



# Integrated Country Strategy

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## Colombia

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## 1. Chief of Mission Priorities

Over the last two decades, the United States has been a vital partner in Colombia's efforts to achieve lasting peace and stability. As a result of this support and the country's own efforts, Colombia is now a key U.S. economic and security partner in Latin America. Through Plan Colombia, and its successor programs, the United States helped Colombia build the police and military into regional leaders, dismantle criminal networks, pursue good governance, and increase economic opportunities. The government's historic peace accord with the Revolutionary Armed Forces of Colombia (FARC) has improved security and set Colombia on a path to realize its full potential as a leader in the region and partner on U.S. global priorities. While the accord is principally an achievement by and for the Colombian people, sustained U.S. support helped establish the conditions for this foreign policy success. A stable and prosperous Colombia is better equipped to combat transnational criminal organizations, whose drugs, violence, and corrupting influence endanger the people of both countries, and more confident as a regional leader promoting security and shared democratic values. Prosperity in Colombia also creates the conditions for Colombian companies to increase investments in the United States, its preferred trade and investment partner, promoting job creation within our borders.

Since the signing of the peace accord in 2016, 7,000 former guerrillas have disarmed and thousands more have demobilized; the government has passed crucial peace accord legislation; and a UN political mission has helped verify accord security guarantees and FARC reincorporation into civilian life. At the same time, the peace process has highlighted ongoing challenges, including record levels of coca cultivation and cocaine production, transnational criminal networks and illegal armed groups that continue to thrive in conflict-affected regions, continued lack of government presence and citizen security in rural areas, and public skepticism about the FARC's commitment to peace. The United States will continue to work with the Colombian government, our most willing and capable partner in the region, as well as the private sector and civil society, at the national and local levels to improve counternarcotics efforts, public security, and socioeconomic development.

To this end, the United States will support efforts to expand the presence and effectiveness of the Colombian state and increase licit economic opportunities in areas afflicted by criminal groups, violence, and narcotrafficking. Acknowledging U.S. concerns about high levels of coca cultivation and cocaine production, the Duque Administration has undertaken serious efforts to combat these illicit activities. Colombian police and military forces, with U.S. assistance, have achieved record levels of coca eradication and cocaine seizures in a focused effort to meet the 2018 High Level Dialogue joint goal of reducing coca cultivation and cocaine production to half of the 2017 levels (or 104,000 hectares) by the end of 2023. In addition, extraditions are powerful and important for the U.S. and Colombian justice systems and their victims. Colombia has also taken measures to expand the presence and improve the performance of state institutions in rural Colombia where 95% of the coca is cultivated. Nevertheless, Colombia and the United States must do more to control and provide legal alternatives to narcotrafficking, corruption, and violence that not only contribute to drug addiction and violence in the United States but also undermine sustainable peace in Colombia. Continued U.S. support for reducing cocaine production, dismantling organized criminal groups, expanding state presence, and enhancing rural investment to boost licit economic opportunities will be critical to reducing the flow of drugs north.

Embassy Bogota will continue to assist Colombia's long-term transition to peace in the areas of good governance, respect for human rights, and support for vulnerable populations, including conflict victims, human rights defenders, labor and social leaders, persons with disabilities, Afro-Colombians, and

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indigenous groups. Embassy Bogota will also support the Colombian government in confronting new challenges, such as the arrival of mixed migration flows from Venezuela, to convert these initial challenges into long-term opportunities. Efforts to expand state presence, increase access to justice, promote reconciliation, and support judicial cooperation will contribute to a Colombia at peace and a partner more capable of furthering U.S. foreign policy priorities.

