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

Report of Inspection

Embassy Brazzaville,
Republic
of the Congo

Report Number ISP-I-09-32A, June 2009

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PURPOSE, SCOPE AND METHODOLOGY OF THE INSPECTION

This inspection was conducted in accordance with the Quality Standards for Inspections, as issued by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General for the U.S. Department of State (Department) and the Broadcasting Board of Governors (BBG).

PURPOSE

The Office of Inspections provides the Secretary of State, the Chairman of the BBG, and Congress with systematic and independent evaluations of the operations of the Department and the BBG. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- **Policy Implementation:** whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.
- **Resource Management:** whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.
- **Management Controls:** whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instances of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

METHODOLOGY

In conducting this inspection, the inspectors: reviewed pertinent records; as appropriate, circulated, reviewed, and compiled the results of survey instruments; conducted on-site interviews; and reviewed the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by this review.



**United States Department of State
and the Broadcasting Board of Governors**

Office of Inspector General

PREFACE

This report was prepared by the Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended, and Section 209 of the Foreign Service Act of 1980, as amended. It is one of a series of audit, inspection, investigative, and special reports prepared by OIG periodically as part of its responsibility to promote effective management, accountability and positive change in the Department of State and the Broadcasting Board of Governors.

This report is the result of an assessment of the strengths and weaknesses of the office, post, or function under review. It is based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

The recommendations therein have been developed on the basis of the best knowledge available to the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in black ink, appearing to read "H. W. Geisel".

Harold W. Geisel
Acting Inspector General

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KEY JUDGMENTS

- Embassy Brazzaville has successfully completed the major part of its move into a functional and attractive new embassy compound (NEC), although it is still addressing several uncompleted elements.
- Information systems are not functioning adequately in the NEC and require significant attention to adequately serve the needs of all embassy elements.
- The Embassy is currently completing a several-year process of returning to normal staffing and physical facilities following the disruption of the civil war and the destruction of the previous chancery.
- The Embassy has not yet made the Information Resource Center (IRC) in the NEC fully functional nor brought IRC activities currently carried out elsewhere into the NEC's purpose-built IRC.
- The Embassy is using the U.S.-owned facility at Villa Washington in an important role of outreach to the country's youth. Villa Washington could also become an excellent recreation facility for the embassy community. The two potential uses could be compatible. The Embassy needs to decide on the future use of this property and bring it into conformity with security standards for such use.
- The Embassy's consular section, which began operation in January 2009, is off to a good start. Its enthusiastic but inexperienced staff takes good advantage of expansive training opportunities. Strong regional support and comfortable work space further contribute to its positive energy, developing and strengthening consular performance.
- Despite short-staffing and a dearth of reporting officers, Embassy Brazzaville succeeded in providing high-quality analytical reporting on all issues of significance.

CONTEXT

The Republic of the Congo, located in western equatorial Africa, has a population of 3.3 million and is slightly smaller in size than the state of Montana. Despite



the country's significant natural resources, including oil, gas and timber, the Republic of the Congo remains impoverished, in large part the result of years of conflict, civil war, and corrupt government. After decades of experimenting with Marxism-Leninism, in 1992 the country attempted a transition to multiparty democracy. The outbreak of civil war in 1997 derailed this process and also resulted in the plundering and closure of Embassy Brazzaville, and evacuation of all American personnel across the Congo River to neighboring Kinshasa, Zaire (today the Democratic Republic of the Congo). Limited embassy operations resumed in

2001, although American personnel, including Chiefs of Mission, commuted on a day-trip basis from Kinshasa until a temporary embassy office in Brazzaville was opened in early 2006. Only following the move into an NEC in January 2009, was Embassy Brazzaville able to resume all embassy functions, including most consular operations. The United States has diplomatic, business, and environmental interests in the Republic of the Congo. The process of rebuilding the U.S. presence and programs to support those interests is just beginning.

U.S. interests in the Republic of the Congo include promoting democratic values, education, and civic participation through a significant expansion of public diplomacy (PD) outreach; promoting peace and security through increased assistance programming and public outreach; and supporting U.S. investors engaged in a very challenging Congolese business environment, including the energy sector.

