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United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General

Report of Inspection

The International Broadcasting Bureau's Botswana Transmitting Station

Report Number ISP-IB-05-63, August 2005

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tions prescribed by the President's Council on Integrity and Efficiency by Louis McCall, Coordinator for International Broadcasting and Public Diplomacy Evaluations, Jennifer Noisette, information management inspector, and William Urbanski, senior security inspector, of the Office of Inspector General (OIG).

Previous OIG reports that discussed the Botswana Transmitting Station were *Review of the Broadcasting Board of Governors' Transmission Delivery System* (Report No. 00-IB-033, September 2000) and *Inspection of Embassy Gaborone, Botswana* (Report No. ISP/I-00-14, July 2000).

CONTEXT

SETTING AND HISTORY

International Broadcasting Bureau's Botswana Transmitting Station is located at Moepeng Hill, 20 kilometers from the town of Selebe-Phikwe, in Botswana's Central Province, in the East Central part of the country, near the neighboring countries of Zimbabwe and the Republic of South Africa. It is about a four-hour drive from the capital of Gaborone.



Botswana Transmitting Station near Selebi-Phikwe

Botswana, about the size of Texas, and with a population of approximately 1.76 million, was formerly a British Protectorate, known as Bechuanaland, until independence in 1966. Its multiparty constitutional democracy has functioned in a way that makes it one of the most democratic and stable societies on the continent.

Mining is a mainstay of its economy. The Botswana Transmitting Station is located near a major mine and smelter, operated by Bamangwato Concessions, Limited, one of two large mining companies in Botswana. The local mine and smelter is the primary source of employment for the approximately 50,000 inhabitants of Selebi-Phikwe. The Botswana Transmitting Station enjoys easy access by road to Gaborone and to South Africa, reliable and relatively low cost electrical power provided by the Botswana Power Corporation, and friendly relations with the community in which it is situated.

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Opposition has arisen from the Government of Zimbabwe to special Voice of America (VOA) programs being transmitted to Zimbabwe from the Botswana Transmitting Station. This has required the thus far successful intervention of Embassy Gaborone to avoid possible changes in VOA programming or its mode of transmission from the Botswana Transmitting Station as the Government of Botswana reacts to pressure from its larger and less democratic neighbor to the east, with which it shares a 640-kilometer common border. This development has also caused the station to review its security situation.

The governments of the Republic of Botswana and the United States of America, on March 28, 1980, signed a 10-year agreement that enabled the VOA to construct and operate a 50-kilowatt (kW) medium wave radio broadcast facility near Selebi-Phikwe, on a site provided at no cost to the United States. By September 1981, the VOA Botswana Relay Station began broadcasting to regional audiences in Botswana, Mozambique, Namibia, Angola, Rhodesia (Zimbabwe), South Africa, and Zambia. Under the terms of the Agreement Radio Botswana received about 12 hours of transmitter time daily.

On September 5, 1985, the two governments entered into another agreement that would permit the United States to construct another facility consisting of up to six high power shortwave transmitters and two high power medium wave transmitters with related equipment. The new agreement called for the United States to provide a \$4 million cash grant to the Government of Botswana in addition to grants for post-graduate study at American universities in the fields of journalism and mass communications, \$2.5 million lump sum payment to lease two sites (969 acres and 300 acres) and a connecting easement (50 acres), totaling 1,319 acres for a period of 25 years. In addition, when the new facility became operational, which triggered the start of the 25-year lease, the 1985 Agreement also called for the United States to install a new 50 kW medium wave transmitter at the initial site and then turn that site over for 100 percent use by the Government of Botswana. For budgetary reasons, work on the new facility was delayed.

The 1980 Agreement for the VOA Botswana Relay Station was renewed in March 1990. However, later in 1990, the loss to rebel troops of the VOA Liberia Relay Station, with its eight shortwave transmitters, shut down VOA's largest relay station in sub-Saharan Africa. Given the need to make up for the loss of broadcast coverage in Southern and Central Africa, the United States Information Agency made an emergency procurement to build a modular facility at the unused Moepeng Hill site, rather than constructing the larger facilities that were envisaged at the time the 1985 Agreement was signed.

