



# Integrated Country Strategy

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## TRINIDAD AND TOBAGO

**FOR PUBLIC RELEASE**

Approved: March 21, 2022

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## 1. Chief of Mission Priorities

The twin-island Republic of Trinidad and Tobago (TT) is a good partner in the Caribbean region, with broad economic ties, historic security cooperation, and deep cultural and family connections. The mission of the U.S. Embassy in Port of Spain, leveraging its robust interagency presence in TT, is to strengthen these ties by building on three pillars of bilateral collaboration between the United States and TT: Security, Governance, and Inclusive Growth.

Our efforts to address security concerns are focused in three areas. First, through both bilateral cooperation and targeted U.S. foreign assistance, we are helping to build technical capacity and institutional structures to reform TT's criminal justice system and enhance law enforcement's ability to prosecute crime. As TT's criminal justice system continues to allow criminals to act with relative impunity, Post partners with the government of Trinidad and Tobago (GoTT) to strengthen transparency and efficiency in the judicial sector to address the low prosecution rates and long delays in court decisions. Improving the professionalization of law enforcement and other security services is also a priority issue to ensure that these institutions maintain the highest ethical, conduct, and performance standards for, and confidence of, U.S. national security interests and the Trinbagonian public.

Second, we cooperate directly with law enforcement and other security agencies to address the root causes of TT's dangerously high violent crime rates, gang violence, and violent extremism. Doing so will improve the GoTT's capacity to deal with potential terror threats from Islamic extremists originating from TT. We are also using public diplomacy and other assistance programs to help the GoTT, including the local Muslim community, to counter violent extremism by engaging the root causes of the problem. Some of these threats pose possible risks to the United States and improving TT's internal security will ameliorate U.S. national security and bilateral and regional security interests. Ensuring the well-being of U.S. citizens, both visiting and resident, remains paramount.

Third, as a small island state with porous borders and only miles away from a much larger Venezuela that is imploding, TT is used as a route for illegal smuggling and trafficking, whether

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drugs, migrants, weapons, or other illicit goods. We will work to help the GoTT improve border security and combat transnational organized crime.

Closely related to our efforts to improve TT's security environment are our efforts to improve governance and the rights of all its citizens and temporary residents, primarily Venezuelan refugees. TT is one of the largest and wealthiest countries in the Caribbean, but has multiple development needs that can be addressed with assistance from the U.S. government and other partners. We will use the public's high regard for the United States to increase Trinbagonian demands for open, transparent governance to combat corruption and strengthen the institutions that provide the bedrock of a prosperous and vibrant democracy. We will also use policy tools, such as visa revocations to help the GoTT reign in widespread corruption, which is a backdoor to malevolent influences, both state and non-state actors, such as the People's Republic of China (PRC), the Maduro regime, and organized crime.

We will push for opportunities and equal treatment for vulnerable populations, including refugees, women, children, persons with disabilities, people living with HIV/AIDS, and the LGBTQI+ community. We will press the GoTT to fully respect international law and human rights to advance U.S. interests in promoting democracy, equality, and human dignity.

Finally, sustainable, equitable, and inclusive economic growth is a key pillar of the U.S.-TT relationship. The business climate currently creates obstacles for foreign direct investment and trade. The PRC's state-owned enterprises (SOEs) have benefitted from a lack of transparency with contracts awarded without open, competitive processes for large infrastructure projects while U.S. companies lose opportunities. The most recent PRC SOE projects are in various stages of completion with no guarantee that they will be finished, are of questionable value to Trinbagonians and the local economy, and contributed to TT's debt burden surpassing 90 percent of GDP in 2021. Post will seek to level the playing field for U.S. business by encouraging efficient business and economic policies that promote transparency, predictability, diversification, and sustainability; create opportunities for all citizens; reduce barriers to U.S. goods and services exports; and contribute to the sustainable development of a diversified economy. We will continue to provide commercial services to U.S. companies interested in

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doing business in TT, while facilitating legitimate travel and study in the United States to promote increased economic and trade ties growth and jobs for both the United States and TT.

To achieve its economic goals, the GoTT must counter the effects of the COVID-19 pandemic that revealed and exacerbated challenges in TT's economic, health, and social infrastructure, and develop greater resilience against the escalating climate crisis. As an island country, TT is acutely vulnerable to the impacts of climate change and natural and man-made disasters.