Embassy Brazzaville is staffed by nine direct-hire Americans and 206 locally employed (LE) staff. The Centers for Disease Control and Prevention (CDC) has three additional direct hire-Americans and 6 LE staff. Although they are assigned to the World Health Organization mission in Brazzaville and are not under chief of mission authority, they do receive International Cooperative Administrative Support Services (ICASS) from Embassy Brazzaville.

EXECUTIVE DIRECTION

The Ambassador shaped Embassy Brazzaville's carefully prepared and conceived Mission Strategic Plan (MSP), which appropriately focuses on bringing the U.S. mission's operations up to normal standards in the management, consular, and program areas. The reestablishment of a fully functioning mission in Brazzaville has been a gradual process since the establishment of a temporary embassy office in 2006, the arrival of a resident management officer in 2008, the arrival of a new Ambassador in October, 2008, and the inauguration of a NEC in January 2009. With the imminent arrival of an economic officer in May, 2009, the Embassy will be at its authorized complement of nine American and 206 LE staff.

Management Issues

The executive office has been fully supportive of the management section's successful organization of the Embassy's move into the NEC, which continues to progress in a positive direction. American and LE staff express pleasure at being in their gleaming, comfortable, and functional new facility, even though some issues are still being worked out. Executive office support will continue to be important to assure that information systems are made fully functional and that recently resumed consular services are brought up to full capacity in accordance with the abilities of new staff and the availability of necessary equipment and training. The Ambassador and the deputy chief of mission (DCM) have full confidence in the management officer's ability to carry out administrative operations and provide appropriate support without undue intervention.

Policy and Programs

U.S. goals center on promoting democratic values, education, and civic participation promoting peace and security, and protecting American citizen interests and investment in the Congo. The Ambassador has advocated a systematic policy review of the U.S. presence and programs in the Republic of the Congo. The Office of Inspector General (OIG) team believes that this would be a useful exercise in the context of the review of the FY 2011 MSP. Embassy Brazzaville has been gradually increasing staff in the past several years, mostly as functions, such as consular, were

resumed or new responsibilities, such as facilities maintenance, were assumed. It would be beneficial for the Department and the Ambassador to take a careful look together at which functions and programs are desirable in Brazzaville, taking into account the limited set of U.S. interests in the Republic of the Congo and the ideal number of staff and programs to advance those interests.

Interagency Issues

Embassy Brazzaville does not have a resident presence of other U.S. agencies beyond State and the CDC staff of the World Health Organization. Consequently, there have been no National Security Decision Directive–38 requests for changes in staffing beyond the gradual increase in Department staff, as requested by the embassy in annual MSPs. No other agencies are requesting to assign personnel in Brazzaville, although the Embassy is seeking two additional State Department positions, a general services officer and a PD officer, in the FY 2011 MSP.

As a U.S. Agency for International Development (USAID) nonpresence post, Embassy Brazzaville has no bilateral foreign assistance program. The Republic of the Congo benefits significantly from the Central African Regional Program for the Environment, which is administered by the USAID mission in Kinshasa, and Embassy Brazzaville participates actively in the decision-making and representational responsibilities for projects in the Republic of the Congo. The Embassy favors the initiation of bilateral development assistance programs in the Republic of the Congo, but that is likely only if USAID reverses its current policy on bilateral assistance programs in non-USAID presence countries.

The Defense attaché in Kinshasa, who is also accredited to Brazzaville, manages a small International Military Education and Training (IMET) program. Because the attaché only visits Brazzaville occasionally, the quality of the program depends significantly on the degree of engagement by Embassy Brazzaville. Embassy Kinshasa has stepped in recently to reshape the content of the IMET program in coordination with the Defense attaché.

The CDC office in Kinshasa has responsibility for the Republic of the Congo, but has in fact rarely visited or otherwise paid attention to the country.

Given the small size and limited regional importance of the Republic of the Congo, it appears unlikely that agencies other than the Department will seek to establish a permanent presence in the country. Accordingly, the burden will remain on the Embassy to cultivate the contacts with other U.S. agencies in Washington and

in regional locations around Africa and beyond to assure the Embassy is fully aware of other agency activities and that the Embassy promotes opportunities for useful engagement in the Republic of the Congo to other agencies.

