



Integrated Country Strategy

EL SALVADOR

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1. Chief of Mission Priorities

El Salvador has strong social and cultural ties with the United States, but continues to face serious economic, security, and governance challenges. Although Salvadoran migrants historically make up only about six percent of yearly apprehensions at the U.S. southern border, a lack of educational and economic opportunity, crime, and family reunification serve as strong drivers of irregular migration to the United States, which reached record levels in 2021. While U.S. security interests in the Western Hemisphere require a reliable, stable, and secure partner, since taking office in 2019 the Bukele administration has taken troubling steps to consolidate power, undermine core democratic institutions, question international norms and agreements, and pursue erratic economic and fiscal policies.

More than 62 percent of returning migrants in 2021 stated lack of economic opportunity in El Salvador as a main reason for their decision to migrate to the United States.

Traditionally, less than one in four yearly job market entrants in El Salvador find employment in the formal sector. Most irregular migrants have not completed high school and do not have the educational and skills training required to capture what opportunities do exist in El Salvador. As a member of the U.S.-Central America Free Trade Agreement (CAFTA-DR), El Salvador has the potential to become a regional logistics hub, increase its imports from the United States, and create additional employment in transformative, export-oriented industries. However, under the Bukele administration, the country slowed its regional economic integration and El Salvador's public debt increased significantly, partly due to the COVID-19 pandemic. The government's adoption of Bitcoin as legal tender and ongoing pursuit of unconventional models for economic growth and access to capital have shaken the confidence of conventional international capital markets in El Salvador's ability to service its debt obligations. This declining confidence, along with concerns over remaining regulatory constraints and inefficiencies, hamper the country's ability to generate the needed jobs, services, and educational opportunities required to increase confidence among citizens that they can lead prosperous lives in El Salvador.

As government debt levels rise and consolidation of power continues, municipalities also face increasing uncertainty about their access to resources to make needed community-level improvements. A lack of reliable basic services, particularly water, are among the most frequently mentioned challenges in areas of high out-migration. These communities also are highly vulnerable to climate change and natural disasters such as hurricanes, flooding, landslides, and earthquakes that historically have been acute drivers of irregular migration to the United States. The Salvadoran diaspora in the United States and the possibility of family reunification also drive migration, including of unaccompanied minors. More than three million Salvadorans live in the United States and often support families left behind. Remittances account for more than 25 percent of Salvadoran GDP.

El Salvador is an active participant in bilateral and regional initiatives related to security and transnational crime. As a maritime transit hub, its cooperation is vital to intercept shipments of narcotics and contraband before they reach U.S. borders through customs seizures and offshore operations. El Salvador collaborates with the United States on counternarcotics activities, military-to-military training, as well as contributing to U.N. peacekeeping efforts. Some bilateral law enforcement cooperation, however, has slowed, including pausing extraditions of high-level gang members and other criminals to the United States. Despite a significant reduction in the number of homicides, extortion and violent crimes, particularly gender-based violence, remain pervasive within the country. In addition, the continued increase in disappearances in El Salvador may partly mask a higher than reported murder rate. The decrease in murders may also be partly linked to a government truce with gangs, which may not hold in the long term. Continued insecurity limits El Salvador's potential growth, constrains economic opportunity, and restricts the ability to develop local communities into places where individuals and families can live safely and thrive.

Mission San Salvador advances U.S. policy objectives by addressing these root causes of irregular migration to the United States, as well as by addressing our overarching goal of ensuring U.S. security, including protecting the welfare and interests of U.S. citizens.

Mission San Salvador has three priorities in its engagement with El Salvador:

1. Defend democratic institutions and governance;
2. Address economic insecurity and inequality through expansion of opportunity; and
3. Combat crime and violence.

