



# Integrated Country Strategy

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**HONDURAS**

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

The start of a new Honduran administration and Congress in Honduras is a unique opportunity for the United States to engage to advance key U.S. foreign policy priorities and address the root causes of irregular migration. We support Honduran efforts to combat corruption and other criminal activity, end impunity, improve security, strengthen historically weak institutions, and provide economic and educational opportunities so that Hondurans see their future in Honduras and not in the United States. We are and will continue to work to bolster democracy in the region, support sustainable and equitable economic growth and opportunity, and stem the flow of drugs from and through Honduras to the United States.

We remain convinced that the United States can only support lasting change where Hondurans demonstrate tangible commitment to the same outcomes, and there are many vested interests opposed to change. Many of President Castro's goals align with ours, and her determination to achieve progress creates opportunities for collaboration.

Sustainable and equitable economic growth is a key aspect of building a more prosperous Honduras. To achieve this growth, Honduras must continue to take efforts to combat COVID-19 and rebuild after the crippling damage of Hurricanes Eta and Iota. The United States has supported Honduras' fight against COVID-19 with the donation of more than 4.2 million vaccines, but the pandemic resulted in a 9 percent contraction of the economy in 2020. Investments in climate-conscious food and water security and resilient agriculture are critical for Honduras and present an important partnership opportunity. Development investments, including promotion of clean energy, will benefit Honduras through job creation, tax revenue, and potentially cheaper energy costs. Seeking reform in the energy and water sectors and a level playing field for U.S. companies investing in Honduras will be vital to stimulating inclusive economic growth. Investments in education are also critical to support the reopening of schools and the return to in-person classes.

Corruption continues to undermine progress in all aspects of Honduran society. Anti-corruption courts and the Public Ministry face funding challenges and lack trained personnel to combat corruption. A new penal code entered into force in June 2020; retroactive implementation of

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some of its articles has resulted in a spate of dismissals in corruption cases. We will continue to direct financial and technical support to the National Anti-Corruption Council, the country's leading anti-corruption civil society organization, which investigates corruption cases and educates the public, from school children to civil servants, on corruption prevention.

Human rights remain a significant concern in Honduras as violence against vulnerable populations, targeted killings of activists, and impunity persist. Impunity for all categories of crime, including serious offenses like murder, kidnapping, and gender-based violence, is high. We will continue to advocate for transparency in investigations and respect for due process. We will build investigative capacity within the Public Ministry and in cooperation with the Attorney General to improve the capacity of judicial sector actors to bring perpetrators to justice. There also is a need for modernizing the operations of Honduran courts to reduce delays and the ongoing problem of massive pre-trial detention that fuels gang recruitment within prisons. Prison reform is sorely needed, and if the penitentiary system is returned to civilian control, we will have the opportunity to work with the Honduran government on reforms to improve prison conditions and rehabilitate offenders.

Despite a decline from the record levels of violence in 2011, Honduras continues to have one of the highest per capita murder and gender-based violence rates in the world. We will work with Honduras to increase the professionalization of security forces to build detection and prevention capacity to reduce human trafficking and smuggling and the transportation of illicit goods. By working with INL-supported community police in conjunction with USAID's Place-Based Strategy approach, we can address community-level insecurity that drives migration from the most violent neighborhoods and increase support to victims of sexual, gender-based, and domestic violence.

Public diplomacy will continue to play an integral role in promoting our goals. We will continue to highlight how the United States and Honduran government work together to combat the COVID-19 pandemic. We will also continue to highlight the investments and successes of the United States in improving conditions for Hondurans and, by extension, Americans. We will cultivate professionalism within the Honduran media so they can help serve as a check on

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corruption and impunity and an advocate for transparency. Through expanded use of the mission's official social media channels, policy-grounded programming, and support for academic as well as cultural exchanges, we will broaden and deepen our connections to vital target audiences including students and academics, entrepreneurs, creative arts and community leaders, and vulnerable populations including the LGBTQI+ community, persons with disabilities, and Afro-descendent and indigenous communities, among others.

