



# Integrated Country Strategy

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**ECUADOR**

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## 1. Chief of Mission Priorities

The next four years offer ample opportunities to advance the U.S. relationship with the government and people of Ecuador. Guillermo Lasso became the President of Ecuador in May 2021. The Lasso administration stresses its desire to increase cooperation with the United States on a variety of shared priorities, including counternarcotics, anti-corruption, trade and investment, environmental protection, and strengthening Ecuador's institutions. Ecuador's regional foreign policy strongly supports human rights and adherence to democratic principles. Mission Ecuador's four goals aim to advance the United States and Ecuador's shared commitment to democracy promotion, security, sustainable economic prosperity, and strengthening bilateral and multilateral partnerships to address global challenges. By helping Ecuador's democracy succeed, we aim to ensure autocratic kleptocracy never returns.

### **Democracy Promotion: Advance and defend democratic principles and human rights.**

The Lasso administration seeks to strengthen its public institutions and promote democracy, human rights, and governability to ensure the country's long-term stability. Ecuador is a strong partner in advancing these values in the region. President Lasso has indicated that combatting corruption and improving government transparency are top priorities of his administration. As part of this effort, he announced plans to create a National Anti-Corruption Commission.

To advance and defend democratic principles and human rights, Mission Ecuador aims to fortify Ecuador's democratic institutions and promote democratic values and universal freedoms by assisting Ecuador to develop state institutions that are more transparent and responsive to the Ecuadorian people. U.S. agencies assist with corruption investigations with U.S. nexuses and are helping Ecuador build institutional capacity to investigate corruption. The Mission endeavors to foster a vibrant media environment, increase public awareness of mis- and disinformation, and enhance civil society's role in promoting transparency and accountability. In all the Mission's work, it will advocate for representation and inclusion of marginalized groups and ensure Mission activities and events are likewise inclusive and diverse.

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**Security: Expand security partnerships to counter transnational and domestic criminal activity.**

Ecuador suffers from drug-related violence that threatens its stability and U.S. security interests in the region. The country is located between the world's two largest cocaine producers, Colombia and Peru, and international cartels use Ecuador as a transshipment point to the United States, Europe, and elsewhere around the world. Homicide rates continue to climb, as cartels have expanded their influence in Ecuador over the past three to four years. Ecuadorian gangs aligned with transnational criminal organizations battle to control trafficking routes through Ecuador and drug sales within Ecuador. Such rivalries have provoked the worst prison violence in Ecuador's history, leaving more than 300 dead in multiple riots in 2021; they have also brought assassinations to Ecuador's normally quiet streets.

The Government of Ecuador welcomes additional U.S. assistance to help better control the country's porous borders and maritime territory, interdict drugs, and counter transnational crime. On the civilian side, Mission Ecuador aims to assist the Government of Ecuador to strengthen its law enforcement and justice sector capacity to provide more effective responses to public security challenges. On the military side, the Mission seeks to further increase bilateral defense and security cooperation to strengthen the Ecuadorian armed forces' readiness and capacity to address transnational threats.

**Economic Prosperity: Promote mutual, inclusive, and sustainable economic prosperity.**

A prosperous Ecuador advances U.S. economic interests and regional stability. The United States is Ecuador's top trade and investment partner, while Ecuador is currently the United States' 42nd-largest trading partner in goods. President Lasso seeks to deepen our commercial ties to spur economic growth and has pledged to create two million new jobs in four years. President Lasso intends to meet Ecuador's commitment under its \$6.5 billion International Monetary Fund (IMF) Extended Fund Facility (EFF). IMF, World Bank, Inter-American Development Bank, and other multilateral loans will be crucial to helping Ecuador close its financing gaps, expand social assistance to vulnerable populations, and promote sustainable and equitable growth.

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To foster a more open bilateral trade and investment relationship, Mission Ecuador will pursue increased trade and economic security priorities that are climate-smart, promote fair and transparent competition, and bolster the U.S. economy and bilateral business ties. The Mission also seeks to strengthen fiscal stability and economic resiliency, while expanding equal access to economic opportunities for marginalized groups.