Organization and Activities

The Embassy holds a weekly country team meeting that all American staff attend, usually including a representative of the CDC Americans assigned to the World Health Organization. In a reminder of just how small the American staff presence in Embassy Brazzaville has been, the Ambassador and the DCM also meet together daily with Foreign Service national (FSN) political, protocol, and PD assistants, the self-help coordinator, the audio-visual technician, and the security investigator to review events and to plan for the day. This horizontal management style has the benefit of full integration of senior FSNs in exchange of information and coordinating activities, but Embassy Brazzaville is now becoming sufficiently large to reduce the number of these meetings and to charge section and unit supervisors with greater responsibility for planning activities and programs. The Ambassador has indicated that he intends to move away from the horizontal style of management over time. As changes are made, the Ambassador and DCM will need to assure that the free flow of information with FSNs is maintained in other ways, including frequent walkabouts outside the executive office. An informal recommendation was left.

The Ambassador and the DCM work well together, meeting informally a number of times each day. They both have significant service in Africa and are very knowledgeable about the country, region, and U.S. policy. The DCM, in particular, is closely engaged with embassy FSNs and in planning embassy public affairs programming. The Ambassador has been extending the reach of the Embassy, as he makes his calls on every Cabinet member and other key officials. He has also developed easy access to the Republic of the Congo President's key advisor. The Ambassador has used representational activities to broaden his contacts in his initial months at the Embassy. The Embassy representational plan lays out the Embassy's detailed plans for activities based on MSP goals and promotes appropriate outreach of embassy staff to government, private sector, and nongovernmental organization contacts. As the Embassy grows, it will be increasingly useful to assemble a single contact database accessible to all elements of the Embassy. An informal recommendation was left.

In the absence of political or economic officers, the Ambassador and the DCM have been the Embassy's sole reporting officers. Prior to the Ambassador's arrival, the DCM prepared a weekly "Brazza in Brief" notes message, packaging in an unclassified telegram the week's major items of interest to Washington readers from a variety of media and human sources. Since the Ambassador's arrival, he has

assumed responsibility for this periodic summary message. The Ambassador also had the opportunity to send out the Embassy's first classified telegram dispatched from Brazzaville since before the civil war, conveying thorough analysis and policy recommendations on a key economic issue. The Ambassador and the DCM strongly support U.S. business, particularly in the petroleum and oil-services sectors and have worked with the Government of the Republic of the Congo to successfully resolve an outstanding commercial dispute.

The Ambassador and DCM consider the young, under-30, post-Marxist generation of Congolese to be critical to the country's future and believe that PD is the Embassy's most important tool to reach that audience. Under their leadership, active involvement, and support, the embassy is developing a number of programs that meet the needs of a growing number of young Congolese. This accomplishment is particularly noteworthy because the Embassy has neither an American PD officer on its staff nor a PD budget, and the DCM provides the overall direction to PD programming.

Security

The Ambassador and the DCM support the strong security program of the regional security officer (RSO). The DCM meets with the RSO almost daily to discuss security issues.

Equal Employment Opportunity

The Ambassador and the DCM are fully supportive of Equal Employment Opportunity goals and programs.

Morale

The Ambassador and the DCM have contributed to the positive morale among American and LE staff through their openness and accessibility. American and LE staff interact well and frequently in work and social settings. The move into the NEC is also having a positive effect on morale. As noted above, the relative spaciousness and compartmentalization of the NEC does increase the importance of the Ambassador and the DCM making frequent visits around the Embassy and interacting with the staff in the cafeteria and other informal settings in order to keep morale high.

POLICY AND PROGRAM IMPLEMENTATION

POLITICAL AND ECONOMIC AFFAIRS

A decade after the civil war, the Republic of the Congo remains a fragile, post-conflict state. President Denis Sassou-Nguesso has been in power for most of the last 30 years. Presidential elections are to be held in July 2009, and the political scene is heating up. Politics in the Republic of the Congo are characterized by a high degree of centralization, pervasive corruption, a lack of transparency, and conflict. The country has little functioning infrastructure, and despite massive infusions of foreign aid from international institutions, it remains mired in poverty.