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By December of 1991, the new facility was in service with two shortwave transmitters. Two other shortwave transmitters came on line less than four months later. In July 1994, a 600 kW medium wave transmitter began its operations. Finally, with the consolidation of all civilian U.S. international broadcasting services under the International Broadcasting Bureau (IBB) of the Broadcasting Board of Governors (BBG) within USIA as part of the 1994 United States International Broadcasting Act, the Botswana facility was reorganized as the Botswana Transmitting Station.¹

Botswana Transmitting Station Capital Costs

Category of Cost	Current Value
Land ²	2,500,000
Buildings	2,160,612
Structures and Facilities	213,635
Satellite Interconnect System	24,000
Antennas/Receivers/Communications Equipment/Audio & Speech Equipment	12,101,482
Power Plant & Electrical Power Equipment	865,455
Transmitters	4,632,195
Audio & Speech Equipment/Record and Playback Equipment	61,405
Tools: Power, Hand, and Precision	42,146
Office and Housing Equipment, Appliances and Furnishings	163,505
Vehicles: Passenger and Non-Passenger	365,637
Automatic Data Processing Equipment and Software	85,621
Test Equipment and Miscellaneous	305,475
Total	23,571,166

Source: Botswana Transmitting Station

¹ PL. 103-236.

² OIG note. The land acquisition cost does not include \$4 million granted to the Government of Botswana in the 1985 bilateral agreement. This cost and other benefits to the Government of Botswana, such as the initial 50 kW medium wave site with transmitter, antenna, and building, are not reflected in the above capital costs of the Botswana Transmitting Station.

MISSION

The mission of the Botswana Transmitting Station is to provide medium wave and shortwave broadcasts for U. S. government-funded nonmilitary international broadcasting of VOA programs to Sub-Saharan Africa. Recently, the station has taken on the expanded mission of providing technical and contracting support in the region to the IBB Office of Marketing and Program Placement. Languages currently transmitted include VOA English to Africa and Special English, French, Portuguese, Ndebele, Shona, Swahili, and Hausa. Previous languages transmitted have included Afan-Oromo, Amharic, Kinyarwanda/Kirundi, and Tigrigna.

The main target areas for the shortwave broadcasts are currently in Southern, Central, and West Africa. The United States Agency for International Development (USAID) sponsored special programs to the Zimbabwe audience in the months leading up to the 2005 elections in Zimbabwe. Those special programs were still being broadcast during the time of the inspection shortly after the elections. Notwithstanding pressures on the Government of Botswana from Zimbabwe, budget concerns are likely to be a more important determinant of the continuation of those broadcasts.

Resource Profile

The Botswana Transmitting Station has the following resources:

- FY 2005 annual budget allotment of \$1,602,166
- Capital Assets valued at approximately \$23.6 million
- A Staff of:
 - 27 authorized direct hire positions. Currently,
 - 23 technical and administrative positions are filled plus
 - 2 Foreign Service officers.
- 4 SW Transmitters and 2 MW Transmitters (A 50 kW transmitter is only used as a backup to the 600 kW transmitter.)
- Antenna Systems
 - 8 Curtain; 1 Rhombic, and 1 Dipole.
- 2 Satellite Dishes

PROGRAM MANAGEMENT

Program management at the Botswana Transmitting Station is good. As a consequence, relations between management and staff are good and morale high. The new station manager has built up a close working relationship with Embassy Gaborone and is effectively addressing the challenges he has inherited.

NEW MANAGEMENT TEAM AND INITIATIVES

The Foreign Service officer (FSO) management team of the station manager and transmitting plant supervisor has been in place less than a year prior to the inspection. This is the first assignment as station manager for the current station manager. He has gotten off to a good start by reaching out to the locally employed staff (LES), empowering them, revitalizing the awards program, socializing with them off duty, restructuring operations, and tackling, in serial fashion, unresolved problems at the transmitting station.

The Botswana people that compose the majority of the transmitting station's LES, are polite and, although not passive, are not given to challenging authority or aggressively confronting management with grievances. The station manager, rather than imposing solutions upon them, has had frequent town meetings with the staff, outlined problems or issues involving them and then told them to come up with solutions themselves that would be acceptable to him. This approach has worked well in organizing employee transportation to the station and in adjusting work schedules to staff the station's 24 hour 7 day a week operation while more closely conforming to the change in primary operating hours set by Embassy Gaborone. Although LES voiced unresolved grievances with OIG over benefits and issues relating to shift and weekend work, without exception, they praised the new FSO management team and credited them, especially the station manager, with improving morale.