**Bilateral and Multilateral Partnerships: Strengthen bilateral and multilateral partnerships to address global challenges, including climate change, health security, and irregular migration.**

Bilateral and multilateral partnerships the United States shares with Ecuador are critical to addressing global challenges, including curbing climate change, confronting health security challenges, and stemming the flow of irregular migration. Ecuador is one of 17 mega-diverse nations on the planet, hosting eight percent of all the species of amphibians on Earth and 16 percent of bird species (including some 160 species of hummingbirds alone) – in an area covering just 0.2 percent of the world’s land area. Protecting Ecuador’s diverse natural environment is in the U.S. and global interest. Health security risks – including natural disasters and public health crises – endanger the safety and welfare of U.S. citizens in Ecuador and Ecuadorians alike. Irregular migration through and from Ecuador creates a significant problem at the U.S. southwest border, while refugees and migrants – including more than 500,000 Venezuelans and 70,000 Colombians – seek safe haven in Ecuador.

Mission Ecuador will address these global challenges by pursuing ambitious environmental priorities to conserve biodiversity, protect vital ecosystems, and mitigate the impact of climate change. To address shared health security challenges, the Mission seeks to strengthen Ecuador’s emergency preparedness and health systems to prepare for and respond to natural disasters and public health threats. The Mission will mitigate the impact of irregular migration on the United States and Ecuador and foster regional stability by promoting safe, humane, and orderly migration and asylum systems and enhance protections for refugees and other vulnerable populations.

Successfully pursuing these four goals requires the efforts of a united Mission team, comprising Embassy Quito and Consulate General Guayaquil, that reflects the rich diversity of the American people. To that end, the Mission will work to diversify its workforce through active outreach to, and recruitment in, diverse communities, while expanding diversity awareness programs among Mission personnel and contractors. Successful execution of the Mission's goals and objectives also requires an effective and efficient management platform that contributes to the Mission team's operational effectiveness, safety, security, health, and overall quality of life. To strengthen that platform, the Mission will proactively address its expanding resource needs, improve the quality of Mission facilities, and enhance workforce productivity by emphasizing the health and well-being of Mission personnel.

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## 2. Mission Strategic Framework

### **Mission Goal 1:** Advance and defend democratic principles and human rights.

- **Mission Objective 1.1:** Fortify democratic institutions and promote democratic values and universal freedoms. (Links to CDCS DO1: Strengthened institutions, citizen-responsive democratic governance, and international collaboration.)
- **Mission Objective 1.2:** Improve Ecuador's rule of law through support for a more equitable, effective, and transparent justice sector and by advancing prison reform efforts.
- **Mission Objective 1.3:** Promote equal rights, social inclusion, and respect for human dignity of all people, especially members of marginalized communities.

### **Mission Goal 2:** Expand security partnerships to counter transnational and domestic criminal activity.

- **Mission Objective 2.1:** Strengthen Ecuador's law enforcement capacity to respond more effectively to public security challenges.
- **Mission Objective 2.2:** Increase bilateral defense and security cooperation to improve the Ecuadorian military's readiness and capacity to address transnational threats.

### **Mission Goal 3:** Promote mutual, inclusive, and sustainable economic prosperity.

- **Mission Objective 3.1:** Pursue increased trade and economic security priorities that are climate-smart, promote fair and transparent competition, and bolster the U.S. economy and bilateral business ties.
- **Mission Objective 3.2:** Strengthen fiscal stability and economic resiliency.
- **Mission Objective 3.3:** Expand equal access to economic opportunities for marginalized groups. (Links to CDCS DO2: Promote increased inclusion, sustainability, and a broader base for prosperity.)

**Mission Goal 4:** Strengthen bilateral and multilateral partnerships to address global challenges, including climate change, health security, and irregular migration.