Our consular work is also an essential component of our efforts. We will assist U.S. citizens who experience difficult situations and help them return to the United States when appropriate. We will continue to protect U.S. borders and promote legitimate travel to the United States through our visa processes.

Our management platform is critical to achieving our Mission Goals. To implement our vision, we need skilled staff, secure facilities, and adequate resources. We will continue to develop a management team that is customer-driven, motivated, well-trained, and capable of providing a wide breadth of high quality, cost-efficient services to support U.S. Government operations in Honduras. We will integrate diversity, equity, inclusion, and accessibility principles across all facets of our Mission, from recruitment to programming. We will devote attention to strengthening emergency planning and the protection of U.S. personnel, facilities, and residences.

## 2. Mission Strategic Framework

**Mission Goal 1:** Sustainable and inclusive economic growth reduces poverty and irregular migration, creates new jobs in Honduras and the United States, and increases bilateral trade.

- **Mission Objective 1.1:** Business and investment environment improved by implementing structural reforms, streamlining regulatory processes, improving and harmonizing customs and border systems, enhancing and diversifying trade, and promoting inclusive economic growth.
- **Mission Objective 1.2:** Socio-economic opportunities improved to reduce irregular migration through increased educational and workforce development opportunities, improved food security and inclusive market systems, and reduced vulnerability to climate change and environmental shocks. (CDCS DO 1)
- **Mission Objective 1.3:** Measures adopted and enforced to support sustainable economic growth, including reduced greenhouse gas emissions, responsible stewardship of natural resources, and increased employment of renewable energy and energy efficient technologies.

**Mission Goal 2:** Increased transparency and accountability of government institutions reduces corruption, strengthens human rights, and promotes democratic principles.

- **Mission Objective 2.1:** Democratic governance enhanced to meet citizens' needs and reduce irregular migration through improved public sector effectiveness, strengthened checks and balances, reduced corruption, and improved electoral processes. (CDCS DO 2)
- **Mission Objective 2.2:** Governance improved to reduce impunity through strengthened justice sector institutional capacity, increased access to and use of justice system,

increased transparent and equitable application of law, and increased protection of human rights. (CDCS DO 2 and 3)

**Mission Goal 3:** Improvements in security and rule of law create a safe and prosperous Honduras, diminishing the impetus for migration.

- **Mission Objective 3.1:** Increased professionalization of security forces allows Honduran institutions to more effectively disrupt and dismantle criminal and drug trafficking organizations.
- **Mission Objective 3.2:** Justice and security improved to reduce irregular migration through improved justice system capacity, access, and transparency, increased violence prevention programs for youth, and enhanced community response to security needs, including to prevent, address, and support victims of sexual, gender-based, and domestic violence. (CDCS DO 3)
- **Mission Objective 3.3:** Increased border security results in improved detection and deterrence of human smuggling, trafficking in persons, and the entry of illicit contraband, weapons, and drugs.

**Management Objective 1:** Mission resources and workforce developed to respond effectively to evolving challenges and advance diversity, equity, inclusion, and accessibility.

**Management Objective 2:** Increased protection for mission personnel, their families, facilities, and residences through improved response capacity to facility and residential emergencies.

### 3. Mission Goals and Objectives

**Mission Goal 1** | Sustainable and inclusive economic growth reduces poverty and irregular migration, creates new jobs in Honduras and the United States, and increases bilateral trade.

**Description** | A stable and prosperous Honduras is in the national interest of the United States. Diagnostic studies conducted by the IMF, World Bank, USAID, and others have identified corruption in Honduras as one of the most binding constraints on private investment, the principal driver of inclusive economic growth. Our mission at Embassy Tegucigalpa is to promote inclusive economic growth by working with the Honduran government, the private sector, and civil society to implement reforms that address the most significant disincentives for investors, including corruption, poor electricity infrastructure, and vulnerability to climate change risks. Our lines of effort to achieve these goals include supporting reforms of the electricity sector, streamlining tax and customs administration, enforcing IPR protections, implementing international best practices in tendering and procurement, and making it easier for new businesses to register and obtain licenses and permits. Many of these lines of effort are best advanced by digitalizing government processes, moving them online to promote transparency and anti-corruption. This goal also includes efforts to improve educational and economic opportunities for Honduran youth and increase food security by linking agricultural producers to markets and providing access to finance. The Embassy will achieve this through diplomatic engagement including through Post's Economic Policy Working Group.

