

Strategy 2030

Solving Together
for Lasting Progress



The Asia Foundation

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Introduction

For more than seven decades, The Asia Foundation (TAF) has partnered with governments, civil society, and communities across Asia and the Pacific to help solve complex development and public policy challenges. Over that time, conditions have evolved—mainly for the better—but social and economic challenges persist, and new ones continue to emerge.

In 2024, we initiated a comprehensive assessment of the changing landscape in Asia and the Pacific and TAF’s capabilities, internal structures, and funding for advancing our mission. That assessment informed a highly collaborative process of determining how TAF can best meet the moment and be ready for the future. At the end of 2025, we finalized ***Strategy 2030, a five-year (2026–2030) framework for action designed to strengthen TAF’s ability to deliver meaningful impact.***

Strategy 2030 refreshes and reaffirms the best of TAF: our mission, vision, and values; our broad and enduring on-the-ground presence and trusted partnerships; and our focus on evidence-based programming, adaptive management, and continuous innovation.

Building on those strengths, ***Strategy 2030*** orients TAF around a new articulation of the change we seek to make and a heightened emphasis on achieving lasting impact that societies will sustain and deepen well beyond our contributions. The strategy also includes targeted investments in our people, systems, and ways of working. It commits the organization to greater rigor, agility, and operational effectiveness—ensuring that TAF remains a resilient and valuable partner in advancing a more peaceful, just, and thriving Asia and the Pacific.

Through this document, we are sharing the foundational elements of *Strategy 2030*. To operationalize it across TAF’s teams and functions, we have developed detailed goals and action plans for internal use.

Who We Are

Our mission, vision, and values anchor *Strategy 2030*—shaping how we work, how we partner, and the change we seek to achieve over the next five years.

Mission

We work to solve the toughest social and economic challenges in Asia and the Pacific.

Vision

A peaceful, just, and thriving Asia and the Pacific.

Values

Trust and Partnership: Addressing complex challenges requires partnerships anchored in trust and collaboration.

Respect for Context: Solutions are more effective and enduring when they are driven by the needs and aspirations of those most directly affected and are in tune with the dynamics in their societies.

Dignity: Ensuring people are treated with respect and fairness is paramount in all that we do.

Accountability and Integrity: Being accountable to our partners, to the societies where we work, to each other, and to our financial supporters demands that we adhere to ethical standards, ensure the quality of our work, and prudently manage the resources entrusted to us.

Agility, Innovation, and Perseverance: Continuous learning, adaptation, and informed creativity foster responsive and bold ideas. Solving the toughest challenges requires long-term investments of action and energy.

Intellectual Rigor: Open-mindedness and analytical rigor ensure we stay focused on achieving real impact.

What Sets TAF Apart

TAF helps create the conditions for lasting change. We combine deep local insight, on-the-ground presence, and trusted relationships to drive meaningful progress.

Through *Strategy 2030*, we will accelerate TAF's distinctive value and impactful ways of working.

TAF has distinguished itself by rooting its work in **local insight, on-the-ground presence, and trust**. With offices across Asia and the Pacific, TAF operates as a committed and locally grounded partner, with our people overwhelmingly coming from the places in which we work. This deep embeddedness enables TAF to respond nimbly to evolving challenges, catalyze contextually relevant and effective solutions, and sustain relationships long enough to see systemic change take hold.

TAF's unique value also stems from our ability to **bridge local leadership and evidence-informed practice**. We leverage trusted relationships, institutional networks, and multi-sectoral linkages across civil society, government, academia, and the private sector to catalyze discourse and decision-making, shape policy, and scale impact. Grounded in local contexts, our work prioritizes sustainability, legitimacy, and sensitivity to political and economic dynamics.

TAF's difference is our long-term commitment, deep understanding of local realities, and **dual orientation toward grassroots change and systemic reform**.

We engage with complexity rather than proposing uniform solutions, remain attentive to emerging needs and shifting power structures, and work alongside partners as they navigate uncertainty and adapt over time. Through building relationships, convening diverse actors, opening space for dialogue, and supporting communities and institutions as they test, refine, and grow new approaches, **TAF helps create the conditions for lasting change**.