Maintaining democratic principles, balance, and norms is key to achieving a just society that can sustainably provide its citizens with needed services, security, and opportunity. We will therefore support and defend democratic institutions, the rule of law, and efforts to combat corruption. This includes supporting citizen, media, and civil society efforts to maintain and enhance government transparency, accountability, effectiveness, and respect for human rights. In addition, we will work with municipalities and government agencies to improve planning, procedures, processes, and systems that enable greater efficiency, limit opportunities for corruption, and improve service delivery. This also includes support for free and fair elections and countering malign influences. Furthermore, we will work to improve the country's ability to address climate change in partnership with the private sector and international community. In a country vulnerable to earthquakes, flooding, and volcanic eruptions, we will also work to enhance El Salvador's ability to respond to natural disasters and deepen humanitarian response cooperation.

To help stem the tide of irregular migration, we will encourage Salvadorans to pursue sound economic policies and to expand education and economic opportunities, particularly for the most vulnerable households. To help drive job growth, we will support improvements in El Salvador's customs infrastructure and operations including efforts to finalize negotiations to join a customs union with Guatemala and Honduras and integrate management practices at border crossings, which will also facilitate imports of U.S. goods and services. We will encourage El Salvador to embrace stable fiscal policies, implement efficient permitting procedures, and pursue transparent investment practices to attract high-quality investment. The Mission will also work in close partnership with the private sector to expand education and training opportunities for likely migrants and their families, as well as support increased use of legal pathways, such as H2 temporary work visas, to identify and capture legal employment opportunities outside El Salvador.

The Mission will continue to make the safety and security of U.S. citizens in El Salvador and the United States its top priority. El Salvador faces a history of natural disasters such as earthquakes, hurricanes, floods, volcanic eruptions, and dangerous rip currents on Salvadoran beaches, all of which pose a clear risk to U.S. citizen residents and travelers. Mala fide travelers, especially those connected to transnational criminal organizations, constitute a threat to U.S. national and border security. These factors require the Mission to strengthen its efforts to inform and assist U.S. citizens in an emergency and to disrupt and deter mala fide travel while promoting bona fide travel to the United States.

El Salvador is a country with great potential, but it faces numerous threats to its success ranging from creeping autocratic tendencies and a decline in democracy, to economic and security challenges. We will encourage the Bukele administration to commit to delivering a brighter future for all Salvadorans by embracing democratic principles while embarking on economic, governance, and security reforms that will encourage Salvadorans to seek prosperity at home rather than migrating to the United States. At the same time, we will closely monitor progress, be clear about our concerns and values, and align our engagement as appropriate.

2. Mission Strategic Framework

Mission Goal 1: Defend democratic institutions and governance. (Incorporates CDCS DO 3)

- **Mission Objective 1.1:** Defend democratic institutions and elections and hold the space for civil society and a free press to operate.
- **Mission Objective 1.2:** Support the ability of justice sector actors, to include civil society, to effectively identify, prevent, investigate, and prosecute corruption.
- **Mission Objective 1.3:** Support the government's ability to provide effective public services to its citizens.

Mission Goal 2: Address economic insecurity and inequality through expansion of opportunity. (Incorporates CDCS DO 2)

- **Mission Objective 2.1:** El Salvador develops a regulatory and business environment that fosters economic competitiveness, reduces uncertainty by addressing corruption, and promotes private sector growth.
- **Mission Objective 2.2:** El Salvador implements regional customs integration measures, streamlined customs procedures, and trade facilitation measures to increase trade, enhance transparency, and create jobs in export-oriented industries.
- **Mission Objective 2.3:** El Salvador promotes workforce development, linked to potentially transformative industries matched to labor market demand and available job opportunities.

Mission Goal 3: Combat crime and violence to improve security in El Salvador and the region and reduce irregular migration. (Incorporates CDCS DO 1)

- **Mission Objective 3.1:** Increase citizen security and access to justice.
- **Mission Objective 3.2:** Salvadoran institutions increase their capacity to disrupt and dismantle transnational criminal organizations (TCOs) while protecting human rights.

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- **Mission Objective 3.3:** Reduce gang participation and expand alternatives to gang enrollment and recidivism.

