



Integrated Country Strategy

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

FOR PUBLIC RELEASE

Approved: November 29, 2022

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1. Chief of Mission Priorities

The work of the U.S. Mission to the Association of Southeast Asian Nations (ASEAN) is at the center of the U.S. Indo-Pacific Strategy, which calls for a strong and independent ASEAN that can deliver sustainable solutions to the region's most pressing challenges. As President Biden said at his first ASEAN-U.S. Summit in 2021, "... ASEAN centrality is the very heart of my administration's strategy in pursuing the future we all want to see."

Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar/Burma, Philippines, Singapore, Thailand, and Vietnam – the 10 members of ASEAN – are strategically located at the heart of the Indo-Pacific and sit astride critical sea lanes. ASEAN has supported peace, prosperity, and security in the region for over 50 years, and strengthening ASEAN's role at the center of an effective, rules-based order in the Indo-Pacific is key to insulating its sovereign nations from external coercion.

At the 2021 Summit, President Biden underscored our enduring commitment to ASEAN and pledged to deepen our cooperation to take on the major challenges and opportunities of our time, which includes working with our allies and partners to defend against threats to the international rules-based order and to promote a free and open Indo-Pacific. In line with the U.S. National Security Strategy, the U.S. Indo-Pacific Strategy, and the President's direction, the **U.S. Mission to ASEAN will demonstrate that the United States is a reliable and durable partner to ASEAN and ASEAN Member States (AMS); strengthen ASEAN's own ability to respond to security challenges and crises**, especially with regard to maritime security and the crisis in Burma; **and work together to deliver results for our combined 1 billion people**, including through deepening economic engagement and partnering on climate and health security.

Demonstrating U.S. reliability and durability begins with consistent, high-level engagement across the region and support for ASEAN processes and mechanisms. At the May 2022 U.S.-ASEAN Special Summit, the President announced America's intent to reach a Comprehensive Strategic Partnership (CSP) with ASEAN in 2022, including new ministerial-level engagements on

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health, climate and environment, energy, transportation, science and technology, and gender equity and equality. As we conclude negotiations on the CSP, we will partner with colleagues across the interagency to support this recently enhanced engagement footprint. We will also work to support the already-strong bipartisan Congressional commitment to the region.

The Mission will partner with ASEAN to uphold a principled approach to challenges and crises and strengthen its capacity to address them. In the maritime domain, we will prioritize supporting ASEAN's own interest in 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. We will also support ASEAN's ability to deliver humanitarian-assistance and disaster-relief. Importantly, we will also work with ASEAN on its evolving response to the horrifying crisis in Burma. Across the board, we will work with ASEAN to build its capacity as a leading regional institution and will explore opportunities to work with our global network of partners and allies to support ASEAN.

We will work with ASEAN on a range of other security challenges, including combating transboundary criminal threats such as trafficking in persons, drugs, and wildlife; countering disinformation and malign influence; reducing conflict through Women, Peace, and Security; and advancing an effective, rules-based regional architecture to uphold human rights and the rule of law. We will engage ASEAN in the fight against systemic racism and discrimination, to include swift and meaningful responses to human rights violations and abuses of individuals belonging to marginalized racial, ethnic, and other underserved communities and mainstream equity issues, including gender, throughout the multilateral system.

We will prioritize delivering results on the issues that matter most to our combined 1 billion people, starting with our shared economic prosperity. The populations of ASEAN Member States are young and dynamic, boasting a combined GDP of roughly \$2.5 trillion and one of the world's highest growth rates. U.S. companies have more capital invested in ASEAN than they do in China, Japan, and South Korea combined. Trade with ASEAN supports over half a million U.S. workers across all 50 states; deepening our economic engagement can advance the prosperity of all of our people.

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ASEAN's increased economic integration, paired with sustainable growth, will lead to greater strategic independence and expanded opportunities for U.S. businesses. We will explore ways to further ASEAN economic integration, including by expanding the ASEAN Single Window and pursuing a harmonized electric vehicle ecosystem. We will also look for opportunities to enhance the regional digital economy and develop policies to govern 5G and artificial intelligence systems. Finally, we will facilitate high-quality investment in regional infrastructure projects under the auspices of the Partnership for Global Infrastructure and Investment.