The Republic of the Congo's economy is based primarily on its petroleum sector, which is by far the country's major revenue earner. Oil production is expected to decline, however, over the next 15 years. Congo's abundant northern rain forests are the source of timber. Government efforts to complete a number of major infrastructure projects have been constrained by lack of electricity and water, as well as the lack of transportation links between the port/commercial hub of Pointe Noire and Brazzaville, the capital.

Staffing

At the time of the inspection, Embassy Brazzaville had neither a political nor an economic section. The Ambassador and DCM cover political issues with the support and involvement of one LE staff political assistant. Another LE employee handles small grants and other special programs. With the opening in early 2009 of a fully functioning consular operation in Brazzaville, a former consular/economic officer position became entirely consular. Because the newly arrived officer is an economic cone officer, the OIG team made an informal recommendation that Embassy management provide this officer with economic/political reporting opportunities to enhance his professional development.

A newly established economic officer position will be filled in spring 2009. The one LE staff economic assistant position was vacant at the time of inspection, but efforts were underway to find a replacement.

Reporting and Analysis

Because Embassy Brazzaville is so short-staffed, with virtually every American direct-hire employee fulfilling multiple responsibilities, traditional reporting staffing models do not apply. The Ambassador and DCM have borne most of the political and economic reporting load, although that burden should ease to some degree in spring 2009 with the arrival of a new economic officer.

Although a significant number of Washington consumers said they would like to see additional Brazzaville reporting, all agreed that Brazzaville reporting is excellent given the limited personnel resources. For example, during preinspection survey meetings, several agencies and offices praised the “Brazzaville-in-Brief” cable series (drafted at times by both the Ambassador and DCM), with one agency calling it “gold.”

OIG review of embassy reporting indicates that, despite the dearth of reporting resources, Embassy Brazzaville succeeded in covering all critical reporting bases. Analytical reports effectively addressed such issues as debt status, environment, small arms and munitions destruction, trafficking in persons, development, financial instability, domestic social and political unrest, corruption, HIV/AIDS, and other issues of importance. To maximize Washington readership’s awareness of its reporting, however, the OIG team made an informal recommendation that Embassy Brazzaville make more expansive use of subject tags in its reports.

Operations and Advocacy

During the preinspection survey, Washington consumers described the Embassy as “supportive and responsive.” Although OIG does not generally highlight an embassy’s ability to provide mandatory reports (trafficking in persons and human rights, for example), Brazzaville’s ability to submit required political and economic reports on time—despite the absence of both economic and political sections—is noteworthy.

Embassy Brazzaville does not have formal responsibility for oversight or monitoring of any Department political/economic programs. Embassy personnel have provided informal oversight of small arms and munitions destruction programs implemented by a United Kingdom-based nongovernmental organization under a grant from the Bureau of Political-Military Affairs. The RSO provides a technical expertise liaison for the nongovernmental organization. Both the Ambassador and

RSO have reported on program implementation. Embassy personnel have actively supported periodic U.S. Coast Guard visits and port security training opportunities for local officials.

The Leahy amendment and policies developed to implement the amendment prohibit the use of foreign assistance funds to assist foreign security forces where there is credible evidence such forces have committed gross human rights violations. As circumstances require (for example, when Congolese officials receive U.S. Government law enforcement training), the RSO handles Leahy vetting and manages an effective Leahy vetting program. To ensure meaningful vetting, the RSO also checks names with a local human rights nongovernmental organization — in addition to law enforcement and governmental authorities. Embassies Brazzaville and Kinshasa work together in processing Leahy vetting for Republic of the Congo officials receiving IMET-funded training.

The Ambassador, DCM, and other embassy staff have strongly supported U.S. business in the Republic of the Congo, and both the Ambassador and DCM meet regularly with representatives of U.S. firms active in the country. There are important U.S. commercial interests in the petroleum sector. One U.S. oil company currently exports crude oil, and another will come on line in 2009 as a production operator. Several U.S. petroleum services companies also operate in country. During preinspection consultations, one Washington agency specifically cited the Embassy's support for a U.S. company involved in a commercial dispute with the Congolese Government. Another agency expressed thanks for embassy support in developing potential opportunities for U.S. business. Embassy personnel also assisted the Overseas Private Investment Corporation in obtaining repayment of a long-outstanding loan to the Congolese Government.

