



Integrated Country Strategy

GUATEMALA

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1. Chief of Mission Priorities

Guatemala is a key and longstanding partner. Close geographical proximity, extensive commercial ties, shared security challenges, and longstanding people-to-people connections make cooperation vital to mutual prosperity and security. The Mission continues to engage the Guatemalan government to advance U.S. priorities including addressing the drivers of irregular migration, achieving improved counternarcotics cooperation, increasing citizen security, supporting pandemic response efforts, and promoting economic development. Formidable challenges exist, including corruption, transnational crime, economic informality, and lack of provision of government services in rural areas, inhibiting Guatemala from fully realizing its potential. Sustained USG engagement in Guatemala to support prosperity, security, and good governance directly advances the national security interests of the United States, reduces root causes of irregular migration, bolsters inclusion and development in Guatemala, and will reaffirm the United States' position as Guatemala's primary partner.

We are implementing the five pillars of the National Security Council (NSC)'s U.S. Strategy for Addressing the Root Causes of Migration in Central America, as well as the NSC's Collaborative Migration Management Strategy, driven by the belief that all Guatemalans should find safety and economic opportunity in their home country. These principles inform our efforts across all the goals articulated in this document. Of the more than \$170 million in direct U.S. government assistance to Guatemala in fiscal year 2020, a significant portion focused on reducing high outward migration from the country's largely rural, predominantly indigenous Western Highlands, the main source of irregular Guatemalan migration to the United States. We will continue to prioritize engagement with and opportunities for women, youth, and indigenous communities, which together represent the largest proportion of irregular migrants. Our relief efforts during the COVID-19 pandemic—including the donation of more than 8.5 million doses of vaccine—and in the aftermath of Tropical Storms Eta and Iota have served as critical humanitarian support to Guatemalans in need. Promoting legal pathways for migration is a crucial component of our efforts. We continue working to support seasonal labor mobility programming to recruit Guatemalans for legal temporary employment in the United States. To

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promote safe, orderly, and humane migration, we have partnered with the Guatemalan government to open more migration resource centers to connect vulnerable individuals to local services and provide information about safe and lawful migration options.

The success of independent, democratic institutions in Guatemala is vital to sustainable law enforcement cooperation, combating corruption, and strengthening rule of law. We will work to support inclusive, fair, and transparent elections in 2023. We continue to encourage institutional reforms, such as public-private partnerships, greater digitalization of tax collection and other processes, and reforms of port supervision, to promote greater security and transparency. The Mission will continue to work to support justice sector institutions, from police investigative units to criminal courts and prisons, including case-specific assistance in areas such as counternarcotics, contraband, and human smuggling. We support judges and prosecutors who bravely combat corruption. We also support Guatemalan civil society in efforts to increase transparency. We will continue to assist media with professional training and exchange programs to fulfill its vital role in informing the public and fighting disinformation.

Lack of economic and educational opportunities drives migration to the United States. Creating dignified employment opportunities, particularly in rural areas, remains challenging. Students have experienced a pause in continuous, quality learning since the onset of the pandemic, risking an increased youth exodus from school. Increased efforts to re-engage children and youth in learning is essential—both for longer-term advances in economic, civic, and health outcomes and to decrease the likelihood of irregular migration. We will continue encouraging private sector and financial institution investment in Guatemala, including collaborating with the Partnership for Central America in support of Vice President Harris’s Call to Action. Our climate strategy—focused on increasing adaptation and resilience, growing clean energy, and advancing development in communities that depend on natural resources—offers another opportunity to increase economic prosperity and improve Guatemalan government services in regions most impacted by climate change, resource scarcity, and limited economic opportunity. We will continue our support for all aspects of Guatemala’s COVID-19 vaccination program. The support we give to combat chronic malnutrition, improve food security, and increase

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access to quality health services will better enable Guatemala's next generation to lead healthy lives that make it possible for them to contribute to society. We will continue efforts in workforce development and the promotion of a more inclusive society, including increased engagement with the private sector and labor opportunities for Guatemala's majority indigenous population. We will also support a reform agenda to improve Guatemala's business climate and enable Guatemalan and American companies alike to thrive. Commercial diplomacy and advocacy must continue to expand U.S. export and investment opportunities to help bolster both economies and job growth.

