

## **CRIOC White Paper: Key Influencer (KI) Networks Project in the Caribbean**

**Purpose:** This project will provide a baseline assessment of the Caribbean information environment (IE) and leverage Key Influencer (KI) networks for expert advice on targeting, product/content development, messaging, and will measure the effectiveness of a Caribbean Information Operations Council (CRIOC) Military Information Support Operations (MISO) series.

**End State:** Chinese and Russian malign influence activities countered, Transnational Criminal Organizations (TCOs) combated, and Humanitarian Assistance and Disaster Response (HADR) efforts during hurricanes and catastrophic natural disasters supported.

### **1.0. Abstract**

This proposed project is a scalable, multi-faceted examination of Chinese and Russian malign influence activities, TCO trafficking networks, and HADR efforts in the Caribbean region through the construction and employment of Key Influencer (KI) networks starting with the six CRIOC partner nations: The Bahamas, Bermuda, Jamaica, Haiti, Trinidad and Tobago, and the Turks and Caicos Islands.

No systematic, sustained study has been conducted to measure (both qualitatively and quantitatively) the importance of the Caribbean to China, Russia and the TCOs. Specifically, resources spent by China and Russia on military equipment and training, infrastructure development projects, economic leverage, resource extraction, financial support to prominent politicians and divisive political movements, propaganda and disinformation campaigns, exploitation of social media platforms, corruption and bribery. Moreover, this project will measure the resources spent by the TCOs by gathering data from police arrests, seizures, media reports, court records, and NGO reports. More importantly, key information will be collected from KI networks of experts on the ground who have first-hand knowledge of trafficking networks (drugs, arms, human), illegal poaching, counterfeit products, and cybercrime (i.e., lottery scams).

KI networks will provide USNORTHCOM, USSOUTHCOM, Ministry of Defence - United Kingdom (MOD-UK), and Canadian Joint Operations Command (CJOC) with a baseline to measure the effectiveness of Chinese and Russian influence operations in the Caribbean region. In addition, KI networks can also measure the progress against degrading the capabilities of TCOs, reducing the flow of illicit drugs, and increasing interoperability among CRIOC partners in support of the National Drug Control Strategy (USSOUTHCOM Enhanced Counternarcotics Operations, April 2020). Moreover, this project will establish a baseline to track the coordination, synchronization, and success of HADR efforts among

CRIOC partner nations during hurricanes and catastrophic natural disasters in order to save lives.

Over the long-term, measuring and understanding the emerging Caribbean threat environment requires an extensive and multi-layered network of experts and key influencers. This work requires a network of top Caribbean influencers across the six CRIOC member nations. While expert input is needed to track high-level changes, local input is essential to monitor subtle shifts from local leaders and key influencers. For instance, how effective are Chinese and Russian influence activities in the Caribbean? Are TCO networks being effectively degraded and illicit trafficking reduced? Are HADR response efforts effective and saving lives during hurricanes and catastrophic natural disasters? With these important questions in mind, this project will build a detailed roster of Key Caribbean influencers, from political and business leaders to important community members, with firsthand knowledge of their respective areas of expertise in the region.

Competitors and adversaries are competing across all dimensions of power, with increased efforts in areas short of armed conflict...violating principles of sovereignty, exploiting ambiguity, and deliberately blurring civil and military targets (National Defense Strategy 2018). By working together with allies and partners, we can amass the greatest possible strength for the long-term advancement of our interests, maintain favorable balances of power that deter aggression, and support the stability that generates economic growth (National Defense Strategy 2018, p. 15). The United States' strategic network of allies and partners provides capacity, niche capabilities, intelligence, and forward access and basing that empowers the Joint Force when competing against global challenges (National Military Strategy 2018, p. 16).

Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multi-functional challenges (CJCSI 3050.01, A-1). Operations must be strategically coordinated worldwide, nested within a whole of government approach, and include our allies and coalition partners (CJCSI 3050.01, A-2). Achieving global integration requires the combination of the institutional expertise of the Services and geographic and functional Combatant Commands (CCMDs) to provide precise and timely global military solutions in support of national policy objectives (CJCSI 3050.01, A-3).