Mission Goal 4: Improve U.S. security, including protecting U.S. borders and ensuring the welfare, security, and interests of U.S. citizens traveling to or residing in El Salvador.

- **Mission Objective 4.1:** Ensure the welfare and safety of U.S. citizens by strengthening the Embassy's emergency response capabilities, preventing mala fide travel, and reducing irregular migration.

Management Objective 1: The Mission maintains a robust operating platform for a growing mission while increasing efficiency, protecting its people and resources, building a diverse and equitable workforce, and controlling operating costs.

3. Mission Goals and Objectives

Mission Goal 1 | Defend democratic institutions and governance.

Description | The Bukele administration has engaged in autocratic actions, and existing threats to democratic institutions and governance are likely not only to persist but to increase. Given these circumstances, we will pursue several related objectives. We will defend democratic institutions and elections and hold the space for civil society and a free press to operate. We will support the ability of justice sector actors, to include civil society, to effectively identify, prevent, investigate, and prosecute corruption. We will also provide support to the government's ability to provide effective public services to its citizens in alignment with U.S. government objectives.

Objective 1.1 | Defend democratic institutions and elections and hold the space for civil society and a free press to operate.

- **Justification** | The democratic space available to civil society organizations and other partners to operate in El Salvador is under persistent threat and shrinking. We must work to hold and, where possible, expand this space. We work with civil society partners to promote democratic culture and values through diplomacy, foreign assistance, and civic education opportunities at the national and subnational level. We will continue our efforts to strengthen civil society organizations and bolster a free and independent media to promote accountable governance, equal rights, and democratic norms and institutions. We will work to identify new civil society actors working to reopen the civic space as well. We will provide education opportunities, especially to youth, on the value of democratic institutions and the rule of law, respect for the rights of minorities, and the threats of authoritarianism, actions critical to promote democratic values and empower ordinary citizens to demand better governance. We will support women's political participation and their role in civil society. Where possible, we work with government institutions to promote these objectives. We will also work with our international partners to oppose GOES efforts to further restrict civil

society's ability to operate, as we did in November 2021 when the GOES attempted to pass a highly restrictive foreign agents registration act. In February 2024, El Salvador will hold elections for president, the legislative assembly, and for municipal offices. We will provide technical assistance and advisement, through our implementing partners, to civil society actors who advocate for and monitor elections to be conducted in a free, fair, and transparent manner with no intimidation, threats, or other illegal actions against candidates or political parties. We will also provide such assistance to government electoral institutions towards these same ends. We will monitor the government's electoral registration process and provide monitoring of the elections themselves. We will work with our international partners to call out threats to the electoral process.

- **Linkages** | INSSG; RCS Pillar II; JSP Goal 3; JRSS Goal 1, GNDR-4, GNDR-8.
- **Risks** | Further erosion of democracy, rule of law, and constitutional norms. Further restrictions on the space open to civil society to operate.

Objective 1.2 | Support the ability of justice sector actors, to include civil society, to effectively identify, prevent, investigate, and prosecute corruption.

- **Justification** | El Salvador suffers from endemic corruption and impunity, which undermines faith in governing institutions and the rule of law, essential components of a functioning democracy. Therefore, we will support GOES regulators, law enforcement, and prosecutors in legitimate efforts to tackle corruption. However, we must ensure that such support does not inadvertently aid the government's efforts to go after political opponents under the guise of combating corruption. Where the government is unable or unwilling to tackle corruption and take on corrupt actors, we will support civil society organizations and independent media, including investigative journalism, to help detect, deter, expose, or otherwise combat corruption and impunity.

- **Linkages** | INSSG; RCS Pillar II; JSP Goal 3; JRSS Goal 1.
- **Risks** | An attorney general's office and other public servants further co-opted by a single political party and willing to engage in political persecution on behalf of the executive.

Objective 1.3 | Support the government's ability to provide effective public services to its citizens.