**Objective 1.1** | Business and investment environment improved by implementing structural reforms, streamlining regulatory processes, improving and harmonizing customs and border systems, enhancing and diversifying trade, and promoting inclusive economic growth.

- **Justification** | The World Bank, the Millennium Challenge Corporation, USAID, and other organizations periodically conduct inclusive growth and other market systems diagnostics of Honduras to determine the most binding constraints on private investment, the principal driver of economic growth. The studies have all reached

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similar conclusions, which match comments from the private sector: that micro risks associated with corruption, the lack of affordable or reliable electricity, inconsistent or unfair tax administration, and poor commercial rule of law are the greatest disincentives for private investment. This objective is designed to address these constraints, developing an enabling environment for Honduras to generate employment and prosper, creating new opportunities for U.S. investment and exports in support of Goal 1.

- **Linkages** | This objective corresponds very closely with the Pillar 1 strategic objectives and lines of effort in the U.S. Strategy for Addressing the Root Causes of Migration in Central America. This work also aligns with strategic objectives 2.1-2.3 of the Department of State-USAID Joint Strategic Plan, Bureau Objectives 4.1-4.3 of the Bureau of Western Hemisphere Affairs Joint Regional Strategy, and Goals 1, 3, and 4 of the Bureau of Economic and Business Affairs Functional Bureau Strategy.
- **Risks** | Economic security underpins U.S. foreign policy goals in Honduras, including reducing irregular migration, protecting human rights, combating drug trafficking, and creating jobs and opportunities for U.S. citizens. If the factors constraining private investment and inclusive economic growth are permitted to persist, progress in these other areas will not be sustainable in the long run. To ameliorate these risks, the Embassy will carry out a comprehensive plan of diplomatic engagement, leveraging high-level visits and collaboration with our partners and allies to press for regulatory and legislative reform. In addition to this bilateral and multilateral engagement, the Mission will work within the U.S. Government to provide technical assistance where needed and available.

**Objective 1.2** | Socio-economic opportunities improved to reduce irregular migration through increased educational and workforce development opportunities, improved food security and inclusive market systems, and reduced vulnerability to climate change and environmental shocks. (CDCS DO 1)

- **Justification** | Objective 1.2 contributes to Mission Goal 1 by supporting the private sector, GOH, and communities to improve socio-economic opportunities in the country to reduce irregular migration. This objective addresses one of the most salient drivers of irregular migration: lack of economic opportunities, a motivation for migrating cited by more than 90 percent of returned Honduran migrants according to Honduran government data. By tackling socio-economic opportunities broadly, Objective 1.2 goes beyond focusing on strictly economic outcomes to include educational opportunities, youth engagement in society, food security, and reduced vulnerability to environmental shocks. This broader focus is necessary as research shows that youth at-risk for migration not only view economic opportunity in terms of better jobs and employment, but also more broadly as social, economic, and political pathways and resources that lead to stronger and more secure economic futures. Given that environmental shocks and other impacts of climate change factor in the decisions of many Hondurans to migrate, mitigating the negative impact of those shocks and changes on livelihoods and educational opportunity is critical.
- **Linkages** | This objective aligns closely to Pillar 1 of the Root Causes of Migration Strategy, while also supporting the strategy's other four pillars. Objective 1.2 also contributes to the Collaborative Migration Management Strategy, in particular with respect to promoting temporary work abroad opportunities and reintegrating returned migrant children into schools. In addition, this objective contributes to the State-USAID Joint Strategic Plan's objectives of promoting healthy, educated, and productive populations and increasing partnerships with the private sector. This objective is also aligned with broader USAID strategies, including the Global Food Security Strategy and the USAID Education Policy.

