

WORKING TO BUILD A SAFER, MORE SECURE CARIBBEAN

STRENGTHENING REGIONAL COORDINATION AND DIGITAL FORENSICS, CUSTOMS ENFORCEMENT, AND TRANSNATIONAL CRIME INVESTIGATION CAPABILITIES IN THE CARIBBEAN

Overview

The Caribbean's proximity and direct connectivity of commercial passenger and cargo flights to the U.S. creates an ideal transportation mode for criminal actors and illegal migrators to exploit. This exploitation leads to increased corruption, money laundering, arms trafficking, and criminal violence in the region, which undermines citizens' confidence in governments and their ability to provide security. Left unchecked, these trends risk destabilizing governments and provide openings for malign actors. Effectively combating criminal actors while simultaneously ensuring safety and reliability for the legitimate passage of persons and goods facilitates constructive economic, cultural, and political relationships with Caribbean partners and promotes international stability. Eastern Caribbean nations created the Regional Security System (RSS), composed of regional law enforcement and military elements, as a collective defense and security organization to confront these threats.

Caribbean Security Capabilities Building Project

Through a Prime Contract with the Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL) coordinated through the INL office in Bridgetown, Barbados, Hive International, LLC (Hive) provides critical mission support to the RSS, its eight Member States (Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines), and the Caribbean Community (CARICOM) Implementation Agency for Crime & Security (IMPACS) Joint Regional Communications Centre (JRCC). Hive provides multifaceted, hands-on strategic advisory services in digital forensics, customs enforcement, criminal analysis, aviation management, and task force investigations into transnational organized crime. Hive also provides comprehensive program management through its Program Management Office (PMO), travel and logistics coordination, monitoring and evaluation, instructional systems design and delivery, and alumni engagement to build a network of invested security partners. Through our full-scope support of INL in the Eastern Caribbean, Hive has helped improve the capacity and effectiveness of investigations and prosecutions of transnational organized crime throughout the region.

Digital Forensics

Hive provides full-time expert advisory support to the RSS's Digital Forensic Laboratory (RSSDFL) exploitation and investigative teams. This support has enabled the RSSDFL to become a state-of-the-art digital forensics laboratory and regional center of excellence that now accepts digital and mobile forensic evidence submissions from all RSS Member States and a growing number of greater Caribbean countries including The Bahamas and Turks and Caicos. Our team of experts, including a renowned and recognized leader in digital forensics, built a customized indexed data repository for the RSSDFL case data. This repository can search billions of case data records and report results in seconds, facilitating rapid and exigent data correlation to support casework and strengthen law enforcement in the region. With support from Hive's investigative and forensics experts, the RSSDFL received and processed over 300 digital forensic cases in 2022, representing a more than 500% increase in caseload since the lab's inception. Hive's experts assist the lab daily in the collection, processing, preservation, analysis, and presentation of a wide range of electronic evidence types in support of criminal, fraud, counterintelligence, and law enforcement investigations and prosecutions in the region.



Customs Enforcement


Hive's Customs Enforcement Advisors support CARICOM-IMPACS personnel at the JRCC with strategic planning and analysis to monitor passengers entering and travelling in the region. Hive's Advisors assisted CARICOM-IMPACS leadership in creating and implementing an Interoperability Statement between the JRCC and the CARICOM-IMPACS Regional Intelligence Fusion Centre, as well as developing policy guidance and standard operating procedures to support effective intelligence sharing and analysis between the two bodies. Hive's Advisors provided guidance to improve data processing, workflow, and the analysis and development of targeting data. Due to these efforts, there have been multiple successful detections of illegal migration and human, narcotics, and arms trafficking in the region. Hive's Customs Enforcement Advisors recently played a crucial role in identifying an international Russian-organized crime ring operating in Turkey that attempted to smuggle 4.7 tons of cocaine from the Caribbean to West Africa and developed a targeting rule to link JRCC Targeting and Maritime group efforts together for crew detection. Due to the success of these efforts, the JRCC Cargo group instituted weekly seizure sharing meetings with member states and a rapid group email response list to increase agility when responding to emerging seizure trends. Hive's Advisors also provided expertise to assist the JRCC in mapping out best practices and efficiency improvements while examining IMPACS JRCC work processes, data collection, and systems capabilities, thus resulting in an operationally more efficient reorganization of the JRCC. Hive's Advisors have formed close ongoing relationships with customs and port security officials throughout the Caribbean, supporting the growth of their own internal programs. Hive also supports these and other regional law enforcement organizations through development and delivery of customized training courses and exercises. After Hive delivered an Interdicting Cargo Shipments in a Seaport Environment course to officials in both Grenada and Antigua and Barbuda, Antigua Customs officials successfully delivered the same course independently to other national officials the following year.