Across the security sector, the Mission's efforts will continue to strengthen the security of the American people and U.S. citizens in Guatemala, while increasing security within local communities. Enhanced security is key to attracting the investment needed to generate jobs and alternatives to migration for Guatemalan citizens. We will support Guatemalan security through programming focused on developing the professionalism and capability of law enforcement and security services. Our efforts will help reduce crime, build trust in Guatemala's National Civil Police (PNC) force, and ultimately decrease drug trafficking and irregular migration linked to violence, social conflict, and lack of investment due to security concerns.

The United States remains the Guatemalan military's security partner of choice, a status further solidified by the Permanent Status of Forces Agreement and other recently concluded agreements. While its resources are limited, the Guatemalan military is a valuable security partner. We will support Guatemala to be an active contributor to United Nations peacekeeping operations, including replicating its deployment of 150 troops to the Democratic Republic of the Congo to other operations. To further strengthen bilateral cooperation and enhance Guatemalan capacity, we will work with the Department of Defense to prioritize Guatemalan participation in regional military exercises. We will also continue to maintain strong coordination with Guatemala in multilateral fora to advance shared security goals in support of democracy and stand with common allies in the region and globally. At the same time as we deepen cooperation with Guatemala, providing support and protection for American citizens traveling or residing in Guatemala will remain the Mission's utmost priority.

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As we consolidate and relocate our operations to the New Embassy Compound (NEC) in late 2022, strengthening our management platform will be critical to achieving Mission Goals. Post needs a diverse, inclusive, accessible, resilient, and dynamic workforce with effective leaders who ensure all employees can contribute successfully to our mission. To support Mission growth, we will need a modern, flexible, and efficient platform with secure infrastructure. Our efforts to reduce Mission contributions to climate change provide another opportunity to lead by example and demonstrate our commitment to Guatemala's future.

Our engagement with Guatemala exists on multiple fronts, all reinforcing a democratic, prosperous, and safe Guatemala where families can thrive. The United States and Guatemala must advance in areas including transparency, trade and investment, violence prevention and efforts to weaken transnational criminal organizations and gangs, and regional economic integration to realize the full potential of our bilateral relationship.

2. Mission Strategic Framework

Mission Goal 1: Reduce irregular migration by addressing root causes, promoting safe, orderly, and humane migration, and expanding legal pathways for migration. (CDCS DO 1 and CDCS DO 3)

- **Mission Objective 1.1:** Strengthen rootedness of potential migrants by enhancing citizen security and combating human smuggling and gender-based violence. (CDCS DO 3)
- **Mission Objective 1.2:** Generate economic opportunities for potential migrants and expand access to reintegration services for returned migrants. (CDCS DO 1)
- **Mission Objective 1.3:** Augment protections for potential migrants, asylum seekers, and refugees, and maximize awareness of, access to, and use of legal migration pathways. (CDCS DO 3)

Mission Goal 2: Support Guatemalan government and civil society to build effective, inclusive, transparent, and independent democratic institutions that are responsive to citizens and respect cultural diversity. (CDCS DO 2 and CDCS DO 3)

- **Mission Objective 2.1:** Increase transparency and accountability at all levels of government by supporting Guatemalan government institutions, civil society, academia, independent media, and the private sector to improve public resource management, strengthen good governance, and fortify the rule of law. (CDCS DO 2)
- **Mission Objective 2.2:** Strengthen democratic institutions including an independent judiciary by using all available tools to target corrupt and undemocratic actors. (CDCS DO 3)