The outcome of this project will enable USNORTHCOM, USSOUTHCOM, SOCNORTH, SOCSOUTH, JIATFS, MOD-UK, and CJOC to improve situational awareness and increase understanding of emerging threats and regional security dynamics. More importantly, this project will assess the effectiveness of Chinese and Russian influence activities in the Caribbean region and provide strategies to counter them. A visualization of the KI networks, quick-turn-around RFI responses, deep-dive reports, monthly key influencer

reports, and suggestions for strategic messaging and narrative lines will be supplied as project deliverables.

Specific project deliverables will include:

**Measure and Track:**

- Resources spent by China and Russia on military equipment and training, infrastructure and development projects, and foreign aid
- Document cases of Chinese and Russian economic leverage, resource extraction, financial support to prominent politicians and divisive political movements
- Highlight Chinese and Russian propaganda and disinformation campaigns, exploitation of social media platforms, and cases of corruption and bribery
- Resources spent by the TCOs by gathering data from police arrests, seizures, court records, media reports, and NGO reports
- Document first-hand knowledge of trafficking networks (drugs, arms, human), illegal poaching, counterfeit products, and cybercrime (i.e., lottery scams)
- Growing Chinese, Russian and TCO under-the-radar hotspots across the region
- Chinese, Russian and TCO influence and attempts at political instability across the region
- “Dual use” and other suspect economic investments that can have military and security applications (both offensive and defensive)
- Expert and key influencer opinions on the emerging Caribbean defense and security threat environment
- Timing, coordination and outcomes pertinent to Caribbean HADR initiatives

**Identify:**

- Chinese and Russian Caribbean policies, including formal and informal positions staked by government and non-government influencers
- Potential political, legal, and physical challenges by China, Russia, their surrogates and TCOs to destabilize established governance structures and norms in the Caribbean
- Shifts in Chinese, Russian and TCO objectives in the Caribbean, vis-à-vis economic development, shipping, arms spending, and governance initiatives
- Chinese state-owned, Russian and TCO investments in the Caribbean, with a special focus on strategic resource extraction and illegal poaching
- Areas of opportunity to coordinate and synchronize strategic messaging by the United States, its Allies, and trusted partner nations to proactively counter emerging threats

**Analyze:**

- The defense and security implications of increased Chinese, Russian and TCO activities and investments in and across the Caribbean region
- Caribbean state and private sector capabilities in the region, highlighting areas of cooperation that might be pursued and potential areas of political friction that might be avoided
- Conventional and unconventional threats to Homeland Defense of the United States, its Allies, and trust partners in the Caribbean region
- Cost benefits and effective response of HADR response initiatives by CRIOC member nations

## **2.0. Chinese and Russian Malign Influence Activities in the Caribbean**

Since the recession of 2008, the Chinese government has increased its presence in the Caribbean region using economic leverage to target economically vulnerable nations for takeover of their strategic ports, critical infrastructure, tourism, and extraction of natural resources (i.e., fish stocks). Five of six CRIOC member nations (except Turks and Caicos Islands) have been targeted by China:

The Bahamas (Infrastructure, Port Access, Tourism, and Medical Diplomacy): In 2010, the China EXIM Bank provided \$54 million in preferential loans to build a four-lane highway from Sir Lynden Pindling International Airport to Nassau City Center. In 2011, the China EXIM Bank loaned \$3 billion dollars to build the 2,350 room Baha Mar Resort with delays, bankruptcy, and mismanagement resulting in a \$2.5 billion dollar law suit alleging “massive fraud.” In 2015, The China State Engineering Corporation purchased the historic British Colonial Hilton Hotel as part of the construction of a \$250 million entertainment and hotel complex near Nassau’s cruise terminals called “The Pointe.” In 2018, the China EXIM Bank provided \$3 billion in loans to build a mega-container port in Freeport and \$40 million in loans to build a port off the island of Abaco. In April 2019, China donated N95 masks, protective suits, goggles, shoe covers, gloves and forehead thermometers as well as 1,000 COVID-19 test kits for Bahamas COVID-19 response efforts

