



Integrated Country Strategy

Barbados and the Eastern Caribbean

FOR PUBLIC RELEASE

Table of Contents

1. Chief of Mission Priorities 2

2. Mission Strategic Framework 3

3. Mission Goals and Objectives 5

4. Management Objectives..... 11

1. Chief of Mission Priorities

Our Mission is accredited bilaterally to seven Eastern Caribbean (EC) island nations (Antigua and Barbuda; Barbados; Dominica; Grenada; St. Kitts and Nevis; St. Lucia; and St. Vincent and the Grenadines) and to the Organization of Eastern Caribbean States (OECS). All are English-speaking parliamentary democracies with stable political systems. All of the countries are also Small Island Developing States.

The U.S. has close ties with these governments. They presently suffer from inherently weak economies, dependent on tourism, serious challenges from transnational crime, and a constant threat from natural disasters. For these reasons, our engagement focuses on these strategic challenges:

- Safety, Security, and Accountability for American Citizens and Interests
- Energy Independence, Sustainable Economic Growth and Natural Disaster Resilience
- Protection of Human Rights and Vulnerable Populations
- Support for U.S. Policies and Initiatives
- Efficient Management of Personnel and Resources

Embassy Bridgetown plays a leading role in reinforcing America's presence in the Caribbean, the southern border of the United States. The regional nature of our work continues to grow in scope, complexity, and importance. Our consular work covers ten territories in addition to the seven countries to which the Embassy is accredited, and our region includes large numbers of U.S. citizen residents as well as tourists. In addition to their work in the EC, USAID Bridgetown manages programs in Guyana and manages Caribbean Basin Security Initiative (CBSI) programs in Suriname and Trinidad and Tobago. Other agencies cover up to twenty-eight countries and territories from Barbados. Embassy St. George's in Grenada is included in this Integrated Country Strategy (ICS) and generally shares in all activities. Integrating staff from ten agencies, we emphasize collaborative programming to improve sustainability and effectiveness of our initiatives.

2. Mission Strategic Framework

Mission Goal 1:	A Safer and More Secure Eastern Caribbean (EC)
Mission Objective 1.1:	Countries in our Area of Responsibility (AOR) adopt practices that result in increased protection for American citizens and better border security.
Mission Objective 1.2:	The Region increases its capacity to combat transnational organized crime (TOC) and transnational terrorism.
Mission Goal 2:	Greater Economic Sustainability, Energy Independence, Growth, and Natural Disaster Resilience
Mission Objective 2.1:	Risks to human and natural assets resulting from climate vulnerability reduced. (RDCS DO3)
Mission Objective 2.2:	Countries in our AOR develop a framework that promotes sustainable regional economic growth and energy independence.
Mission Goal 3:	Greater Access to Education and Improved Opportunities for Vulnerable Populations
Mission Objective 3.1:	Reduce youth involvement in crime and violence in target communities. (RDCS DO1)
Mission Objective 3.2:	Reduce domestic violence against vulnerable populations.
Mission Objective 3.3:	Epidemic control of HIV/AIDS among key populations increased. (RDCS DO2)
Mission Goal 4:	Build Support for and Maximize Successful Implementation and Sustainability of U.S. Policies through Strategic Engagement and Outreach
Mission Objective: 4.1	Countries in our AOR will increasingly see the U.S. government and the American people as the partner of choice.
Mission Objective: 4.2:	Embassy programs further understanding of the U.S., promote mutual understanding, and build strong people-to-people relationships.
Management Objective 1:	Align the Embassy's platform and associated resources with the Mission's unique regional profile and U.S. government management initiatives.
Management Objective 2:	Invest in the long-term development of Locally Employed (LE) Staff and address issues that could affect retention and recruitment.

Management Objective 3:

Invest in appropriate physical infrastructure to modernize properties and reduce costs.

3. Mission Goals and Objectives

Mission Goal 1 A Safer and More Secure Eastern Caribbean (EC)

Description and Linkages: The EC suffers from increasing crime, economic hardship, and consequent social problems related to current high levels of narcotics trafficking in the region and greater access to firearms. These trends create conditions in which gangs flourish in some EC states. With law enforcement, we work with a broad spectrum of entities on Rule of Law, including corrections, police, prosecutors, Coast Guards, drug squads, Financial Intelligence Units (FIUs), and bank regulatory bodies to modernize outdated legislation and inefficient practices, upgrade equipment, and provide much-needed training at all levels. Links to the National Security Strategy, State/USAID Joint Strategic Plan, Western Hemisphere Affairs (WHA) Joint Regional Strategy (JRS), International Narcotics and Law Enforcement Affairs (INL) CBSI Regional Implementation Plan.

Mission Objective 1.1 Countries in our AOR adopt practices that result in increased protection for American citizens and better border security.