Mission Goal 3: Facilitate sustained economic prosperity and well-being for all, especially youth, women, and indigenous people living in high out-migration areas. (CDCS DO 1 and CDCS DO 2)

- **Mission Objective 3.1:** Create a more inclusive and transparent business and investment climate through adoption of business-generating reforms and expanded employment, education, and entrepreneurial opportunities. (CDCS DO1)
- **Mission Objective 3.2:** Enhance social and government services through an increase in the access to and quality of health and education, improved infrastructure, and enhanced food security. (CDCS DO1 and CDCS DO2)
- **Mission Objective 3.3:** Increased U.S. and Guatemalan government, private sector, and civil society action to combat climate change improves economic opportunity and resilience. (CDCS DO 1)

Mission Goal 4: Protect U.S. citizens and the homeland, dismantle transnational criminal organizations and gangs, and bolster security institutions' resilience against malign influence. (CDCS DO 3)

- **Mission Objective 4.1:** Strengthen Guatemalan law enforcement and security institutions to reinforce border security, increase citizen security, enhance information-sharing, and disrupt or deter significant illicit drug trafficking and other transnational criminal activity and networks that threaten U.S. national security. (CDCS DO 3)
- **Mission Objective 4.2:** Maintain the United States as the partner of choice for cooperation and coordination with Guatemalan government security institutions, including by enhancing Guatemala's role in U.S.-aligned regional and global security initiatives. (CDCS DO 3)

Management Objective 1: Consolidate Mission operations for maximum effectiveness and move to the New Embassy Compound (NEC).

Management Objective 2: Modernize and expand a management platform able to support the Mission's growth with efficient and secure tools and infrastructure.

Management Objective 3: Build a diverse, inclusive, and dynamic workforce.

Management Objective 4: Reduce Mission contributions to climate change by adopting environmentally sensitive practices.

3. Mission Goals and Objectives

Mission Goal 1 | Reduce irregular migration by addressing root causes, promoting safe, orderly, and humane migration, and expanding legal pathways for migration.

Description | This goal advances several pillars of the U.S. Strategy for Addressing the Root Causes of Migration in Central America. Our aim is to address economic insecurity, reduce inequality, promote respect for human rights, and counter and prevent violence by fostering a business enabling environment for inclusive economic growth, increasing and diversifying trade, enhancing workforce development, and expanding opportunities for and access to legal forms of temporary and permanent migration to the United States.

Objective 1.1 | Strengthen rootedness of potential migrants by enhancing citizen security and combating human smuggling and gender-based violence (GBV).

- **Justification** | Creating safer and more inclusive communities among at-risk populations will generate hope and opportunity for potential migrants to remain in Guatemala, demonstrating that people do not need to leave Guatemala to achieve physical safety. Increasing personal security and generating economic opportunity will require comprehensive investment and engagement at all levels of government across all aspects that contribute to safe communities, including violence prevention.
- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 3.2 and 3.4; WHA/LAC Joint Regional Strategy Objectives 2.1, 2.2, and 3.2; Bureau of Population, Refugees, and Migration (PRM) Functional Bureau Strategy (FBS) Goal 3; Bureau of Democracy, Human Rights, and Labor (DRL) FBS Goals 1 and 4; Office to Monitor and Combat Trafficking in Persons (J/TIP) FBS Goals 1, 2, 3, and 4.

- **Risks** | Guatemalans will continue to emigrate from their communities if they perceive threats to their safety, rights, or lack of economic opportunities. Efforts should target the various causes of insecurity, including economic, governance, and security issues, and engage all levels of government.

Objective 1.2 | Generate economic opportunities in Guatemala for potential migrants and expand access to reintegration services for returned migrants.