- **Mission Objective 4.1:** Pursue ambitious environmental priorities to conserve biodiversity, protect vital ecosystems, and address challenges posed by climate change.
- **Mission Objective 4.2:** Strengthen Ecuador's emergency preparedness and health systems to prepare for and respond to natural disasters and public health threats.
- **Mission Objective 4.3:** Foster regional stability by promoting safe, humane, and orderly migration and asylum systems and enhancing protections for refugees and other vulnerable populations.

**Management Objective 1:** Foster a workplace culture that embraces and promotes diversity, equity, inclusion, and accessibility by actively integrating these principles across all Management platforms.

**Management Objective 2:** Enhance Mission personnel's operational effectiveness, safety, security, health, and quality of life.



### 3. Mission Goals and Objectives

#### **Mission Goal 1 | Advance and defend democratic principles and human rights.**

**Description |** The Lasso administration seeks to be a regional and global leader on upholding and promoting democratic values. One of Mission Ecuador's top goals is to support government, civil society, media, and citizen efforts to advance democratic principles and protect human rights within and beyond Ecuador's borders. We aim to partner with Ecuador to help strengthen its democratic institutions, support media and citizen transparency efforts, and bolster Ecuador's leadership on global threats to democracy. We will advocate for and support judicial and prison reforms that strengthen rule of law, hold criminals accountable, root out corruption, and ensure equal treatment under the law, including for those incarcerated. Through all our work on these and other priorities, we will promote the social inclusion of marginalized groups in Ecuador, as a strong democracy serves all sectors of its society.

**Objective 1.1 |** Fortify democratic institutions and promote democratic values and universal freedoms.

- **Justification |** Ecuador aspires to serve as a democratic leader regionally and globally at a time when democracies are under threat. This international orientation and commitment to democratic norms makes Ecuador an excellent partner for advancing democratic values and discouraging anti-democratic practices in international fora. At the same time, to serve as a model for others, Ecuador must uphold those values at home. Ecuador can solidify its democracy by strengthening its institutions. Through our assistance and training efforts, we will help Ecuador's institutions become more transparent and responsive to the public's needs. Similarly, we will help Ecuadorian media, civil society, and public play an active role in advancing transparency and countering dis- and misinformation.
- **Linkages |** JSP Objective 3.1; WHA JRS Objective 1.1; USAID Ecuador Strategic Framework DO1 and IR 1.1.
- **Risks |** Failure to achieve this goal risks a back-sliding toward authoritarianism in

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an environment where weak institutions are unable or unwilling to push back, ultimately resulting in the infringement of basic human and democratic rights. The Mission will mitigate this risk by clearly communicating U.S. views and positions to the Lasso administration and providing tangible assistance that makes Ecuador's institutions and public confidence in them stronger.

**Objective 1.2** | Improve Ecuador's rule of law through support for a more equitable, effective, and transparent justice sector and by advancing prison reform efforts.

- **Justification** | Corruption in the justice sector is one of the most formidable challenges facing Ecuador. Corrupt judges, prosecutors, and lawyers ensure criminals get away with stealing millions of dollars of public funds, profit from drug trafficking and other illicit acts, and victimize the vulnerable. More certain and fair accountability would likely reduce instances of crime, offer justice to victims of crime and their families, and help government resources reach intended beneficiaries. Likewise, Ecuador's prison system lacks the ability to ensure human rights for the imprisoned. More than 320 inmates died due to prison violence in 2021. We will support reforms that provide basic human rights protections for inmates, but that also help defend Ecuador against powerful international cartels that seek to control and operate from Ecuador's prisons.
- **Linkages** | JSP Objective 3.3; WHA JRS Objective 1.3; USAID Ecuador Strategic Framework DO1 and IR 1.2.
- **Risks** | If Ecuador's rule of law does not improve, transnational criminal organizations already present in the country will be able to operate more freely, jeopardizing the security of Ecuadorian and U.S. citizens alike. Insecurity hampers trade and investment. The Mission will mitigate this risk through engagement with the host government and like-minded countries and efforts to institutionalize reforms, such as bilateral agreements.