- **Justification** | Much of El Salvador's population does not receive effective, basic public services. These problems may include, but are not limited to, lack of access to clean water, affordable and safe housing, and quality healthcare, issues which are particularly acute outside of the country's urban centers. We will work to ameliorate these concerns through initiatives, especially at the municipal level, to improve the quality of such services while ensuring equal access to them, especially for women, who are disproportionately affected, for instance through projects designed to provide greater and more equitable access to potable water and healthcare services. These initiatives will take place in conjunction with our efforts to strengthen governance at the national and municipal level through projects designed to improve the quality and transparency of public procurement and public financial management systems. We will also partner with the government and private enterprise on certain larger-scale infrastructure projects that meet critical public needs through. Several Millennium Challenge Corporation (MCC) projects are scheduled for completion during this ICS cycle.
- **Linkages** | INSSG; RCS Pillar II; JSP Goal 3; JRSS Goal 1, GNDR-3.
- **Risks** | A government unable to provide effective public services to its citizens and erosion of public confidence in its government.

Mission Goal 2 | Address economic insecurity and inequality through expansion of opportunity.

Description | El Salvador has the second slowest economic growth rate in Central America, averaging 1.9 percent per year for the past 15 years. El Salvador has also struggled to attract foreign direct investment. Lack of economic opportunity is a major driver of irregular migration and is reflected in El Salvador's heavy dependence on remittances, which eclipsed 25 percent of GDP in 2021. An unpredictable regulatory environment, corruption, trade barriers, extreme climate events, and an underdeveloped workforce are all major factors that hamper El Salvador's economic growth. We will support the adoption and implementation of growth-friendly economic policies in El Salvador to remove the obstacles that impede entrepreneurship, foreign investment, regional integration, and job creation.

Objective 2.1 | El Salvador develops a regulatory and business environment that fosters climate-smart economic competitiveness, reduces uncertainty, and promotes private sector growth.

- **Justification** | To increase economic opportunities for its citizens, the Government of El Salvador (GOES) must work collaboratively with the private sector to facilitate commerce and implement fiscal and regulatory incentives that will attract potential job-creating investments.
- **Linkages** | Links to the U.S. Strategy for Addressing the Root Causes of Migration, specifically Pillar 1 (Addressing Economic Security and Inequality). Links to Joint Regional Strategy Goal 4 (A Prosperous Hemisphere) and Department of State – USAID 2022-2026 Joint Strategic Plan (JSP) Strategic Objectives 2.1 (Economic Governance) and 2.2 (Inclusive and Sustainable Economic Growth).
- **Risks** | The GOES will continue to hastily enact measures that undermine trade and investment. Lack of priority in attracting investment, improving the investment climate, and rule of law concerns will limit economic opportunities and private

investment, increasing El Salvador's overdependence on remittances and further driving irregular migration.

Objective 2.2 | El Salvador implements regional customs integration measures, streamlined customs procedures, and trade facilitation measures to increase trade, enhance transparency, and create jobs in export-oriented industries.

- **Justification** | As a heavily trade-driven economy, the reduction or removal of trade frictions and other inefficiencies will lead directly to economic growth and job expansion.
- **Linkages** | Links to the U.S. Strategy for Addressing the Root Causes of Migration, specifically Pillar 1 (Addressing Economic Security and Inequality). Links to Joint Regional Strategy Goal 4 (A Prosperous Hemisphere) and Department of State – USAID 2022-2026 Joint Strategic Plan (JSP) Strategic Objective 2.2 (Inclusive and Sustainable Economic Growth).
- **Risks** | The GOES may continue to hastily enact measures that undermine trade and investment, or resist U.S. assistance.

Objective 2.3 | El Salvador promotes gender-diverse workforce development, linked to potentially transformative industries matched to labor market demand and available job opportunities, and increases legal pathways to employment through the temporary nonimmigrant visa program.

- **Justification** | El Salvador must improve its business enabling environment and build a highly skilled, gender-diverse workforce with strong technical expertise and critical life skills, which requires access to quality primary, secondary, and tertiary education. If likely migrants obtain the skills needed to participate in the formal economy, particularly through better paying jobs that demand higher skills, it will reduce the root causes of irregular migration.