Bermuda (Financial Services, Tourism): In 2012, China – Bermuda signed a Memorandum of Understanding with a focus on high-end financial services and leisure tourism. In 2017, the Honorable Liu Xiaoming, Chinese Ambassador to the United Kingdom, visited Bermuda at the invitation of British Governor John Rankin. China’s business elites are using Bermuda as an investment platform and tax haven investing in private equity finds, broker-deals, trust companies, insurance companies, hedge funds, real estate, and Bermuda’s tourism sector

Haiti (Infrastructure and Medical Diplomacy): In 2017, China enticed the Haitian Government to join its Belt and Road Initiative (BRI) by promising \$30 billion in

infrastructure investment including a 600 megawatt power plant to electrify Port-au-Prince, the construction of a new City Hall, markets, thousands of apartments, and a future railway linking Port-au-Prince to the countryside. In 2019, China offered the Haitian Government interest-free and concessional loans in return for severing diplomatic relations with Taiwan. In May 2019, China sent \$19 million in medical supplies to Haiti including 50,000 masks for Health Care workers, 200,000 surgical masks, 100 artificial respirators and accessories, 500 full beds, and 700,000 protective glasses

Jamaica (Military Equipment, Infrastructure, Port Access, Resource Extraction, and Medical Diplomacy): In 2007, China EXIM Bank gave the Government of Jamaica a \$45 million loan to build the Montego Bay Convention Center and a \$30 million loan to build Trelawny Multi-purpose Stadium with 25,000 seats for cricket matches and concerts. In 2011, the Jamaican Defence Force (JDF) received \$300 million in military aid for local crime-fighting from the People’s Liberation Army (PLA) including uniforms, helmets, boots, jungle hats, backpacks, protective belts, folding beds, socks, raincoats, tents, berets, elbow and leg guards, vests, binoculars, and camouflage fabric. In 2016, China Harbour Engineering Company (CHEC) built and financed a US \$730m North – South Highway connecting Kingston to Ocho Rios which reduced transit time to one hour. The Government of Jamaica with a \$730m debt to China gave CHEC a 50-year concession to recover the highway’s cost from tolls as well as land along the highway for residential and commercial development. In July 2016, the Jamaican Government announced that Alpart Alumina refinery (rare mineral bauxite) in Jamaica had been sold for US \$299m to the Chinese state owned entity the Jiuguan Iron and Steel Company, owned by Moscow-operated US Rusal. In 2020, the Government of Jamaica gave China Merchants Port Holdings full control of Kingston Freeport Terminal Limited (KFTL), the entity that manages the Port of Kingston under a 30-year concession agreement. The Chinese Government is also funding a 220-bed Children’s Hospital in Montego Bay as a gift from China as well as building the new headquarters building for Jamaica’s Foreign Affairs Ministry in Kingston. In April 2020, the Chinese Government donated 1,000 N95 surgical masks; 1,000 disposable medical isolation gowns; 200 infrared thermometers; 1,000 pairs of medical protective goggles; 1,000 pairs of disposable sterilized rubber surgical gloves; and 1,000 pairs of medical isolation shoe covers in support of Jamaica’s COVID-19 response efforts

Trinidad and Tobago (Academic Influence, Military Equipment, Port Access, Critical Infrastructure, and Medical Diplomacy): In October 2013, China established The Confucius Institute at the University of West Indies (UWI), St. Augustine Campus, a non-profit educational institution for Mandarin Chinese language teaching and the promotion of Chinese culture, the second in the Caribbean. In 2015, the Trinidad and Tobago Defence Force purchased for \$35 million dollars the TTS Nelson II (formerly the Chinese surveillance vessel Haijian 1001) from the Chinese Navy for counter narcotics and human smuggling operations. In June 2018, the Government of Trinidad and Tobago became

the first Caribbean nation to sign onto China's \$4 trillion dollar Belt and Road Initiative (BRI). In July 2018, The Government of Trinidad and Tobago announced that China Harbour Engineering Corporation was building a \$500 million La Brea dry-dock facility in Point Lisas in coordination with the Chinese shipping line COSCO as a port and repair facility for Chinese container ships. In 2019, the China EXIM bank provided a \$104 million loan for construction of the first BRI project in the Caribbean, Phoenix Park Industrial Estates, a light manufacturing industrial park with 10 Chinese companies involved in producing items ranging from air conditioning, ceramics, processed food, and communications equipment. In March 2020, the China Railway Construction Corporation (CRCC) built an emergency field hospital in the Republic of Trinidad and Tobago with 100 beds, two surgery rooms, and an ICU. The hospital is now one of the country's biggest and most advanced hospitals. The Chinese Government also promised to donate 4,000 COVID-19 testing kits to aid Trinidad and Tobago in its fight against the novel coronavirus (COVID-19).