Our Framework For Action

The dynamic environment in which TAF operates requires us to be **adaptive, agile, resilient, and cost-effective**. Persistent development and public policy problems in Asia and the Pacific motivate us to commit to **a plan that will amplify our programmatic excellence and impact**. The purpose of *Strategy 2030* is to provide clear direction for how TAF will navigate a rapidly changing environment. It defines our programmatic focus areas, ensuring our work across countries and regional programs aligns toward a shared vision. It is designed to help TAF remain grounded in local realities while becoming more flexible, collaborative, and forward-looking in advancing solutions across Asia and the Pacific.



The Challenges We Respond To

The places in which we work across Asia and the Pacific are diverse in their histories, political systems, international relationships, cultures, and traditions. Likewise, the economic, social, and political development challenges they face vary widely and rarely change in a purely linear fashion. As a result, **TAF prioritizes specificity over generalization**, grounding our work in a deep understanding of local contexts to identify problems that require public policy and programmatic solutions and to craft timely, relevant responses.

TAF's country-specific and regional program strategies—linked to but distinct from this institutional *Strategy 2030*—**engage with the specificity of the challenges to which our work responds and identify programmatic pathways toward impact**. Our country and regional teams also continuously shape program priorities and designs to embrace changes in contexts, while drawing on the rich and differing assets and capabilities for problem-solving within the communities and societies where we work.

Across all contexts, the **goals and aspirations of the communities, governments, and organizations with which we partner shape our specific programmatic priorities**. Over decades, we have built the experience, expertise, and trusted relationships that enable us to contribute to solving a wide range of **challenges that can emerge from weak institutions, ineffective public policies, and underdeveloped human capital**. We also focus on problem-solving that benefits from **our embedded ways of working: co-creating, catalyzing, and partnering**. We recognize that change in our areas of work is most often a dynamic journey over a winding path, frequently with setbacks that must be overcome.

In response to these realities, *Strategy 2030* articulates the strategic focus and ways of working that will shape TAF's drive for impact across Asia and the Pacific from 2026 through 2030.

The Changes We Strive To Make

Strategy 2030 defines a clear programmatic focus for TAF's work, organized around four areas of impact. These reflect how change happens in the contexts where we work and where TAF is best positioned to contribute—advancing responsive and effective institutions and public policies, building inclusive, future-ready economies, equipping individuals and communities to shape their futures, and strengthening regional and global cooperation.

This **forward-looking, change-focused** articulation of our programmatic identity is **grounded in regional trends, partner priorities, evidence from research and practice, and decades of experience across Asia and the Pacific.**



Advance Responsive and Effective Public Policies and Institutions

Effective public policies and institutions are essential for creating public goods, fostering social trust, mitigating drivers of conflict from interpersonal to international levels, and ultimately meeting people's needs, thereby enabling societies to flourish. TAF partners with civil society, the private sector, and government institutions to build systems for evidence-based policymaking, improve public service delivery, strengthen governance systems, increase accountability, and expand space for civil society and public voice. Strengthening these institutions will also increase security, agency, and economic opportunity for women and vulnerable groups.

We use analysis, dialogue, and coalition-building informed by deep local insight to help shape timely policies that are both technically sound and politically feasible. Our support spans regional, national, and subnational institutions, strengthening the implementation of policies that address people's needs and spur positive change.



Build Inclusive, Future-Ready Economies

Economies in Asia and the Pacific are dynamic engines of global innovation and growth—but realizing their full potential to deliver prosperity for people will require inclusive and future-ready systems. TAF collaborates with partners to shape forward-looking economic policies, foster innovation, enhance resilience, and build critical skills, ensuring that everyone benefits from opportunities and progress. We pay special attention to ensuring that everyone in society can prosper.

We help countries navigate demographic shifts, embrace emerging technologies, undertake energy transitions, and bolster environmental resilience. This work includes expanding digital and technological competencies, supporting sustainable infrastructure, and improving policies for the care economy. Through targeted partnerships and bold ideas, we help shape competitive, inclusive, and resilient economies.



Equip Individuals and Communities to Shape Their Futures

We believe that lasting change happens when individuals and communities drive the solutions to their challenges. We support individuals and communities through strategic investments in education, leadership development, skills enhancement, and local organization strengthening—enabling them to succeed on their own terms.

We work with governments, civil society, and communities to create conditions for people to thrive. Our wide-ranging programs include building skills that increase livelihood opportunities; helping communities strengthen natural resources management; building local capacity for violence prevention; supporting and connecting emerging leaders; expanding women's entrepreneurship; and promoting reading and critical thinking for young children. These initiatives build resilience and equip people to shape their futures.