As a part of our pursuit of a CSP, and as announced at the 2021 and 2022 Summits, the United States has launched over \$250 million in new initiatives across a range of shared challenges and opportunities, including advancing health security and combatting climate change. In part owing to its own economic success, the region is one of the highest global emitters of greenhouse gases while also being one of the regions that is most vulnerable to the negative effects of climate change. The Mission will harness our diplomatic, development, and technical expertise to help the members of ASEAN make more ambitious commitments to reduce greenhouse gas emissions and urgently address the climate crisis. We will engage the private sector to showcase new technologies and innovative solutions for climate change mitigation and adaptation. We will also build on our donations of COVID-19 vaccines and investments in regional health infrastructure to improve health security across the region, including through innovative transparency and monitoring programs. Across both health security and climate, we will facilitate a whole-of-government approach to build ASEAN's capacity, to strengthen its resilience, and to safeguard underserved and vulnerable populations. We will also work with our global network of allies and partners, including the EU and the Quad, to deliver results on these critical issues.

Our public diplomacy and strategic communications will support each of these critical lines of effort, with a particular focus on engaging ASEAN's large youth populations. We will look to showcase the reliability, durability, and desirability of U.S. partnership, rooted in our common values; support ASEAN Centrality and capacity by promoting ASEAN identity across the ten-member state populations; push back on disinformation and malign influence set on attacking

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the regional rules-based architecture; and lift up the benefits of enhanced economic engagement, including through outreach to the U.S. private sector. We will prioritize the implementation of the President's recent announcements, including by doubling the size of the Young Southeast Asia Leaders Initiative (YSEALI) within three years.

The U.S. Mission to ASEAN is extremely well-positioned to advance key strategic priorities in Southeast Asia and the broader Indo-Pacific, yet **our current staffing is insufficient to fully achieve our expanded Mission objectives. With relatively modest adjustments, we can significantly enhance our ability to deliver on Administration priorities.** The increased footprint of Presidential, Vice Presidential, and Cabinet engagement with ASEAN over the last two years has been very well-received in the region and has advanced our strategic interests. At the same time, it has stretched our small political section, leaving them with little time for strategic planning on issues like the South China Sea, transnational crime, or human rights and labor issues. Similarly, our expanded engagement in economic sectors, including Energy, Transportation, Environment, and Health, has put new pressures on our similarly small Economic section. Our new Science, Technology, and Innovation Cooperation program aims to strengthen our partnership with ASEAN in new and emerging technologies and expand our science collaboration, but the new funding will require an additional officer to effectively drive implementation. The current model of depending on Eligible Family Members to fill our reporting officer gaps is unsustainable. As we launch the CSP, we need an additional officer and the resources to properly manage an increased negotiation workload. Finally, while our Public Affairs section has grown to two Foreign Service Officers, given the explosion in YSEALI's programing as our flagship people-to-people program, increased demand for public outreach, and the strategic necessity of countering PRC and Russian disinformation, a third officer is sorely needed.

Our people are our greatest source of strength, and it is a Mission priority to build and equip a diverse, inclusive, accessible, resilient, and dynamic team that cultivates leaders who reflect the full diversity of our nation in order to meet the Administration's priorities for ASEAN and Southeast Asia.

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2. Mission Strategic Framework

Mission Goal 1: Demonstrate the United States is a reliable and durable partner to ASEAN and ASEAN Member States.

- **Mission Objective 1.1:** ASEAN increases its recognition of the United States as a trusted partner by approving expanded cooperation and technical assistance aligned with our shared values and interests in the Indo-Pacific, our support for the ASEAN Outlook on the Indo-Pacific, and the Plan of Action to Implement the ASEAN-U.S. Strategic Partnership.
- **Mission Objective 1.2:** U.S. maintains and grows the pace and quality of high-level engagement with ASEAN and AMS, including bipartisan Congressional engagement.
- **Mission Objective 1.3:** ASEAN governments and peoples recognize the U.S. contribution to ASEAN centrality and U.S. commitments to the Indo-Pacific.
- **Mission Objective 1.4:** ASEAN's youth are increasingly engaged on our shared democratic values as well as our shared priorities for the future.

Mission Goal 2: Strengthen ASEAN's own ability to respond to traditional and non-traditional security challenges and crises, especially with regard to maritime security and the horrifying crisis in Burma.

- **Mission Objective 2.1:** ASEAN's ability to respond to regional security challenges and crises, including maritime security, is strengthened through capacity building and technical cooperation.
- **Mission Objective 2.2:** Collaboration with ASEAN on cybersecurity, science, technology, and innovation is strengthened to address future challenges and to explore new opportunities.
- **Mission Objective 2.3:** ASEAN takes new approaches to addressing the crisis in Burma.