- **Justification** | Migrants regularly cite lack of access to economic opportunity as a primary motivation for their decision to leave Guatemala. Inclusive growth that reaches marginalized populations, particularly women and vulnerable populations in underserved areas, will address economic insecurity and inequality. In addition, providing international protection and resources to potential migrants will give them access to services, mitigate factors that fuel migration, and help families remain in Guatemala. Expanded reintegration services will reduce repeat migration. Working with municipal governments, civil society, the private sector, and international organizations in areas with high out-migration rates will expand informational resources for at-risk populations and strengthen migrants' and potential migrants' access to key services. Additionally, many of our activities in pursuit of broader economic prosperity in Guatemala as outlined in Goal 3 will improve economic conditions in areas of high outward migration as well.
- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 2.2, 3.2, and 3.4; WHA/LAC Joint Regional Strategy Objectives 2.1, 2.2, 3.2, and 3.5; PRM FBS Goal 1; DRL FBS Goal 4; Bureau of Economic and Business Affairs (EB) FBS Goal 1; J/TIP FBS Goals 2 and 4.
- **Risks** | In the absence of information on available protection services, Guatemalan migrants often assume that irregular migration is their only option. This will increase pressure on border security efforts and cause traumas and identity loss

associated with irregular migration. Messaging will most likely be the most difficult component of this objective. Resources must be advertised in more than 20 indigenous languages, and many communities inherently have a sense of distrust towards government services. Working with local officials and trusted community leaders will be critical to achieving this objective.

Objective 1.3 | Augment protections for potential migrants, asylum seekers, and refugees, and maximize awareness of, access to, and use of legal migration pathways.

- **Justification** | Maximized legal pathways will provide Guatemalans with migration options beyond irregularly migrating while increasing the ability of all individuals to find safety and achieve a stable and dignified life within Guatemala. Migrants will experience fewer risks, lower costs, and more freedom of movement to return to their families in Guatemala. Efforts to maximize legal pathways include maximizing visa availability for temporary work, reunifying families, and educating Guatemalans on the available initiatives.
- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 1.3 and 3.4; WHA/LAC Joint Regional Strategy Objectives 3.5; PRM FBS Goal 2; DRL FBS Goals 1 and 4; J/TIP FBS Goals 2, 3, and 4; Consular Affairs (CA) FBS Goal 3.
- **Risks** | Should legal pathways remain limited, Guatemalans needing to migrate will seek to do so irregularly, which creates avoidable humanitarian risks, spurs criminal activity, and increases the burden of providing humanitarian services. Irregular migration still greatly exceeds regular migration opportunities, so working to address root causes of irregular migration will be key.

Mission Goal 2 | Support Guatemalan government and civil society to build effective, inclusive, transparent, and independent democratic institutions that are responsive to citizens and respect cultural diversity. (CDCS DO 2 and CDCS DO 3)

Description | This goal advances several pillars of the U.S. Strategy for Addressing the Root Causes of Migration in Central America. Our aim is to combat corruption, strengthen democratic governance, and advance the rule of law while promoting respect for human rights, labor rights, and a free press.

Objective 2.1 | Increase transparency and accountability at all levels of government by supporting Guatemalan government institutions, civil society, academia, independent media, and the private sector to improve public resource management, strengthen good governance, and fortify the rule of law. (CDCS DO 2)

- **Justification |** Corruption is a primary barrier to execution of government programs and funding, which contribute to weak institutions, poor governance, lack of job-creating investment, pervasive inequality, and limited respect for human rights. A history of low tax collection rates and budget execution also pose barriers to the delivery of quality services to the Guatemalan public. The Mission will support reforms to strengthen and increase transparency in the selection of public sector officials. Further, the Mission will support processes and legal reforms to promote effective and transparent 2023 general elections. The Mission will support Public Information Units and Municipal Finance Directorates to increase compliance with the Access to Public Information Law, and other legal requirements that promote transparency and accountability in municipal governments, such as digitalization initiatives. Along with other international donors, the Mission will provide training and mechanisms to increase revenue generation and improve public financial management to enhance the ability to make important public investments in infrastructure and increase transparency in government institutions and transactions. Finally, the Mission will continue to

support the Specialized Center for Tax and Customs Crimes to effectively investigate, prosecute, and punish tax-related crimes.

- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Goal 3 and Strategic Objectives 3.1, 3.2, and 3.3; WHA/LAC Joint Regional Strategy Objectives 1.2 and 2.1; DRL FBS Goal 1; Bureau of International Narcotics and Law Enforcement Affairs (INL) FBS Goals 2 and 3.
- **Risks** | Corruption dramatically undercuts the Guatemalan government's ability to prosecute crime, provide essential public services such as health and education, attract investment, and respond to natural disasters. The Guatemalan government's funding for essential public services, such as education and healthcare, remains limited by low levels of budget execution. Lack of access to government services and lack of investment due to corruption remain primary drivers of outward migration. To respond to this risk, the Mission will also partner with government, civil society groups, academia, and all levels of the public sector to increase transparency and accountability.

Objective 2.2 | Strengthen democratic institutions including an independent judiciary by using all available tools to target corrupt and undemocratic actors. (CDCS DO 3)

- **Justification** | Civil society, academia, independent media, and the private sector are crucial partners in the effort to improve governance in Guatemala. Continued foreign assistance and public diplomacy are important to strengthening civil society organizations, including their ability to effectively advocate for reform. Diplomatically, the Mission will engage with the GOG to encourage reforms that strengthen democratic institutions. The Mission also works with local civil society and government partners to ensure that all citizens, especially underserved and marginalized groups, are better served and have an opportunity to participate and have a voice in how they will be governed, such as through a civic auditing process. These efforts will continue to

emphasize civic participation and strengthening the role of civil society, as well as serve as positive models of constructive engagement and cooperation with the GOG.

- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 3.1 and 3.3; WHA/LAC Joint Regional Strategy Objectives 1.1, 1.2, and 1.3; DRL FBS Goal 2; INL FBS Goal 2.
- **Risks** | Without an active, engaged civil society and independent media, it will be difficult to increase transparency. To respond to this risk, the Mission will engage with a wide variety of civil society, academic, and private sector stakeholders to reduce reliance on one sector and maximize the impact of partnerships.

Mission Goal 3 | Facilitate sustained economic prosperity and well-being for all, especially youth, women, and indigenous people living in high out-migration areas. (CDCS DO 1 and CDCS DO 2)

Description | This goal advances several pillars of the U.S. Strategy for Addressing the Root Causes of Migration in Central America. Our aim is to promote economic growth, energy security, poverty reduction, workforce development, education and training, and greater regional integration that will increase jobs for Central Americans and improve opportunities for U.S. and other businesses.

Objective 3.1 | Create a more inclusive and transparent business and investment climate through adoption of business-generating reforms and expanded employment, education, and entrepreneurial opportunities. (CDCS DO1)

- **Justification |** Inclusive growth that reaches women, youth, and the indigenous is critical to sustaining economic prosperity and well-being. Efforts will include working with citizens, the private sector, banks, and other local actors and funding and educational organizations to offer workforce training, education, and technical support; increasing and diversifying trade, including through more transparent and secure port operations and revenue collection; and mobilizing financial and technical investments. Our efforts will focus on key sectors such as agriculture, pharmaceuticals, IT, textiles, call centers, and other high growth areas. U.S. assistance is crucial to building an enabling business environment, attracting investment, developing and training the current and future workforce, and diversifying trade to achieve inclusive growth.
- **Linkages |** Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objective 2.2; WHA/LAC Joint Regional Strategy Objectives 2.1, 2.2, 4.1, 4.2, and 4.3; DRL FBS Goal 4; EB FBS Goals 2 and 4.