The station manager has put in place safety upgrades and provided group training on the same. In what is a continuing process, the station manager has initiated a comprehensive review and updating of Station Management Instructions (SMI), which has helped to clarify procedures and expectations. To revitalize the

award program, the station manager took the lead, during the inspection, in presenting awards and encouraging LES to nominate their deserving co-workers for awards to recognize their performance. The station manager is accessible to staff, mentors those that require greater support, has a friendly and open manner, and includes LES in recreational and social activities in off duty hours off site.

MANAGEMENT CHALLENGES

Upon finding that he inherited some staff readiness and development challenges, the station manager sought and received assistance from Embassy Gaborone. Either he or his deputy, the transmitting plant supervisor, travel approximately monthly to Gaborone to participate in country team meetings at the embassy. Ambassador Huggins has also visited the station. The station manager gives Embassy Gaborone high marks for support provided under the International Cooperative Administrative Support Services (ICASS) system. The computer aided job evaluation (CAJE) exercise was completed in 2004. Embassy Gaborone human resources, Financial Management Office (FMO), General Services Office, and Regional Security Office have all been acknowledged by the station manager for their assistance and service-minded approach to the IBB Botswana Transmitting Station. The FMO came to the station, at the request of the station manager to help with cashiering problems and has also hosted the station's cashier in Gaborone for additional training.

The station's buildings and grounds (B&G) contract was revised and recompleted, primarily with assistance from the IBB Office of Contracting, and some assistance from the Embassy Gaborone GSO. The new contract commenced April 1, 2005. OIG discovered that B&G staff, which number about 21, were on the site without the benefit of police clearances. The station manager had already become aware of this deficiency and other problems in the B&G contract and took care of these in the contract revision. Work with the RSO and police continues to complete the process of obtaining police clearances.

In order to address unhelpful rumors in the Selebi-Phikwe community about what was really going on at the transmitting station, and to ensure the future support of the community and local Members of Parliament should pressures on the Government of Botswana from external sources increase to discontinue or reduce broadcasting, the station manager has wisely embarked upon a vigorous public relations program in consultation with IBB Washington and Embassy Gaborone, primarily at the level of the ambassador and deputy chief of mission.

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Selected community leaders and educators have been brought to the transmitting station and groups of school children have also toured the station. Further, the station manager has worked with Embassy Gaborone's Self-Help Program to identify local projects for potential funding, which should result in good press for the embassy and the transmitting station.

A major problem for station management has been human resources. This is dealt with in detail in the section on Human Resources. One consequence of this problem is that the station manager is diverted from other management level responsibilities in order to scrutinize and sometimes re-do work that some LES have not done well. The station's fiscal year 2005 budget request was funded at \$1,602,166 some \$246,658 less than the \$1,848,824 requested, a level less than FY 2004 actual expenditures of \$1,816,991. This places even more pressure on a training budget that was already reduced following a reduction of training related travel funds in 2004. The station manager is attempting to address training needs within tight fiscal constraints, has counseled and instructed where necessary, and written warnings with personal improvement plans for under performing staff.

SECURITY

At the station manager's request, the regional security officer recently visited the station. IBB also conducted a physical security survey in February 2004. Some security concerns remain and are addressed separately in OIG report number ISP-I-05-38A, the Security Annex for the Inspection of Embassy Gaborone, Botswana.

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PROGRAM PERFORMANCE

Despite the challenges of relative isolation, the attrition of experienced and skilled staff, and the need to ration the budget for training and related travel, the Botswana Transmitting Station does an excellent job of meeting its primary mission. It has filled much of the void created by the loss of the VOA Liberia Relay Station, but is limited by its lesser number of transmitters from taking on a greater role for Africa. The Botswana Broadcasting Schedule in Appendix A of the report provides a detailed picture of programs and target audiences.

TECHNICAL PERFORMANCE

The transmitter plant maintains an availability rate of over 99 percent and signal strength to targeted audiences in the region is good. One particular challenge to both the health of personnel and equipment comes from the emissions of the nearby mine smelter. Those emissions are high in sulfur. The direction of the prevailing winds creates stress for those with upper respiratory problems. One key staff member commented on intermittent breathing difficulties experienced, and OIG confirmed the smell of sulfur in the air. OIG made an informal recommendation for a professional air quality survey that IBB could consider prior to assigning staff and dependents that suffer from asthma or other respiratory ailments. Sulfur tends to gather on the windward side of structures. Periodic rain then interacts with these deposits, resulting in high concentrations of sulfuric acid. This has created a serious corrosion problem. During the inspection, an IBB Facilities Survey team was present and conducted a maintenance survey that, among other things, addressed the corrosion problem.