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Mission Goal 3: Deliver results for our combined 1 billion people.

- **Mission Objective 3.1:** ASEAN economic integration is enhanced, including through harmonized standards that are consistent with U.S. high-standard approaches. High-quality investment in regional infrastructure is facilitated.
- **Mission Objective 3.2:** Women and girls are empowered to contribute to the development of the region and their status is advanced through achieving gender equality and equity in ASEAN.
- **Mission Objective 3.3:** The United States and ASEAN partner to strengthen regional health security and mitigate and adapt to climate change.

Management Objective 1: The support services and operational capabilities of the Mission are improved to achieve maximum productivity.

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3. Mission Goals and Objectives

Mission Goal 1 | Demonstrate the United States is a reliable and durable partner to ASEAN and ASEAN Member States.

Description | Southeast Asia sits at the heart of the Indo-Pacific and, as President Biden told ASEAN leaders at the ASEAN-U.S. Summit in 2021, ASEAN is essential to the regional architecture and the United States is committed to ASEAN's centrality as a linchpin for maintaining the resilience, prosperity, and security of this shared region. ASEAN plays a key role in achieving U.S. interests in the Indo-Pacific. The United States welcomes a strong and independent ASEAN that can deliver sustainable solutions to the region's most pressing challenges, including solving territorial disputes in the South China Sea, dealing with human rights and democracy issues in Myanmar, addressing transnational crime and trafficking in the Mekong sub-region, achieving regional integration and resilience in regional supply chains, and catalyzing an economic recovery that is inclusive and encourages the participation of women. The establishment of a Comprehensive Strategic Partnership between the United States and ASEAN and expanded engagements and programming demonstrates United States' commitment to remaining a reliable partner that can contribute and add value to ASEAN's work in these critical areas.

Objective 1.1 | ASEAN increases its recognition of the United States as a trusted partner by approving expanded cooperation and technical assistance aligned with our shared values and interests in the Indo-Pacific, our support for the ASEAN Outlook on the Indo-Pacific, and the Plan of Action to Implement the ASEAN-U.S. Strategic Partnership.

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- **Objective 1.1 Justification** | The Plan of Action to Implement the ASEAN-United States Strategic Partnership (POA) 2021-2025 is the roadmap for U.S. engagement in the region and guides implementation of the goals and objectives of the ASEAN-United States Strategic Partnership. The United States successfully achieved one hundred percent of the priority areas outlined in the 2015-2020 POA, an achievement few partners can boast, and which ASEAN regularly cites. The POA directly aligns U.S. and ASEAN interests and allows the United States to demonstrate how our partnership brings value to ASEAN and helps the region achieve its strategic goals.
- **Objective 1.1 Linkages** | Implementation of the POA is linked directly to all five of the Indo-Pacific Strategy priority areas. It allows the United States to align activities in support of the four priorities in the ASEAN Outlook on the Indo-Pacific (AOIP): (1) maritime cooperation, (2) connectivity, (3) UN Sustainable Development Goals (SDGs) 2030, and (4) economic and other possible areas of cooperation to contribute to peace, prosperity, and development in the region.
- **Objective 1.1 Risks** | Limited institutional capacity, stove-piping, and the principles of consensus and noninterference can slow policy coordination and agreement between the AMS and delay program implementation.

Objective 1.2 | U.S. maintains and grows the pace and quality of high-level engagement with ASEAN and AMS, including bipartisan Congressional engagement.

- **Objective 1.2 Justification** | ASEAN seeks participation by high-level U.S. government officials, including the President, in annual ministerial-level meetings and the U.S.-ASEAN and East Asia Summits provides the opportunity for deeper strategic cooperation on a wide-ranging agenda.

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- **Objective 1.2 Linkages** | Indo-Pacific Strategy, Bureau policy priority area 1: revitalizing ties with allies and partners, Bureau policy priority area 2: prevailing in our strategic competition with China. EAP's Joint Regional Strategy Goal Framework, Cross-cutting Goal 1: Allies and Partners: Expand and strengthen alliances and partnerships with countries and institutions to advance a more resilient, prosperous, and secure Indo-Pacific region.
- **Objective 1.2 Risks** | Absence of high-level participation will be viewed by ASEAN as lack of commitment to ASEAN and the wider region. Sustained high-level engagement from the PRC and Russia feed into the narrative that the United States is unreliable.