**Objective 1.3** | Promote equal rights, social inclusion, and respect for human dignity of all people, especially members of marginalized communities.

- **Justification** | A truly democratic society provides equal rights and social inclusion for all sectors, including marginalized communities. In Ecuador, these groups include LGBTQI+, women and girls, African descendants, indigenous, people with disabilities, refugees/migrants, and people living in poverty, among others. The Mission will not only advocate for the representation and consideration of marginalized groups in policymaking spaces but will also ensure their inclusion in Mission-sponsored activities, assistance, programming, and events.
- **Linkages** | JSP Objective 3.2; WHA JRS Objective 2.1.
- **Risks** | Ecuador seeks to improve the living standards for its people. Without special efforts to include vulnerable groups, they may be left behind. We can mitigate this risk by ensuring marginalized groups have representation in the Embassy workforce and Embassy events

**Mission Goal 2** | Expand security partnerships to counter transnational and domestic criminal activity.

**Description** | Situated between the world's two largest cocaine producing countries – Colombia and Peru – Ecuador is a primary trafficking route for illicit drugs destined for the United States and Europe. With a dollarized economy, Ecuador is highly vulnerable to transnational organized crime, money laundering, and illegal arms and gold smuggling due to permeable borders and high levels of governmental corruption. The proliferation of transnational crime and drug trafficking has caused an increase in violence as gangs fight to control trafficking routes through Ecuador and drug sales within the country. Moreover, Ecuador's heavily rights-based constitution and laws allow criminals, often with the help of corrupt judges, to escape punishment for their crimes, requiring extensive legislative reforms. Mission Ecuador aims to strengthen Ecuador's police, military, and justice sector capacity to counter these threats. Moreover, the Mission is supporting the Lasso administration's request

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for technical assistance on how to staff to gather, analyze, and share information related to national security decision-making. Our interventions are aimed at making sustainable and strategic improvements to the Government of Ecuador's national security capacity.

**Objective 2.1** | Strengthen Ecuador's law enforcement capacity to respond more effectively to public security challenges.

- **Justification** | Under President Lasso, the Ecuadorian government has demonstrated significant political will to address transnational and domestic crime. However, security agencies lack long-term planning, the ability to use resources efficiently, and necessary equipment and technology. Internal corruption and low levels of interagency and public trust further exacerbate security challenges. U.S. training, capacity building assistance, and donations of a limited amount of equipment aim to improve Ecuadorian institutions' ability to manage security threats.
- **Linkages** | Interim National Strategic Guidance; INL FBS Objective 3.2; WHA JRS Objective 3.4; White House Strategy on Countering Corruption; USSOUTHCOM Campaign Plan Lines of Effort 1-3.
- **Risks** | Failure to mitigate transnational criminal organizations and narco-trafficking will continue to facilitate the flow of drugs to the United States and around the globe, as well as fuel an increase in gang-related violence, erode the public's trust in government institutions, and de-stabilize the country. The Mission intends to mitigate these risks through training and capacity building, as well as technical assistance related to national security decision-making processes.

**Objective 2.2** | Increase bilateral defense and security cooperation to improve the Ecuadorian military's readiness and capacity to address transnational threats.

- **Justification** | After over a decade of being underfunded during former president Rafael Correa's administration, the Ecuadorian military suffers from a lack of operational equipment and U.S. training. Military doctrine is focused on traditional threats, rather than the current and emerging threats to Ecuadorian national security and sovereignty posed by transnational organized crime. President Guillermo Lasso, Ecuador's most pro-

U.S. president in over two decades, has strengthened the U.S.-Ecuador bilateral relationship, offering an important opportunity to expand security partnerships, address transnational threats, and increase the Ecuadorian military's readiness and capacity.

- **Linkages** | National Defense Strategy; National Military Strategy; USSOUTHCOM Campaign Plan.
- **Risks** | Ecuador will need to significantly increase defense spending to properly train and equip the military. Relying on U.S. security cooperation funding as the sole mechanism will not be sufficient to meet security objectives. The Mission intends to mitigate these risks through advocating for increased defense spending through Foreign Military Sales and Direct Commercial Sales.