SATELLITE INTERCONNECT SYSTEM

The headquarters site, which hosts the transmitter plant for the shortwave transmitters, also has a satellite system. The primary element of the satellite system is a transmit and receive system, which, besides providing program delivery, also enables two-way communications connectivity between the station, the Network Control Center in the Washington headquarters, and other IBB transmit-

ting stations. This system downloads VOA programs from the Atlantic Ocean Region satellite uplinked from the IBB Washington, D.C., headquarters facility in the Cohen Building. The secondary system is receive only and has the capability to download from the Indian Ocean Region satellite, as a backup, with programs uplinked from the IBB Philippines Transmitting Station's gateway facility. The two commercial satellites on which IBB leases time and the IBB gateway facilities make up part of the global Satellite Interconnect System. The Botswana Transmitting Station is not a gateway and does not uplink any programs. The station satellite system transfers downlinked programs to the master control room at the headquarters site. Programs are then routed to the appropriate transmitter and antenna combinations at both sites. The medium wave site is operated remotely from the headquarters site.

REGIONAL SUPPORT

Recently, the Botswana Transmitting Station has added regional technical and contracting support to its mission. Specifically, to facilitate the ability of the IBB Office of Marketing Program Placement to bring on new affiliates quickly, the station manager, who has a \$100,000 warrant, has agreed to step in as the contracting officer for contracts for television and radio receive only installations set up by Regional Marketing and Program Placement Office in Johannesburg, South Africa. The officer in the regional office then serves as the contracting officer's representative. Resources permitting, the Botswana Transmitting Station dispatches its own technical staff to review and correct some installations. It is envisioned that this arrangement will provide greater flexibility and technical expertise. However, should this mission broaden further, it will be essential that the station have a full complement of technical staff in order to carry out such installations with a minimum of overtime by technical staff.

HUMAN RESOURCES

The Botswana Transmitting Station is involved in a war for talent that is crucial to its ability to carry out its mission. Issues of compensation and benefits weigh heavily on LES whose perception is that fairness is lacking. One hiring practice must be changed immediately in order to normalize the status of guards at the medium wave facility and eliminate potential liability. Training has been reduced due to fiscal stringency. Staff vacancies need to be filled, including the reprogramming of one position that should have the effect of better distributing the administrative workload, providing for better separation of duties, and improving management controls.

RECRUITMENT AND RETENTION

The Botswana Transmitting Station has been fighting a losing battle in the effort to recruit and retain competent technical and administrative staff. When the station manager listed for OIG the seven LES essential to the daily running of the transmitting station, the majority had been in their positions for less than three years. The IBB Office of Engineering and Technical Services, Directorate for Operations is aware of this problem. A number of the Botswana Transmitting Station's senior employees have succumbed to offers or opportunities, including at the U.S. Mission in Gaborone, to depart. In 1999, the Bank of Botswana lured five radio technicians away at one time, temporarily creating a major hole in the station's technical staff.

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As a consequence, talent and experience have been diluted. This has taxed management, which must work more closely with and spend more time on employees who should be more independent, productive, confident, and effective. Where necessary, the station manager has provided reprimands or warning letters to under performing staff. OIG reviewed those cases and determined that management's actions were proper and fully justified.

The station is also only one traffic accident away from an immediate human resources crisis with serious repercussions for the ability of the station to carry out its mission. Some key positions, like the local area network (LAN) manager/Satellite Interconnect System administrator and cashier, have no trained alternate. In addition, two positions are vacant, awaiting IBB Washington permission to fill them. According to the last wage and benefit survey, based on the United Nations Development Program May 2004 Salary Survey Report, salaries for the Mission were determined to be competitive in the market and indeed exceeded comparator's salaries. (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
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HUMAN RESOURCE ISSUES

The Botswana Transmitting Station should address issues concerning two groups of workers who are not LES. The first is the use of the Buildings and Grounds (B&G) contract to provide services normally provided by LES. The second, which requires immediate action to rectify, is the payment of guards at the medium wave site with a purchase order.