Caribbean nations are welcoming Chinese investments as an opportunity to diversify the region's trade and economic relations as an alternative to the traditional dominance of the United States and European powers. In October 2019, the Chinese Government hosted 11 Caribbean nations for a two-day the "Belt & Road Initiative" Cooperation Conference in St. George, Capital of Grenada. Countries in attendance included Antigua and Barbuda, Barbados, Bahamas, Dominica, Grenada, Guyana, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, and Jamaica. In May 2019, China signed Double Tax Treaties with Barbados, Cuba, Jamaica, and Trinidad and Tobago which reduce the amount of tax and duties payable on specific products and services. The United States and its European partners still remain the region's principal trading partners. However, the notion of a great power competition is gaining traction with China's increased presence in the Caribbean region.

In September 2019, Senator Marco Rubio (R-Florida) wrote an Op-ed in the Miami Herald ringing alarm bells over China's growing influence in the Caribbean region, which is particularly concerning, he says, given its proximity to the United States:

"China reaches out to interested nations with promises of hefty investment. After reaching an agreement, Beijing hijacks the country's resources and infrastructure, often dramatically ramping up the lending terms after initial negotiation."

### **3.0. Countering TCOs in the Caribbean**

The Caribbean's unique geographic location with its advantageous shipping routes, countless uninhabited islands, and close proximity to the United States makes it a key trans-shipment route for illicit trafficking (drugs, arms, and humans) and illegal poaching by TCOs. This has resulted in high rates of criminal violence, gang-related

crime, weak governance, and endemic corruption throughout the Caribbean region. All six CRIOC member nations have been impacted by the TCO threat:

The Bahamas (Gang Violence, Illicit Trafficking, Illegal Migration, and Poaching):

Located 50 miles off the coast of Florida; The Bahamas is a key trans-shipment point for TCOs operating in the Caribbean region. In 2019, The Bahamas had the sixth highest murder rate in the Americas due to gang-related violence, with 95 murders in 2019, an increase of four percent from 91 murders in 2018. In March 2019, the U.S. Department of State issued a Bahamas “travel advisory” warning against violent crime including sexual assault and armed robberies. The illegal importation of small arms, light weapons, and ammunition smuggling (SAWLA) is a major challenge for Bahamian law enforcement and the firearms are used in 60 percent of the violent crime. Moreover, the Bahamas is a key destination country for human trafficking of Haitian migrants who are subject to forced labor and sexual exploitation. Dominican poachers continue to fish illegally in protected Bahamian waters selling their catches to China

Bermuda (Gang Violence, Illicit Trafficking, and Illegal Firearms): There are 11 different gangs operating in Bermuda including West Side, Park Side, Frontline, Hermitage Road Krew, and 42.19. Gangs routinely engage in drug sales, illicit trafficking, and increased violence stemming from gang disputes. Since 2009, 35 young black men have been shot and killed; 92 people have been injured by illegal firearms; and over 400 young people are deemed “at risk” of falling into the gang lifestyle. Women are also being recruited by gang members in order to complete tasks men can’t accomplish due to their criminal histories

Jamaica (Gang Violence, Illicit Trafficking, and Lottery Scamming): According to the Honorable Dr. Horace Chang, Jamaica’s Minister of Defence, the island’s increasing murder rate and violent crime is directly attributed to TCOs. Jamaica’s 1,326 murders in 2019 gave it a homicide rate of 47.4 per 100,000, marginally higher than 2018’s rate of 47. The increase in shootings and violent crime is due to the practice between Jamaica and Haiti of trading drugs for guns which has been facilitated by the TCOs. Jamaica’s gangs are responsible for murders, lotto scamming, trafficking of arms and guns, and extortion. Since 2006, lottery scamming has become a lucrative \$30 million a year revenue source for Jamaica’s gangs who defraud senior citizens in the United States of millions of dollars at low-risk.

