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**STRATEGIC PLAN**



**The Asia Foundation**



**The dramatic economic, political, and social changes taking place across Asia offer unprecedented opportunities and new challenges for the region.**

They also hold tremendous possibilities for the mission and work of The Asia Foundation, an institution that has played a crucial role in Asia's development over the past six decades. To ensure that our future priorities continue to create positive and transformative impact for individuals, communities, and the region, The Asia Foundation conducted a comprehensive strategic planning process, consulting a diverse range of voices, including our 18 country offices and our local partners in Asia. Together, we developed a plan designed to address the critical issues facing Asia over the coming five years, including strategies for sharpening our program priorities, measuring results, and streamlining our operations.

The Asia Foundation's success in nurturing innovative leaders, building effective institutions, and advancing path-breaking reforms is well-known across the region. A particular strength is the Foundation's ability to navigate the political context for reform and development. Engaging our longstanding and ever-expanding networks, leveraging strong partnerships and emerging technology, and drawing upon our deep regional knowledge and staff expertise, we will continue to play a catalytic role in advancing Asia's economic development and social progress.

Thank you for taking the TAF2020 journey with us. With your continued support, we look forward to an exciting next chapter in our mission of improving lives, expanding opportunities, and helping societies flourish across a dynamic and developing Asia.



**David D. Arnold**  
*President, The Asia Foundation*

# VISION

A peaceful, just, and thriving Asia

# MISSION

The Asia Foundation is a nonprofit international development organization working to improve lives, expand opportunities, and help societies flourish across a dynamic and developing Asia. Working through our offices in 18 countries, we partner with innovative leaders and communities to build effective institutions and advance pathbreaking reforms.

# VALUES

- Deep respect for local context
- Inclusion of differing views
- Innovative, agile thinking
- Trust, accountability, and partnership
- Longstanding presence and commitment



# OUR CALL TO ACTION

## Responding to a changing Asia

Throughout Asia, rapid and sustained economic growth has lifted hundreds of millions of people out of poverty; regional and global economic integration has generated rising trade and investment within Asia and with the world; and technology has accelerated change in striking ways. At the same time, the region continues to face rising inequality, pervasive subnational conflicts, challenges of urbanization, violence against women, and closing space for civil society. Left unaddressed, these challenges jeopardize Asia's gains and undermine its future prospects. The work of The Asia Foundation remains as urgent and relevant today as it was when we were established in 1954.



This 2020 strategic plan responds to dramatic economic, political, and social changes taking place across Asia. Looking ahead, our strategic plan articulates a strong sense of common purpose and direction for the Foundation to make an impact.



# OUR GOALS

Addressing complex development challenges

## Strengthen Governance

Foster open, effective, and accountable systems of government.

## Empower Women

Advance rights and opportunities of women and girls; promote gender equality throughout Asia.

## Expand Economic Opportunity

Contribute to more inclusive economic growth and development across Asia at the local, national, and regional level.

## Increase Environmental Resilience

Increase resilience to the threats of natural disasters and climate change, improve management of natural resources, and reduce environmental threats.

## Promote International Cooperation

Promote understanding, cooperation, peace, and shared prosperity across the Asia-Pacific and the U.S.



# OUR STRATEGY

Catalyzing change through local knowledge and networks



- Nurture Leadership ▪ Inform Public Policy ▪ Expand Access to Information
  - Support Regional Collaboration ▪ Forge Strategic Partnerships
- Advance Gender Equality ▪ Leverage New Technologies ▪ Build Institutions

# OUR PLAN

## Sharpening our approach, increasing our impact

Drawing on our analysis of key trends in the region, the changing development landscape, and our own institutional strengths and priorities, The Asia Foundation is taking important steps today to ensure that our efforts will have a long-lasting impact on the critical issues facing Asia in the years to come.

### Advancing programmatic excellence

- Build upon and strengthen our core areas of program expertise
- Better capture and document program results through improved monitoring, evaluation, and learning
- Enhance collaboration across program areas to better address complex issues
- Draw on our network of country offices in Asia to address key regional and crossborder issues





### Addressing change in the region

- Launch new cross-Foundation teams to tackle emerging issues and opportunities
- Leverage technology to advance our work and increase program impact
- Contribute to the global development dialogue, drawing on our deep local knowledge, program experience, and innovative approaches

### Enhancing competitiveness

- Forge strategic partnerships to leverage new knowledge, expand networks, and increase our reach
- Expand our pool of global talent
- Mobilize new resources and diversify revenue through a \$50 million private fundraising campaign



# OUR RESOURCES

Development and aid in the 21st century is increasingly diverse with new and evolving resources. The Asia Foundation will work closely with a broad range of development agencies, emerging Asian donors, philanthropic organizations, and the private sector to address the critical issues facing Asia.

Our private fundraising efforts will focus on a new \$50 million campaign, *The Asia Foundation 2020 Campaign: Investing in a Dynamic and Developing Asia*.

## Join us in supporting a sustainable and inclusive Asia

The Asia Foundation's ability to play a key role in Asia's future requires us to evolve our program strategies, organizational structures, and institutional practices to meet this changing, dynamic environment. As we approach Asia in 2020, we ask for your commitment—as a donor, partner, grantee, development practitioner, or staff—to help achieve our mission of improving lives in Asia.

JOIN US



**The Asia Foundation**

[asiafoundation.org](http://asiafoundation.org)

*Photos:*

Cover, Supporting Youth Civic Engagement in Bangladesh, by Sariful Islam

Page 4, Laborers walk to their work site in Gurgaon, India, by Conor Ashleigh

Pages 6-7, MaePaySoh (Let's Vote) Hack Challenge in Myanmar, by Thet Htoo