The receptionist/switchboard operator in the main administrative building is included in the B&G contract. According to the station manager, this is a common use of B&G contracts and is considered to be cost effective. OIG advised the station manager that precautions need to be scrupulously observed to avoid the appearance that such an employee is being supervised by U.S. government employees rather than by the B&G contractor's own supervisor for staff at the site or by another contract employee.

Although the short wave site is covered under the same guard contract as Embassy Gaborone, 24/7 guard services at the medium wave site are provided by three men; one has worked at the site since 1992, another since 1997. These men are not LES and are not covered by any contract. Their situation arises out of an undocumented verbal agreement between past station management and the leadership of the Mmadinare tribe to obtain the acquiescence of the tribe to the construction and operation of the transmitting station. Like the B&G staff, these men have not had police clearances. More importantly, the station may have created unintentionally an employer-employee relationship with these individuals. Certainly, these men have no benefits and would be due no compensation in the event of an on the job injury in the event of defending the site from an incursion. The Botswana Transmitting Station needs to formalize its agreement, but in such a way that non-performing guards can be replaced with other qualifying candidates from the tribe, so that it is clearly understood that the guards at the medium wave site are not U.S. government employees.

Recommendation 2: The International Broadcasting Bureau should instruct the Botswana Transmitting Station to formalize its agreement with the Mmadinare tribe so as not to imply that guards at the medium wave site are U.S. government employees. (Action: IBB)

TRAINING

A common refrain to OIG from LES was the need for more training. However, in the last three years, LES have been sent to Greece, Germany, Thailand, and Charleston, South Carolina for training. The station manager has budgeted for the training of a new alternate cashier occasioned by the need to suspend the incumbent alternate cashier who has been connected with discrepancies possibly attributable to poor procedural practices. OIG also suggested to the station manager that he send the primary Class A cashier to Embassy Gaborone, yet again, for additional confidence building training, consultation, and observation with the embassy Class B cashier. Although the cashier has improved in terms of reducing the number of her rejected entries on the automated cash register and in reducing processing delays, the need for some refresher training is indicated. The others, including the LAN administrator are also candidates for additional training as funds permit. Following the avoidable injury of a high voltage electrician, requiring hospitalization, the transmitter plant supervisor told OIG that additional off site training will be provided for that employee to sensitize him better to the dangers and proper procedures for working with high voltage equipment.

VACANCIES AND POSITION REQUESTS

The Botswana Transmitting Station has two pending position requests to fill vacancies and also needs to arrange for a part-time nurse. The two vacancies were created by the departure of radio technicians. To reduce the work load on an employee currently striving to do the work of a budget analyst, voucher clerk, and purchase agent, and to create the necessary separation of duties, the station manager has proposed that one of the vacant radio technician positions be converted to that of a purchasing agent and filled. In his justification, the station manager described the current state of procurement activities at the Botswana Transmitting Station as “inefficient, ineffective, and lack[ing] solid management controls.” OIG supports this request to meet a pressing need and remedy a weakness.

Recommendation 3: The International Broadcasting Bureau should give favorable consideration to the request of the Botswana Transmitting Station to reprogram Foreign Service national position number NVOA-06 from radio technician to purchase agent Foreign Service national position number 1230-07, and then granting a waiver to the hiring freeze to permit the position to be filled. (Action: IBB)

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A request for permission to fill a second radio technician vacancy has been pending with IBB since December 2004. Given the high attrition rate at the transmitting station, employee discontent concerning overtime at this 24/7 facility, and the diversion of LES supervisors from their primary tasks to help cover this vacancy, OIG also supports the station's request for a waiver to the current IBB hiring freeze in order to fill position number PSA 620-07, radio technician.

Because of the distance from the Embassy Gaborone Health Unit, which requires a four and one half hour drive, which is very dangerous if attempted at night, the Botswana Transmitting Station retains a part-time nurse off-site. The incumbent has reached mandatory retirement age. However, the Embassy Gaborone Human Resources officer has agreed to an extension while the station seeks a replacement.

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MANAGEMENT CONTROLS

The Botswana Transmitting Station has room to improve in the area of management controls and is working toward that end. Human resource challenges are at the heart of management control problems at the station.