Colombia continues to be the United States' most willing and capable ally in Latin America and plays a positive role in regional organizations such as the Organization of American States (OAS). Colombia also exports its hard-earned military and police skills and experience to its neighbors in South and Central America and the Caribbean. Colombia is an important partner on Venezuela within the OAS and as a member of the 11-country Lima Group. The government has issued strong statements against the Maduro regime and accepted U.S. humanitarian and development assistance to deal with the influx of Venezuelans. U.S. assistance addresses both the immediate humanitarian needs of migrants as well as the long-term stresses to the economies, public services, and social fabric of receptor communities. Since August of 2019, Embassy Bogota has hosted the Venezuela Affairs Unit, the U.S. diplomatic mission for Venezuela, and has created a new Venezuela Response and Integration unit within USAID focused on the immediate and long-term impacts of increasing migration flows.

Our strategic partnership with Colombia includes a flourishing economic and commercial relationship, underpinned by the 2012 U.S.-Colombia Trade Promotion Agreement (CTPA). Most importantly, this relationship supports U.S. prosperity and creates jobs in the United States. Colombia's economic success is also of strategic importance: a prosperous, stable partner able to achieve inclusive economic growth and play a positive regional role is in our national interest. Embassy Bogota is focused on ensuring Colombia meets its CTPA obligations, including on labor issues, to achieve a level playing field for U.S. businesses and workers, improve its investment climate, and attract the capital it needs to improve the lives of its citizens. Colombia has taken important steps to foster economic growth, reduce poverty and unemployment, uphold labor rights, and achieve historic levels of investment and trade. The United States also has a new partner in encouraging Colombia to adopt sound public policies: the Organization for Economic Cooperation and Development (OECD). After a multiyear push, Colombia received an invitation to join as the organization's 37th member state in May, and is expected to formally complete accession to the OECD by mid-2020. OECD membership will bring benefits to the economy and people of Colombia, along with important responsibilities to level the playing field on trade and enhance protections for U.S. investors.

The United States is viewed favorably by almost 60 percent of Colombians. Public diplomacy efforts communicate the positive impact of U.S. support for peace accord implementation, democratic governance, humanitarian and development assistance, counternarcotics, and human rights, and targeted programming strengthens Colombian institutions, communities, and networks to ensure prosperity, peace, and social inclusion. Active promotion of the *100,000 Strong in the Americas* initiative has galvanized higher education institutions to build more links and exchanges with U.S. counterparts, and the 2019 Memorandum of Understanding on Higher Education Exchanges is designed specifically to increase cooperation between Colombian institutions and Historically Black Colleges and Universities in the United States.. Fulbright Colombia enjoys robust support, with the highest local government contributions in the world. The Embassy's network of nine Binational Centers (BNCs) with 29 branches around the country provide a platform for U.S public diplomacy engagement with diverse communities. In addition, 100 Peace Corps Volunteers are currently serving in Colombia's Caribbean region, Boyaca,

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and Cundinamarca to support bilingualism, financial literacy, entrepreneurship, small business development, and other community activities.

Embassy Bogota's Consular Section is among the largest and most productive worldwide, and its workload has increased significantly as a result of absorbing Venezuela-based clients following the 2019 closure of Embassy Caracas. Over 100,000 U.S. citizens reside in Colombia, with growing U.S.-citizen population centers in Bogota, Medellin, and Barranquilla, and more than 1 million U.S. citizens visit annually. Bogota's Immigrant Visa (IV) Unit adjudicates approximately 10,000 Colombian IV applications each year, the majority of which are family reunification and fiancé(e) cases. Bogota was designated to process Venezuelan IV applicants following Caracas's closure, which has doubled the short-term workload. Bogota's Nonimmigrant Visa (NIV) Unit consistently ranks among the top NIV-processing units in the world. In fiscal year 2019, Bogota had the sixth-largest NIV workload worldwide, scheduling 1,500 to 2,000 interviews per day and processing almost 360,000 applicants during the year. Bogota adjudicates over 40 percent of worldwide Venezuelan NIV cases, more than the next eight posts combined. The section works closely with the host government, the Regional Security Office, and other U.S. agencies to prevent harm to the United States and its citizens from criminal and terrorist activity and ensure that only qualified travelers enter the United States.