LAW ENFORCEMENT AND COUNTERTERRORISM

Under the guidance of the RSO, Embassy Brazzaville has an active law enforcement program in place. Embassy officers enjoy good access to Congolese law enforcement officials. The RSO oversees a program that provides training (generally law enforcement executive development and criminal investigation training) to local law enforcement officials at the African regional International Law Enforcement Academy. The Congolese Government has responded very favorably to these programs. Embassy Brazzaville is currently facilitating participation of Congolese law enforcement officials in a senior-level management course at a law enforcement academy in Roswell, New Mexico.

Embassy Brazzaville does not have a counterterrorism working group. OIG consultations in Washington indicated, however, that relevant offices do not consider Brazzaville to have serious terrorism issues requiring ongoing attention; Visas Viper or other embassy meetings should be sufficient to address any terrorism-related issues that could arise in the future.

FOREIGN ASSISTANCE

Little U.S. foreign assistance to the Republic of the Congo falls within the process overseen by the Office of the Director of U.S. Foreign Assistance. Within this process, the Republic of the Congo is allotted approximately only \$100,000 annually, all of which is applied to IMET programs—primarily English language and Marine security training—managed by the Defense attaché located in Kinshasa. Embassy Brazzaville does not have a USAID presence.

Another vehicle for U.S. assistance in the Republic of the Congo is environment-related programming through USAID's Central African Regional Program for the Environment (CARPE), based in Kinshasa. CARPE has the U.S. Government lead on the Congo Basin Forest Partnership, an international association of governments and nongovernmental organizations designed to enhance the sustainable management of forests in the Congo Basin region. Embassy Brazzaville has provided input to CARPE and its partner organizations regarding potential projects to be funded in the Republic of the Congo; if the Embassy objects, they do not move forward.

Embassy Brazzaville actively seeks to use its limited funding under the Ambassador's Special Self-Help (SSH) and Democracy and Human Rights Fund (DHRF) small grant mechanisms to advance MSP objectives. Brazzaville received \$70,000 in FY 2007 for DHRF funding, but has received no DHRF funding since then. Locally funded DHRF projects tend to be for seminars on human rights and good governance themes. Embassy personnel have participated in these seminars, and embassy oversight of DHRF grants is effective.

Embassy Brazzaville exercises similar active management over SSH funding, which was \$40,000 in FY 2008, down from \$60,000 the year before. When possible, embassy personnel conduct visits to SSH project sites. The Embassy's active oversight of SSH projects resulted in the uncovering of a theft—which the Embassy is currently investigating. The Embassy prominently features its SSH program on its Web site. To enhance local awareness of small grant programs, OIG made an informal recommendation that the Embassy post DHRF and SSH application forms on the embassy Web site.

During preinspection survey meetings, inspectors learned that the Bureau of Population, Refugees and Migration FY 2008 earmarked contributions for central Africa included \$900,000 toward the Republic of the Congo program in the United Nations High Commission on Refugees 2008 Global Appeal. Embassy personnel were unaware of this; OIG made an informal recommendation that Embassy Brazzaville contact the Bureau of Population, Refugees, and Migration and United Nations High Commission on Refugees to learn more about these programs and to obtain copies of relevant reports.

Embassy Brazzaville conducts regular meetings of “Team America,” a gathering of all relevant foreign assistance organizations—including U.S. Government personnel in Brazzaville and Kinshasa, American nongovernmental organizations, and faith-based and other entities—with projects and interests in the Republic of the Congo, in an effort to improve communication and create synergies on development assistance strategies in the Republic of the Congo.