- **Risks** | Impacts of the pandemic and the 2020 disasters including destruction from Tropical Storms Eta and Iota have reduced economic opportunity and contributed to growing humanitarian need in Guatemala. In addition, the economy remains largely informal and highly unequal. Guatemala faces significant vulnerability to climate change, hindering agricultural productivity and contributing to food insecurity.

Objective 3.2 | Enhance social and government services through an increase in the access to and quality of health and education, improved infrastructure, and enhanced food security. (CDCS DO1 and CDCS DO2)

- **Justification** | The COVID-19 pandemic revealed weaknesses in national health care and education systems while long lasting impacts of severe weather events including Tropical Storms Iota and Eta in 2020 have affected the availability of food and financial resources. Improvements in the quality, equity, and accessibility of education, health, food, and other social safety net programs are critical to improving the well-being of families and creating sustainable opportunities for prosperity in the future. Efforts will include improving educational opportunities and school enrollment expansion, strengthening health systems to mitigate the COVID-19 pandemic and prevent, detect, and respond to future health security threats and other public health challenges, supporting transparent public and private investment in infrastructure, and bolstering the delivery of food and other social safety net programs.
- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 1.1 and 3.5; WHA/LAC Joint Regional Strategy Objectives 2.1, 4.1, 4.3, 4.4, and 5.2; DRL FBS Goals 3 and 4; EB FBS Goal 1.
- **Risks** | Without U.S. assistance, the Guatemalan government will struggle to effectively manage its recovery from COVID-19 and provide equitable access to health care, education, infrastructure, food, clean water and sanitation, and other social services.

Objective 3.3 | Increased U.S. and Guatemalan government, private sector, and civil society action to combat climate change improves economic opportunity and resilience. (CDCS DO 1)

- **Justification** | The effects of climate change are a primary driver of migration in Guatemala as increasingly erratic climate patterns lead to crop failure, increased food insecurity, broadscale livelihood loss, increased risk of zoonotic outbreaks, and decreased economic opportunity. These effects are further aggravated by poor agriculture practices and unsustainable use of natural resources, which ultimately contribute to greenhouse gas (GHG) emissions, low resilience and adaptive capacity for both human and natural systems, and limited livelihood opportunities. Increasing resilience to economic shocks and improving sustainable natural resource management will help Guatemalans weather market and climatic changes, which can reduce economic drivers of irregular migration through job creation, increased investment, and increased incomes. Expanding sustainable watershed and forest management, climate-smart agriculture, renewable energy, and the use of climate data to inform decision-making will provide opportunities to address global climate change while increasing economic prosperity and reducing social tensions in Guatemala. Incorporating a One Health approach into these efforts will support health security by addressing the elevated risk of disease outbreaks due to climate change and associated factors.
- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 1.2, 1.3, 2.2 and 2.4; WHA/LAC Joint Regional Strategy Objectives 4.2, 4.3, and Goal 5; EB FBS Goals 1 and 2; Office of the Science and Technology Advisor to the Secretary of State (E/STAS) FBS Goal 2.
- **Risks** | The largest impediment to increased climate ambition and action in Guatemala is limited overall economic development and limited government resources. Further, endemic corruption and the lack of transparency undermine Guatemala's ability to provide effective and inclusive governance and address societal challenges. Guatemala has also struggled to meet its obligations under the International Labor

Organization's Indigenous and Tribal Peoples Convention (ILO 169) to consult indigenous peoples, which could further delay climate actions where indigenous communities' consent is needed. Gridlock in Guatemala's congress may also hinder the achievement of climate change and economic goals. The government has had difficulty collaborating effectively with the private sector to improve resilience, increase investment in climate smart infrastructure, and reduce GHG emissions.

Mission Goal 4 | Protect U.S. citizens and the homeland, dismantle transnational criminal organizations and gangs, and bolster security institutions' resilience against malign influence. (CDCS DO 3)

Description | This goal advances multiple aspects of the Root Causes Strategy while emphasizing long-term U.S. security interests in the region. Our aim is to strengthen the security of both the American and Guatemalan peoples, maintaining the United States as Guatemala's security partner of choice while improving security conditions in local communities to generate hope.