Strengthen Regional and Global Cooperation

Societies in Asia and the Pacific face complex, shared challenges—such as climate change, migration, transnational crime, and technological transformation—that demand collaboration. Through our long-standing presence across the region and trusted partnerships, TAF connects governments, civil society, and regional institutions in shaping cooperation that reflects regional realities and advances collective solutions.

Through multi-party dialogues, leadership exchanges, and collaboration with regional bodies such as ASEAN, APEC, and the Pacific Islands Forum, TAF leverages its extensive geographic footprint to help countries address issues that no single nation can solve alone and strengthen the institutions and systems that promote effective cooperation.

Many of our programs deliver results across more than one of these four impact areas, just as much of our work spans borders. Multicountry programs, along with support for ASEAN-related initiatives on issues like digital governance and disaster preparedness, strengthen collective capacity and policy coherence across borders. **Our on-the-ground presence enables us to identify emerging challenges early, adapt lessons across contexts, and link national efforts to regional frameworks.** This combination of local credibility, regional partnerships, and long-term engagement enables TAF to catalyze cooperation that delivers lasting impact for peace, security, and sustainable development. Further, it allows TAF to deliver value to our key funders who regularly look to TAF for support in addressing regional challenges and forging partnerships through coherent and effective mechanisms.

The four impact areas represent a way of thinking about our purpose that moves beyond traditional, siloed sectoral categories to reflect better the intersectional nature of development challenges and how change occurs in practice. They encompass challenges that can be addressed through strengthening institutions, public policies, and human capital—areas where TAF has built deep experience, expertise, and trusted relationships over decades, and where we hold a clear comparative advantage.

Our Approach To Delivering Impact

Our widespread and sustained presence in Asia and the Pacific for more than 70 years means we have expertise and networks of trusted relationships, enabling us to bring the right people together. We **blend innovation and proven practices with a deep understanding of communities, traditions, and power structures** to develop solutions that deliver lasting change. Our work prioritizes politically informed approaches to reform and maintains a strong commitment to supporting the people and communities who need that support most.

Because no single organization can achieve the kinds of change we aim to make, **partnerships are central to our work**. We invest in strengthening the capabilities of local changemakers and collaborate with a wide range of actors to help promising approaches grow and take hold. **Lasting, transformational change often requires national adoption and institutional improvement, so many of our programs include policy or systems-level engagement**. In all we do, we strive for our contributions to extend beyond the parameters and timeframes of our project activities.

TAF works closely with funders to align emerging needs with opportunities for progress, drawing on our expertise in identifying evolving social, political, and economic trends and sharing these insights with partners. Over the next five years, we will focus on addressing under-addressed challenges, developing signature initiatives, and building coalitions of partners committed to advancing these priorities.

Through thought leadership, strategic collaboration, and flexible partnership models—from collective action platforms to focused initiatives—TAF will connect locally grounded solutions with the resources and relationships needed to scale them. In doing so, **TAF will play a critical role in mobilizing sustained action and investment toward the region's most pressing development challenges**.

Strengthening Our Capabilities For Catalyzing Change

TAF has long prioritized adaptive, locally grounded programming, and *Strategy 2030* seeks to preserve and build on that while also strengthening the organizational backbone that enables that work at scale. Implementation of the strategy is structured around three pillars—elevating impact and influence; strengthening financial resilience and partnerships; and advancing operational excellence. **Together, these pillars focus on targeted improvements to systems and business practices that deepen program impact while increasing cost-effectiveness and operational efficiency.** These organizational initiatives are designed to support TAF’s programmatic work and ensure the organization remains agile, resilient, and responsive to the evolving needs of the region.

TAF is committed to gathering and analyzing evidence to track our contributions toward advances in our four areas of impact. To strengthen effectiveness and sustainability, we will invest in monitoring, evaluation, and knowledge management to ensure we are tracking the right indicators, learning from experience, and applying insights to improve performance over time.

Strategy 2030 is not only an organizational plan—it is our commitment to realizing a more peaceful, just, and thriving Asia and the Pacific. With our mission, vision, and values at the core, we are approaching the next five years with renewed energy and focus to work alongside our partners helping to solve the toughest social and economic challenges.



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