



# Integrated Country Strategy

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## Thailand

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

Thailand is the United States' oldest ally in Asia – dating back to 1833 – with this year marking the 190th anniversary of U.S.-Thai diplomatic relations. This is a time to celebrate the close partnership between the two countries. It is also a time to reaffirm our commitment to working together to address the challenges and opportunities of the 21st century. We are in the midst of a generational opportunity to make progress on a broad range of areas on issues of mutual importance to Thailand and the United States, such as trade, law enforcement, climate and regional security. Recent elections in Thailand saw record turnout to the polls – greater than 75 percent – and a clear mandate for change. The new government, while a compromise, does reflect democratic progress and has committed to deliver on many of the issues that drove such high voter participation.

Mission Thailand's efforts are organized around four broad goals: protection of our people, promotion of good governance and shared democratic values, enhancing shared and deepening prosperity, and deepening cooperation in the defense of a rules-based international order that has enabled the past seven decades of unprecedented peace, economic integration, and expansion of human freedoms. Our cooperation with Thailand on these issues is undergirded by robust people-to-people ties between the United States and Thailand: ties that have been woven over 200 years through free trade, education exchanges, migration and tourism.

The protection of American Citizens is Mission Thailand's first responsibility. Most threats to our citizens – crime, disease, drugs, pollution, disasters, terrorism – affect people of all nations and, as recent years demonstrate, cannot be confined to one corner of the globe.

Consequently, our determination to identify and mitigate sources and avenues of potential harm to our citizens in the homeland and abroad complements our humanitarian efforts with our global partners. Our long law enforcement cooperation with Thailand and work in areas as varied as climate mitigation and pandemic disease prevention have made it a valuable partner in the fight against transnational threats. Continuing investments in Thailand's investigative,

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law enforcement and legal capacity and information sharing mechanisms will pay dividends in the long-term safety of the American people.

The peaceful transition of power from one government to another is a hallmark of successful democracies. We are pleased to see that the Thai people have exercised their democratic rights and look forward to working with the new government to promote peace, stability, and prosperity in the region while working with our Thai counterparts to increase transparency and accountability in government to curb corruption and increase equal treatment under law. By supporting Thailand's trend toward greater civic voice and more accountable institutions, we look to bolster the shared values that will, in the long term, help tighten our alliance even further.

United States-Thailand two-way trade exceeds \$73 billion annually. Thailand is a top 20 trading partner and a growing destination for critical supply chain investment for U.S. firms divesting from China. Thailand's new government is rightly focused on better harnessing the country's full economic potential by reducing barriers to trade and pursuing inclusive economic growth. The Mission will continue to promote increased trade and investment, energy diversification, climate change cooperation, and market-oriented economic reforms through mechanisms like the Indo-Pacific Economic Framework that tie directly to promoting American prosperity to create fair and reciprocal trade relationships, including through increasing U.S. exports to Thailand and foreign direct investment in the United States with reliable partners like Thailand.

Thailand is one of five U.S. allies in the Indo-Pacific Region and a longstanding security partner and leader in Southeast Asia with over seventy years of close cooperation with the United States dating from the beginning of the Cold War. Close ties and friendships between Thai and American officers span generations. While the security situation in Southeast Asia has improved significantly over the decades, recent events in Europe are a reminder that we cannot take peace for granted, and that deterrence is best assured through capable partners and allies. The Mission will direct U.S. security cooperation efforts to enhance Thailand's ability to defend its sovereignty, maintain its long-term interoperability with the United States military and build its contributive potential to broader security challenges such as disaster response and its

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leading role in the ASEAN regional security architecture. We will continue to invest in future generations of Thai leaders by sending them to education and training in the United States, expand the bilateral military exercise program to enhance realism and training value to ensure the U.S. military gains sufficient knowledge and experience deploying to, and operating in, Thailand to enable effective responses to regional contingencies including disaster relief. We will support and encourage professionalism in the Thai military in areas of rationalizing force structure, developing the NCO Corps, empowering women, and emphasizing adherence to the principle of civilian control of the military.