Objective 4.1 | Strengthen Guatemalan law enforcement and security institutions to reinforce border security, increase citizen security, enhance information-sharing, and disrupt or deter significant illicit drug trafficking and other transnational criminal activity and networks that threaten U.S. national security. (CDCS DO 3)

- **Justification |** The Mission aims to disrupt and deter drug trafficking and transnational criminal organizations and criminal elements from further gaining a foothold in Guatemala. Law enforcement and security capacity building programs are foundational in our work to strengthen partnerships to counter transnational criminal organizations. Disrupting and reducing illicit drug markets and transnational crime protects American lives and U.S. national security.
- **Linkages |** Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint

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Strategic Plan Strategic Objectives 1.4; WHA/LAC Joint Regional Strategy Objectives 3.1, 3.2, 3.3 and 3.4; INL FBS Goals 1 and 3.

- **Risks** | Corruption, inequality, and political polarization within Guatemala at times hamper security efforts and the disruption of drug trafficking organizations while contributing to destabilizing socioeconomic factors.

Objective 4.2 | Maintain the United States as the partner of choice for cooperation and coordination with Guatemalan government security institutions, including by enhancing Guatemala's role in U.S.-aligned regional and global security initiatives. (CDCS DO 3)

- **Justification** | Targeted support to improve citizen engagement, strengthen civil society, increase transparency, prevent violence, and provide equitable access to and treatment by the justice system contributes to strengthening democratic governance, provides U.S. citizens in Guatemala full access to all protections within the Guatemalan justice system, and helps enable timely and consistent application of Guatemalan law. Strong partnerships with the Guatemalan tourism authority (INGUAT) protect and assist U.S. citizens who are resident in or temporarily traveling to Guatemala. Enhancing messaging and outreach to U.S. citizens in Guatemala and ensuring timely appointments for U.S. citizens in Guatemala to renew passports and register their children as U.S. citizens advances U.S. citizen security and the U.S. government's ability to offer protection during a crisis.
- **Linkages** | Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 1.4; WHA/LAC Joint Regional Strategy Goal 5 and Objectives 3.1, 3.3, and 6.2; INL FBS Goals 2 and 3; CA FBS Goal 1.
- **Risks** | Impunity and lack of transparency limit the Mission's ability for engagement and prevent direct support to the Public Ministry.

4. Management Objectives

Management Objective 1 | Consolidate Mission operations for maximum effectiveness and move to the New Embassy Compound (NEC).

- **Justification** | The New Embassy Compound is scheduled for completion by August 2022 and will provide the foundation necessary to achieve the Mission's Goals and Objectives. Currently spread across nine separate buildings, the Mission will be able to consolidate all embassy operations into one facility in the NEC, enabling significant efficiencies as well as a reduction in Post's carbon footprint. As we approach our prospective move date in October, Management is in the final stages of preparing staff, facilities, and procedures for the relocation.
- **Linkages** | Interim National Security Strategy; State/USAID Joint Strategic Plan Strategic Objectives 4.1 and 4.3; WHA/LAC Joint Regional Strategy Objectives 2.1, 2.2, 3.2 and Cross-Cutting Management Objective; Administration FBS Bureau Goal 2.
- **Risks** | The effects of the COVID-19 pandemic have already delayed construction significantly, though our team did an excellent job getting the build back on track to minimize the delay to the Mission's move.

Management Objective 2 | Modernize and expand a management platform able to support the Mission's growth with efficient and secure tools and infrastructure.

