, or living in Singapore.

- **Objective 1.3 Justification** | Our top priority remains, as always, the American people. Embassy Singapore must never forget that we are here to represent our country and to protect, care, and serve the American people, including offering responsive consular services. The Mission must also encourage U.S. citizens to be active, valued, and accepted members of their local communities.
- **Objective 1.3 Linkages** | National Security Strategy, Consular Affairs Functional Bureau Strategy.

- **Objective 1.3 Risks** | Embassy Singapore must not allow the vital work of advancing government-to-government relations to come at the expense of our citizens, whose protection is our primary responsibility. Consular officers remain engaged with U.S. citizens on a daily basis, but all Mission members should remember this duty and avoid withdrawing from society in the name of security, a condition that may actually increase our risks.

Mission Goal 2 | Promote United States economic growth and prosperity.

Partner with Singapore to create new green economy opportunities and mitigate the climate change crisis.

Description | This goal supports the National Security Strategy, the Indo-Pacific strategy and the EAP Bureau economic cooperation policy objectives. This goal sustainably furthers strong bilateral trade and investment relationship, innovation initiatives, and aviation safety and efficiencies to provide a foundation for combatting climate change.

Objective 2.1 | Ensure U.S.-Singapore bilateral commercial engagement remains the global “gold standard,” especially on emerging digital economy issues. Facilitate new U.S. exports opportunities, attract investment into the United States, and ensure the fair treatment of American companies and workers based in Singapore.

- **Objective 2.1 Justification** | The U.S.-Singapore trade relationship is mature, robust, and mutually beneficial. Underpinned by the 2004 U.S.–Singapore Free Trade Agreement, the United States is Singapore’s number one destination for its exports and U.S. exports to Singapore are also strong, with the United States often enjoying trade surpluses depending on the year and external pressures. Singapore sees emerging sectors like the digital economy as engines for future economic growth and is eager to engage the United States on the issue to develop the regional and global frameworks and high-quality standards.
- **Objective 2.1 Linkages** | The Indo-Pacific Economic Framework; the U.S–Singapore Free Trade Agreement; and the Partnership for Growth and Innovation (PGI).

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- **Objective 2.1 Risks** | Slowing economic growth and consumer demand could limit Singaporean abilities to purchase greater numbers of U.S. exports. This would impact the potential growth for U.S. businesses looking to expand their market shares in Singapore and Southeast Asia. Failure to engage on digital economy issues could entice Singapore to pursue agreements with competitors as well. Embassy Singapore will continue to emphasize the quality of American goods to minimize any risk of decreased demand for U.S. products.

Objective 2.2 | Work with Singapore to create new green economy opportunities, address the climate crisis, and facilitate mitigation and adaptation, including in the areas of finance, climate standards, and green capacity building in Southeast Asia.

- **Objective 2.2 Justification** | Disproportionately affected by climate change and limited in space and natural resources, Singapore has focused instead on being a thought leader on environmental issues, with PM Lee Hsien Loong taking part in the President's Leaders Summit on Climate in April 2021 and Minister for Sustainability and Environment Grace Fu co-leading the negotiating team at COP 26 in Glasgow. The United States and Singapore have a variety of vehicles on which the two countries engage on climate and sustainability: MOUs with State, Commerce, and Treasury, the environmental chapter of our free trade agreement, the U.S.-Singapore Third Country Training Program, the U.S.-Singapore Climate Change Partnership, among others. Expanding upon our existing cooperation and finding new areas for future collaboration (e.g., creating green economy opportunities and developing climate standards and regional "green" capacities) will be critical to achieving this objective and furthering a key Administration priority.
- **Objective 2.2 Linkages** | Presidential executive orders on climate; the interim National Security Strategy; the U.S.-Singapore Climate Change Partnership; the U.S.-Singapore Free Trade Agreement, and the PGI.

- **Objective 2.2 Risks** | Divergent views on nationally determined contribution commitments, Singaporean constraints on clean energy production and usage, inability to align U.S. policy on sustainable finance standards, and limited band from within the Singaporean government pose the greatest risks to progress on climate change cooperation.

Objective 2.3 | Promote lawful trade and travel through Singapore, enhance supply chain resiliency in Singapore and the region to advance U.S. economic national security.