Thailand's strong commitment to multilateralism and international cooperation and the access and partnership provided to the U.S. is a model for other countries in the region. The United States is committed to working with Thailand to build a more peaceful, prosperous, and secure future for all.

## 2. Mission Strategic Framework

**Mission Statement:** The U.S. Mission will partner with Thailand to foster peace, mutual prosperity, and fundamental values and to advance our shared objectives in the Indo-Pacific region.

**Mission Goal 1:** Partner with Thailand as a leader to counter regional and transnational threats, increase humanitarian relief capabilities and protect U.S. citizens in Thailand and the Homeland.

- **Mission Objective 1.1:** Provide comprehensive consular services to U.S. Citizens residing and traveling in Thailand, protect U.S. borders, and facilitate legitimate travel to the United States.
- **Mission Objective 1.2:** With the United States as a preferred partner, Thailand significantly increases capacity and will to counter transnational threats and to enhance law enforcement cooperation.
- **Mission Objective 1.3:** Assist Thailand in its effective response to natural and humanitarian disasters and global health security, enhancing capability to protect U.S. citizens, refugees and other vulnerable populations.

**Mission Goal 2:** Drive shared, sustainable and inclusive prosperity in the United States, Thailand, and the Indo-Pacific region through enhanced economic, science, technological, and environmental engagement, including by strengthening people-to-people ties.

- **Mission Objective 2.1:** Integrate Thailand as an economic partner with the highest standards to build a resilient global supply chain, expand two-way trade, and increase U.S. exports to Thailand and Thai investment in the United States.

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- **Mission Objective 2.2:** Assist Thailand in its clean energy transition, including through partnership on air quality, climate change, environmental protection, and science and technology cooperation.
- **Mission Objective 2.3:** Enhance support of Thailand's leadership role in multilateral fora to more closely align with U.S. priorities and bolster Thailand's role as an emerging development partner to tackle global economic challenges through sustainable and inclusive economic growth, especially the Mekong subregion.

**Mission Goal 3:** Bolster the democratic institutions and values that sustain our partnership with Thailand through promotion of an engaged civil society, good governance, and human rights.

- **Mission Objective 3.1:** Promote wide, inclusive, and meaningful participation in democratic processes and civic life.
- **Mission Objective 3.2:** Promote institutions of dedicated, transparent, and accountable public servants, who serve the public and work to eradicate corruption.

**Mission Goal 4:** Advance security, stability, and resilience in the Indo-Pacific region by deepening defense and security cooperation with Thailand.

- **Mission Objective 4.1:** Safeguard Thailand's national sovereignty and enhance its leadership in regional security through increased interoperability with the U.S. military and continued U.S. support to Thailand's military modernization.
- **Mission Objective 4.2:** Promote the leadership of Thailand, as a long-standing ally, on international security matters to advance common interests in a more secure and prosperous Indo-Pacific through continued engagement, investment, and institutional development.

**Management Objective 1:** Plan for the transition to the New Office Annex (NOX) in Bangkok and a New Consulate Compound (NCC) in Chiang Mai, which will solidify the Mission's role as the primary USG hub for Southeast Asia and the Mekong region.

**Management Objective 2:** Improve working conditions and quality of life for Embassy employees and their families with a focus on diversity and inclusion, the housing program, and family member employment.

**Management Objective 3:** Work collaboratively with the RTG to find common ground on key reciprocal challenges, including allowing same-sex spouse accreditation, concluding a bilateral work agreement, and reducing administrative processing times for accreditation, customs clearance and vehicle registration.

### 3. Mission Goals and Objectives

**Mission Goal 1** | Partner with Thailand as a leader to counter regional and transnational threats, increase humanitarian relief capabilities and protect U.S. citizens in Thailand and the Homeland.