Objective 1.3 | ASEAN governments and peoples recognize the U.S. contribution to ASEAN centrality and U.S. commitment to the Indo-Pacific

- **Objective 1.3 Justification** | The Indo-Pacific Strategy calls for building connections within and beyond the region. We intend to work with allies and partners to promote ASEAN's central role in the Indo-Pacific and reinforce the region's independence from coercion and external manipulation. Rather than focus on highlighting the risks of efforts to dismantle the international order, we want to highlight the freedom, prosperity, and security that the existing international order has brought to the region. The best way to counter disinformation is with the truth and there is a great story to tell about the rise of ASEAN member states thanks to the existing international order.
- **Objective 1.3 Linkages** | According to the principles in the Treaty of Amity and Cooperation and the spirit of the ASEAN Charter, the United States chooses to focus on our positive agenda and shared values as we advance our mutual goals. EAP Joint Regional Strategy Strategic Goal 6: PRC: Strengthen our competitive advantage by demonstrating positive U.S. global leadership and democratic values to address negative PRC actions, influence, and messaging.

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- **Objective 1.3 Risks** | The United States competes with some Dialogue Partners for influence over ASEAN on issues of importance to us, including regional security architecture, DPRK, the South China Sea, Cybersecurity, science and technology Innovation, and sector-specific economic standards.

Objective 1.4 | ASEAN's youth are increasingly engaged on our shared democratic values as well as our shared priorities for the future.

- **Objective 1.4 Justification** | Southeast Asians has thousands of examples of young people (18 to 35) who have dreams of living in a country that has the democratic institutions and protections of civil rights that U.S. citizens enjoy every day. These dreams inspire them to advocate for change in their legislatures and their workplaces. Moreover, the model provided of U.S. culture has inspired young Southeast Asians to show respect for women and marginalized communities, including individuals with disabilities. In addition, young people who feel positive about U.S. values and cultures are more likely to be consumers of U.S. products.
- **Objective 1.4 Linkages** | USASEAN programming for youth and young leaders supports the Bureau of Educational and Cultural Affairs (ECA) Bureau Objective 1.2: Increase United States and foreign participants' understanding of shared democratic values, global challenges, and cultural diversity. At the May 2022 U.S.-ASEAN Special Summit, President Biden committed to support access to education for ASEAN members through collaboration and exchanges as highlighted in the ASEAN-U.S. Special Summit 2022, Joint Vision Statement.
- **Objective 1.4 Risks** | In an expanding media environment filled with international disinformation and misinformation, the U.S. Mission must consistently compete to ensure young people are exposed to balanced, fair, and truthful information about U.S. history, values, and cultures.

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Mission Goal 2 | Strengthen ASEAN's own ability to respond to traditional and non-traditional security challenges and crises, especially with regard to maritime security and the horrifying crisis in Burma.

Description | The Indo-Pacific Strategy prioritizes bolstering Indo-Pacific security and building regional resilience to transnational threats. The region faces significant challenges to sovereignty, territorial integrity, human rights, and good governance and democratic values. Upholding these are part of the shared values between the United States and ASEAN. Furthermore, the region needs to stay on the cutting edge of science and technology to compete. In the Indo-Pacific Strategy, the United States welcomes a strong and independent ASEAN that can deliver sustainable solutions to the region's most pressing challenges. The United States has committed to building ASEAN's resilience as a regional institution so it can lead on issues of regional and global importance.

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Objective 2.1 | ASEAN's ability to respond to regional security challenges and crises, including maritime security, is strengthened through capacity building and technical cooperation.

- **Objective 2.1 Justification** | The creation of a genuine rules-based order across the region requires increased ASEAN institutional capacity, increased capacity of member state governments across all branches, and appropriate member state focus on the rights of ASEAN citizens. USASEAN promotes good governance by providing support to counter transnational crime, such as preventing terrorism and violent extremism, illicit drugs, cybercrime, combating smuggling and trafficking in persons, wildlife, and timber. USASEAN works closely with the ASEAN Intergovernmental Commission on Human Rights and the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children to promote human rights and gender equality across ASEAN Communities. Our work with Southeast Asian partners will prioritize building mechanisms to address humanitarian-assistance and disaster-relief needs, maritime security, water scarcity, and pandemic response. The Mission's work with ASEAN also advances 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.
- **Objective 2.1 Linkages** | The Indo-Pacific Strategy, Objective 4: Bolstering Indo-Pacific Security. EAP-ASIA Joint Regional Strategy Strategic Goal 3: Prevent, reduce, and defend against the full spectrum of current and emerging security threats by enhancing regional coordination and capacity.
- **Objective 2.1 Risks** | ASEAN is institutionally ill-equipped to effectively address major political crises within its member states, for example, the military coup in Burma. The PRC continues to assert baseless sovereignty claims in the South China Sea, and competing claims, militarization, grey zone activities, and depletion of natural resources present potential flash points for conflict.