### **Mission Goal 3** | Promote mutual, inclusive, and sustainable economic prosperity.

**Description** | Guillermo Lasso's administration offers a unique opportunity to make enduring progress on our shared goal of promoting inclusive and sustainable prosperity in both our countries. The COVID-19 pandemic triggered a deep recession that led to a sharp decline in socio-economic indicators in Ecuador. The country also faces many long-running structural challenges as it seeks a strong and equitable recovery. The Lasso administration is dedicated to reforming Ecuador's economy to improve the country's fiscal stability, transparency, and competitiveness – all with a firm commitment to social welfare and ecological conservation. Our close relationship presents an opening to strengthen Ecuador's commitment to building an effective economic governance system, sustainable management of natural resources, and robust trade and investment frameworks that will provide U.S. companies with expanded commercial and investment opportunities. These actions will drive a more inclusive post-COVID recovery that includes marginalized populations, will protect the environment and combat global climate change, and will curb corruption and negative foreign influences and practices.

**Objective 3.1** | Pursue increased trade and economic security priorities that are climate-smart, promote fair and transparent competition, and bolster the U.S. economy and bilateral business ties.

- **Justification** | With 17 million people and a \$100 billion dollarized economy, Ecuador is a medium-sized market for U.S. exports and investment. The country contends with a long reputation as a high-risk country for investment, corruption, and burdensome regulation. A stable Ecuador – with a more open, fair, and inclusive economy – can be a steady partner for the United States in the region and deliver opportunities for increased commercial and investment ties. The GOE is pursuing market-based reforms that include increased participation of the private sector, civil society, local communities, and historically marginalized populations to drive a more equitable and climate-smart economic recovery.
- **Linkages** | JSP Objectives 2.1, 2.2, 2.3 ; WHA JRS Objective 4.1.
- **Risks** | Political fragmentation and social tensions may block key reforms necessary to improve the business and investment climate. The continuing COVID pandemic could serve as a drag on economic recovery, including exacerbating supply chain disruptions and economic instability. To mitigate these risks, the Mission will leverage technical assistance and other programs to strengthen Ecuador’s legal and regulatory framework and to build momentum for positive, reforms to promote open, fair, and inclusive competition and economic growth. We will use bilateral diplomacy and coordination with our international partners to address the economic and social impacts of COVID-19.

**Objective 3.2** | Strengthen fiscal stability and economic resiliency.

- **Justification** | As an oil dependent economy, Ecuador’s fiscal stability is highly dependent on revenues from volatile oil prices despite recent export diversification. Wide fiscal deficits have persisted in recent years as the country’s sovereign debt has grown to approximately 70 percent of GDP. Ecuador has had very limited access to international capital markets since 2008 when the country defaulted on its sovereign debt. The Lasso administration has vowed to seek sustained growth – with a

commitment to social welfare and inclusion of marginalized groups (including women, Afro-Ecuadorian, and indigenous populations) – and to reach fiscal equilibrium in the medium term. The United States can support these efforts by working with multilateral development banks and others in the international community to provide technical and financial assistance to help Ecuador achieve the necessary reforms to improve fiscal stability, gain improved access to capital markets, and drive an inclusive, equitable, and sustainable economic recovery.

- **Linkages** | JSP Objective 2.2; WHA JRS Object 4.3.
- **Risks** | Ecuador's ongoing fiscal deficits and oil dependency present risks to long-term financial stability and economic growth. The lack of transparency and corruption present an additional risk if the Ecuadorian government is unable to implement effective reforms. We will partner with key financial, judicial, and international partners to improve the structural reforms necessary to support fiscal stability, transparency, and good governance.