- **Linkages** | Links to the U.S. Strategy for Addressing the Root Causes of Migration, specifically Pillar 1 (Addressing Economic Security and Inequality). Links to Joint Regional Strategy Goal 4 (A Prosperous Hemisphere) and Department of State – USAID 2022-2026 Joint Strategic Plan (JSP) Strategic Objective 2.2 (Inclusive and Sustainable Economic Growth).
- **Risks** | Potential for vacuums in funding and influence due to lessened U.S. and aligned engagement could encourage the GOES to turn to economic assistance from foreign actors against U.S. and Salvadoran interests. The GOES is resistant to international development assistance in areas other than social welfare programs.

Mission Goal 3 | Combat crime and violence to improve security in El Salvador and the region and to reduce irregular migration. (Incorporates CDCS DO 1)

Description | The two primary drivers of irregular immigration from El Salvador to the United States are insecurity and lack of economic opportunity. Insecurity is driven in part by high levels of gang violence, gender-based violence, extortion, and corruption. Civilian security institutions, including the national civil police and municipal police forces, lack capacity to prevent and respond to crime. For many citizens immigration is the only visible alternative to acquiescing to gang demands or joining their violent ranks. Given these circumstances, we will work to build the capacities of security institutions to improve the citizen security experience and increase access to justice. We will also work to ensure appropriate oversight of government security institutions, including by civil society and watchdog organizations. We will continue to strengthen institutional and military cooperation to advance U.S. security objectives including combating transnational criminal organizations, narcotics and firearms trafficking, and other illicit activities. Finally, we will find ways to reduce gang participation in El Salvador and expand alternatives to gang enrollment and recidivism.

Objective 3.1 | Increase citizen security and access to justice.

- **Justification** | After spiking to a record high in 2015, El Salvador's homicide rate is trending downward. However, security institutions are consistently behind the curve in responding to gang violence and extortion, gender-based violence (El Salvador has one of the highest femicide rates in the world), disappeared persons, and other crimes. Citizens of El Salvador report serious safety and security risks in their neighborhoods. Increasing their use of innovative best practices, preventative intelligence, and engagement with the community will make the police more effective in preventing and responding to crime. The United States will also seek to increase the capacity of municipal police forces, which trail behind the national police in their abilities and resources. Public perceptions of security are as important as security realities when it comes to motivations for irregular migration. National and local police report low levels of public trust. Processes for reporting, investigating, and prosecuting crime have gaps, and the public lacks confidence in their effectiveness. We will work with El Salvador's security institutions at the national and subnational level to improve their practices and increase their responsiveness to the citizens they serve. The United States will also help ensure that security institutions are held accountable, including by strengthening the capacity of civil society to act as watchdogs for government institutions, thereby improving transparency and reducing impunity.
- **Linkages** | Links to Root Causes Strategy Pillar II (Combating corruption, strengthening democratic governance, and advancing the rule of law), Pillar IV (Countering and preventing violence, extortion, and other crimes perpetrated by criminal gangs, trafficking networks, and other organized criminal organizations), and Pillar V (Combating sexual, gender-based, and domestic violence). Links to INL Functional Bureau Strategy Goal 3 (Strengthen Criminal Justice Systems to international standards to support stable, rights-respecting partners), specifically objective 3.1 (Foundational elements of foreign criminal justice system are able to address shared threats, promote human rights, and provide fair and equal justice to all citizens) and objective 3.3 (Foreign criminal justice institutions in fragile states contribute to the

prevention of conflict and promote resilience and stability). Also links to INL Functional Bureau Strategy Goal 2 (Combat Corruption and Illicit Financing to strengthen democratic institutions, advance rule of law, and reduce transnational crime and its rewards), specifically objective 2.3 (Corrupt actors and their ill-gotten gains are denied safe havens).