- **Justification |** Consolidating our management platform will be necessary as we move our overall operations into the NEC and should help the Mission leverage the shared environment that the new building provides. Additionally, modernizing our operations will enable us to develop greater workforce mobility and flexibility while supporting staff through the pandemic.
- **Linkages |** Interim National Security Strategy; State/USAID Joint Strategic Plan Strategic Objectives 4.2 and 4.3; WHA/LAC Joint Regional Strategy Objectives 2.1, 2.2, 3.2 and Cross-Cutting Management Objective; State Department Diversity, Equity, Inclusion, and Accessibility Strategic Plan; Administration FBS Bureau Objective 1.2, 1.3, 2.3, 3.1, 3.2, and Goal 5.
- **Risks |** A failure to accomplish this goal will undermine Mission efficiency and prevent full utilization of the NEC. This would also impact the ability of other sections and agencies to continue operating at existing levels, once operations are consolidated into the NEC.

Management Objective 3 | Build a diverse, inclusive, and dynamic workforce in Mission Guatemala.

- **Justification |** The rich diversity of the United States is a core source of our national strength and a cherished part of our national identity. As the agency that represents the United States to the world, the U.S. Department of State has an opportunity – and a responsibility – to build a diplomatic workforce that reflects America’s diversity. Diversity makes us stronger and more creative. It is how we bring to bear people’s many ideas, experiences, expertise, and contributions for the benefit of our organization and our country. We simply cannot advance America’s interests and values around the world without a workforce that is truly representative of the American people. Beyond diversity, we are committed to inclusion. It is not enough simply to hire a diverse workforce. We must also build a workplace culture where all employees are truly included, where people’s differences are respected, and where employees feel empowered to bring their authentic selves to work instead of trying to fit into a narrow mold. When a workplace is inclusive, everyone can contribute to their fullest abilities – and the entire organization benefits. Supporting marginalized and vulnerable populations and minority groups is a global challenge. The Department recognizes that equity challenges, including racial equity issues, will manifest in every country. There are underserved communities in Guatemala. Post intends to use equity-advancing actions, strategies and guidance to advance equity in our outreach and hiring opportunities.
- **Linkages |** Interim National Security Strategy; Biden-Harris Administration Executive Order (E.O.) 13985 on Racial Equity and Support for Underserved Communities; State/USAID Joint Strategic Plan Strategic Objective 4.1; WHA/LAC Joint Regional Strategy Objective 4.1 and Cross-Cutting Management Objective; State Department Diversity, Equity, Inclusion, and Accessibility Strategic Plan; Administration FBS Bureau Management Objective 2.
- **Risks |** The risks of not achieving this objective are that Mission Guatemala will not benefit from the contributions of employees representing all sectors in the country.

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Mission Guatemala works on many fronts to improve the lives of Guatemalans. The Mission would clearly benefit from having indigenous and under-served community employees on its rolls to contribute as we work to achieve these broad goals. The United States prides itself on its diverse population and making all opportunities available to all. It is essential that Mission Guatemala strive to include this representation and voices in our work in Guatemala.

Management Objective 4 | Reduce Mission contributions to climate change through adaptation of environmentally sensitive practices.

- **Justification |** Adopting environmental practices in the Mission's operations presents several advantages including increased operational resiliency, efficiency, and innovation. In addition, these initiatives offer the Mission an opportunity to demonstrate U.S. credibility and leadership by greening our facilities and making our operations more sustainable.
- **Linkages |** Interim National Security Strategy; National Security Council's Strategy for Addressing the Root Causes of Migration in Central America and Collaborative Migration Management Strategy; State/USAID Joint Strategic Plan Strategic Objectives 1.2, 1.3, 2.2 and 2.4; WHA/LAC Joint Regional Strategy Objectives 4.2, 4.3, and Goal 5; EB FBS Goals 1 and 2; Office of the Science and Technology Advisor to the Secretary of State (E/STAS) FBS Goal 2.
- **Risks |** Risks to this initiative include the possible loss of momentum as a result of the Mission's need to focus on the move to the NEC in the immediate future. The move to the NEC itself, however, will increase the Mission's efficiency and sustainability while reducing our carbon footprint.