**Description** | Thailand and the United States enjoy historical and robust law enforcement cooperation. In addition to U.S. law enforcement's long-term presence in the country, a cornerstone of the cooperation are long-standing Mutual Legal Assistance and Extradition Treaties involving the two countries. Thailand faces similar regional and transnational threats to those encountered by the U.S., with some directly impacting the safety and security of Americans at home and abroad. These shared interests provide a mutual interest in mitigating threats to the Thailand's and the United States' safety, security and prosperity.

**Objective 1.1** | Provide comprehensive consular services to U.S. Citizens residing and traveling in Thailand, protect U.S. borders, and facilitate legitimate travel to the United States.

- **Justification** | A thriving U.S. citizen resident population of over 80,000 is spread across all of Thailand's cities and provinces. Thailand's cultural and natural environment, openness to international visitors, and status as a favorite destination in social media circles also guarantees its position a leading destination for travelers to the United States. The complex demographics of the U.S. population in Thailand, ranging from aging military veterans in remote villages to young, mobile digital nomads, makes effective messaging and crisis response both imperative and deeply challenging. While many U.S. citizens travel to Thailand without issue, there is also a growing population of travelers who fall victim to scams, petty crime, and assault. While Thailand's incredible geography, densely populated cities, and remote travel destinations draw tourists to the country, these factors also create mass disaster vulnerabilities that complicate crisis response. It is imperative that the U.S. Mission maintain and expand our capacity to respond to our citizens when they encounter the worst.

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- **Linkages** | State-USAID Joint Strategic Plan, Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel. Consular Affairs Functional Bureau Strategy, Goal 1: Provide consular services to U.S. citizens overseas effectively and efficiently; Goal 2: Enhance the customer experience while improving the security and efficiency of Passport Services; and Goal 3: Facilitate legitimate travel while ensuring secure U.S. borders.
- **Risks** | Thailand's unique geography and densely populated cities make it vulnerable to mass disaster and casualty events. The threat of political instability remains. More mundanely, profound bureaucratic inertia continues to challenge the U.S. Mission's American Citizens Services capacity. Failure on this objective would undermine the Department's ability to effectively deliver on our core function to protect the lives and interests of U.S. citizens abroad.

**Objective 1.2** | With the United States as a preferred partner, Thailand significantly increases capacity and will to counter transnational threats and to enhance law enforcement cooperation.

- **Justification** | Thai law enforcement leverages notable capabilities to mitigate regional and Transnational Criminal Organizations (TCO) that victimize local populations and use Thailand as an intermediary point to extend criminal influence throughout the region and globally. TCOs use of emerging technology and exploitation of regional economic centers adversely impact Thailand's ability to proactively address criminal threats. Increased capacity building strengthens Thailand's ability to address domestic threats, enable them to exert influence as a regional law enforcement leader and strengthens the comprehensive U.S./Thai law enforcement relationship.
- **Linkages** | U.S. Indo-Pacific Strategy; National Security Strategy (Combatting Transnational Organized Crime); National Security Strategy (Arms Control and Non-Proliferation); National Drug Control Strategy; White House Strengthened Approach to Crack Down on Illicit Fentanyl Supply Chains (4/11/2023)

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- **1.2 Risks** | Failure on this objective would allow TCOs to increase their influence in Thailand and through the region, endangering populations, including U.S. Citizens; weakening vulnerable government institutions; regional economies and the rule-of-law. Other risks include strategic competitors applying political pressure and/or malign influence to counter United States efforts to be Thailand's preferred partner in the region.

**Objective 1.3** | Assist Thailand in its effective response to natural and humanitarian disasters and global health security, enhancing capability to protect U.S. citizens, refugees and other vulnerable populations.