Increasing TT's adaptation to, and resilience against, climate change will improve the lives of Trinbagonians, lower its carbon footprint, and set an example for the broader Caribbean. We will strengthen cooperation on health diplomacy to address COVID-19 and other diseases, and continue our technical assistance for HIV-AIDS.

## 2. Mission Strategic Framework

### **Mission Goal 1:** Enhanced Citizen Security and the Rule of Law

- **Mission Objective 1.1:** TT implements criminal justice reforms to speed up the historically slow and deficient judicial process.
- **Mission Objective 1.2:** TT's institutions support at-risk communities to address the underlying drivers of crime, gang involvement, and violent extremism.
- **Mission Objective 1.3:** The GoTT implements strong border control measures to effectively combat the trafficking of illegal drugs, weapons, and persons.
- **Mission Objective 1.4:** U.S. citizens receive the consular support and services they need to conduct business, study, visit, and reside safely.
- **Mission Objective 1.5:** Provide efficient, effective, and high-quality visa services.

### **Mission Goal 2:** More Effective, Democratic, and Accountable Government

Institutions that more closely align with U.S. interests and principles.

- **Mission Objective 2.1:** The GoTT is less corrupt and more transparent in its operations.
- **Mission Objective 2.2:** TT more closely aligns itself with U.S. regional priorities.
- **Mission Objective 2.3:** TT institutional capacity leads to enhanced opportunities and protections to vulnerable communities, including Venezuelan refugees, women, children, people living with HIV/AIDS, and the LGBTQI+ community.

### **Mission Goal 3:** Increased Mutual Economic Wellbeing and Resilience by Enabling Sustainable, Equitable, and Inclusive Growth.

- **Mission Objective 3.1:** TT adopts more efficient, transparent, and predictable business and economic policies that strengthen the bilateral trade relationship, create opportunities for U.S. exports, and enable growth that is inclusive, equitable, and sustainable while facilitating diversification.

- **Mission Objective 3.2:** TT exercises regional leadership in lowering carbon emissions and strengthens resilience to the impacts of climate change.

**Management Objective 1:** Increased efficiency in service delivery that supports Post's objectives and improves customer satisfaction through streamlined operations, better communication, local staff development, and a greater focus on promoting diversity and inclusion initiatives.

**Management Objective 2:** Working within Department of State guidelines, address and remedy existing space limitations and improve the Mission's ability to advance U.S. interests in TT.

### 3. Mission Goals and Objectives

#### **Mission Goal 1 | Enhanced Citizen Security and Rule of Law**

**Description |** Rising levels of violent crime and a persistent threat of terrorism present short-term and long-term challenges to TT's security and citizen safety. Homicides are near a record high. As gangs continue to proliferate across the Caribbean, TT experiences high levels of gang-related violence and crime. A generally low clearance rate due partly to weak evidence gathering and management capabilities means most violent crimes go unsolved. The TT criminal justice system also moves slowly due in large part to antiquated laws, procedures, and poor case management, leaving the accused to often await trial for many years in remand. TT has the highest number of people per capita in the Western Hemisphere who left to join ISIS in the Middle East. With the USG's help, TT law enforcement disrupted an apparent terror attack on Carnival in February 2018. Due to its geographic location and generally porous borders, TT has long been a transshipment point for cocaine and other narcotics traveling to the United States, Europe, and Africa. Increasing numbers of people are fleeing Venezuela for TT, presenting new security challenges. These security challenges all pose risks to TT's short term and long-term stability. Post aims to enhance TT's ability to confront these challenges.

**Objective 1.1 |** TT implements criminal justice reforms to speed up its historically slow and deficient judicial process.

- **Justification |** Crime, gang violence, and violent extremism in TT are social and law enforcement issues. Crime, violence, and radicalization prosper in areas plagued by unemployment, poor education, corruption, and limited government investment. Distrust of the police means citizens are reluctant to report crimes or give evidence. Young people who lack social or economic opportunities are most vulnerable to negative influences. Preventing crime is more cost effective than prosecuting it. Reducing high homicide and violent crime rates linked to gang activity and organized crime will increase local trust in government and law enforcement. Countering violent extremism is critical to reducing the threat of terrorism in TT and the United States.