Justification: The welfare and safety of U.S. citizens in the EC - at home, traveling, studying, or working - is the primary mission of Embassy Bridgetown. The Regional Security Office covers the 14 EC countries and territories, including Barbados, that receive American Citizen and visa services from Embassy Grenada and Post's Consular section. The area of responsibility encompasses large numbers of U.S. citizen residents as well as tourists. Upholding the integrity of the U.S. passport, visa, and related documents, as well as the process for adjudicating those documents, will result in improved security, safety, and well-being for U.S. citizens. Protecting our sea and air borders against terrorism and illicit trafficking of both goods and persons is also a primary responsibility of many Embassy components. Increased trafficking in weapons, drugs, and persons, other criminal activity, and emerging terrorist threats out of neighboring Trinidad and Tobago and other countries in the region, poses a threat to U.S. borders. Our law enforcement agencies are focused on building networks and awareness in the region through meetings and training.

Mission Objective 1.2 The Region improves its capacity to combat transnational organized crime (TOC) and transnational terrorism.

Justification: Weak enforcement and a lack of knowledge, skills, and resources hinder an effective indigenous response to counterterrorism issues and TOC-linked financial crimes. The significant number of Trinidadian citizens returning from fighting for ISIS in Syria and the rise of home-grown extremism in the Caribbean and Latin America, coupled with the ease of travel between CARICOM countries and porous borders with limited enforcement capacity creates an increasingly dangerous potential for transnational terrorism. The wide expanse of ocean, lack of host nation law enforcement maritime assets, and the need to modernize judicial practices make joint activity difficult. Improved EC capacity to secure borders and territorial seas, and strengthened modern judicial systems, will help prevent transnational criminal organizations from entrenching themselves. Assisting host nations in developing investigative, prosecutorial, judicial, and legislative support mechanisms will improve law enforcement capabilities. Civil asset forfeiture from drug kingpins will be a crucial means of attacking TOC

while opening the possibility of creating durable citizen security programs through increased resources for law enforcement, prosecutors, and drug treatment. Continuing to support the RSS, and specifically the RSSDFL, through additional training of personnel and provision of additional technological resources will further increase the region's capacity to investigate and prosecute every form of crime.

Mission Goal 2 Greater Economic Sustainability, Energy Independence, Growth, and Natural Disaster Resilience

Description and Linkages: EC countries form part of the grouping of Small Island Developing States that are highly sensitive to the impacts of natural disasters, from hurricanes to earthquakes to volcanoes and tsunamis. Our Mission emphasizes education and capacity building to help mitigate the effects of natural disasters. Emphasis on greater economic sustainability also reduces pressure to migrate, increase energy independence and diversify energy suppliers, and resist the appeal of criminal organizations. The countries in our AOR survive largely on income derived from tourism and banking, and are heavily dependent on foreign oil suppliers, selling citizenships and courting offshore financial markets, making diversification of the economic base and energy independence key development goals. Links to National Security Strategy, State/USAID Joint Strategic Plan, WHA JRS, USAID Regional Development Cooperation Strategy (RDCS).

Mission Objective 2.1 Risks to human and natural assets resulting from climate vulnerability reduced. (RDCS DO3)

Justification: Hazards in the EC include hurricanes, earthquakes, volcanic eruptions, landslides, floods, and tsunamis. Most countries have a limited number of NGO partners working on Disaster Risk Reduction (DRR) activities, limited experience in carrying out those activities without external support or assistance, and limited human resource capacity. Our goal is to reduce risk through enhanced institutional and community capacities to respond to and mitigate effects of disasters; strengthen resiliency of vulnerable communities; and reduce exposure to hazards.

USAID/OFDA and MLO engage with USG partners such as the U.S. Geological Survey, Department of Agriculture, Centers for Disease Control and Prevention, Department of Health and Human Services, and Peace Corps. Humanitarian assistance and disaster response is primarily conducted by DOD with support of State and USAID/OFDA. Support is typically provided in the form of logistics and transportation on a reimbursable basis, after the Ambassador has made the necessary disaster declaration.

Mission Objective 2.2 Countries in our AOR develop a framework that promotes sustainable regional economic growth and energy independence.