- **Justification** | Located in the heart of the Mekong Region, Thailand is at significant risk from a range of natural and humanitarian disasters, from floods and droughts exacerbated by climate change, to future pandemics driven by spread of zoonotic disease. The United States can play a leading role in safeguarding our treaty-ally from these threats, including by increasing protection for refugees fleeing violence in Burma and other vulnerable populations.
- **Linkages** | Pillars 3, 4, and 5 of the U.S.-Indo Pacific Strategy – Drive Indo-Pacific Prosperity, Bolster Indo-Pacific Security, and Build Regional Resilience to 21<sup>st</sup> Century Transnational Threats; Global Health Security Agency; United States Thailand Communiqué on Strategic Alliance and Partnership; USAID/RDMA Regional Development Cooperation Strategy
- **Risks** | Failure to proactively bolster Thailand's ability to manage refugees, natural disasters, and health risks will weaken and destabilize our treaty ally and threaten partners in the region, limiting the ability of the United States to achieve our other security, economic, and development objectives.

**Mission Goal 2 |** Drive shared, sustainable, and inclusive prosperity in the United States, Thailand, and the Indo-Pacific region through enhanced economic, science, technological and environmental engagement, including by strengthening people-to-people ties.

**Description |** The United States and Thailand's trade relationship has grown 50 percent since 2021 with \$73 billion in two-way trade. Thailand is a top 20 trading partner, the only treaty ally in mainland Southeast Asia, and a growing destination for critical supply chain investment for U.S. firms divesting from China. Thai companies are also expanding investment into the United States. Nevertheless, there is considerable room for growth, and a reduction of trade barriers and increased standards harmonization, through the Indo-Pacific Economic Framework and other mechanisms, will increase opportunities. Thailand can better harness its full economic potential by reducing barriers to trade and pursuing inclusive economic growth.

Promoting increased trade and investment, energy diversification, climate change goals, and market-oriented economic reforms ties directly into the goals and objectives of the Indo-Pacific Strategy and Pillar II of the National Security Strategy, promoting American prosperity to create fair and reciprocal trade relationships, including through increasing U.S. exports and foreign direct investment in the United States, protection of intellectual property, and promotion of market-oriented reforms in other countries. In addition, the National Security Strategy notes that the United States will work with allies to support diversification of energy sources, supplies, and routes, and increase the export of U.S. energy and technology.

**Objective 2.1 |** Integrate Thailand as an economic partner with the highest standards to build a resilient global supply chain, expand two-way trade, increase U.S. exports to Thailand and Thai investment in the United States.

- **Justification** | Trade and investment are core components of the economic ties that have linked the United States and Thailand for over two centuries. Stimulating Thai demand for U.S. products and eliminating technical barriers to trade will help to reduce trade imbalances and secure critical supply chains for U.S. industry. Thailand's home-grown companies are increasingly venturing into overseas markets and are an important source of investment in the United States.
- **Linkages** | This objective supports the core economic components of the National Security Strategy, the Indo-Pacific Strategy including the Indo-Pacific Economic Framework (IPEF), and the Bureau Joint Regional Strategy.
- **Risks** | Failure to successfully promote expanded two-way trade and investment will reduce U.S. economic growth, jeopardize resilient supply chains for U.S. industry and good U.S. jobs in strategic sectors, and weaken U.S. economic competitiveness in the region.

**Objective 2.2** | Assist Thailand in its clean energy transition, including through partnership on air quality, climate change, environmental protection, and science and technology cooperation.

- **Justification** | With powerful companies and forward-leaning government policies, Thailand is poised to be a regional leader on climate change and clean energy, creating economic opportunities for Thailand and the United States, while safeguarding the long-term livelihoods of our populations.
- **Linkages** | This objective supports pillars 3 and 5 of the Indo Pacific Strategy, Pillar 3 of the Indo-Pacific Economic Framework, key objectives outlined under the Bangkok Goals of the Asia Pacific Economic Cooperation mechanism, as well as priorities outlined in the U.S. Thailand Communique on Strategic Alliance and Partnership.
- **Risks** | Without strong U.S. engagement, Thailand may fall short of its bold climate and clean energy objectives and our geostrategic competitors could capitalize on commercial opportunities in our absence.

**Objective 2.3 |** Enhance support of Thailand’s leadership role in multilateral fora to more closely align with U.S. priorities and bolster Thailand’s role as an emerging development partner to tackle global economic challenges through sustainable and inclusive economic growth, especially the Mekong subregion.