Approved: November 29, 2022

Objective 2.2 | Collaboration with ASEAN on cybersecurity, science, technology, and innovation is strengthened to address future challenges and to explore new opportunities.

- **Objective 2.2 Justification** | Looking to the future, the United States is a leader in innovation and ASEAN welcomes U.S. advanced technology and collaborations on science. This area is a competitive advantage for the United States, but we have played an underrepresented role in collaborating with ASEAN in the areas of science, technology, and innovation (STI). If, as this Administration has stated repeatedly, the future of the 21st century will be written in the Indo-Pacific, and ASEAN is at its center, then the United States must increase engagement in STI with ASEAN including on space-based infrastructure, artificial intelligence, and food and material sciences. The U.S. lacks a comprehensive STI partnership plan and strategy to link critical projects, programs and activities among ASEAN and ASEAN Member States.
- **Objective 2.2 Linkages** | If ASEAN scientists, researchers, and technology innovators have improved knowledge and access to U.S. public and private laboratories, academia, policy makers, industries, and business associations, then ASEAN is more likely to intensify regional cooperation in scientific activities, promote scientific technological expertise, accelerate and transfer scientific developments, and provide support and assistance in the application of research and development in areas that are mutually beneficial to ASEAN and the United States.
- **Objective 2.2 Risks** | The U.S. is at risk of ceding its position as ASEAN's strategic partner of choice for STI capacity building, resulting in regional scientists, researchers, and technologists establishing long-term and strategic institutional relationships with non-US academic institutions and private labs, and with ASEAN industries and policymakers adopting technologies and standards that undermine and/or compete with U.S. interests in vital areas such as maritime economies, space applications, and information technology.

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Objective 2.3 | ASEAN takes new approaches to the crisis in Myanmar.

- **Objective 2.3 Justification |** The devastating humanitarian crisis in Burma continues to threaten ASEAN's ability to achieve consensus on how to address institutional management issues and good governance issues affecting the region, including countering transnational crime, preventing terrorism and violent extremism, illicit drugs, cybercrime, combating smuggling and trafficking in persons, wildlife, and timber. USASEAN works closely with the ASEAN Intergovernmental Commission on Human Rights to promote human rights across ASEAN Communities. Our work with Southeast Asian partners will prioritize building mechanisms to address humanitarian-assistance, disaster-relief needs and democracy-building and good governance.
- **Objective 2.3 Linkages |** The Indo-Pacific Strategy, Objective 4, Bolstering Indo-Pacific Security. EAP Joint Regional Strategy Strategic Goal 3: Prevent, reduce and defend against the full spectrum of current and emerging security threats by enhancing regional coordination and capacity.
- **Objective 2.3 Risks |** ASEAN is institutionally ill-equipped to effectively address major political crises within its member states, for example, the military coup in Burma.

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Mission Goal 3 | Deliver results for our combined 1 billion people.

Description | The Indo-Pacific Strategy states that the prosperity of everyday Americans is linked to the Indo-Pacific. ASEAN is the largest destination for U.S. foreign direct investment in Asia and the United States' fourth largest export market. Combined U.S. FDI stock in ASEAN is greater than that in China and Japan combined. Two-way trade in goods and services has tripled since the 1990s. These strong economic ties underpin the U.S. interest in supporting ASEAN's continued economic integration. A more economically integrated Southeast Asia will expand opportunities for U.S. firms to export goods and services and increase investment and help improve the lives of ASEAN's 655 million citizens, contributing to the region's stability. New and expanded U.S. initiatives demonstrate the strong U.S. commitment to the combined future of 1 billion people in ASEAN and the United States. This support includes post-pandemic economic recovery, collaborating to mitigate and adapt to climate change, ASEAN's gender programs and initiatives such as the ASEAN Gender Mainstreaming Strategic Framework, and ASEAN's Women, Peace, and Security agenda. The 1 billion futures initiative seeks to strengthen people-to-people ties with ASEAN countries and enhance engagement and promote gender equality, equity, and empowerment through an ASEAN-U.S. Ministerial on Women.

Objective 3.1 | ASEAN economic integration is enhanced, including through harmonized standards that are consistent with U.S. high-standard approaches. High-quality investment in regional infrastructure is facilitated.