With more than 1,000 permanent staff and approximately 2,100 contractors, Embassy Bogota utilizes technological innovation, business process improvements, and consolidation to provide essential support services and effective management while maintaining a highly motivated and well-trained staff. We anticipate that our customer base will grow by 50 to 100 U.S. direct hires plus family members over the next several years, with a corresponding need to grow our ICASS support staff. We plan to hire 11 new positions to increase our level and quality of support in Cartagena and Bogota. These modest increases will allow us to better support our Mission's goals and objectives.

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## 2. Mission Strategic Framework

**Mission Goal 1:** Promote and support a whole-of-government strategy to strengthen government institutions, build capacity to address domestic and regional security and health threats, develop licit economies, foster citizen security, and combat organized crime.

**Mission Objective 1.1:** Dismantle organized crime and significantly reduce drug production and coca cultivation through improved law enforcement and military institutions.

**Mission Objective 1.2:** Increase the effectiveness of Colombia's security and criminal justice institutions to safeguard Colombia's national territory, consolidate legitimate governance across the country, bring sustainability to coca cultivation reduction efforts, promote coalition interoperability, and establish the conditions for Colombia to take a more active role in regional and global security.

**Mission Goal 2:** Promote and enhance U.S. prosperity and job creation through trade promotion, inclusive growth, and an improved investment climate.

**Mission Objective 2.1:** Create U.S. jobs, and augment bilateral trade and investment through trade advocacy and compliance with the U.S. – Colombia Trade Promotion Agreement (CTPA).

**Mission Objective 2.2:** Improve the investment climate for U.S. companies by encouraging the Colombian government to implement a more transparent regulatory environment and commercial legal framework.

**Mission Objective 2.3:** Promote legitimate travel for Colombians to the United States.

**Mission Goal 3:** Advance Colombia's capacity to strengthen governance and transition to a sustainable peace.

**Mission Objective 3.1:** The government and civil society extend the effective presence of democratic institutions and processes in targeted areas. (CDCS Development Objective 1)

**Mission Objective 3.2:** Advance reconciliation among victims, ex-combatants, and other citizens. (CDCS Development Objective 2)

**Mission Objective 3.3:** Improve conditions for inclusive rural economic growth and sustainable development. (CDCS Development Objectives 3 and 4)

**Mission Goal 4:** U.S. government foreign policy objectives supported through public diplomacy programming and strategic messaging.

**Mission Objective 4.1:** Strategic cultural, educational, media, and digital engagement increase the Colombian public's understanding of and affinity for U.S. policies and priorities, especially among vulnerable communities.

**Management Objective 1:** Improve the quality of life, productivity, and overall morale of Mission Employees through the purchase of government owned residential properties, securing respect of reciprocity rights by the Government of Colombia, and the introduction of new technologies to support mission and policy objectives.

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**Management Objective 2:** Create financial synergies by merging additional customers into existing ICASS services to support the mission.

**Management Objective 3:** Provide an increasingly high level of customer service by the Mission to its employee customer base both in Bogota and at the Embassy Branch Office in Cartagena.

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### 3. Mission Goals and Objectives

**Mission Goal 1: Promote and support a whole-of-government security strategy to strengthen government institutions, build capacity to address domestic and regional security and health threats, develop licit economies, foster citizen security, and combat organized crime.**

**Description and Linkages:** This Mission Goal supports GOAL 1 of the State-USAID Joint Strategic Plan (Protect America’s Security at Home and Abroad) and PILLAR 1 of the National Security Strategy (Protect the American People, the Homeland, and the American Way of Life). Those documents and the ICS specifically target efforts to strengthen government capacity to counter extremist threats and transnational organized crime. The Colombian government is the closest partner of the United States in the hemisphere, and a willing and capable supporter of U.S. regional security goals. The Embassy supports Colombia’s integrated, whole-of-government approach to disrupting criminal organizations and the joint goal of reducing coca cultivation and cocaine production to half of the 2017 levels by the end of 2023, through targeted assistance to law enforcement and military forces and the development of programs to move coca growers into licit economic opportunities. These efforts protect our national security by preventing transnational criminal organizations from expanding their operations to American shores and stopping cocaine and other drugs from reaching our population. By improving the Colombian government’s capacity to fight crime and provide for its own population, the Embassy protects American security.

