



Integrated Country Strategy

Singapore

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1. Chief of Mission Priorities

The June 2018 Singapore Summit is a perfect example of the regional and global good that can be achieved when Singapore and the United States work together. In the face of a more assertive China, a growing regional counterterrorism and cyber threat, and continued counterproliferation concerns, Singapore is a critical partner in our ability to maintain a forward military presence in Asia, support our denuclearization efforts, and build regional capacity to counter a wide array of transnational threats. Our longstanding and growing commercial ties are an important foundation on which to promote U.S. economic growth and prosperity and to build a regional network of states dedicated to free markets and global standards. Our robust collaboration on all of these issues and our shared values of transparency and good governance, combined with a belief in a rules-based order, underpin a longstanding partnership. This strategic partnership must be carefully maintained and promoted as an important example for the rest of the region of the benefits of working with the United States in realizing our vision for a free, open, and prosperous Indo-Pacific.

Our security partnership, both from a military and law enforcement standpoint, has never been stronger. Singapore remains Southeast Asia's largest purchaser of U.S. military equipment, with over \$7 billion invested in Foreign Military Sales (FMS) and Direct Commercial Sales, and trains 1000 of its military personnel each year in the United States. As our military partnership continues to grow from strength to strength, we will further institutionalize our cooperation via the renewal of the Memorandum of Understanding that governs our military partnership; the new MOU will be signed in 2020 and will cover our partnership through 2035. We will also seek to broaden our collaborations to include other key regional partners as we work together to develop a strong defense network with our allies and partners.

Singapore views counterterrorism as its top security objective, and we are uniquely positioned to collaborate with Singapore to address this growing regional threat. The same is true for our cybersecurity partnership as we work with the U.S. private sector and the government of Singapore to track and respond to cyberattacks while also ensuring an environment conducive to a growing digital economy. Home to the largest transshipment port in the world and one of the world's busiest airports, Singapore is a critical partner in monitoring the goods and people flowing through the Asia-Pacific region, and in prosecuting a growing numbers of crimes. We will continue to partner with Singapore to address counterproliferation threats from North Korea, Iran, and Pakistan, and to protect and serve the interests of U.S. citizens in strengthening transportation and border security in the region.

Singapore, and ASEAN as a whole, remains a dynamic location for investment and economic growth for the United States. The number of U.S. companies has increased by more than 10% over the past two years, growing from 3700 to 4200, and many of our largest American business interests are deepening their longstanding presence in Singapore by investing in innovation hubs, cybersecurity centers, and new technologies. As we capitalize on these

positive stories to counter a negative public narrative of U.S. economic disengagement in the region, we will also look for opportunities to partner with Singapore in pushing for regional economic integration, advocating for global standards, defending against local regulations that threaten U.S. competitiveness, and promoting American investments in infrastructure and advanced manufacturing.

Singapore continues to urge the United States to bolster the economic and development facets of our policy in order to complement and support our security engagement in the region. Singaporean counterparts have expressed concern that our decision to walk away from the Trans-Pacific Partnership and a perceived decrease in USG economic policy engagement in the region could lead some countries to discount the United States as a consistent and dependable partner, thereby strengthening the position of other countries who wish to assert greater dominance over the nations and waterways in Asia. As such, we will continue to look for ways to partner with the private sector to strengthen our bilateral economic cooperation within the framework of our Free Trade Agreement and in the context of a robust and growing ASEAN marketplace. The United States will seek to ensure U.S. companies are well-positioned to compete in Singapore and the Asia-Pacific region and maintain access to vital markets. We will also amplify the message that U.S. companies' goods, services, and investment outshine that of their competitors by relying on innovation and the latest technology and by upholding key environmental standards and labor practices.

Our engagement with Singapore extends beyond bilateral issues to collaboration on a regional and global scale. Singapore's position as a key trading and investment hub, its influence in Asian groupings, as well as leading international fora, make it an essential partner with whom the United States can work for greater impact in the region and across the globe. This includes collaborations in ASEAN, ARF, , APEC and EAS, and its active engagement in the Non-Aligned Movement (NAM), the Nuclear Security Summit (NSS), and the G-20 as a representative of the Global Governance Group (3G). The Third Country Training Program (TCTP) with Singapore leverages our partnership for capacity building in the region. Forty percent of Mission employees have regional responsibilities as many USG agencies utilize the advantages of Singapore's excellent logistics to further regional goals. Their presence on our Country Team ensures vital information sharing and synergy across the U.S. government in engaging the Indo-Pacific region through Embassy Singapore.