Justification: The Caribbean region economies continue to struggle with low growth and productivity, poor public debt management, overreliance on volatile tourism sectors, underdeveloped financial markets highly vulnerable to foreign influence, and inflated public

sector wage bills. While these economies are small and, therefore, the risk of broader contagion is limited, these persistent fiscal issues are impediments to U.S. security and narcotics cooperation objectives in the region. Delays in implementing reforms will continue to exacerbate economic stagnation around the region. Most of these countries do not have appropriate fiscal buffers or diversified economies to adequately resist attempts to influence their foreign and domestic policies by third countries. To help meet the goal of promoting sustainable economic growth, Post will work with the governments of the EC, the EC Central Bank, the OECS, the Caribbean Development Bank, the IMF, the Inter-American Development Bank, and local and regional labor organizations to encourage governments to develop and adopt sound macroeconomic policies, fiscal transparency, decrease debt and deficit levels, strengthen regional integration and lessen reliance on foreign oil imports. Post will also work with the private sector, American Chamber of Commerce in Barbados and the Eastern Caribbean, other business associations, and Ministries of Economy and Trade to improve the investment climate to encourage private sector-led growth and increase U.S. foreign direct investment into diverse sectors.

Mission Goal 3 Greater Access to Education and Improved Opportunities for Vulnerable Populations

Description and Linkages: Promotion of the socioeconomic wellbeing for all people in the EC, including vulnerable populations, is vital to fostering social stability, supporting economic growth, deterring crime, strengthening the rule of law, and addressing epidemics such as HIV/AIDS and the Zika virus. The EC suffers from a high level of violence, including violence against women and children perpetrated within familial relationships. Under CBSI, we support innovative programs aimed at disaffected youth and provide basic education and technical skills training, and entrepreneurial and microenterprise capacity building. Modernizing the rehabilitation of youth offenders will help channel those convicted of non-violent crimes back into the legitimate economy and away from criminal behavior. Links to National Security Strategy, State/USAID Joint Strategic Plan, WHA JRS, USAID RDCS.

Mission Objective 3.1 Reduce youth involvement in crime and violence in target communities. (RDCS DO1)

Justification: Rising crime and violence rates, increasing levels of school dropout rates, growing youth unemployment, and declining, archaic juvenile justice systems threaten the region's security and prosperity. These trends negatively impact economic growth in the region as productivity levels and competitiveness suffer. U.S. interests seek to maintain social stability, prosperity and maintenance of peace in the region. To this end, the U.S. Congress passed a resolution (HR 865) urging the U.S. government to assist Caribbean nations "in taking specific measures toward reducing crime" and to "increase coordination on policy development and implementation with Caribbean governments to help combat crime and violence in the region."

U.S. assistance is aimed at strengthening the overall capacity of the Caribbean nations to effectively plan and respond to issues of crime and violence. USAID's programming improves the quality and availability of crime data to inform citizen security policymaking and

programming, introduce community-based crime prevention programs that reduce risk factors for crime and violence involvement while simultaneously building community resilience, and improve juvenile justice systems by focusing on rehabilitating and reintegrating youth in conflict with the law. USAID programs also address educational needs at the primary level through improved pedagogical approaches to teaching reading, professional skills, and curriculum development. U.S. assistance targets all six OECS countries, as well as Barbados, Trinidad and Tobago, Guyana, and Suriname.

Mission Objective 3.2 Reduce domestic violence against vulnerable populations.

Justification: Rates for violent crime in the Caribbean are well above world averages and negatively impact U.S. security interests in the region. Studies have shown that women and children are often the victims of violence. While government and local NGOs are working to address these issues, societal acceptance of violence and lengthy legal processes hamper prevention of violence and appropriate treatment of survivors. A multi-disciplinary national and regional approach to prevention, appropriate treatment of survivors, and prosecution of perpetrators are necessary to address this issue. The Mission continues to work with the UN, international donors, and local partners to strengthen existing laws, protocols, and response networks.

Mission Objective 3.3 Epidemic control of HIV/AIDS among key populations increased. (RDCS DO2)

Justification: The Caribbean has the second highest HIV/AIDS prevalence rate in the world after sub-Saharan Africa, with an estimated adult prevalence rate of one percent and approximately 250,000 people currently living with HIV. The HIV/AIDS epidemic in this region is geographically concentrated. The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) Caribbean Regional Program (CRP) is implemented in five countries, including Jamaica, Barbados, Trinidad and Tobago, Guyana, and Suriname. While HIV transmission continues in OECS countries, it does not significantly influence the regional AIDS epidemic. Therefore, CRP support to the OECS is limited to South-to-South knowledge sharing and exchanges of best practices in HIV/AIDS prevention, care, and treatment. It is envisioned that the CRP will transition out of Barbados by September 2018.

PEPFAR's work in the Caribbean will intensify focus on key populations (KPs), particularly MSM and TGs. Priority interventions will strengthen the technical effectiveness of reaching, testing, and initiating HIV positive KP on treatment as well as supporting these individuals to remain on treatment to reduce the number of new HIV infections in the Caribbean. Priority activities will also focus on strengthening the sustainability of KP centered HIV/AIDS services. The CRP will partner with host governments and civil society organizations to prepare for transition from PEPFAR support.