**Mission Objective 1.1 Dismantle organized crime and significantly reduce drug production and coca cultivation through improved law enforcement and military institutions.**

**Justification:** In 2017, cocaine accounted for nearly 14,000 deaths in the United States, representing a 27 percent increase over the previous year. Furthermore, the influx of cocaine, heroin, and marijuana from Colombia affects U.S. public health and contributes to criminal activity nationwide. More than 90 percent of the cocaine seized in the United States originates in Colombia. During the 2018 High Level Dialogue, Colombia and the United States agreed to expand counternarcotics cooperation over the next five years, implementing a national, integrated, whole-of-government counternarcotics strategy that aims to cut cultivation and production by 50 percent of the 2017 levels by the end of 2023. This will reduce the level of cocaine that reaches U.S. shores, and therefore enhance the security and public health of the U.S. population.

Embassy Bogota provides interagency support to the Government of Colombia’s strategy to reduce illicit drug production and trafficking, which consists of five lines of effort: (1) reduce domestic drug consumption; (2) reduce domestic drug supply; (3) dismantle criminal organizations; and (4) increase state rural presence and stability. Counternarcotics assistance to the Colombian National Police (CNP) and military enables them to attack every link in the drug trafficking chain: manually eradicating coca, interdicting precursors, destroying laboratories, and dismantling transnational criminal organizations.

**Mission Goal 2 Promote and enhance U.S. prosperity and job creation through trade promotion, inclusive growth, and an improved investment climate.**

**Description and Linkages:** This Mission Goal is directly tied to GOAL 2 of the State-USAID Joint Strategic Plan (Renew America’s Competitive Advantage for Sustained Economic Growth and Job Creation) and PILLAR 2 of the National Security Strategy (Promote American Prosperity). Promoting job creation, investment, and market-oriented reforms are shared features of all three documents. Mission Goal 2 advances these priorities by leveraging embassy outreach, contacts, and knowledge to enhance trade and investment, create U.S. jobs, and improve the economic and commercial climate in Colombia.

**Mission Objective 2.1 Create U.S. jobs, and augment bilateral trade and investment through trade advocacy and compliance with the U.S. – Colombia Trade Promotion Agreement (CTPA).**

**Justification:** The CTPA does away with many trade and investment barriers, but many U.S. companies are not taking full advantage of Colombian markets due to ongoing bilateral trade irritants. Additionally, there are more opportunities for Colombian companies to invest in U.S. markets. By promoting the benefits of the agreement, the Embassy can help to create U.S. jobs and improve our bilateral relationship.

**Mission Objective 2.2: Improve the investment climate for U.S. companies by encouraging the Colombian government to implement a more transparent regulatory environment and commercial legal framework.**

**Justification:** Specific problems in Colombia’s commercial legal, regulatory, and public procurement frameworks discourage investment by U.S. companies. By advocating for solutions to these problems, facilitating investment by the U.S. Development Finance Corporation, promoting an entrepreneurial culture, and encouraging Colombia to screen foreign investment from a national security perspective, the embassy can provide the U.S. business community with better access to and opportunities in one of the region’s most important and promising markets.

**Mission Objective 2.3: Promote legitimate travel for Colombians to the United States.**

**Justification:** Colombian travelers and U.S. businesses are key to our bilateral trade and investment relationship. By leveraging Embassy contacts and resources, Post can buttress both the U.S. jobs that support Colombian visitors to the United States and those U.S. jobs that are produced by U.S. businesses activities in Colombia.