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- **Linkages** | INSSG: Protect security of American people (p. 9); JSP Plan 2022-2026 3.1, 3.2, 3.3; WHA JRS 2022-2026 1.3 (Strengthen Judicial Systems).
- **Risks** | Corruption is endemic in TT and individuals in senior positions in government and law enforcement benefit from a weak and inefficient criminal justice system. As TT continues to reform its criminal justice system, spoilers from within the GoTT could attempt to derail efforts at reform.

**Objective 1.2** | TT's institutions support at-risk communities to address the underlying drivers of crime, gang involvement, and violent extremism.

- **Justification** | Crime and violent extremism in TT are social and law enforcement issues. Crime, violence, and radicalization prosper in areas plagued by unemployment, poor education, corruption, and limited government investment. Distrust of the police means citizens are reluctant to report crimes or give evidence. Young people who lack social or economic opportunities are most vulnerable to negative influences. Preventing crime is more cost effective than prosecuting. Countering violent extremism (CVE) is critical to reducing the threat of terrorism in TT and the United States.
- **Linkages** | INSSG: Protect the security of the American people (p. 9), and address root causes of human insecurity and irregular migration including criminal violence, and corruption (p. 10); JSP Plan 2022-2026 1.4, 3.1, 3.3; WHA JRS 2022-2026 3.2 (Build safe communities through violence prevention.)
- **Risks** | Tackling root causes of violent crime and extremism require long-term, resource intensive projects. U.S. foreign assistance programs require buy-in from the GoTT and the private sector to be sustainable. Without sufficient buy-in and host country ownership, we risk losing hard earned gains on these issues.

**Objective 1.3** | GoTT implements strong border control measures to effectively combat the trafficking of illegal weapons, drugs, and persons.

- **Justification** | Located just off the coast of South America, TT is a transshipment point for illegal drugs destined for the United States, Europe, and elsewhere in the Caribbean. Its porous borders allow illegal weapons from the United States and South America to flow largely unabated into the country, fueling gang violence and driving a high homicide rate. TT's proximity to Venezuela makes it an ideal destination for refugees feeling the ongoing political and humanitarian crises, and many refugees fall victim to human trafficking networks operating in and between both countries. The GoTT has demonstrated political will to improve border security and combat transnational organized crime by revamping its policies and operational procedures. It has also made a push for the U.S. to reestablish a Bureau of Alcohol, Tobacco, and Firearms (ATF) presence in TT to combat firearms trafficking. Strengthening TT's border security helps keep safe the United States from transnational criminal threats and terrorism emanating from TT.
- **Linkages** | INSSG: Protect the security of the American people (p. 9), and address root causes of human insecurity and irregular migration, including criminal violence, and corruption (p. 10); JSP Plan 2022-2026 3.4; WHA JRS 2022-2026 3.2 (Build safe communities through violence prevention) and 3.4 (Counter transnational criminal organizations and illicit networks).
- **Risks** | U.S. security assistance programs could be undermined by a lack of political will and entrenched corruption in TT's border management agencies. Previously, ATF, HSI, and FBI have reported low levels of cooperation with TT authorities on investigations. There is strong evidence that transnational crime groups have support from corrupt law enforcement and border management personnel, which could erode efforts to tackle narcotics and arms trafficking.

**Objective 1.4** | U.S. citizens receive the consular support and services they need to conduct business, study, visit, and reside safely in TT.

- **Justification** | There are nearly 10,000 U.S. citizens in TT, many of whom were born in the United States to non-citizens. Beyond passport and consular report of birth abroad, Post maintains a commitment to preparing U.S. citizens for a crisis and assisting citizens with participating in elections.
- **Linkages** | Protect the security of the American people and expand economic prosperity and opportunity (p. 9); JSP Plan 2022-2026 5.1, 5.2; CA FBS Goal 1 (Provide consular services to U.S. citizens overseas effectively and efficiently) and Goal 2 (Enhance the customer experience while improving the security and efficiency of Passport Services).
- **Risks** | Over 1,700 U.S. citizens were repatriated during the COVID-19 pandemic and many have not returned. We need an accurate F-77 report and need to seek new ways to engage with our U.S. citizen population.