PUBLIC DIPLOMACY

Embassy Brazzaville is actively pursuing the restoration of its PD presence with key Congolese audiences, even though it has no PD American staff or dedicated PD budget. Before the civil war of 1997 that forced the closing of the Embassy, the mission maintained a full range of PD programs under the direction of a public affairs officer. The public affairs section currently consists of three FSN program assistants who are responsible for the day-to-day management of the Embassy’s growing PD program portfolio. As noted earlier in this report, the DCM, a PD cone officer, provides overall direction to PD programming. The DCM coordinates the preparation of the Embassy’s annual strategic communications plan and oversees its implementation through a detailed monthly program calendar. The under-30 generation of Congolese is critical to the eventual stability of this country. This younger generation was not influenced by the Marxist-Leninist educational system that formed the current generation of Congolese leadership, but rather is seeking better information, new ideas, and hope. Despite the lack of personnel and funding resources, Embassy Brazzaville is making steady progress in meeting the needs of this important and very receptive Congolese audience.

American Center

Since the restoration of embassy operations in the Republic of the Congo following the civil war, the former embassy recreation facility, Villa Washington, has served as the principal venue for PD programming. Located near the country's major university, the center includes a small collection of paperback books, periodicals, 20 public access Internet terminals and adequate space for English language classes, movie showings, and lectures. The majority of the book and periodical collections have been donated, and there is currently no budget for the purchase of subscriptions or adding to the book collection. The center serves approximately 400 visitors each week. Target audiences include both government and nongovernment professionals as well as a large and very receptive student community. A small group of resident American volunteers teaches the English language courses and provides informal educational advising services. The Embassy has had some success in drawing on speakers conducting programs in neighboring Kinshasa and elsewhere in the region, but lack of funding often precludes collaboration. Speaker programs draw large audiences and focus on MSP themes, such as violence against women, democratic governance, and judicial reform. An English Club lecture and discussion series draws up to 200 students and young professionals each week, as does a weekly movie night. Embassy officers actively participate in leading these discussions. Increasing numbers of young Congolese rely on the center for informal educational advising and online testing and application to U.S. universities. In 2007, 18 Congolese students successfully gained admission to U.S. institutions after using the center, and in 2008 that number jumped to 67.

The Villa Washington facility is discussed later in the management section of this report and in the classified annex with formal and informal recommendations. Although the NEC provides space for a small IRC operation, which is discussed in the next section, Villa Washington should continue to play a valuable role as an embassy program venue for the larger, less selective, but important Congolese student community. As Embassy Brazzaville continues to grow in size, consideration will have to be given to the most effective use of this space, both for the embassy community itself and the Congolese audiences it is trying to reach.

New Embassy Compound Information Resource Center

The NEC includes an IRC designed for PD programming. The IRC consists of two adjoining rooms. One room will accommodate a small collection of books and periodicals, up to five computer terminals for public use, and seating at tables for approximately 20 guests. The second room provides an open design for meetings and lectures with seating for approximately 100 guests. The Embassy conducted its first

public program in the IRC on Inauguration Day, which coincided with the official opening of the NEC. As noted earlier, the IRC is not large enough to accommodate the large groups that attend programs at Villa Washington. Nevertheless, it provides an ideal environment as a resource/research center for government and nongovernment target audience members and for programs on specific MSP issues for target groups involved in those issues.

The IRC is discussed in the classified annex of this report, and the OIG team has made a recommendation.

Recommendation 1: Embassy Brazzaville should decide how the Villa Washington facility can best complement the Information Resource Center in meeting its public diplomacy needs as well as the broader needs of the embassy community and take adequate measures to bring the facility into conformity with security standards so that the facility can meet those needs. (Action: Embassy Brazzaville)

Exchanges

Embassy Brazzaville has had some success in obtaining funding when available for Department exchange programs. During FY 2009, two Congolese participated in International Visitor Leadership programs devoted to judicial reform and the democratic election process, both key MSP themes. The Fulbright program sponsors two Congolese junior scholars for study each year at U.S. institutions and two American senior scholars lecture each year at institutions in the Republic of the Congo. An alumni association of former participants in U.S. exchange programs has been formed and is active in providing scholarship assistance for Congolese female students to attend local educational institutions.