- **Risks |** One of the primary risks to achieving this objective is the ongoing COVID-19 pandemic, specifically as it affects the reopening of schools and the economy. One of the ways that the Mission is mitigating this risk is through the expansion of digital technologies, including providing internet connectivity packages to students so they can participate in virtual learning, and supporting small and medium businesses to access digital platforms for sales and delivery. The Mission has also supported the GOH in distributing vaccines, improving testing and disease surveillance capacity, and developing biosafety protocols for a safe reopening of schools.

**Objective 1.3 |** Measures adopted and enforced to support sustainable economic growth, including reduced greenhouse gas emissions, responsible stewardship of natural resources, and increased employment of renewable energy and energy efficient technologies.

- **Justification |** Recognizing that the high cost and unreliable supply of electricity are binding constraints on private investment, Honduras' new administration has identified energy reform as a key priority. Given the ongoing challenges of expanding rural electrification and the high number of hospitals and schools that lack reliable electricity, energy sector reform will play a critical role in reducing rural poverty and developing Honduras' human capital. Coupled with investments in renewable energy, energy reform will also reduce Honduras' greenhouse gas emissions, contributing to climate change mitigation. In addition, poor stewardship of natural resources through practices like hillside agriculture, inadequate river basin management, and exploitative mining in Honduras have led to ongoing ecological deterioration, leaving Honduras more vulnerable to hurricanes and other severe climate events. By addressing these challenges, this Objective will support the Mission's efforts to work toward achieving Goal 1.
- **Linkages |** This objective supports Line of Effort 4 in Pillar 1 of the Root Causes of Migration Strategy, with references to renewable energy, sustainable agricultural practices, and improved land and water management. In addition, this objective links to the Interim National Security Strategic Guidance call for the deployment of clean,

renewable energy to slow the effects of climate change. This objective also aligns with Strategic Objectives 2.2 and 2.3 of the Department of State-USAID Joint Strategic Plan, Bureau Objectives 4.1, 4.2, and 5.1-5.4 of the Bureau of Western Hemisphere Affairs Joint Regional Strategy, Objectives 1.3, 2.2, and 2.4 of the Bureau of Oceans and International Environmental and Scientific Affairs Functional Bureau Strategy, and Objectives 1.4, 2.3, 3.1, 3.3, 4.1, and 4.3 of the Bureau of Energy Resources Functional Bureau Strategy.

- **Risks |** In not accomplishing this objective Honduras risks continued and increasing vulnerability to extreme weather events because of its geographic location. Climate change-related disasters will increasingly drive irregular migration and undermine the government's ability to control drug trafficking. In addition, absent energy sector reform, opportunities for U.S. businesses in the sector are severely limited. To mitigate challenges to accomplishing this objective, USAID and the State Department's Bureau of Energy Resources have been providing ongoing assistance to the energy sector, including assistance to the energy regulatory agency to build capacity and enhance regulatory frameworks in the areas of rural electrification, distributed generation, and battery storage. Post will also leverage President Biden's Build Back Better World initiative to provide development assistance to Honduras to manage its natural resources, support infrastructure development, and stimulate sustainable, inclusive economic growth.

**Mission Goal 2** | Increased transparency and accountability of government institutions reduces corruption, strengthens human rights, and promotes democratic principles.

**Description** | Governance challenges, including widespread corruption, undercut progress on economic opportunity, human rights, and civilian security. By supporting Honduras in its efforts to increase the transparency and accountability of government institutions, the Mission will reduce corruption by making corruption more difficult to hide and more likely to be punished, strengthen human rights by increasing protections for activists and vulnerable populations, and promote democratic principles by supporting efforts to improve the electoral process. We will accomplish this by providing technical assistance and training to reduce judicial delays and decrease impunity, thereby improving public confidence in the judicial system and the rule of law. We will also advocate for reforms and processes that respect democratic principles and promote human rights.