- **Objective 2.3 Justification** | Our bilateral trade relationship is mature, robust, and mutually beneficial. Underpinned by the 2004 U.S.–Singapore Free Trade Agreement, the United States is Singapore’s number one destination for its exports and U.S. exports to Singapore are also strong, with the United States often enjoying trade surpluses depending on the year and external pressures. The past two years of the COVID-19 pandemic have placed unprecedented stresses on global supply chains, but Singapore has retained its status as the world’s highest-volume transshipment port, with more than 37 million 20-foot equivalent units passing through the port in 2021. A global business and financial hub, many U.S. companies use Singapore as their regional headquarters for the Asia-Pacific region. On the travel side, few countries have seen their aviation sectors more impacted by COVID-19. Maintaining and growing the already robust trade and travel relationship the United States enjoys with Singapore will require continued close coordination across our respective interagencies, as well as frequent collaboration with the private sector and global shipping and air cargo sectors.
- **Objective 2.3 Linkages** | The Indo-Pacific Economic Framework; the U.S.–Singapore Free Trade Agreement; and the PGI.
- **Objective 2.3 Risks** | Singaporean reluctance to take action on specific information provided by law enforcement agencies on illicit shipments or individuals; bifurcating global supply chains; and slowing economic growth in Asia that could make Singapore a less attractive international business hub all pose risks to the U.S. promotion of lawful trade and travel.

Mission Goal 3 | Highlight U.S. leadership and strengths to demonstrate the comparative advantages of the United States as an indispensable partner in education, culture, and democratic principles.

Description | This mission goal supports the National Security Strategy, Indo-Pacific strategy and the EAP Bureau policy priorities. This goal promotes capacity building for the region, the Indo-Pacific Strategy's support of a rules-based order, and the United States' global image.

Objective 3.1 | Demonstrate our shared strengths and mutual interests through U.S. leadership and people-to-people ties.

- **Objective 3.1 Justification** | The United States is a leader in the areas of education, culture, and people-to-people exchanges. By capitalizing on these areas of competitive advantage in our bilateral engagements, the United States bolsters the U.S.-Singapore partnership on issues of shared interest and concern. Enhancing the breadth and variety of exchange initiatives and expanding opportunities to U.S. higher education will cement the United States as a premier destination and partner, as well as emphasize U.S. leadership and excellence.
- **Objective 3.1 Linkages** | The Indo-Pacific Strategy, Consular Affairs Functional Bureau Strategy.
- **Objective 3.1 Risks** | Not achieving the objective risks Singapore and the United States losing out on the exchange of talent, ideas, and skills. In today's global economy, the human capital development of our respective populations is key to achieving and furthering security and prosperity. Embassy Singapore intends to mitigate this risk by prioritizing people-to-people diplomacy and engaging actively with Singaporean stakeholders to ensure the continuity and growth of these initiatives.

Objective 3.2 | Advance the international rules-based order and support democratic principles across the Indo-Pacific region.

- **Objective 3.2 Justification** | The international rules-based order and the protection of democratic principles form the foundation of peace, security, and prosperity. Singapore is a key strategic partner and working together to advance these objectives ensures the continuation and growth of this foundation.
- **(U) Objective 3.2 Linkages** | The Indo-Pacific Strategy, National Security Strategy.
- **(U) Objective 3.2 Risks** | Not achieving the objective risks disruption to the security and prosperity of Southeast Asia and the international system that has helped Singapore and other nations to prosper. Embassy Singapore will mitigate this risk by working closely with Singaporean partners on issues of mutual concern and developing partnerships in areas of interest.

4. Management Objectives

Management Objective 1 | Ensure Embassy's work force is appropriately staffed and attracts most qualified candidates from local labor pool to effectively support mission growth.

- **Objective 1 Justification** | State Department leadership has consistently stressed the need to win the war for talent. Embassy Singapore vies for talent in an extremely competitive environment. The Embassy relies on local staff to execute programs and policies and must find ways to retain staff outside of salary.
- **Objective 1 Risks** | Failure to retain upper-tier talent will negatively impact the Embassy's ability to serve as regional hub and advance bilateral goals.

Management Objective 2 | Prepare Embassy's infrastructure to accommodate growth and management platform for regional support.

- **Objective 2 Justification** | Embassy Singapore has been identified as a hub for regionalized services. The Embassy chancery is near capacity regarding desk space with its current configuration. To serve as a larger regional hub, the Mission needs to create more space, ideally co-located within the current Embassy footprint. To create new space, the Embassy has formulated a long-term plan to formally address the need for space and to offer viable solutions due to the extended time requirements needed for approval of physical space alterations and additions.
- **Objective 2 Risks** | Failure to move forward on these objectives will risk the Embassy's ability to provide regional support.

Management Objective 3 | Make Embassy Singapore a leader in green architecture and sustainability in the region.

- **Objective 3 Justification** | The President has stressed the importance of de-carbonizing and greening the federal government. The Secretary and Deputy Secretary for Management and Resources have reiterated this goal as well.
- **Objective 3 Risks** | Mission Singapore's infrastructure is aging and has not minimized its carbon footprint.