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SEPARATION OF DUTIES

The station manager understands the importance of management controls⁴ as well as the concept and need for separation of duties. Nevertheless, during its review, OIG found limited instances in which the station's storekeeper both ordered and received the same goods. There were also a limited number of unauthorized commitments of relatively small values. The station manager, upon discovering those, took immediate remedial action and issued a memorandum with a copy of a memorandum on unauthorized commitments from the IBB Office of Contracts. Because the station does not have a purchasing agent or vouchering clerk the procurement process is weakened by having some functions done by committee

⁴IBB MOA Part II, Section 220 - *Management Accountability and Control*.

with duties revolving, consistency lacking, and occasionally resulting in lack of proper separation of duties. When the station was visited by the FMO in December 2004, her report noted that the financial clerk should not be handling any vouchers and that certain functions in the WinDatel software should be blocked to him. Likewise, the FMO cautioned the station not to have the cashier both distribute checks and prepare vouchers. In addition, the Botswana Transmitting Station needs to make clear the separation of duties and responsibilities for staff involved in procurement functions. These functions need to be separated in order to reduce the appearance of irregularities and avoid possible conflict of interest. OIG deals with these issues in a comprehensive recommendation (see Recommendation 6).

The bulk of the transmitting station's budget is accounted for by expenses for contracting and procurement actions. In order to maintain proper controls in certifications and not have the station manager combine the duties of contracting officer and certifying officer, Embassy Gaborone's FMO temporarily served as certifier for the transmitting station when the LES certifier had his certifying duties temporarily revoked because his training was not current. That LES, who has a \$25,000 warrant, was later temporarily made the primary certifier. Although the MOA (Section 955.4, *Procedures for Property Accountability*, specifically rules out delegating physical control of accountable property to an FSN, there is no prohibition against delegating certifier duties to an FSN, even though Department of State regulations do not permit this. However, now that the FSO Transmitting Plant Supervisor has completed necessary on line training, he will become the primary certifier and the LES certifier will become the alternate.

The deficiencies outlined above could have the potential of undermining the station's operational soundness while increasing the risk that the station is vulnerable to fraud, waste, or the unauthorized use or misappropriation of funds. However, station management was already aware of most of these examples and was already in the process of taking remedial action.

CASHIERING FUNCTION NEEDS STRENGTHENING

The FMO's report described cashiering at the station as "the weakest area" she reviewed. Early on, the cashier had a significant problem with rejected entries in the Automatic Cash Register system. That problem has been mostly resolved with training and experience. The FMO found a file of "paid" vouchers, which the cashier had not entered into the Automated Cash Register system, hampering the

ability to reconcile funds. A number of transactions were over 30 days old. In addition, in a procedural break down, the station had a problem with collecting travel advances, in part because the cashier did not send out reminders to delinquent travelers. The station manager has addressed both sides of the travel voucher problem by issuing a Station Management Instruction, clarifying procedures, responsibilities, and putting employees on notice that the station may deduct delinquencies from salaries, if necessary.

Other cashiering problems, not all directly attributable to the primary Class A cashier, include discrepancies in petty cash and issuing cash advances without a signed sub-voucher or properly recording such advances. (b) (6)(b) (6)

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That research was put in abeyance temporarily due to the simultaneous visits of OIG, the IBB Facilities Survey Team, and an antenna maintenance contractor. Based on his actions, the station manager is in substantial compliance with the requirements of IBB MOA, Part VII, Section 117, *Reporting Irregularities in Accountable Officers' Accounts*.

Recommendation 6: The International Broadcasting Bureau should instruct the Botswana Transmitting Station to conduct a thorough review of its management controls and certify that vulnerabilities have been addressed, detailing actions taken. (Action: IBB)

DRILLS NEEDED FOR BETTER SAFETY

The Station Safety Plan both calls for drills and provides procedures for those drills. The station manager is authorized to establish and implement the station safety plan by the IBB Manual of Operations and Administration Part IV, Sections 460-470. (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)

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Recommendation 7: The International Broadcasting Bureau should design and implement procedures that ensure the Botswana Transmitting Station conducts fire drills. (Action: IBB)

With the exception of those areas needing improvement mentioned above, OIG found that management controls were otherwise good. There is a reliable and timely inventory of property. Access to parts and supplies is controlled well. Parts used for maintenance and repairs were reconciled with stocks on hand and replacement orders made as appropriate. The station also uses procedures to ensure accuracy in the fuel deliveries and usage.