**Objective 1.5** | Provide efficient, effective, and high-quality visa services and consular support to Trinbagonian citizens, while also protecting national security through enhanced visa vetting procedures, fraud detection efforts and cooperation with TT enforcement partners.

- **Justification** | Facilitating the travel of TT citizens to the United States promotes U.S. economic interests and greater understanding between Americans and Trinbagonians. Exposure of TT citizens to U.S. values through study and personal travel to the United States promotes reinforces family and cultural ties. The Mission has an interest in providing prospective TT visa applicants with accurate, readily accessible information about U.S. visa requirements and access to visa appointment services within reasonable wait times. The U.S. passport and visa documentation processes are of great importance to Post and directly impacts U.S. national security. Close, effective cooperation between Post, USG agencies, and TT law enforcement partners is critical to U.S. national security.

- **Linkages** | INSSG: Protect the security of the American people and expand economic prosperity and opportunity (p. 9); JSP Plan 2022-2026 5.1, 5.2; CA FBS Goal 3 (Facilitate legitimate travel).
- **Risks** | The backlog of visa cases (over 13,000 TT residents have paid for an interview but have not been able to come to the Embassy) means long wait times and overly persistent inquiries from the TT public and government officials.

## **Mission Goal 2 | More Effective, Democratic, and Accountable**

Government Institutions that more closely align with U.S. Interests and Principles.

**Description** | The United States and TT have broadly shared values, including democratic governments, freedom of speech, freedom of religion, and the importance of independent institutions, just to name a few. At the same time, there is mistrust of government institutions in TT due to a perceived sense of widespread corruption and a lack of accountability. Corruption is a backdoor for malign actors to influence the GoTT and work against U.S. national interests. Comprehensive anti-corruption and transparency measures are needed to level the playing field for U.S. interests and commercial opportunities, defend our democratic values, counter malign influence, and help our neighbors invest in good governance and democratic institutions.

**Objective 2.1** | The GoTT is less corrupt and more transparent in its operations.

- **Justification** | Corruption in TT is endemic. However, very few people are arrested and almost no one is ever prosecuted. Journalists report unsuccessful efforts to uncover corruption and complain about uneven application of Freedom of Information laws. Recent scandals in the Trinidad and Tobago Defense Force (TTDF) and Trinidad and Tobago Police Service (TTPS) have demonstrated that organized criminal elements are taking advantage of corruption to the detriment of U.S. interests. Furthermore, corruption and lack of transparency in other areas, such as public procurement, are giving competitors like the PRC, the Maduro regime, and other malign actors an unfair advantage over U.S. business and potentially compromise senior-level officials. Post

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plans to take steps to shine a light on corruption, hold accountable corrupt actors, and encourage the GoTT to become more transparent in all aspects of its governance.

- **Linkages** | INSSG: Defend democratic values (p. 9) and address root causes of corruption (p. 10); JSP Plan 2022-2026 3.1, 3.3; WHA JRS 2022-2026 1.1 (Support efforts to restore and strengthen accountable, resilient, and inclusive democracies that deliver for their citizens), 1.2 (Counter corruption and impunity to strengthen democratic institutions.), and 3.3 (Strengthen host country resilience to authoritarian foreign influence).
- **Risks** | The GoTT could respond negatively, including in the press, to any attempts to hold accountable corrupt actors. We will mitigate this risk by only taking public steps which have been thoroughly and comprehensively vetted and that Post's interagency agrees are linked with corruption, such as the revocation of U.S. visas.

**Objective 2.2** | TT more closely aligns itself with U.S. regional priorities.

- **Justification** | Despite sharing many democratic values with the United States, along with significant economic relations and close familial and cultural ties, the GoTT is often at odds with U.S. foreign policy, notably policy differences regarding Venezuela. The U.S. government needs to persuade the GoTT to reconsider its policies that are not consistent with our values rather than openly supporting the Maduro regime. TT is generally regarded as a leader within the Caribbean and has the potential to assume a more robust partnership with the United States in the promotion of shared values and addressing concerns regarding the political and humanitarian crises in Venezuela. TT's commitment to democracy can make it an influential advocate in the region for protecting human rights, strengthening democratic institutions, and enhancing civil society. There is an opportunity to leverage the positive regard for the United States among Trinbagonians to encourage increased multilateral engagement by TT on areas of mutual interest.