Aviation Management

Hive's Aviation Advisor conducted a comprehensive strategic review and analysis of the RSS Air Wing's operations, management, staffing, budget, and resources to develop a Strategic Aviation Transition Plan to transform the RSS Air Wing into a regional leader. The plan proposed scalable, right-sized, and mission-focused investments to improve the RSS's Air Wing aviation capabilities and infrastructure for airlift and maritime domain awareness to meet current and emerging demands for both security and resilience for the next 40 years.

Transnational Organized Crime Investigations

Hive's Strategic Investigative Advisors support the RSS Organized Crime Task Force and provide hands on mentoring and advising to execute RSS leadership and Member State requests for assistance on high-level cases. The mentorship, training, facilitation, and guidance of our advisors have resulted in increased cooperation between U.S. and Caribbean states on several cases with multiple notable successes. These include assisting the Royal Saint Lucia Police Force (RSLPF) to solve high-profile murder cases, helping the RSLPF to successfully coordinate with the U.S. on an international firearms trafficking case, promoting the signing of a Memorandum of Understanding between Saint Lucia and the U.S. to provide forensics assistance for firearms trafficking cases, and assisting Guyanese police in solving a multiple murder case that garnered national attention, including multiple press conferences by the President. Hive's Advisors also secured assistance from the FBI's Cellular Analysis Survey Team (CAST) to map out the cell tower network of key crime regions in Saint Lucia to assist in the investigations of multiple high crime cases. This assistance has led to successful conclusions of multiple high-profile cases, including murder, arms and drug trafficking, and passport fraud, which led to multiple convictions in several jurisdictions. To further improve RSS Task Force capacity, Hive developed and delivered a regional training exercise for the RSS's participation in the U.S. Southern Command-sponsored combined joint exercise, Tradewinds 2021. With Hive's support, the RSS was able to provide a localized, multifaceted, and repeatable interdiction, investigation, anti-corruption, and prosecution exercise to increase regional cooperation in complex multinational security operations.



Monitoring & Evaluation

The successes of Hive’s Advisory services, combined with Hive’s leadership implementing INL’s new monitoring & evaluation (M&E) DevResults system, led to INL nominating both INL Bridgetown and Hive for a Department of State Data for Diplomacy award. The award nomination acknowledged Hive’s innovative work in developing, collecting, and using monitoring data to identify strengths and weaknesses in border security practices in Barbados and the Eastern Caribbean and in guiding partner governments in the development of homegrown solutions that improve border security in the region, to the shared benefit of regional partners and U.S. citizens at home and abroad. Hive has since become a leading DoS implementer with expertise in the DevResults platform, regularly participating in and leading training sessions to assist other government implementers in developing project change maps and indicator spreadsheets to populate DevResults.

Hive is leading in implementing INL’s new DevResults system.