- **Justification |** Elevating Thailand’s role as a leader in inclusive economic growth in the region creates stronger ties with its Lower Mekong neighbors, advances the U.S. Government’s efforts to redefine its relationship with the Thai Government, and leverages Thailand’s considerable development expertise to tackle critical development challenges while providing alternative models to the PRC’s pursuit of opaque development financing. Engagement with ASEAN, a vital economic and strategic partner, increases ASEAN’s capacity to resolve regional and global challenges and uphold inclusive economic policies.
- **Linkages |** Supports the 2021 National Security Strategy, the EAP Joint Regional Strategy, the 2022-2026 State-USAID Joint Strategic Plan, and the Indo-Pacific Strategy.
- **Risks |** Trilateral cooperation requires working through multiple systems and strategies. If implementation is delayed or beset by bureaucratic hurdles, it may present a risk to the relationship. Engagement with ASEAN may present complications, especially at times when the chair (which rotates between ASEAN countries) is subject to U.S. Government restrictions.

**Mission Goal 3 |** Bolster the democratic institutions and values that sustain our partnership with Thailand through promotion of an engaged civil society, good governance, and human rights.

**Description |** The U.S.-Thai alliance is based on shared interests and shared values, including respect for democratic governance. Thailand's position as democratic and reliable U.S. ally rests on its respect for democratic institutions, the rule of law, human rights, and fundamental freedoms. Past coup d'états and repressive policies have eroded that foundation, setting back the bilateral relationship across myriad objectives. Setbacks in the relationship also open the door to the influence of competitor nations. As of 2023, Thailand is making progress toward returning to a full democracy. In 2019, Thailand held first election since the 2014 coup, taking a large but also flawed step forward. The 2023 election represented another step on the same, positive trajectory. The campaign was largely free and fair, conducted in a particularly vibrant atmosphere for civil society. Polling and vote counting was relatively smooth. There are still risks that could derail this progress, including the possibility that government institutions will intervene to prevent a government that broadly reflects the will of the people from forming. The threat of a coup cannot be ruled out. Should Thailand's democratic progress falter, we would expect cascading damage to the vibrancy of Thai civil society, good governance, and the protection of human rights.

**Objective 3.1 |** Promote wide, inclusive, and meaningful participation in democratic processes and civic life.

- **Justification |** Full inclusion in free, fair, credible, and participatory governance will help counter non-democratic forces and deter malign influences in the region. Thailand is a longstanding regional hub for civil society organizations; strengthening collaboration on assistance to vulnerable populations will advance U.S. humanitarian leadership throughout Southeast Asia. These, in turn, will strengthen our partnership in security cooperation, trade and investment, countering transnational crime and global health threats.

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- **Linkages** | This objective supports the 2021 Interim National Security Strategy Guidance; the EAP Joint Regional Strategy; and the National Defense Security Strategy
- **Risks** | Thailand's anti-democratic bastions of authority, including a junta-appointed Senate (leaving office in early 2024), conservative political instincts inherent in some political parties, and bureaucratic institutions vulnerable to external pressure may respond to surging populist power by trying to quiet voices they find objectionable. They have a raft of options available to them, including (and the low end) government-directed lawfare campaign against democracy and human rights activists, media, politicians, and political parties and (at the high end) direct military intervention.

Anti-democratic actions from the Thai government or military risks crossing U.S. laws regarding juntas, which would be catastrophic to the bilateral relationship in nearly all facets of engagement and would undermine a key U.S. partner in Asia.

U.S. support for democratic institutions risks attracting disinformation accusing the United States of interfering in Thai domestic affairs.

**Objective 3.2** | Promote institutions of dedicated, transparent, and accountable public servants, who serve the public and work to eradicate corruption.