A December 2017 Blackbox survey on Southeast Asian Perceptions revealed that Singapore is the only one of the ASEAN member states to identify the United States as its closest international partner outside the ASEAN region. Given that China is investing billions of dollars each year to convince the region to move away from engagement with the United States, we will continue to engage new audiences across the social spectrum while reminding the broader general Singaporean public – from opinion leaders to the average citizen – of why the United States is an indispensable partner. Creative public diplomacy programs that focus on the positive role of the United States in Singapore and the region, innovative engagement with new

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audiences and the large, well-developed local and international media corps, and increased people-to-people programs are keys to maintaining our long-standing partnership while finding new areas of collaboration in support of our shared policy priorities.

Singapore is arguably our most reliable partner in ASEAN, and we welcome more than 2000 visitors to Post each year to help make the case for continued collaboration across this wide array of interests. We would benefit from a dedicated Embassy visitor unit to ensure both quality service and the best use of government resources for those visitors while freeing our policy officers to ensure that we are appropriately capitalizing on the important opportunities presented by these visits. We are additionally challenged by an inadequate management platform and regular turnover in our Locally Employed Staff, issues that we seek to address over the years to come.

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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: Partner with Singapore to counter transnational threats.

Mission Objective 1.2: Deepen the U.S. military-to-military relationship with Singapore and expand security cooperation to promote a free, open, and rules-based order in the region.

Mission Objective 1.3: Strengthen U.S. law enforcement and non-defense safety and security cooperation with Singapore.

Mission Objective 1.4: Protect the lives and serve the interests of U.S. citizens at home and abroad by strengthening U.S. border security and providing top-rate consular service to U.S. citizens traveling, conducting business, or living in Singapore.

Mission Goal 2: Promote economic growth and prosperity.

Mission Objective 2.1: Promote free, fair, and reciprocal trade and high-quality U.S. investment.

Mission Objective 2.2: Leverage Singapore's drive to innovate in order to advance mutual economic interests.

Mission Objective 2.3: Promote improvements in aviation safety and air traffic efficiency across the Asia Pacific Region through an integrated, data-informed approach that shapes global standards and enhances collaboration and harmonization.

Mission Goal 3: Ensure the United States is viewed as an indispensable partner to Singapore.

Mission Objective 3.1: Leverage our shared strengths and promote U.S. values in order to achieve regional priorities.

Mission Objective 3.2: Promote Indo-Pacific rules-based order and democratic governance.

Management Objective 1: Establish an Embassy visitor unit to facilitate the travel of U.S. official delegations to Singapore.

Management Objective 2: Ensure Embassy's work force is appropriately staffed and attracts most qualified candidates from local labor pool to effectively support mission growth.

Management Objective 3: Prepare Embassy's infrastructure to accommodate growth and management platform for regional support.

3. Mission Goals & Objectives

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

Description and Linkages: 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.

Mission Objective 1.1: Partner with Singapore to counter transnational threats.

Justification: Singapore and the United States share common goals in counter-proliferation, cybersecurity, counter-terrorism, and countering violent extremism, as well as, in law enforcement cooperation. Singapore considers terrorism its number one existential security concern, regularly describing potential attacks as a direct threat to its economy and its political stability. In the face of a regional rise in self-radicalized extremists and an increasing flow of returning foreign terrorist fighters, Singapore has built strong working relationships with the U.S. interagency to explore new forms of regional collaboration to counter-transnational threats. Thus, continuing to invest in developing Singapore's security forces and promoting Singapore as a principled, strategic partner will help secure American interests in Asia.

Mission Objective 1.2: Deepen the U.S. military to military relationship with Singapore and expand security cooperation to promote free, open, and rules-based order in the region.

Justification: Singapore's geostrategic position at the center of the Indo-Pacific region and status as a hub for air and maritime transportation in Southeast Asia supports a robust U.S. military presence. Singapore, while not a treaty ally, is a pragmatic, strategic partner. Singapore believes that its economic and political success, now and in the future, relies on a rules-based international order that aligns with American support for international rules and norms. Singapore has long considered the U.S. commitment to peace and stability in Southeast Asia, along with U.S. presence in the region, as critical to its own interests, and Singapore remains one of our strongest partners in Southeast Asia. Singapore has also traditionally relied heavily on U.S. assistance to field trained, disciplined, well-resourced security forces (to include military and law enforcement), the employment of which contributes to regional and global security. The Singapore Armed Forces send over 1,000 people annually to train in the United States while the United States has nearly 1,000 military personnel and family members posted in Singapore. The relationship will be further shaped with the negotiation of the second renewal of the 1990 Memorandum of Understanding (MOU) in 2020, which should align the MOU with U.S. Indo - Pacific Command's long-term strategic vision for Singapore and the region.