**Mission Goal 3: Advance Colombia’s capacity to strengthen governance and transition to a sustainable peace.**

**Description and Linkages:** This Mission Goal supports several goals under the State-USAID Joint Strategic Plan (JSP) as well as various pillars of the National Security Strategy (NSS). The United States and Colombia have benefitted from a long-standing, productive bilateral relationship. Since the late 1990s, the United States has been a vital partner to Colombia, assisting the Colombian government in its advancement toward stability and improved security. Under Plan Colombia, the two countries delivered a cross-cutting response to inherently security-driven problems: drug trafficking, organized crime, and

insurgency threatening the state. Those successful efforts allowed the relationship to evolve into a peace-focused partnership. Moving forward, the United States will continue to support Colombian efforts to consolidate gains in the areas of governance, justice, and security in conflict-affected regions of the country. By supporting Colombia's transition to peace, the United States is bolstering a strategic partner and its most capable and willing ally in the region (JSP goal 3; NSS pillars 3, 4). Efforts to expand state presence, increase access to justice, promote reconciliation, reintegrate demobilized combatants, strengthen community resilience, expand opportunities for licit livelihoods, and deploy greater security to rural areas will result in a Colombia more capable of furthering U.S. foreign policy priorities (JSP goal 1; NSS pillar 1). Key to these efforts is humanitarian demining and efforts to return land to Colombian citizens. A Colombia at peace will be a stable force in the region, disrupting international narco-trafficking, reducing coca cultivation in Colombia and beyond, providing regional security cooperation, and dismantling criminal networks that pose a threat to national security. A Colombia at peace will also serve as a strong U.S. trading partner, opening up new markets and investment opportunities for U.S. businesses (JSP goal 2; NSS pillar 2).

**Mission Objective 3.1 The government and civil society extend the effective presence of democratic institutions and processes in targeted areas (CDCS Development Objective 1).**

**Justification:** The absence of effective state institutions in many parts of Colombia has fueled conflict for decades. In some areas, governance has been imposed by illegal armed groups financed by illicit sources. Weak government institutions have been unable to deliver key services, guarantee human rights, provide access to justice, or invest public resources effectively. U.S. support for effective presence of democratic institutions and processes directly addresses underlying causes of the conflict and helps to provide the necessary base for a sustainable peace. A durable peace requires strong civil society organizations that represent citizen interests democratically, channel citizen demands to government, promote accountability and transparency, and monitor public expenditures for evidence of corruption. U.S. assistance will contribute to Colombia's stability and long-term capacity to counter transnational criminal networks that have thrived in its conflict-affected regions. U.S. interests are served by strengthening Colombia's responsiveness to citizens, internal security, democracy, and respect for human rights and rule of law.

**Mission Objective 3.2: Advance reconciliation among victims, ex-combatants, and other citizens (CDCS Development Objective 2).**

**Justification:** The conflict in Colombia left in its wake over eight million victims (of which over seven million were displaced), including 220,000 Colombians killed, and over 12,900 former FARC combatants in need of reincorporation into society. Advancing reconciliation and rehabilitation among victims, ex-combatants, and other citizens is critical to fostering a sustainable peace. The United States supports government, civil society, and UN efforts to: enhance victims' rights to truth, reparations, and guarantees of non-repetition; promote respect of ethnic minority rights and inclusion by providing them with economic and educational opportunities; provide direct humanitarian assistance to new victims to stabilize their situations and facilitate their local integration or return; highlight the importance of reintegration of individual ex-combatants; prevent recruitment of at-risk youth and children by illegal

armed groups; and promote reconciliation by changing perceptions and attitudes affected by over 50 years of conflict. Together these actions will lead to a safer, more stable, and more productive Colombia, which can sustain domestic development efforts and become a stronger economic partner for the United States. This work contributes to the overall security of the country and the region by preventing violence, increasing stability, and enhancing legal opportunities for the most vulnerable populations. U.S. activities partner with the private sector to advance this work in a way that promotes Colombian self-reliance over the long-term.