- **Justification** | Supporting good governance stems the waste of public resources, prevents transnational crime, and hinders the destabilization of democratic institutions. Thailand seeks to be a strong partner with a regional focus toward addressing corruption. By supporting anti-corruption institutions which balance prevention and enforcement and empower government, legislative, and citizen oversight, we build Thai capacity and reinforces the important role played by civil society, the media, and the business community in promoting transparency and curbing fraud. By mobilizing political will and resources to address this shared priority, we strengthen the U.S.-Thai partnership and the democratic underpinnings of the relationship.

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- **Linkages** | Thailand is a party to the UN Convention Against Corruption and a member of the Asia-Pacific Economic Cooperation Forum's Anti-Corruption and Transparency Experts Working Group. Thailand is also a founding member of the Indo-Pacific Economic Framework (IPEF), which includes a focus on anti-corruption in Pillar 4.
- **Risks** | Despite significant engagement with the Thai government, widespread institutional acceptance of preventing waste, fraud, and abuse remains challenging. Corruption is understood differently between Thai and U.S. contexts, which limits the speed and breadth of progress.

**Mission Goal 4** | Advance security, stability, and resilience in the Indo-Pacific region by deepening defense and security cooperation with Thailand.

**Description** | Thailand is one of five U.S. treaty allies in the Indo-Pacific, and a key partner and leader contributing to regional security and maintenance of the Rules Based International Order. Working together, the United States and Thailand tackle complex challenges that no single country can solve alone. Over the last several decades, we have worked together to resolve humanitarian crises, address natural disasters, and combat infectious diseases. The United States conducts more than 400 military exercises and engagements with Thailand annually, ranging from tactical training to public health, cyber security and civil affairs, and including the annual multinational Cobra Gold exercise, the longest running and largest multinational military exercise in the region. Decades of experience gained from deploying into Thailand for our bilateral exercise program have been crucial in speeding our response to disasters in the region and saving precious lives.

While there are no immediate threats to Thai national sovereignty, the United States is committed to assisting the Thai military in developing the military capacity and capabilities needed for national defense and to ensure it keeps pace with changing technologies required to maintain interoperability with the U.S. military to future-proof the alliance. We seek to strengthen this longstanding security partnership even further, supporting Thailand's leadership in regional security matters and preparing the Thai military to partner with the U.S. military in a wide variety of missions desired from Thailand as a provider of net security in areas as diverse as counterterrorism, counter-piracy, humanitarian assistance and disaster relief, peacekeeping, and more.

We will emphasize the importance of reforms and modernizations to force structure, personnel development and military professionalism to gain greater operational efficiency. We will emphasize the importance of civilian control of the military and continue discouraging interference in Thailand's domestic politics.

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**Objective 4.1 |** Safeguard Thailand's national sovereignty and enhance its leadership in regional security through increased interoperability with the U.S. military and continued U.S. support to Thailand's military modernization.

- **Justification |** The region surrounding Thailand, a longstanding U.S. ally, remains prone to natural disasters and faces the potential for armed conflict. The United States has a critical interest in ensuring the country has the capability to protect its population and contribute to regional disaster response and contingency. Ensuring that the United States remains Thailand's partner of choice in defense and security matters protects U.S. posture in Southeast Asia in the long-term through maintaining the close and generational relationships between the U.S. and Thai militaries and regularly exercising the procedures and logistics movements needed to operate out of Thailand.
- **Linkages |** This objective supports the 2022 National Defense Strategy (Campaigning), the U.S. Indo-Pacific Strategy (Bolster Indo-Pacific Security), 2023 East Asia and the Pacific Joint Regional Strategy, and the U.S. Indo-Pacific Campaign Plan.
- **Risks |** In the absence of continued engagement on defense issues, the contributive potential of the Thai military to regional security will decline due to loss of interoperability the U.S. military. Access to key facilities to regional response, such as U-Tapao Naval Air Base and training locations may also be at risk, degrading overall readiness for the U.S. military to respond to regional contingencies.

**Objective 4.2 |** Promote the leadership of Thailand, as a long-standing ally, on international security matters to advance common interests in a more secure and prosperous Indo-Pacific through continued engagement, investment, and institutional development.