Turks and Caicos Islands (Illegal Migration, Illicit Trafficking, and Gang Violence):

According to the Government of Turks and Caicos Islands (TCI), the greatest threat to its safety, security and prosperity is illegal migration, specifically from Haiti. While most Haitian migrants are fleeing Haiti in search of a better life, some are also using the opportunity to smuggle drugs and weapons into TCI. This has led to increased gang violence and criminal activity which poses a serious threat to the TCI’s tourism dependent economy. In addition, the high cost of repatriating Haitian foreign nationals

has placed a large financial burden on the TCI government with over 7,000 migrants repatriated in 2017 at a cost of over \$1 million dollars. Linked to illegal migration, organized crime in Turks and Caicos (TCI) consists of four main parts including human, drug, and arms trafficking as well as gang violence. According to the 2016 International Narcotics Control Strategy (INCS), “Turks and Caicos is being used as a critical transit point for drug trafficking between countries such as Haiti, the Dominican Republic and the Bahamas.

Trinidad and Tobago (Gang Violence, Illicit Trafficking, and Islamist Extremism): The island nation’s close proximity to Venezuela makes Trinidad and Tobago particularly susceptible to TCO activity including gang violence, illicit trafficking, and homegrown violent extremism with a large Muslim population. In 2019, Trinidad and Tobago’s 522 murders gave it a homicide rate of 37.4 per 100,000 which marked one of the deadliest years in the island nation’s history. The country outpaced last year’s 516 homicides and was just under 2008’s record of 550. In May, authorities announced the arrest of a leader of the Venezuelan gang Evander, suggesting that Venezuelan criminal elements have infiltrated the twin island nation. Trinidad and Tobago is a destination, transit, and possible source country for adults and children subjected to sex trafficking and forced labor; women and girls from Venezuela, the Dominican Republic, Guyana, and Colombia which have been subjected to sex trafficking in Trinidad and Tobago’s brothels and clubs. Moreover, Trinidad and Tobago has a history of violent Islamist extremism with a violent insurrection in 1990’s and a large number of Trinidadian freedom fighters fighting for the Islamic State (ISIS) in Syria and Iraq

Haiti (Gang Violence, Human Migration): Haiti’s deepening economic, social and political crisis has resulted in a breakdown in the rule of law and a rise in violent armed criminal gangs with the withdrawal of United Nations Peacekeepers in October 2019. This has resulted in a breakdown of social order resulting in odious killings, decapitations, rapes, robberies, embezzlement, the diversion of supplies, and kidnappings. The growing instability in Haiti has led to an increase in Haitian migration facilitated by human traffickers working for the TCOs. As of May 19, COVID-19 cases are doubling in Haiti cause fears of massive migration to the Bahamas and Turks and Caicos Islands.

TCOs and violent extremist organizations operating in the Caribbean threaten citizen safety, regional stability, and the national security of the United States and our allies and partners. These illicit networks exploit the interconnected nature of transnational trade and transportation systems to smuggle people, drugs, bulk cash, weapons, and other contraband across borders. The region is the largest source of illicit drugs and illegal migrants to the United States. The use of bribery, fraud, and violence by illicit networks disrupts legitimate economic opportunity and undermines the rule of law. Many TCOs are



better funded and organized than the security organizations that confront them (United States Southern Command Strategy - *Enduring Promise for the Americas*, May 2020)

#### **4.0. Supporting HADR Efforts in and across the Caribbean**

During the last 20 years, climate change has resulted in warmer sea surface temperatures and rising sea levels which have resulted in more frequent and destructive Category 5 hurricanes in the Caribbean region. Caribbean nations along with their North American and European partners have coordinated and synchronized their HADR efforts in order to save lives. The Caribbean Disaster Emergency Management Agency (CDEMA) has played an important role as Category 5 Hurricanes have become more frequent and destructive.