**Objective 3.3** | Expand equal access to economic opportunities for marginalized groups.

- **Justification** | Ecuador is defined as a middle-income country, but it still faces considerable development challenges. The COVID-19 pandemic devastated Ecuador, setting the country back a decade in its socio-economic indicators. The poverty rate increased to 33 percent during the height of the pandemic, up from 25 percent in 2019, and UNICEF calculates three out of every ten children in Ecuador under the age of two suffer from chronic child malnutrition, the second highest rate in Latin America and the Caribbean. Ecuadorian workers lost some 530,000 full-time jobs, and informal employment – already high – surpassed 50 percent during the health crisis. While Ecuador has made important strides in promoting social inclusion, some populations remain vulnerable and/or marginalized. Small and medium-sized enterprises (SMEs), especially women-owned businesses, will play a key role in supporting economic growth and creating jobs. Ecuador has one of the lowest English language levels in the region. We share a keen interest with the Lasso administration on

expanding opportunities to drive an economic recovery that is sustainable from a social, economic, and environmental perspective.

- **Linkages** | JSP Objectives 2.2 and 3.2; WHA JRS Objectives 2.1, 2.2, and 4.3.
- **Risks** | Without the full participation of all segments of society, the Ecuadorian economy will not achieve its full potential and provide jobs, expand economic security, and create more equitable growth. A continuing COVID-19 pandemic also may slow the economic recovery, leaving marginalized groups more at risk to negative health, social, and economic outcomes. Mission Ecuador will mitigate these risks by partnering with the GOE, international partners, and civil society to amplify our outreach and engagement, especially with underserved communities. We will make a focused effort to strengthen the capacity of SMEs, increase the participation of marginalized groups (especially women, Afro-Ecuadorian, and indigenous entrepreneurs) in the economy and society, and expand educational and exchange opportunities, especially for youth.

**Mission Goal 4** | Strengthen bilateral and multilateral partnerships to address global challenges, including climate change, health security, and irregular migration.

**Description** | Ecuador is a key partner in the effort to expand bilateral and multilateral partnerships to confront our most pressing challenges. As one of the world's most biodiverse countries, Ecuador's environmental protection is in the U.S. and global interest. Ecuador's partnership on climate change and health security challenges can help foster regional and global collaboration and solutions on these issues. Ecuador has been a significant source of irregular migration to the United States and hosts large numbers of regional refugees and migrants. Expanding cooperation with Ecuador on these and other global challenges can help achieve our climate, health, and migration goals within Ecuador, regionally, and around the globe.



**Objective 4.1** | Pursue ambitious environmental priorities to conserve biodiversity, protect vital ecosystems, and address challenges posed by climate change.

- **Justification** | Environmental protection in Ecuador is in the U.S. and global interest. As one of the world's 17 mega-diverse countries, Ecuador is striving to become a regional and global leader whose partnership can contribute to meeting our climate goals beyond Ecuador alone. Mission Ecuador will take action to help Ecuador develop and achieve ambitious climate change goals, conserve biodiversity, counter conservation crimes, and protect its marine resources.
- **Linkages** | Interim National Strategic Guidance; JSP Objective 2.4; WHA JRS Objective Objectives 5.1, 5.3, and 5.4; President's Emergency Plan for Adaptation and Resilience (PREPARE); The U.S. Department of State Agency Policy for Climate Adaptation and Resilience.
- **Risks** | A failure to expand bilateral partnerships with Ecuador on our environmental priorities would threaten the country's biodiversity and vital ecosystems and limit the potential for regional and global collaboration to develop solutions on these issues. The Mission will seek to encourage Ecuador's leadership, bilaterally and through multilateral fora, to achieve our shared conservation and climate goals in pursuit of sustainable economic growth.

**Objective 4.2** | Strengthen Ecuador's emergency preparedness and health systems to prepare for and respond to natural disasters and public health threats.

- **Justification** | Ecuador is threatened by natural disasters and public health crises. Ecuador's success in vaccinating its public in response to COVID-19 belies underlying weakness in its health system that could be overwhelmed by a new pandemic or public health crisis. Moreover, the constant threat of earthquakes, volcanic eruptions, and other natural disasters requires long-term mitigation planning and crisis response assistance. Mission Ecuador will help expand Ecuador's emergency preparedness capacity to protect U.S. citizens and Mission personnel and increase government institutions' responsiveness to public needs.