- **Linkages** | INSSG: Reinvigorate partnerships (p. 10) and advance shared interests (p. 11); JSP Plan 2022-2026 1.3, 1.4, 3.4, 3.5; WHA JRS 2022-2026 1.1 (Support efforts to restore and strengthen accountable, resilient, and inclusive democracies that deliver for their citizens), 6.2 (Build support for U.S. positions and leadership in multilateral and regional institutions) and 6.3 (Expand connections between U.S. and foreign institutions, organizations, businesses, and people, leveraging spheres of influence to achieve foreign policy goals).
- **Risks** | When highlighting the crises in Venezuela, the Trinbagonian public could respond by blaming the U.S. government and its sanctions policy. We will mitigate this risk by highlighting our efforts to support Venezuelan refugees in TT and throughout the hemisphere, and that U.S. sanctions do not affect humanitarian assistance to Venezuela, rather than focusing only on the illegitimacy of the Maduro regime.

**Objective 2.3** | GoTT institutional capacity leads to enhanced opportunities and protections for vulnerable communities, including refugees, women, children, people living with HIV/AIDS, and the LGBTQI+ community.

- **Justification** | The ongoing political and humanitarian crises in Venezuela has resulted in a mixed flow of people fleeing that country to TT. These refugees often struggle to access work, healthcare, education, and legal protections afforded to refugees under international law, with many becoming victims of human trafficking. Attaining legal status in TT is rare. COVID-related restrictions, including the closure of key economic sectors in 2021, increased the hardships faced by Venezuelans in TT. International organizations and specific civil society organizations continue to press the GoTT to provide needed support and assistance. Furthermore, despite the recent passage of disability legislation, those living with disabilities in TT lack reasonable access to transportation, education, and other basic services. While the LGBTQI+ community has made some recent legal advances in obtaining equal protection under the law, there remains concern about the broad treatment of members of sexual minorities in TT. The GoTT is also committed to increasing the number of persons who start HIV treatment

immediately after diagnosis. Advancing the human rights of marginalized populations will ensure that TT remains a strong and viable partner for the United States and reflects our core values. Such advancement includes advocating for women's rights in the social, political, and economic landscapes.

- **Linkages** | INSSG: Defend democratic values at the heart of American life (p. 9); Executive Order 13985; JSP Plan 2022-2026 3.4, 3.5; WHA JRS 2022-2026 2.1 (Promote social inclusion and respect for the human dignity and rights of all persons) and 3.1 (Enhance protections for refugees and displaced persons, and promote stability in areas impacted by migration).
- **Risks** | Pressing the GoTT to increase protections to vulnerable communities could create rifts in relationships with certain interlocutors, especially if public USG reports criticize TT actions. We will mitigate this risk by being consistent in our messaging about U.S. standards and values and acknowledging that all democracies are a work in progress. Embassy officers will draft fair and documented analysis on the human rights and trafficking in persons (TIP) reports, and will praise the GoTT's accomplishments in these areas whenever possible.

### **Mission Goal 3 | Increased Mutual Economic Wellbeing and Resilience by Enabling Sustainable, Equitable, and Inclusive Growth**

**Description** | TT is the most industrialized economy in the Caribbean due to its oil and gas industry. Successive governments invested heavily throughout the hydrocarbon value chain leading to some industrialization that continues to rely on oil and gas production. With the economy relying heavily on the energy sector, TT is exposed to the external shocks of the oil and gas markets. Diversification of the economy is long overdue and developing other sectors of the economy could lead to greater employment, create resilience against external shocks, provide new business opportunities, and diversify the GoTT's revenue stream. Diversification would also create new export and investment opportunities for U.S. businesses. The United States is TT's largest trading partner, although the GoTT's monetary policy create difficulties in accessing U.S. dollars.

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Although categorized as a high-income economy per gross national income per capita, TT entered an economic downturn that began with decreased energy production after 2014, accelerating through 2020 and 2021 due to historically low global energy prices and the impacts of the COVID-19 pandemic. As a result, the inefficiencies of the state's extensive role in the economy and human and social development needs have become greater vulnerabilities for long-term economic growth. Growth in the next 12-24 months will depend on global commodity prices, with the GoTT's role in translating that revenue to broad-based, equitable opportunity for all citizens becomes magnified in the context of recovering from the global pandemic.