**Mission Objective 3.3: Improve conditions for inclusive rural economic growth and sustainable development (CDCS Development Objectives 3 and 4).**

**Justification:** Improved conditions for inclusive rural economic growth are essential for Colombia's transition to a sustainable peace, since poverty, inequality and informality have been at the root of the conflict and are central to the 2016 peace accord. U.S. assistance supports rural economic growth by building Colombian government capacity to accelerate land restitution and formalization processes; spurring private sector investment in former conflict zones; expanding access to credit and financial services; and effectively connecting producer associations to markets. Rural economic growth provides a counterweight to the lures of the drug trade for small farmers, thereby contributing to regional security concerns, and contributes to growing regional markets that are open for U.S. businesses and investment.

Natural resource management, biodiversity protection, and energy security in Colombia are also critical to long-term sustainable economic development. For decades, a lack of effective state presence Colombia's most biodiverse areas allowed illegal armed groups to take refuge and generate profit from illegal activities. Reasserting the authority of the state in these environmentally important areas and ensuring that improved natural resource management creates benefits for local populations are important contributions to peace and to rural economic growth. U.S. assistance supports the protection of key ecosystems; improved natural resource management; increased environmental resiliency; and the formalization of small-scale informal gold mining operations, which improves environmental practices and reduces a key source of income for illegal armed groups. U.S. assistance also advances the increased access to low-cost renewable energy which is a required input for economic development in Colombia while also creating opportunities for U.S. companies and investment.

After decades of conflict, many departments are believed to be heavily contaminated by mines, improvised explosive devices (IEDs), and other explosive ordnance. Though landmine injuries and deaths have declined significantly in recent years, landmines continue to be a grave issue for Colombian citizens, limiting their mobility, discouraging economic development, and preventing the return of internally displaced persons. The 2016 peace accord emphasized the need to improve demining capacity and support land restitution activities, and it created a role for mine action services in the FARC reintegration process as a form of reparations. The Colombian government has prioritized humanitarian demining as a means to enable peace accord implementation in rural areas, and is working to develop the Colombian military's humanitarian demining capacity. The United States supports this effort to increase capacity for demining, improve national coordination capability, and deploy trained civilian and military forces capable of designing responses for local at-risk populations.

**Mission Goal 4: U.S. government foreign policy objectives supported through public diplomacy programming and strategic messaging.**

**Description and Linkages:** Public Affairs Section (PAS) Bogota programs advance U.S. government priorities and create understanding of the United States, U.S. policy, and the U.S.-Colombia relationship among Colombian target audiences. Public diplomacy programs support the National Security Strategy's Pillar 3 on advancing information statecraft to preserve peace through strength, and support Pillar 4 of the National Security Strategy on advancing American influence by championing American values. PAS programs and strategic communications aim to build a favorable perception of and/or relationship with the United States in which our target audiences are able to understand, explain, and advocate for U.S. positions, policies, and priorities.

**Mission Objective 4.1: Strategic cultural, educational, media, and digital engagement increase the Colombian public's understanding of and affinity for U.S. policies and priorities, especially among vulnerable communities.**

**Justification:** Continuous, clear, and substantive messaging on the United States and our government's positions, policies, and priorities through programming and strategic communications is necessary to build support among Colombian decision makers, emerging leaders, and the general public for U.S. policies and our role as a key partner for Colombia. As more Colombian citizens actively participate in public life due to the advances in security and services in the post-accord era, we must also engage vulnerable communities (often poor, indigenous, Afro-Colombian, and located outside major cities) to ensure that they develop a nuanced and favorable understanding of the United States.

#### 4. Management Objectives

**Management Objective 1: Improve the quality of life, productivity, and overall morale of Mission Employees through the purchase of government owned residential properties, securing respect of reciprocity rights by the Government of Colombia, and the introduction of new technologies to support mission and policy objectives.**

**Justification:** For our short term residential leases, we continue to shift leasing efforts to more secure, newer properties constructed after 2010 due to better construction standards to withstand seismic events. Facilities is currently inspecting all residential properties and overseeing the improvements necessary to certify all housing units as compliant with POSHO health and safety requirements. These efforts will increase the overall safety of housing in Bogota.