FORMAL RECOMMENDATIONS

Recommendation 1: (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
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Recommendation 2: The International Broadcasting Bureau should instruct the Botswana Transmitting Station to formalize its agreement with the Mmadinare tribe so as not to imply that guards at the medium wave site are U.S. government employees. (Action: IBB)

Recommendation 3: The International Broadcasting Bureau should give favorable consideration to the request of the Botswana Transmitting Station to reprogram Foreign Service national position number NVOA-06 from radio technician to purchase agent Foreign Service national position number 1230-07, and then granting a waiver to the hiring freeze to permit the position to be filled. (Action: IBB)

Recommendation 4: (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
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Recommendation 5: (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
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Recommendation 6: The International Broadcasting Bureau should instruct the Botswana Transmitting Station to conduct a thorough review of its management controls and certify that vulnerabilities have been addressed, detailing actions taken. (Action: IBB)

Recommendation 7: The International Broadcasting Bureau should design and implement procedures that ensure the Botswana Transmitting Station conducts fire drills. (Action: IBB)

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INFORMAL RECOMMENDATIONS

Informal recommendations cover operational matters not requiring action by organizations outside the inspected unit and/or the parent regional bureau. Informal recommendations will not be subject to the OIG compliance process. However, any subsequent OIG inspection or on-site compliance review will assess the mission's progress in implementing the informal recommendations.

ENVIRONMENTAL HEALTH

Components of the transmitting station suffer from sulfur discharges from the nearby smelter. One FSO assigned to the station with respiratory problems has also noticed an effect on his personal health. The air quality concern apparently figured into a decision not to locate a new campus for the University of Botswana in Selebi-Phikwe. A professional air quality survey is needed so that IBB could consider this factor, based on accurate technical measurements, prior to assigning staff and their dependents that suffer from asthma or other respiratory ailments.

Informal Recommendation 1: The Botswana Transmitting Station should seek the assistance of the Embassy Gaborone Regional Environmental Health Office in obtaining existent air quality data or in contracting with technical experts for a survey of air quality.

TRAINING

Although she has had training out of country and at Embassy Gaborone, with marked improvements in her performance and capability the primary Class A cashier lacks complete confidence and continues to be in a learning mode. The transmitting station needs to send her to Embassy Gaborone, yet again, to work with the FMO for additional confidence building training, consultation, and observation with the embassy Class B cashier.

Informal Recommendation 2: The Botswana Transmitting Station should provide one or two additional training trips to Embassy Gaborone for its Class A cashier.

INFORMATION MANAGEMENT HUMAN RESOURCES

The position description for the systems administrator is not accurate and does not include securing the network.

Informal Recommendation 3: IBB Botswana should update the systems administrator's position description to include the current environment and security requirements.

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Informal Recommendation 6: (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
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PRINCIPAL OFFICERS

	Name	Arrival Date
Station Manager	William Martin	June 17, 2004
Transmitter Plant Supervisor	Thomas Powell	Aug. 25, 2004

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ABBREVIATIONS

BBG	Broadcasting Board of Governors
B&G	Buildings and grounds
CAJE	Computer aided job evaluation
CISO	Chief Information Security Officer
FSO	Foreign Service officer
FISMA	Federal Information Systems Management Act
IBB	International Broadcasting Bureau
ICASS	International Cooperative Administrative Support Services
IT	Information Technology
LES	Locally employed staff
OMB	Office of Management and Budget
OIG	Office of Inspector General
VOA	Voice of America
USIA	United States Information Agency

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APPENDIX A

Botswana Transmitter Schedule

	Broadcaster and Program Language	Target Area
BOT – 1 100 kW SW	Voice of America English	Sub-Saharan Africa (Anglophone)
BOT – 2 100 kW SW	Voice of America English	Sub-Saharan Africa
	Voice of America French	Sub-Saharan Africa
	Voice of America Hausa	Nigeria, Niger, W. Africa
	Voice of America Portuguese	Angola, Guinea-Bissau, Cape Verde and São Tomé Principe
BOT – 3 100 kW SW	Voice of America English	Sub-Saharan Africa
	Voice of America Swahili	East Africa
	Voice of America Portuguese	Angola, Mozambique
	Voice of America French	Sub-Saharan Africa
	Voice of America Hausa	Nigeria, Niger, W. Africa
BOT – 4 100 kW SW	Voice of America English	Southeast Africa
	Voice of America Ndebele and Shona	Zimbabwe
BOT – A 600 kW MW	Voice of America English	Southeast Africa
	Voice of America Ndebele and Shona	Zimbabwe