TT is in a dichotomous position as a mature fossil fuel producer that is also threatened by the impacts of climate change. It is responsible for less than .1 percent of total global emissions but is experiencing greater flooding, costal erosion, and rising sea level.

**Objective 3.1 |** TT adopts more efficient, transparent, and predictable business and economic policies that strengthen the bilateral trade relationship, create opportunities for U.S. exports, and enable growth that is inclusive, equitable, and sustainable, while facilitating diversification.

- **Justification |** TT's economy is heavily dependent on its hydrocarbons sector, which has historically accounted for around half of GDP and 75 percent of exports. The GoTT recognizes that for long-term, sustainable economic growth, the country must diversify its economy. The GoTT plans to reduce the country's deficit and diversify the economy by improving the business environment and attracting more foreign direct investment. In addition, it aspires to improve its international ranking on (1) the ease of doing business, (2) transparency and (3) competitiveness. To take advantage of the GoTT's push for diversification, Post must continue to develop and leverage relationships with key government ministries and business organizations to assist in connecting ideas, initiatives, and investment opportunities to U.S. exports. U.S. businesses will benefit directly from an expansion in the market for U.S. goods and services in TT by reduced bureaucracy and a more transparent and predictable business climate. Post's support for U.S. medium, small, and micro enterprises and women-led and minority-led



businesses will create greater economic opportunity and advance our diversity, inclusion, and accessibility objectives. Creating a better business environment and lowering barriers to entry will facilitate more U.S. jobs and greater economic and financial opportunities for U.S. companies.

However, international perceptions of crime and governance failures erode investor confidence. Efforts to improve TT's security situation will have a direct and demonstrative impact on economic development. Inefficiencies in TT customs processes are one of the biggest hindrances to improve the business climate as slow customs clearance times restrict business and trade both domestically and internationally. The GoTT plans to modernize its Customs and Excise Division operations, and benefits from a U.S. Customs and Border Protection advisor who assists the government in achieving this goal. Promoting the GoTT's efforts to transition to automated and digital transactions will lower transaction costs, ensure transparency, and enable accountability.

- **Linkages** | INSSG: Expand economic prosperity and opportunity (p. 9) and respond to the public and health crisis unleashed by COVID-19 (p. 16); JSP Plan 2022-2026 1.1, 1.2, 2.1, 2.2; WHA JRS 2022-2026 4.1 (Foster fair trade and investment and a more economically competitive region), 4.2 (Improve the climate for U.S. businesses), 4.3 Support inclusive and sustainable economic growth), and 4.4 (Strengthen health and education systems).
- **Risks** | Failure to improve the business environment constrains economic growth and creates opportunities for less scrupulous companies that do not adhere to global labor, environment, and corporate standards and disadvantages U.S. companies. Failure to diversify economically entrenches vulnerability to global commodity price swings while limiting domestic tools to manage those swings, reduces food security, and inhibits job creation. The risks of engaging on these matters stem from local perceptions that U.S. interests in discussing these issues is profit-driven or an attempt at economic hegemony to the detriment of other countries. We will mitigate those risks through reinforcing the shared values that inclusive and equitable growth and

competitiveness bring to all stakeholders and messaging on the advantages of doing business with U.S. companies which adhere to high standards for labor, environmental protection, corporate governance, and support diversification. Trinbagonian business will also benefit from an improved business environment.

**Objective 3.2 |** TT exercises regional leadership in lowering carbon emissions and strengthens resilience to the impacts of climate change.

- **Justification |** As a mature oil and gas producing small island developing state, TT has the potential and impetus to exercise leadership in climate change mitigation and adaptation. TT's small population, very cheap power generation, a public attitude of wastefulness, and hydrocarbon-dominated economy make it a relatively high carbon emitter per capita, though its historic carbon emissions are dwarfed by the wealthy developed countries (U.S. and EU countries) and the emerging industrialized and high population countries (China and India).