Instructional Systems Design & Delivery

Hive supports INL and the RSS with Instructional Systems Design (ISD) services, having developed and delivered multiple courses and training exercises, including Interdicting Cargo Shipments in a Seaport Environment, Ethical Policing, Strategic Management in Law Enforcement, RSS Task Force training, and Police Prosecutor training in Digital Forensics, all of which are in high demand. Hive’s ISD services provide a significant impact on transitioning RSS member states’ police into more modern forces, helping to enhance the effectiveness, efficiency, and overall performance of law enforcement personnel. Hive is also working to transform the police prosecutor profession in the Eastern Caribbean by customizing a one-year program from the UK’s Chartered Institute for Legal Executives (CILEX) to convey standardized knowledge and skills to police prosecutors throughout the Eastern Caribbean region. The ISD services have enabled Embassy Bridgetown to play a crucial role in preparing regional customs and law enforcement officers for the complex and evolving challenges they face in their line of duty. Hive’s scientific application of training design enables the integration of various instructional methods and technologies into law enforcement, digital forensics, prosecutorial, and executive management training.

Program Management and Logistics

Hive's PMO plays a crucial role in coordinating logistics and project management for INL Bridgetown, enabling INL to operate efficiently and focus on collaborative efforts to design creative and innovative programming for the region. Hive developed and currently manages INL’s East Caribbean Project Management Data Portal to oversee INL capacity building programs in the Eastern Caribbean. Hive initially built the portal to track programmatic and financial funding data for the INL office in Bridgetown, Barbados. Over the last six years, INL has contracted Hive to manage, maintain, and update the portal, which now includes enhanced functionality including the ability to generate detailed reports and visualizations of multiple inputs, outputs, and impact factors with Microsoft PowerBI. The PowerBI dashboard also visualizes live connectivity status of the JRCC’s primary and backup servers. In the event of an outage, the display will clearly show the failover condition and provide real-time connection status updates until functionality is regained.

In addition to robust PM efforts, our PMO has provided expert deployment and management logistics services while navigating the challenging environment of travel restrictions and quarantine associated with the COVID-19 pandemic. Our PMO team worked with our full-time contract staff, multiple advisors, and our COR to ensure all logistical travel and health considerations were properly addressed, including scheduling OCONUS COVID-19 PCR tests, changing advisor travel to accommodate INL priorities and schedule changes, and abiding by all U.S. and host nation government policies and regulations. Hive has managed over 20 events from start to finish for INL Bridgetown. This includes everything from adept venue management, efficient transportation and logistics handling, seamless catering arrangements, professional material production, audio and visual set up, agenda



drafting, proficient training facilitation, speaker recruitment and preparation, and the provision of M&E and reporting services for all events.

Alumni Engagement

Hive has been instrumental in assisting INL Bridgetown grow and expand their alumni outreach and coordination, hosting three alumni events for INL Bridgetown. Hive assisted INL Bridgetown in designing an initial program for Eastern Caribbean alumni of the International Law Enforcement Academy (ILEA) in Roswell, New Mexico in 2020. This was followed up with an ILEA Day in April 2022 to present the ILEA Day Award for Outstanding Regional Cooperation and to reconnect on post COVID realities, crimes, challenges, and strategies through focus group sessions. This year, Hive supported a follow-up workshop to create an INL Eastern Caribbean Regional Alumni Working Group and assisted participants in developing an Alumni Working Group Charter outlining the group’s mission, vision, values, strategic goals, and objectives to formalize the relationship between INL Bridgetown and alumni of INL-funded training in a mutually beneficial structure.

Company Profile

Hive International, LLC (Hive) is a Virginia-registered Small Business consulting firm specializing in designing, developing, implementing, monitoring, and evaluating foreign technical assistance and capacity-building programs to achieve strategic U.S. Government security objectives and improve global security. As an innovative small company formed by criminal justice and foreign policy experts and built on the principles of customer service and U.S. Government policy objectives, Hive provides a unique and flexible approach for Government agencies and private sector companies to accomplish effective and efficient program management. Hive brings years of experience working with a variety of U.S. and international agencies, providing trusted advisory support to critical initiatives for the U.S. Government and promoting international cooperative programs in law enforcement, counterterrorism, nonproliferation, digital forensics, aviation, border security, anti-corruption, transnational organized crime investigations, and other capacity-building efforts around the globe. Hive has become a trusted advisor and implementer to the U.S. Department of State’s Bureaus of International Narcotics and Law Enforcement Affairs and Diplomatic Security.

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