Through our Facilities Section, we plan improvements to the compound including replacement of the elevators, major rehabilitation of the Consular Section, and upgrades to the Ambassador's residence to fix critical deficiencies in the Embassy's primary representational space. In addition, Facilities is working with OBO to use Bogota as a pilot for a worldwide initiative to use building information modeling (BIM) technology to improve space planning and reduce maintenance costs. Facilities will continue to work with all agencies to maximize our limited office space to increase desk positions in growing sections.. Finally, in the information technology space we anticipate rolling out new technologies that will allow unfettered access to foreign affairs information anywhere, anytime and through any device. This will greatly enhance workforce ability to work where and when they need to. We also plan to roll out increased use of Department-approved cloud computing services to enhance real-time collaboration capabilities internally among Embassy customers.

**Management Objective 2: Create financial synergies by merging additional customers into existing ICASS services to support the mission.**

**Justification:** Management will focus on improving service delivery by integrating several sections within the embassy into existing cost centers to achieve savings and maximize resources. We anticipate over the next several years that the remaining DOD positions in the Embassy will convert to the Housing Pool and Furniture and Appliance Pools. This will constitute approximately 40 additional families using those cost centers. Additionally, we anticipate by 2021 the addition of as many as 50 additional families from CBP to arrive at the embassy and for them to need support from various ICASS service centers. We will be adding ICASS positions as necessary to support the additional personnel and maximize efficiency.

**Management Objective 3: Provide an increasingly high level of customer service by the Mission to its employee customer base both in Bogota and at the Embassy Branch Office in Cartagena.**

**Justification:** One current focus is the Embassy Branch Office (EBO) in Cartagena and improving customer service there. One of our principal goals will be to keep the Office of Overseas Buildings Operations (OBO) engaged in the projects in Cartagena and to continue to secure funding to develop projects to improve the conditions of the EBO. To that end we supported a visit of the OBO Director and other OBO teams to examine the problems in the current building and identify a way forward. Further supporting the EBO, we plan to expand the use of MyServices to the EBO in Cartagena.

EBO Cartagena is now number 68 on OBOs "Top 80 List" of priorities, and it has been selected for building a New Office Compound (NOC). Embassy Bogota is also on the Top 80 List of priorities and has been designated for a New Embassy Annex (NEA). This multi-story Annex will be built on the existing

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Embassy site, which currently lacks a Consular Access Control Center (CAC) and Service CAC, which are critical for future construction. The Embassy compound also lacks many standard security functions, such as full perimeter camera coverage. Therefore, Bogota will be surveyed by Diplomatic Security (DS) for a Technical Security Upgrade (TSU) in 2020, which will be carried out in 2021. RSO and FAC are working on physical security upgrades that Post can manage, including moving the Facilities Offices from an unprotected area to a more protected area, establishing Compound Safe Areas, and protecting the Consular Annex.

To maintain high levels of customer service in Bogota, we will be going to the ICASS council to request several new ICASS positions to support current operations and anticipated future needs. These positions will be in keeping with the Mission's rightsizing initiative. Management will also support other sections' efforts to add locally employed staff and U.S. direct hires recommended in the rightsizing report and other processes.

For motorpool we anticipate replacing the oldest vehicles in the fleet to improve the average age of the fleet. Additionally, we will be introducing more non-armored vehicles into the fleet when possible to reduce the cost of new vehicles and to replace vehicles in a more timely fashion. Within the Human Resources Office we anticipate focusing on the Local Compensation Plan to bring it into compliance with local labor laws and comparator benefit levels. Locally engaged staff have had several reductions in their benefit levels and we plan to push for a high level of health care coverage and move to a merit-based compensation plan to better serve them.

Furthermore, we plan to improve the employment process by reducing recruitment time and improving communication with mission personnel so that they have a broader understanding of Management and HR initiatives. Additionally, we plan to focus on increasing employment diversity to have a workforce that better reflects Colombia and better serves the Embassy's needs. We will do this through internal education and external outreach, as well as using social media to reach broader audiences and communities when advertising for jobs.

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