Leading international upstream oil and gas players such as BP and Shell have both integrated renewables into their businesses internationally and in TT. The leading state-owned upstream and mid-stream oil and gas companies (Heritage Petroleum and National Gas Company) are developing net-zero goals while planning to reduce methane emissions significantly by the end of 2022. The GoTT has a stated goal of monetizing its fossil fuels while there is a demand and utilizing technology to mitigate carbon emissions. TT's nationally determined contributions (NDCs) under the Paris Agreement include an overall reduction in cumulative emissions from its three main emitting sectors (power generation, transport, and industry) by 15 percent by 2030, conditional on international financing, and an unconditional reduction in public transportation emissions by 30 percent compared to 2013 levels by December 31, 2030.

As an island country, TT is acutely vulnerable to the impacts of climate change and natural and manmade disasters and the GoTT has limited capacity to respond to any crisis. It is in U.S. interests that the GoTT has robust plans to ensure the efficient use of

limited resources in the event of a natural or manmade disaster to support a stable and secure TT.

- **Linkages** | INSSG: Tackle the climate crisis (p. 11); JSP Plan 2022-2026 1.2, 1.3; WHA JRS 2022-2026 5.1 (Promote a clean, resilient, and secure energy future) and 5.2 (Build resilience to climate change).
- **Risks** | Failing to partner with TT to lower carbon emissions and increase resilience to climate change are missed opportunities to advance U.S. national security goals with a partner that can demonstrate regional leadership on this issue. Given its robust hydrocarbon industry, TT can make contributions to decarbonizing fossil fuel production and preventing or abating methane emissions. Failing to prepare for the impacts of climate change risks human life, infrastructure, health, security, and economic growth. U.S. risk on this issue derives from our own dichotomous position of hydrocarbon production. However, we mitigate this risk by focusing on policies that our national, state, and local governments have implemented to reduce emissions and engaging with the GoTT by highlighting a shared position of the vulnerability to the impacts of climate change.

## 4. Management Objectives

**Management Objective 1 |** Increased efficiency in service delivery that supports Post's objectives and improved customer satisfaction through streamlined operations, better communication, local staff development, and a greater focus on promoting diversity and inclusion initiatives.

- **Justification |** Post's management platform faces several obstacles that uniquely challenge its capacity to provide services compliant with Collaborative Management Initiative (CMI) performance goals. The main obstacle is the dispersed nature of Post's facilities. The embassy has outgrown its facilities and currently conducts operations out of four different buildings throughout Port of Spain. The Management Section works in rented office space in different locations from the chancery. Several supported customer sections, including Public Affairs, DEA, and portions of the POL/ECON Section, also work in rented office space. The physical separation makes it difficult to provide already limited support resources and complicates communications. The challenging workplace environment also lowers morale and affects recruitment, development, and retention of LE staff. Improving our workplace environment, training, and opportunities for professional growth are necessary for Post to achieve its strategic goals.
- **Linkages |** INSSG: Elevate diplomacy to the tool of first resort (p. 11); Executive Order 13985; JSP Plan 2022-2026 4.1, 4.2; WHA JRS 2022-2026 (Equip a diverse, inclusive, and dynamic workforce with modern and secure tools and infrastructure).
- **Risk |** Post will mitigate any delays in improving customer service delivery or instilling a culture that nurtures professional growth by quarterly assessing our progress on all management key activities.

**Management Objective 2 |** Working within Department of State guidelines, address and remedy existing space limitations and improve the Mission's ability to advance U.S. interests in TT.

- **Justification |** Previous Office of the Inspector General reports noted that the facilities at Embassy Port of Spain are not fit for service. Each building requires safety and security waivers from the Department to remain in use. The chancery is not compliant with the Americans with Disabilities Act. The embassy has also outgrown its facilities and currently conducts operations out of four different buildings located throughout Port of Spain. This leads to many challenges related to managerial controls and oversight, support, and mission collaboration. Embassy staff must also consider space limitations when considering approval of TDY visitors. Interagency partners interested in establishing a permanent presence at Post must consider whether there is adequate office space for staff.
- **Linkages |** INSSG: Elevate diplomacy to the tool of first resort (p. 11); JSP Plan 2022-2026 4.1, 4.3; WHA JRS 2022-2026 (Equip a diverse, inclusive, and dynamic workforce with modern and secure tools and infrastructure).
- **Risk |** The main risk is a prolonged and extended delay in NEC construction. Post will mitigate this risk by developing creative ways to utilize our existing space as NEC development progresses.