- **Justification** | Strengthening Thailand's role as a constructive partner on regional challenges – upholding international law and norms, combating transnational terrorism, pressing the junta in Burma to change course, and strengthening ASEAN's role in defending a rules-based order in Southeast Asia – is in the interest of the United States. While Thailand's foreign policy will not always be in perfect alignment with that of the United States – Thailand may prioritize harmony on some issues where the U.S. chooses a principled stand, for example – we are in broad agreement on the core interests and values underpinning the Indo-Pacific Strategy and international order. Advocating Thailand's sharing the burden of regional security leadership will allow the U.S. military to direct its resources toward regions requiring direct U.S. leadership.
- **Linkages** | 2022 National Defense Strategy, U.S. Indo-Pacific Strategy (Build Connections), Joint Vision Statement 2020, U.S. Indo-Pacific Command Campaign Plan.
- **Risks** | Failure to promote Thailand's strong regional leadership risks leaving an opening for views less favorable to the United States and the Rules-Based International Order to claim the mantle of an independent and thus 'legitimate' voice for ASEAN.

## 4. Management Objectives

**Management Objective 1** | Plan for the transition to the New Office Annex (NOX) in Bangkok and a New Consulate Compound (NCC) in Chiang Mai, which will solidify the Mission's role as the primary USG hub for Southeast Asia and the Mekong region.

- **Justification** | U.S. Mission Thailand's operations in Bangkok and Chiang Mai have outgrown their current facilities. Once complete, the NOX Bangkok and NCC Chiang Mai will enable USG agencies to consolidate their presence in each city in secure, modern, compounds on USG-owned properties, allowing the mission to vacate leased office space that does not meet State Department security standards.
- **Linkages** | These activities are linked to the Joint Regional Strategy management objectives of the U.S. Department of State's Bureau of East Asian and Pacific Affairs and USAID's Bureau for Asia on providing an administrative platform that enables the mission to effectively pursue U.S. foreign policy interests in the region. They are also linked to the Overseas Building Operations (OBO) Functional Bureau Strategy.
- **Risks** | Challenges hiring well qualified staff to manage and support the transition could delay or hinder an effective transition to the new facilities.

**Management Objective 2** | Improve working conditions and quality of life for Embassy employees and their families with a focus on diversity and inclusion, the housing program, and family member employment.

- **Justification** | The Mission's support for programs that ensure a safe and comfortable working environment that meets the needs of all its employees will improve productivity and effectiveness of the workforce in support of Mission goals.

- **Linkages** | These activities are linked to the Joint Regional Strategy management objectives of the U.S. Department of State's Bureau of East Asian and Pacific Affairs and USAID's Bureau for Asia on providing an administrative platform that enables the mission to effectively pursue US foreign policy interests in the region.
- **Risks** | The Mission's initiatives to create additional employment opportunities for eligible family members, and improve safety, security and accessibility for functional facilities and residences is dependent upon adequate funding that may not be allotted and, in the case of housing, compliant landlords willing to do safety and security upgrades for our leased properties.

**Management Objective 3** | Work collaboratively with the RTG to find common ground on key reciprocal challenges, including allowing same-sex spouse accreditation, concluding a bilateral work agreement, and reducing administrative processing times for accreditation, customs clearance and vehicle registration.

- **Justification** | Longstanding administrative policies and practices by the RTG have created impediments to recruiting talented American staff for the Mission and interfere with the effective Mission operations, particularly for those staff with regional duties.
- **Linkages:** | These activities are linked to the Joint Regional Strategy management objectives of the U.S. Department of State's Bureau of East Asian and Pacific Affairs and USAID's Bureau for Asia on providing an administrative platform that enables the mission to effectively pursue U.S. foreign policy interests in the region.
- **Risks** | In the absence of direct intervention by Thai senior leaders, the RTG will continue to disregard Embassy requests for agreement on same-sex spouse accreditation or bilateral work agreement, or relief from excessive wait times for accreditation, customs clearance for HHE and UAB, and car registration.