- **Risks** | Failure to achieve this mission goal risks increased impunity, instability, and ultimately a loss of public confidence in citizen security. With a government unable to provide effective public services to its citizens, public trust and confidence will erode, increasing irregular migration. To mitigate these risks, this objective focuses on improving public confidence in security sector institutions by reducing impunity, preventing crime, and holding criminals accountable.

Objective 3.2 | Salvadoran institutions increase their capacity to disrupt and dismantle transnational criminal organizations (TCOs) while protecting human rights.

- **Justification** | During the last two years joint U.S. and Salvadoran efforts to disrupt and dismantle transnational criminal organizations conducting illicit trafficking operations have been highly successful. In 2021, with support and information from the United States, El Salvador made some of the largest narcotics seizures in its history. Several of those seizures occurred at record distances – up to 500 nautical miles offshore – thanks to increased maritime capacity that is the result of U.S. cooperation. El Salvador is also an important partner in regional law enforcement efforts, collaborating with officials from the United States and other countries in identifying and dismantling criminal operations including those that foment violent gang activity, irregular migration, human smuggling, and narcotics trafficking in the region. Through its vetted units, the U.S. is providing support to Salvadoran security forces to address and advance these issues and will continue to focus on them over the next three years.
- **Linkages** | Links to Root Causes Strategy Pillar II (Combating corruption, strengthening democratic governance, and advancing the rule of law), Pillar IV (Countering and preventing violence, extortion, and other crimes perpetrated by

criminal gangs, trafficking networks, and other organized criminal organizations), and Pillar V (Combating sexual, gender-based, and domestic violence). Links to INL Functional Bureau Strategy Goal 1 (Disrupt and Reduce Illicit Drug Markets and Transnational Crime to protect American lives and U.S. national security), specifically objective 1.2 (Plant-based drug markets are disrupted and reduced) and objective 1.4 (Priority illicit markets are disrupted and reduced).

- **Risks** | Failure to achieve this mission goal risks emboldening gangs and other transnational criminal organizations, increasing violence, extortion, and other destabilizing activities in the region. Much of the criminal activity including illegal trafficking of humans, narcotics, and other illicit goods has an intended destination of the United States. To mitigate these risks, this mission objective focuses on identifying and dismantling criminal structures and stopping the flow of illegal narcotics and human smuggling and trafficking toward the United States.

Objective 3.3: Reduce gang participation and expand alternatives to gang enrollment and recidivism.

- **Justification** | As of 2019, the GOES estimates that as many as 500,000 Salvadorans – over 7.5 percent of the population - are involved in the country’s extremely violent street gangs, either directly or indirectly. Historically, El Salvador’s only solution to gang activity has been imprisonment, as evidenced by El Salvador’s grossly overpopulated prison populations. Given how closely the gang’s structure is knit into the country’s social structure, removing gangs from the social fabric of El Salvador requires more than stiff penalties and imprisonment. It requires providing education and alternatives that discourage participation and enrollment, and pathways to rehabilitate and reintegrate former gang members into society.
- **Linkages** | Links to Root Causes Strategy Pillar II (Combating corruption, strengthening democratic governance, and advancing the rule of law), Pillar IV (Countering and preventing violence, extortion, and other crimes perpetrated by criminal gangs, trafficking networks, and other organized criminal

organizations), and Pillar V (Combating sexual, gender-based, and domestic violence). Links to INL Functional Bureau Strategy Goal 3 (Strengthen Criminal Justice Systems to international standards to support stable, rights-respecting partners), specifically objective 3.1 (Foundational elements of foreign criminal justice system are able to address shared threats, promote human rights, and provide fair and equal justice to all citizens), objective 3.2 (Foreign partner civilian security institutions have the institutional capacity to manage borders and protect sovereign territory and resources), and objective 3.3 (Foreign criminal justice institutions in fragile states contribute to the prevention of conflict and promote resilience and stability).

- **Risks |** Failure to achieve this mission goal risks increased participation in gangs, which operate across international borders including in the United States and are both a driver and facilitator of irregular migration. Increased gang activity also leads to impunity, instability, and ultimately a loss of public confidence in citizen security. To mitigate these risks, this objective focuses on both providing alternatives to gang participation among youth and preventing recidivism among prior offenders.