Mission Objective 1.3: Strengthen U.S. law enforcement and non-defense safety and security cooperation with Singapore.

Justification: The fourth Senior Officials Meeting (SOM 4) of the Law Enforcement Homeland Security and Safety Cooperation Dialogue (LEHSSCD), held in Singapore November 29-30, 2017, expanded on existing areas of law enforcement cooperation, reviewed mutual accomplishments, and identified new areas of collaboration. The Government of Singapore (GoS) continues to demonstrate progress in its ability and political will to address a full range of law enforcement issues, including border security and transportation security, cybercrime enforcement, commercial crimes, chemical, biological, radiological and explosive threats, international cooperation, and training and capacity building. The United States and Singapore will benefit from continued cooperation to promote regional resilience in these areas and other emerging security threats.

Mission Objective 1.4: Protect the lives and serve the interests of U.S. citizens at home and abroad by strengthening U.S. border security and providing top-rate consular service to U.S. citizens traveling, conducting business, or living in Singapore.

Justification: Ensuring the security and welfare of U.S. citizens in the United States and Singapore is our highest priority. With 4200 U.S. companies as well as 30,000 U.S. citizens residing and nearly 500,000 U.S. citizen visitors to Singapore each year, maintaining a safe operating environment for U.S. citizens and companies in Singapore, including heightened crisis preparedness and effective messaging to the U.S. citizen community is critical to U.S.-Singapore relations. Consular services provide the first face for many foreign visitors to the United States and the only citizen support service overseas. We ensure the security of U.S. citizens at home through proper and thorough screening of visa applicants. This entails unmasking fraud trends, liaising regularly with and helping to build the capacity of local law enforcement, as well as information-sharing and identity management of travelers. Under Presidential Proclamation 9645, the Department of Homeland Security, in consultation with the Department of State and other agencies, must report regularly to the President on the status of foreign government performance against baseline information-sharing and identity-management criteria. Facilitating legitimate travel under reciprocal conditions increases people-to-people ties and fosters economic growth. As such, we ensure visa validity and fees match the visa issuance practices of the government of Singapore per Executive Order 13780 and INA sections 221(c) and 281. We aim to advance services and policy objectives by cultivating sustainable contacts across a broad range of interests.

Mission Goal 2: Promote economic growth and prosperity.

Description and Linkages: This goal supports the National Security Strategy, the Indo-Pacific strategy and the EAP Bureau economic cooperation policy objectives. This goal furthers strong bilateral trade and investment relationship, innovation initiatives, and aviation safety and efficiencies.

Mission Objective 2.1: Promote free, fair, and reciprocal trade and high-quality U.S. investment.

Justification: U.S.-Singapore economic ties run deep, with a foundation in our bilateral Free Trade Agreement (FTA) – the first U.S. FTA in Asia – now in its 15th year. Despite its small size and population of 5.5 million, Singapore is our 18th largest trading partner. The U.S. goods and services surplus reached \$20 billion in 2017. The United States is by far the largest single foreign investor in Singapore, with \$228.7 billion in U.S.-sourced foreign direct investment (FDI) stock. The United States is also the largest investor in the ASEAN region, with roughly \$273.5 billion in U.S. FDI stock, which is more than our investment in China, India, South Korea, and Japan combined. The more than 4,200 American companies in Singapore, most of which use Singapore as a regional hub, solidify the economic linkages between our two countries. A leading business and trading platform, Singapore’s main advantages include its geographical location, robust intellectual property regime, and strong rule of law.

Mission Objective 2.2: Leverage Singapore’s drive to innovate to advance mutual economic interests.

Justification: Singapore serves as a critical regional hub for the ASEAN and Indo-Pacific region. Under the 2018 ASEAN Chairmanship Singapore promoted the themes of “resilience” and “innovation” as mechanisms to expand opportunities in Singapore and the region. In partnership with Singapore, the United States has a platform to advance U.S. goals in key areas of the Indo-Pacific strategy particularly as related to the economic pillar.

Mission Objective 2.3: Promote improvements in aviation safety and air traffic efficiency across the Asia Pacific Region through an integrated, data-informed approach that shapes global standards, and enhances collaboration and harmonization.

Justification: The 50 Asia-Pacific nations contain 70 percent of the world’s population and at current growth rates will surpass the combined commercial air traffic of Europe and North America by 2032. FAA engagement with Singapore and other Asia Pacific partners provides a strategic opportunity to influence an entire region on U.S. best practices, technologies and procedures.

Mission Goal 3: Ensure the United States is viewed as an indispensable partner to Singapore

Description and Linkages: This mission goals supports the National Security Strategy, Indo-Pacific strategy and the EAP Bureau policy priorities. This goal promotes capacity building for the region and the Indo-Pacific Strategy’s support of a rules based order.