The CRP will transition out of Trinidad and Tobago and Suriname by September 2019 and out of Guyana by September 2020. PEPFAR programming will continue bilaterally in Jamaica and a few select regional activities will be coordinated from that Mission beyond the life of the current CRP.

Mission Goal 4 Build Support for and Maximize Successful Implementation and Sustainability of U.S. Policies through Strategic Engagement and Outreach

Description and Linkages: We view engagement and outreach as inherent in all of our priorities. Our Mission staff, supported by the Public Affairs Section, use public outreach and public diplomacy to build support for our goals and objectives among opinion leaders and the broader population so as to enhance consensus and maximize the possibilities for successful implementation and sustainability of reform, and support for U.S. policies. Public Diplomacy (PD) engagement in all realms -- educational programming, professional, cultural and educational exchanges, information management and messaging, and direct foreign assistance -- is guided by support for the institutions and processes that undergird the maturing democracies in the EC: economic growth, citizen safety, good governance, education, disaster preparedness and resilience, and a vibrant civil society. Links to National Security Strategy, State/USAID Joint Strategic Plan, WHA JRS, INL CBSI Regional Implementation Plan.

Mission Objective 4.1 Countries in our AOR will increasingly see the U.S. government and the American people as the partner of choice.

Justification: The U.S. has a significant national interest in ensuring the people of the EC understand the policies, institutions, people, and Government of the United States of America. Close coordination of all PD and strategic communication efforts among all U.S. government agencies within the Mission is essential to ensure the cohesion of our message and the best use of resources. Media coverage that fairly and accurately represents U.S. positions is a measure of our success, including coverage of high-level U.S. visitors, speeches, and policy announcements. Greater public understanding of the U.S. government's commitments as a reliable and constructive partner in the hemisphere will provide a favorable climate for introducing new policy initiatives and underscoring existing ones. We must therefore develop outreach strategies to inform, inspire, and persuade. Engagement with the media will be guided by a detailed analysis of the environment in the EC, as well as understanding of target audiences, to shape stories early and effectively tailor the content of our messages.

Mission Objective 4.2 Embassy programs further understanding of the U.S., promote mutual understanding, and build strong people-to-people relationships.

Justification: Engagement with key audiences and development of people-to-people ties will contribute to an opinion environment favorable to broader political and economic policy changes identified in our ICS, as well as strengthening civil society. Effective partners are essential in the conduct of PD, including schools and universities, media outlets, private sector entrepreneurs, exchange program alumni, and NGOs.

Exchange programs develop networks of cooperation and offer models of U.S. practices and institutions for youth engagement and grassroots political activism relevant to confronting challenges facing the EC. We will seek to create opportunities to increase the numbers of Americans studying in Barbados and the EC and the numbers of students from the EC studying in the United States.

FOR PUBLIC RELEASE

The Public Affairs Section will mount cultural programming that presents American art, theater, music, dance, and literature to create a space for building relationships and to counter negative stereotypes about the United States. As key audiences, particularly youth, increasingly use social media to seek information, express opinions, and connect with peers, we will expand and refine our use of these platforms to project key U.S. messages throughout the EC.

FOR PUBLIC RELEASE

Approved: August 15, 2018

4. Management Objectives

Management Objective 1 Align the Embassy's platform and associated resources with the Mission's unique regional profile and U.S. government management initiatives.

Justification: As a unique regional Mission, Embassy Bridgetown's ability to implement its goals will require innovative use of resources, identification of maximum leverage opportunities for those resources, and commitments to databased decisions. The Mission will require strengthened emergency response capabilities especially for weather-related natural disasters. Online and analog communication equipment, short-notice travel capacity, and on-the-ground contacts throughout the region stemming from previous lessons learned will form the cornerstones of this effort.

Management Objective 2 Invest in the long-term development of LE Staff and address issues that could affect retention and recruitment.

Justification: Barbados remains a competitive market where the USG must compete with other employers for every strata of staff from manual laborers to trades people to the professional ranks. The overall high cost of living adds to the pressures that the Mission faces on the skills front. Therefore, our compensation, training, workplace environment, and opportunities for advancement must remain in the forefront in order to support the operational complexity and geographic expanse of our area of responsibility.

Management Objective 3 Invest in appropriate physical infrastructure to modernize properties and reduce costs.

Justification: With the purchase of the Bridgetown chancery in 2018, the Mission took a major step in ensuring the stability of our diplomatic presence while removing the operational risk of an expiring lease in the medium-term. However, that risk vector still exists in our leased properties across the region including the Embassy and Principal Officer's residence in Grenada and consular agencies in Antigua and Martinique. Government-owned residences for the Chief of Mission and the Deputy Chief of Mission (DCM) in Barbados represent significant investments for the USG that require upkeep and refurbishment to maintain their value.