The CRIOC has played an integral role in coordinating HADR efforts between USNORTHCOM, USSOUTHCOM, MOD-UK, CJOC, Dutch Navy, and French army in the Caribbean region. In 2017, The CRIOC and MOD-UK helped facilitate the deployment of 30 soldiers from the Royal Bermuda Regiment (RBR) to the Turks and Caicos Islands (TCI) to aid the recovery effort after Hurricanes Irma and Maria as part of MOD-UK Operation RUMAN. All six CRIOC member nations have been impacted by Category 5 hurricanes and catastrophic natural disasters over the last 20 years:

The Bahamas (Hurricanes): The Bahamas has a long history of hurricanes with storms getting more severe due to climate change. Hurricane Dorian CAT 5 (2019) was the strongest Atlantic hurricane to ever make landfall and the worst hurricane to hit The Bahamas destroying Abaco and Grand Bahama Island with 185 mph winds causing 70 deaths, 282 people missing, and \$3.4 billion in property damage. Recent hurricanes include: Hurricane Irma CAT 5 (2017); Hurricane Matthew CAT 5 (2016); Hurricane Joaquin CAT 4 (2015); and Hurricane Sandy CAT 3 (2012).

Bermuda (Hurricanes): Bermuda's location in hurricane alley places the island at the forefront of frequent and severe storms every year. The worst Hurricane to hit Bermuda was Hurricane Gonzalo CAT 4 (2014) with 150 mph winds causing \$300 million in property damage, power outages but no deaths. Recent Hurricanes include: Hurricane Nicole CAT 3 (2016); Hurricane Fay CAT 2 (2014); and Hurricane Igor CAT 1 (2010)

Haiti (Earthquakes, Hurricanes): The worst disaster in Haiti's history was the 2010 7.0 magnitude earthquake with multiple aftershocks where 250,000 people died and 3,000,000 people were injured. The worst hurricane to hit Haiti was Hurricane Mathew CAT 4 (2016) with 145 mph winds causing \$1.9 million in damage and 546 deaths.

Jamaica (Hurricanes): Jamaica's location in the Atlantic Hurricane belt protects the island causing Jamaica to be impacted by hurricanes every 11 years on average. The worst Hurricane to hit Jamaica was Hurricane Gilbert CAT 5 (1988) with 175 mph winds

causing \$800 million in property damage and 45 deaths. Recent Hurricanes include: Hurricanes Emily and Dennis (2005); Hurricanes Ivan and Charley (2004)

Trinidad and Tobago (Earthquakes): Trinidad and Tobago is not in the hurricane belt and its risk for hurricanes is minimal compared to other Caribbean nations. However, there is a risk of flooding from storm surges. Earthquakes are a potential threat and tremors are felt occasionally. On 21 August 2018 Trinidad and Tobago experienced an earthquake in excess of magnitude 6.7 causing damage to some buildings and communication networks

Turks and Caicos Islands (Hurricanes): On average, a hurricane hits the Turks and Caicos Islands every seven years and passes in the vicinity of the island every two years. The worst hurricanes to hit TCI were in the same year 2017: Hurricane Irma CAT 5 and then Hurricane Maria CAT 5 (2017) with winds of 125 mph causing \$289.6 million in property damage, power outages affecting the islands of South Caicos, Grand Turks, and Salt Cay. Recent Hurricanes include: Hurricane Joaquin CAT 4 (2014); Hurricane Bertha CAT 2 (2014); and Hurricane Irene CAT 1 (2011)

Part of the CRIOC's mission is to coordinate and synchronize HADR response operations among CRIOC members in order to save lives. CRIOC member nations can work together to better leverage their capabilities in order to help Caribbean nations in the wake of Hurricanes and catastrophic natural disasters. The third portion of this project will determine who is supporting whom and how to best coordinate and synchronize HADR response operations, resources, airlift capabilities, medical supplies, between USNORTHCOM, USSOUTHCOM, MOD-UK, CJOC, Dutch Navy, and French Army and our Caribbean partners. The project will create a CRIOC HADR Response Contact Roster of military, police, civilian, and first responders to facilitate rapid response to hurricanes and catastrophic natural disasters in order to save lives.