- **Objective 3.1 Justification |** AMS look to the United States to help with the economic recovery from the COVID-19 crisis and for guidance on post pandemic recovery. A wholistic approach to recovery includes leveraging new and emerging economic models like the digital economy and facilitating the participation of women in the region's recovery.

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- **Objective 3.1 Linkages** | Indo-Pacific Strategy objective 3: Drive Regional Prosperity. EAP Joint Regional Strategy Strategic Goal 5: ECONOMIC: Advance more inclusive and sustainable growth and promote free, fair, and open trade and transparent investment that improves lives of Americans and people around the world.
- **Objective 3.1 Risks** | Regional trade agreements exclude the United States from the evolving regional trade architecture, potentially weakening U.S. economic interests. U.S. standing among ASEAN members is threatened because the United States does not participate in the regional economic architecture.

Objective 3.2 | Women and girls are empowered to contribute to the development of the region and their status is advanced through achieving gender equality and equity in ASEAN.

- **Objective 3.2 Justification** | The United States strives to reduce gender disparities, and ensure women's equal access to economic, social, decision-making processes and can reach their full potential in society. Women's economic empowerment increases economic diversification, boosts productivity and income equality, resulting in other positive outcomes. ASEAN started to broaden their perspective of gender being not only a social-cultural issue, but also economic and political.
- **Objective 3.2 Linkages** | United States expanded engagement to support ASEAN's gender programs and initiatives such as the ASEAN Gender Mainstreaming Strategic Framework and ASEAN's Women, Peace, and Security agenda. The National Strategy on Gender Equity and Equality that includes an interconnected priority on economic security, health, education, human rights and equality under the law, climate change, science and technology, and democracy, participation, and leadership.
- **Objective 3.2 Risks** | Weak governance and corruption, democratic backsliding, inter-ethnic and religious tensions, uneven adherence to the rule of law, and lack of respect for universal human rights create internal instability in some AMS and inhibit ASEAN-wide political, economic, and social integration.

Approved: November 29, 2022

Objective 3.3 | The United States and ASEAN partner to strengthen regional health security and mitigate and adapt to climate change.

- **Objective 3.3 Justification** | Southeast Asia is the most at-risk region for the negative impacts of climate change including natural disasters, yet it is one of the largest emitters of greenhouse gasses. USASEAN is working with the interagency including the U.S. Department of Energy, the U.S. Department of Transportation, and the Special Presidential Envoy for Climate to build ASEAN's capacity to adapt and mitigate to climate change and to transition away from carbon-based solutions for energy and transportation. The Mission will harness our diplomatic, development, and technical expertise as well as engage the private sector to secure new or improved commitments on emissions reductions and climate adaptation to strengthen the resilience of underserved and vulnerable populations enduring climate variability, change, and insecurity. ASEAN is also looking to the United States for greater investments in health security and pandemic preparedness.
- **Objective 3.3 Linkages** | Indo-Pacific Strategy Objective 5: Build regional resilience to 21st Century transnational threats, including climate change. EAP-ASIA Joint Regional Strategy Strategic Goal 2: Respond to and address the global challenges that threaten the region's security and prosperity.
- **Objective 3.3 Risks** | The unsustainable exploitation of natural resources, natural disasters, and decreasing air quality, will impact the health, economic opportunity, and livelihood of populations in maritime and mainland Southeast Asia, potentially impacting the political stability of the region.

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4. Management Objective

Management Objective 1 | The support services and operational capabilities of the Mission are improved to achieve maximum productivity.

- **Justification** | USASEAN's limited staff and budget have not kept pace with the increasing strategic focus on ASEAN as the center of the Indo-Pacific Strategy, the shift to negotiation of outcome documents by missions in Jakarta, and expanded regional public diplomacy engagement, limiting our effectiveness in advancing U.S. goals and objectives.
- **Linkages** | U.S. expanded engagement – culminating in annual Cabinet-level ministerial meetings with all ten ASEAN Member States – in Energy, Transportation, Health, Environment and Climate Change, and Gender Equality and Women's Empowerment complemented by our existing engagement in Defense, Cybersecurity, Digital Economy, and Trade and Investment, is welcomed by ASEAN members and creates an opportunity to demonstrate U.S. commitment to the region.
- **Risks** | Enhanced engagement and new programming will result in significant workload increases for the Mission. Lack of resources will hinder the ability of the mission to host, represent and respond to requests and built-up momentum of the May 2022 Special Summit.

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