**Objective 2.1** | Democratic governance enhanced to meet citizens' needs and reduce irregular migration through improved public sector effectiveness, strengthened checks and balances, reduced corruption, and improved electoral processes. (CDCS DO 2)

- **Justification** | Objective 2.1 highlights the Mission's plan to work with stakeholders in the GOH, civil society, press, and Honduran citizens more broadly to increase transparent governance, improve civil society and media capacity, support anti-corruption efforts, and support free and fair elections. This objective responds to USAID research demonstrating that poor governance and government service delivery drive irregular migration. This objective explicitly addresses the challenges corruption poses to development and the future of Honduran youth and demonstrates the centrality of democratic governance to achieving Mission Goal 2.
- **Linkages** | This objective is most closely aligned with Pillar 2 of the Root Causes of Migration Strategy and supports Pillar 3. It also directly supports and advances the United States Strategy on Countering Corruption. This objective also contributes to the

State-USAID Joint Strategic Plan's Objective 2.3 of strengthening citizen-responsive governance and increasing partnerships with civil society and Objective 3.3 on combating corruption. In addition, it is aligned with broader USAID policies, including the USAID Strategy on Democracy, Human Rights, and Governance.

- **Risks** | One of the primary risks to achieving this objective is lack of GOH commitment to reducing corruption and overall weak public institutions. To date, the Castro administration has stated it plans to request an international anti-corruption commission for Honduras and has requested U.S. government support for this effort. The Mission will continue to engage with the GOH, the United Nations, and other donors to ensure any such effort is credible, transparent, and effective. To counter the effects of weak public institutions on the success of this objective, the Mission will continue to build capacity of key GOH institutions to increase transparency of their operations and budgets and will simultaneously support civil society and citizen efforts to demand changes to corrupt practices.

**Objective 2.2** | Governance improved to reduce impunity through strengthened justice sector institutional capacity, increased access to and use of justice system, increased transparent and equitable application of law, and increased protection of human rights. (CDCS DO 2 and 3)

- **Justification** | Inclusion of this objective under Mission Goal 2 recognizes that reducing high rates of impunity in Honduras is a key component of the U.S. Government's anti-corruption efforts and paramount to effecting positive change in democratic governance. In addition, reducing impunity is necessary to both decrease the violence that drives insecurity and thrives when perpetrators are not held accountable and support effective and transparent operation of justice institutions responsible for prosecuting criminal acts. A priority focus of this objective is supporting the development of an effective, efficient, and credible judicial system to foster increased access to, use of, and trust in the judicial process. This includes expanding access to judicial services that treat individuals with respect and dignity, transparent and equitable application of key safeguards such as due process for both victims and

perpetrators, and protection of human rights. By strengthening these institutions, the U.S. Government will reduce impunity rates and deter human rights violations, especially violations against environmental activists and indigenous peoples, that continue to threaten safety, security, and democratic governance in Honduras.

- **Linkages** | This objective is most closely aligned with Pillar 2 of the Root Causes of Migration Strategy and contributes to Pillar 3. In addition, there are linkages to Pillar 4, as well as Mission Goal 3 given the close relationship between improved governance and reduced impunity and decreased violence and crime. This objective is also aligned with the Interim National Security Strategy by addressing corruption and other root causes of human insecurity and irregular migration in Central America. In addition, this objective advances the State/USAID Joint Strategic Plan Goals 1.3 and 2.3. This objective closely mirrors Intermediate Result (IR) 2.4/3.1 in USAID's Honduras CDCS, a shared IR between Development Objectives 2 and 3.
- **Risks** | Failure to strengthen justice sector capacity, increase access to justice, and improve transparency and the equitable application of the law will perpetuate impunity and further marginalize those already at risk. As a result, Honduran citizens will not trust their government or the independence of the judicial system, contributing to the decisions of many to migrate to the United States. To mitigate these risks, the Mission will work with Honduran institutions to ensure they achieve concrete results in the short and medium term, support civil society to advance justice sector accountability and performance, and engage with Honduran citizens to transparently convey both challenges and success stories. While success overnight on this objective is not feasible, transparency in how Honduras manages these efforts and the ability to highlight results will help regain public trust.

**Mission Goal 3** | Improvements in security and rule of law create a safe and prosperous Honduras, diminishing the impetus for migration.