## **5.0. Project Deliverables**

### ***5.1. Caribbean Key Influencer (KI) Network Visualization (Deliverable 1)***

The vendor will compile a visualization of Key Influencers (KIs) in the Caribbean Information Environment that will be divided up by CRIOC member nation: The Bahamas, Bermuda, Haiti, Jamaica, Trinidad and Tobago, and Turk and Caicos Islands. The visualization will include a ranking of KIs of import to the project. Each profile will include the name, position, a picture (if possible) and other relevant information. The vendor will rate each key influencer in the following two categories from 1 to 5, where 1 represents a low influence and 5 a high one:

Influence, correlated to formal or informal relationship to Caribbean decisionmakers, for each of the six CRIOC member nations:

1: Not part of his or her nation's senior Caribbean Island decision making; does not steer policy. Holds influence within civil, legal or business sectors

- 2: Not part of his or her nation's senior Caribbean Island decision making; holds influence within civil, legal, business sectors.
- 3: May wield tangential influence on his or her nation's senior Caribbean Island decision making
- 4: Highly influential within his or her nation's senior Caribbean Island decision making; may have direct influence on policy-making
- 5: Highly influential within his or her nation's senior Caribbean Island decision making and directs his or her nation's national policy and objectives

Access, correlated to Primary Node's existing relationships with influencers

- 1: Primary Node has no direct established relationship with influencer. Pulsing of influencer will require development of additional trusted interlocutors
- 2: Primary Node has limited capability to pulse influencer for RFIs via trusted interlocutors. Topics limited
- 3: Primary Node can pulse influencer for RFIs via existing trusted interlocutors. Topics may be limited
- 4: Primary Node has existing relationship with influencer. Primary Node can pulse influencer directly for RFIs with some limits on topic
- 5: Primary Node has well-established relationship with influencer. Strong capability for direct pulsing for RFIs over a broad spectrum of topics

## ***5.2. Quick-Turn RFIs (Deliverable 2)***

The vendor will provide up to two (2) RFIs per month from its key influencer networks from across the Caribbean region. RFIs will be questions asked by a team of CRIOC Subject Matter Experts (SMEs) that the vendor will answer after pulsing its KI network within 5 business days (120 hours) whenever possible. RFI responses will be 1-4 pages in length depending on the questions posed.

## ***5.3. Monthly Chinese, Russian, and TCO Summary Influence Activities Reports from the Caribbean Region (Deliverable 3)***

The vendor shall produce 10-15 page Monthly Chinese, Russian, and TCO Summary Influence Activities Reports, including a one-page executive summary that details the top military, security, economic and political issues as well as Chinese, Russian, and TCO malign influence activities as indicated by its network of KIs across the Caribbean region.

## ***5.4. Quarterly Deep-Dive Reports (Deliverable 4)***

The vendor shall produce 20-25 page reports quarterly, including a one-page executive summary, which offers focused analysis of an issue of acute interest to the team of CRIOC Subject Matter Experts (SMEs). Subjects for these quarterly reports will be suggested by a panel of Subject Matter Experts (SMEs) from USNORTHCOM, USSOUTHCOM, SOCNORTH, and SOCSOUTH.

### **5.5. *Suggestions for Strategic Messaging & Narrative Lines (Deliverable 5)***

When requested, the vendor will provide advice to the CRIOC team of Subject Matter Experts (SMEs) on potential strategic messaging points, narrative lines and culturally-appropriate wording or protocols that might be considered for use in messaging general or specific audiences. Examples of intended audiences might include consultations with Caribbean stakeholder and rights holder groups, meetings or negotiations with representatives of specific Caribbean countries, or press releases.

### **6.0. Project Objectives**

This project supports Global Integration (CJCSI 3050.01, 31 Dec 18) by providing USNORTHCOM, USSOUTHCOM, SOCNORTH, SOCSOUTH, JIATFS, MOD-UK, and CJOC the ability to proactively respond to Chinese, Russian and TCO malign influence activities in the Caribbean Information Environment (IE) . It gives the United States and its trusted allies the ability to counter Chinese, Russian, and TCO influence in the Caribbean region. This project offers in-depth analytical input from regional experts and ground-truth feedback from key influencers to place key Caribbean threats, propaganda and disinformation campaigns, and influence activities into perspective. Tracking of Chinese, Russian, and TCO activity in the region will quantify their interest and substantiate – or invalidate – security messaging from those adversaries. Likewise, finding opportunities for collaboration and synchronization with Caribbean militaries, police forces, and HADR first responders will help CRIOC members nations better respond to hurricanes and catastrophic natural disasters to save lives.