Mission Goal 4 | Improve U.S. security including protecting U.S. borders and ensuring the welfare, security, and interests of U.S. citizens traveling to or residing in El Salvador.

Description | Our highest priority is to protect the lives and interests of U.S. citizens whether in the United States or traveling or resident in El Salvador, including victims of international child abduction. Crises from hurricanes to crime affect U.S. citizens in El Salvador, and we stand ready to assist them at any time. We also enforce U.S. border security and immigration policies to facilitate legitimate travel by deterring, detecting, and disrupting those engaged in mala fide travel and reducing irregular migration before such persons arrive at U.S. borders.

Objective 4.1 | Ensure the welfare and safety of U.S. citizens by strengthening our emergency response and citizen assistance capabilities, facilitating legitimate and preventing mala fide travel, and reducing irregular migration.

- **Justification** | The protection of U.S. citizens abroad is the Mission's highest priority. Diplomatic Security (DS) considers El Salvador a critical threat for crime in its Security Environment Threat List (SETL), and Consular Affairs has assigned El Salvador a Travel Advisory Level 3 (reconsider travel) for crime. The country faces a history of natural disasters such as earthquakes, hurricanes, floods, and volcanic eruptions. Dangerous currents at Salvadoran beaches pose a clear risk to U.S. citizens. Criminal activity (which is constantly evolving) and the economic effects of natural disasters are among the factors driving irregular migration. Local resources are not sufficient to adequately address the consequences of criminal activity, natural disasters, or irregular migration. Of special concern are international child abductions, and both the United States and El Salvador are signatories to the Hague Convention on this bilateral priority. These conditions require the Mission to strengthen its efforts to inform and assist U.S. citizens in emergencies, to facilitate legitimate travel, disrupt and deter mala fide travel, and increase cooperation with host nation law enforcement agencies on border security and international child abduction.

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- **Linkages** | Links to JRS Objectives 3.1 (Protect U.S. Citizens and Secure Borders) and 3.5 (Promote Orderly Immigration Systems). Also links to JSP Objectives 3.4 (Manage Migration) and 5.2 (Facilitate Legitimate Travel).
- **Risks** | U.S. citizens become victims of crime, infectious diseases, dangerous ocean conditions, and natural disasters. To mitigate these risks, the ACS Unit will share timely, accurate information with U.S. citizens on these risks and expand its response capabilities on a national and regional basis to assist those affected. Other risks include mala fide actors (especially those connected to transnational criminal organizations) traveling to the United States to commit crimes and to take advantage of those driven to irregular migration, while others engage in international child abduction. To mitigate these risks, the Fraud Prevention Unit (FPU), Overseas Criminal Investigations (DS/OCI), and other law enforcement agencies will work to prevent such travel and cooperate with Salvadoran law enforcement to increase border security, and the American Citizens Services (ACS) Unit will lead Post's efforts to improve bilateral cooperation under the Hague Convention on International Child Abduction.

4. Management Objective

Management Objective 1 | The Mission maintains a robust operating platform for a growing mission while increasing efficiency, protecting its people and resources, building a diverse and equitable workforce, and controlling operating costs.

- **Justification** | To better serve the Mission's needs and provide optimal customer service, Embassy San Salvador must contain costs, build a diverse and dynamic work force, use funding judiciously, and ensure all personnel and assets are properly protected.
- **Linkages** | JSP Objectives 4.1 and 4.3, JRS Cross-Cutting Management Objective.
- **Risks** | Failure to achieve this objective could result in loss of life or bodily harm to mission members, squandered resources, and degradation of the Mission's ability to advance U.S. foreign policy objectives. Post will mitigate this risk by working closely with OBO to ensure compound and residence physical security upgrades are prioritized and completed. Post will promote a culture of preparedness to ensure the community and mission leadership is prepared to respond in a crisis.