Mission Objective 3.1: Leverage our shared strengths and promote U.S. values in order to achieve regional priorities.

Justification: The United States enjoys the good will of the Singaporean people as a result of educational linkages, trade, tourism, the appeal of American culture, and the close security relationship with the United States. The United States also has a strong relationship with the GoS based on compatible strategic and security interests and substantial trade and investment linkages. However, regional public opinion towards the United States has been slipping and the USG should not take the Singaporeans' favorable view of the United States for granted. Rather, there is a need to bring all of our tools to bear to ensure that the next generation of the Singaporeans maintains a favorable a view of the United States and that the GoS and Singaporean public are willing to speak publicly and positively about partnership with the United States. The Third Country Training program leverages our shared strengths and projects the message that the U.S.-Singapore partnership provides benefits to the region and offers an excellent platform to offer training that addresses emerging issues and builds the capacity of ASEAN as a whole.

Mission Objective 3.2: Promote Indo-Pacific rules-based order and democratic governance.

Justification: ASEAN is at an important inflexion point as it learns to balance a more aggressive China with its own national and regional interests. In addition to that broader narrative, Singapore will soon face a change in leadership when the Prime Minister steps aside in 2020. As Singapore's domestic politics evolve and a younger, more vocal generation emerges, the government will carefully manage the social harmony contract with its citizens. Singapore generally concurs with the United States' position that advancing the ideals of freedom, democracy, and equality promote peace and stability within the region and globally. Although Singapore champions diversity, in some regards there remains room for improvement in fully implementing inclusive policies. The Singapore government's historic default toward exercising tight control over society sometimes leads it to take regressive steps, such as restrictions on discussion of LGBTI+ rights and public speech. Through the use of public diplomacy programming, social media campaigns, and Mission outreach to Singaporean civil society, academia, and government, as well as partnering with corporate social responsibility programs, the Embassy will strive to promote values of freedom of speech and expression and equality for all individuals. Singapore, like many other countries in the region, is concerned about the growing threat of disinformation and hostile foreign influence campaigns. The Embassy will partner with Singapore to promote strategies, including public information campaigns, to promote the US vision for the Indo-Pacific and counter disinformation that seeks to cause societal discord or discredit the United States our partners and allies.

4. Management Objectives

Management Objective 1: Establish an embassy visitor unit to facilitate the travel of U.S. official delegations to Singapore.

Justification: Providing travel services at Embassy Singapore has become an increasing challenge as the number and complexity of incoming travelers to post, especially VIPs, continues to increase. This work is currently distributed among multiple employees within GSO, which means the Supervisory GSO and Embassy control officers must shift more time to overseeing these service areas. Without a dedicated embassy visitor unit, coordinating overall post travel, quality of service, efficiency, and management controls are diminished. Many mid-size and large missions have addressed this challenge by creating a dedicated visitor unit that serves as the management coordinator for VIP visits, reducing the logistics responsibilities of control officers substantially and allowing them to focus primarily on advancing the U.S. policy objectives of the visit and developing substantive programs for visiting delegations. The Embassy visitor unit will be the one-stop-shop for all travel-related services, including hotel arrangements, rental vehicles, the cab charge card program, and official correspondence for visas and airport protocol.

Management Objective 2: Ensure Embassy's work force is appropriately staffed and attracts most qualified candidates from local labor pool to effectively support mission growth.

Justification: The lack of a wage increase since 2008, combined with the rising number of resignations and retirements by long-serving Locally Employed (LE) Staff, has resulted in growing recruitment and retention challenges for Mission Singapore. We do not expect our budget situation to improve significantly; therefore, it is unlikely that we will receive substantial increases in human resources in the coming years. As a consequence, achieving the Mission Singapore's goals and objectives will require optimal use of financial and personnel resources as well as the ability to attract and retain highly qualified staff. We must focus on making use of technology, cross-training staff and most importantly, attracting and retaining qualified staff.

Management Objective 3: Prepare Embassy's infrastructure to accommodate growth and management platform for regional support.

Justification: Embassy Singapore has been identified as a hub for regionalized services. The success of regionalization initiatives hinges on the ability of the regional center to deliver value and customer satisfaction. Embassy Singapore has been continuously engaged in space reconfiguration projects in order to accommodate increased workspace requirements for new staff positions. Further anticipated staffing associated with Mission-wide increase in regional responsibilities is expected to continue, as is the need to provide additional workspace. A long-range plan to formally address the need for space and to offer viable solutions is required due

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to the extended time requirements needed for approval of physical space alterations and additions.

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