- **Linkages** | JSP Objectives 1.1 and 1.3; Global Health Security Agenda Framework 2024 Objectives 2, 3, and 4; State/OES Bureau Strategy Objectives 1.3 and 4.1.
- **Risks** | Ecuador's inability to respond well to natural disasters, health crises, and other emergencies is a threat to U.S. citizens' lives and the country's social, economic, and political stability. We will partner with Ecuador to improve its emergency preparedness through technical and humanitarian assistance, capacity building, and other related actions.

**Objective 4.3** | Foster regional stability by promoting safe, humane, and orderly migration and asylum systems and enhancing protections for refugees and other vulnerable populations.

- **Justification** | Irregular migration remains a significant challenge at the U.S. southwest border that requires coordinated bilateral and multilateral efforts to stem. The humanitarian crisis of Venezuelan and other migration flows have created additional pressures on Ecuador. Nefarious transnational actors take advantage of migrants, often exploiting them and subjecting them to human rights abuses. The presence of more than a half a million Venezuelans also stretches Ecuador's delivery of public services. Mission Ecuador will assist efforts to diminish the flow of irregular migrants from Ecuador northward, provide life-saving assistance to Venezuelan and Colombian refugees and migrants, and strengthen Ecuador's border security and controls.
- **Linkages** | Interim National Strategic Guidance; JSP Objectives 1.3; WHA JRS Objectives 1.1 and 3.4; PRM FBS Objective 3.2; Regional Migration Framework.
- **Risks** | Failure to respond to the region's irregular migration crisis will overtax an already strained U.S. immigration system and strain Ecuador's ability to deliver public services equitably, and potentially fuel socio-economic tension. If the Venezuelan population does not fully integrate into Ecuadorian society, continued Venezuelan arrivals can contribute to xenophobic attitudes and socio-economic tensions. Continued poor border controls increases the risk of terrorists and criminals moving through Ecuador toward the United States undetected. Mission Ecuador will mitigate these risks by providing humanitarian assistance to vulnerable migrants and assisting Ecuador's

efforts to strengthen border security, manage migrant flows, and combat human smuggling and trafficking.

#### 4. Management Objectives

**Management Objective 1** | Foster a workplace culture that embraces and promotes diversity, equity, inclusion, and accessibility by actively integrating these principles across all Management platforms.

- **Justification** | The Federal workforce should reflect the diversity of the American people. A diverse, equitable, inclusive, and accessible workplace also yields a higher-performing organization. By modeling these principles, Mission Ecuador sets an example internally for our staff and externally for our contacts in the public and private sector.
- **Linkages** | JSP Objective 4.1; WHA JRS Cross-Cutting Management Objective
- **Risks** | If all voices are not heard, we misrepresent America's ideals and therefore miss opportunities to consider the full spectrum of points of view, life experiences, and challenges.

**Management Objective 2** | Enhance Mission personnel's operational effectiveness, safety, security, health, and quality of life.

- **Justification** | Mission Ecuador requires a robust management platform to fulfill a growing slate of program priorities. New agencies at the Embassy and Consulate General, as well as the rapid expansion of personnel in existing offices, require support from facilities, housing, procurement, customs and shipping, motor pool, travel, IT services, budgets, accounting and vouchering, recruitment, health care, and security. The Management Team works across the Mission to ensure we have the resources to provide these services to all our customers.

- **Linkages:** JSP Objectives 4.1, 4.2, and 4.3; WHA JRS Cross-Cutting Management Objective; USAID Ecuador Strategic Framework; Interim National Strategic Guidance; USSOUTHCOM Campaign Plan Lines of Effort 1-3.
- **Risks |** Failure to address resource needs, facilities maintenance, and the health and well-being of our staff will restrict our ability to reach our full potential. The Management Team will work across the Mission to determine areas of growth, project staffing needs, and implement programs to maintain the well-being of our employees.