**Description** | Mission Goal 3 builds on proven methodologies, successful interventions, and experience-based lessons learned in preventing and responding to crime and violence, including strengthening community social cohesion in high-crime, urban areas. Insecurity, and the migration it helps cause, has a number of primary drivers that requires we use all resources and agencies available in a whole-of-government approach. Drug trafficking fuels community dysfunction and corruption. Poorly run prisons increase gang influence and recruitment. Whole sections of Honduras are without adequate security force presence, creating large relatively lawless areas run by transnational criminal elements. Embassy Tegucigalpa will leverage law enforcement assets against criminal networks, build confidence and alternative options in local communities, and professionalize security forces, while creating space and influence for civil society and non-security actors.

**Objective 3.1** | Increased professionalization of security forces allows Honduran institutions to more effectively disrupt and dismantle criminal and drug trafficking organizations.

- **Justification** | A strong, transparent, and well-trained security apparatus is key to disrupting and dismantling the criminal and drug trafficking organizations that seek to prey on Honduras' key geographic location between cocaine production areas in South America and a primary demand market in the United States. Honduran security forces continue to improve, with assistance from the United States and other international partners, but additional training would strengthen security forces' investigative capabilities and operations. In addition, improved professionalization and capacity will help reduce corruption, which remains a problem throughout Honduras, including within the security forces.



- **Linkages** | This objective supports the Interim National Security Strategy, in particular our efforts to meet challenges from violent and criminal non-state actors. It also strongly supports the Root Causes of Migration Strategy, particularly security-focused Pillars 4 and 5. It seeks to directly improve insecurity especially as it drives migration and diminishes development in Honduras. It also supports both Goals 1 and 2 of this Integrated Country Strategy by building a conducive environment for economic development and the rule of law.
- **Risks** | Without further professionalization and increased capacity of security forces in Honduras, high levels of violence and high rates of impunity will continue, threatening economic growth, driving additional irregular migration, and further fueling an atmosphere of corruption across all sectors of Honduran society. To combat these risks, the Mission will continue to work to encourage Honduran security forces to take the necessary steps to recruit and retain skilled officers. The Mission will also work to support leaders fighting the endemic corruption that endangers recent progress and threatens to undermine future institution building and needed reforms.

**Objective 3.2** | Justice and security improved to reduce irregular migration through increased violence prevention programs for youth and enhanced community response to security needs, including to prevent, address, and support victims of sexual, gender-based, and domestic violence. (CDCS DO 3)

- **Justification** | Objective 3.2 addresses key elements related to security in Honduras to combat the crime and violence that drives Hondurans, especially Honduran youth, to irregularly migrate. Included in this objective are interventions to ensure that women, youth, and members of other marginalized populations who are survivors of violence will be empowered to demand justice and receive support services. Efforts under Objective 3.2 will strengthen individual, family, and community resilience to crime and violence, enabling Hondurans to engage safely, openly, and peacefully in democratic processes, and create and take advantage of productive, socio-economic opportunities, reducing the risk of irregular migration.

- **Linkages** | This objective is primarily aligned with Pillar 4 of the Root Causes of Migration Strategy and contributes to Pillars 2, 3, and 5. It also contributes to the Collaborative Migration Management Strategy by addressing the safety and humanitarian needs of returning migrants and safely reintegrating them into their communities. This objective supports the State-USAID Joint Strategic Plan's objectives of countering violence and increasing security and the National Strategy on Gender Equity and Equality by supporting initiatives to eliminate gender-based violence. In addition, this objective is aligned with broader USAID policies, including the USAID Gender Equality and Female Empowerment Policy and the USAID Youth and Development Policy.
- **Risks** | Risks to achieving this objective include increased instability and violence due to the ongoing COVID-19 pandemic, which has stressed households economically and increased rates of domestic violence. In addition, hurricanes and other climate change-related shocks risk damaging or destroying infrastructure that supports citizen security. The Mission is working to mitigate these risks by partnering with organizations at the community level to reach youth most at-risk of violence and provide them with violence prevention services. In addition, the Mission is taking actions under Objective 1.2 to reduce vulnerability and build resilience to environmental shocks.

**Objective 3.3** | Increased border security results in improved detection and deterrence of human smuggling, trafficking in persons, and the entry of illicit contraband, weapons, and drugs.

- **Justification** | A safe Honduras requires that Honduran border enforcement and migration officials know who and what is arriving, departing, and transiting Honduras. Honduras is a chokepoint through which all land-based migrant and illicit goods and drugs trafficking towards the United States must pass. As such, the strengthening of Honduran borders also increases U.S. homeland security.

- **Linkages** | Objective 3.3 strongly supports the Root Causes of Migration Strategy, in particular security-focused Pillars 4 and 5, in addition to the sixth line of effort of the Collaborative Migration Management Strategy. It also supports the Interim National Security Strategy.
- **Risks** | By not achieving this objective, Honduran borders will continue to be extremely porous, with blind crossings into Nicaragua, Guatemala, and El Salvador. This will undermine our efforts to advance the Root Causes of Migration Strategy and support an improved security situation in Honduras. To mitigate the risks associated with not achieving this objective, the Mission is working with regional governments to develop a coordinated approach to improving border security.

## 4. Management Objectives

**Management Objective 1** | Mission resources and workforce developed to respond effectively to evolving challenges and advance diversity, equity, inclusion, and accessibility.

- **Justification** | The Embassy's physical infrastructure, human capital, and information technology resources must be developed to maintain an effective platform for the expanding Mission to accomplish its goals and objectives despite the global COVID-19 pandemic and other evolving challenges. The Mission currently operates from five separate buildings in Tegucigalpa and is not ADA compliant. The current Consular Agency in San Pedro Sula is located in a high-rise commercial building that does not meet U.S. or Honduran fire safety codes. The existing Chief of Mission Residence (CMR) was condemned for seismic reasons and cannot be used. When the New Embassy Compound (NEC) is completed, the Mission plans to co-locate personnel from all five locations in Tegucigalpa, enhancing interagency coordination and Mission efficiency. The NEC will be ADA compliant, making the Embassy accessible for employees, visitors, and Consular customers with mobility challenges.

The COVID-19 pandemic has altered the workplace. As new virus mutations appear that increase transmissibility and/or infectiousness, Post must continue to adapt its workplace policies to keep our workforce healthy. Post anticipates the need for a hybrid work environment for the near-term. As a result, Post must develop the flexible workplace policies necessary to support the resiliency of our workforce as employees balance professional and personal challenges and ensure that they have the information technology resources needed to telework effectively.

Human capital resources are essential for the Mission to accomplish its goals and objectives. The Mission will cultivate a workforce that draws on the full diversity of the United States and Honduras and will prioritize equity, inclusion, and accessibility to foster a work environment based on mutual respect where all employees' contributions

are valued, and all employees have the opportunity to develop their skills to reach their full potential.

- **Linkages** | An appropriate resource platform will directly support the Mission's efforts to advance the Interim National Security Strategy, the Root Causes of Migration Strategy, and other U.S. Government strategic priorities with a nexus to Honduras. In addition, this objective directly links to E.O. 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.
- **Risks** | If Mission resources are not sufficiently developed to respond to evolving challenges, the Embassy will not be able to support the anticipated interagency growth needed to accomplish the Mission's goals and higher-level U.S. government strategies. The Mission would have to prioritize and focus its efforts on a sub-set of the identified goals and objectives, consistent with available resources. To mitigate this risk, Post will continually evaluate its operations, using data to maximize efficiency. Post will also coordinate closely with the interagency to identify their projected footprint and support requirements and include those anticipated resource needs in budget requests to Washington.

**Management Objective 2** | Increased protection for mission personnel, their families, facilities, and residences through improved response capacity to facility and residential emergencies.

- **Justification** | This management objective seeks to strengthen and reinforce the safety and security of Embassy staff and their families in this critical crime post. The ability to complete this objective will allow Embassy staff to safely advance U.S. strategic goals and objectives in the country and region.
- **Linkages:** This objective directly supports U.S. strategic goals as outlined in the Interim National Security Strategy and Root Causes of Migration Strategy.
- **Risks** | Not achieving this objective will increase the amount of risk assumed by Embassy staff and their families.