Public Diplomacy Staffing

As noted earlier, the DCM currently provides American oversight of all PD programs. The DCM will depart Brazzaville during the summer of 2009 and will be replaced by an officer with no PD experience. In its FY 2011 MSP, Embassy Brazzaville identified the restoration of both a PD officer position and a program budget as its two highest priority needs. OIG supports the need for an American PD officer and a modest program budget to maintain the level and quality of programming that has been achieved to date. Although OIG believes that a full-time PD officer should

be brought on as soon as possible, it believes there is an immediate need for program continuity that can best be met by adding the PD portfolio to an existing American position as a part-time function. The recently created economic officer position (number 20-078940), noted earlier in this report, has been assigned and will be filled in mid-2009. The OIG team believes that this position could effectively cover both the economic and PD portfolios within this mission until a full-time public affairs officer position can be established and filled.

Recommendation 2: Embassy Brazzaville, in coordination with the Bureau of African Affairs, should revise the work requirements for position number 20-078940 to include responsibility for both economic affairs and public diplomacy. (Action: Embassy Brazzaville, in coordination with AF)

CONSULAR

Overview

After a 12 year hiatus, this embassy restored most consular functions in late January, 2009. The Embassy, which closed from 1997-2002, undertook emergency U.S. citizen services to the extent possible from 2002 until 2009. Embassy Kinshasa took on most other Republic of the Congo-origin consular work. Embassy Kinshasa is located about an hour commute by vehicle and ferry from Embassy Brazzaville. Much was done between December 2008 and January 2009 to get the Brazzaville consular section up and running; much remains to be done. The OIG team made a number of informal recommendations to maintain the momentum of steps already being taken by this new consular team.

The consular section provides accurate and user-friendly services. The section's high morale and positive relationships within the Embassy and with the Bureau of Consular Affairs contribute to an encouraging start-up momentum. One full-time American officer and three LE staff work in the consular section. The vice consul arrived in Brazzaville one day before the inspection, and the LE staff began work in December 2008. In December 2008, the Bureau of Consular Affairs seconded an experienced, retired consular officer to assist with the renewal of consular services. That officer departed during the inspection. The work and training accomplished during this short period merit high praise. Embassy Brazzaville presently has one

commissioned and qualified back-up consular officer to manage the section and perform services during the vice consul's absences. Another officer with similar qualifications will arrive in May 2009.

Embassy Brazzaville's FY 2011 MSP consular priorities focus on assisting U.S. citizens, especially those living in the Republic of the Congo. The section's other major objective targets carefully evaluating visa applicants to encourage legitimate travel while protecting American borders from terrorists and other ineligible travelers. Nonimmigrant visa (NIV) services consume about 70 percent of consular resources. During the first month of consular operations, the section handled approximately 70 NIV applications and 25 American citizen and notary service requests. The OIG team witnessed staffers giving effective and courteous service to American citizens and visa applicants. Consular management encourages staff participation in Foreign Service Institute distance learning courses and enrollment in continuing consular education workshops. All staff completed one such training exercise within the two months preceding the inspection and their reporting for duty. All requested advanced consular distance learning training upon finishing their initial course. The OIG team commends this motivated performance.

Except for emergency citizen assistance, until recently Embassy Kinshasa supplied consular services for Embassy Brazzaville. Embassy Brazzaville designated a part-time consular LE staff member in Embassy Kinshasa's consular section to assist with this work. As noted above, when Embassy Brazzaville moved into the NEC, it began to offer a more complete range of consular services. A regional consular officer based in Johannesburg, South Africa, is responsible for advising and assisting consular sections in both embassies. However, close geographic proximity, legacy case histories and shared employee experience suggest that Embassy Kinshasa's consular section remain in a mentoring relationship with Embassy Brazzaville's consular unit for some time. The OIG team made an informal recommendation.

At present, personnel from both consular sections exchange working visits to help familiarize staff with consular techniques, for cross training, and to standardize working practices. The regional consular officer scheduled additional visits and training opportunities for staff to help Embassy Brazzaville's consular section to self-sufficiency. The Brazzaville vice consul organized these various activities into a meaningful and productive agenda. To avoid effort duplication and maximize opportunities, the OIG team made an informal recommendation that Embassy Brazzaville prepare a formal training schedule encompassing all these activities and options.

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Every consular section must prepare materials to assist American citizens with routine and extraordinary situations they may encounter in foreign countries. These run the gamut from lists of doctors or attorneys to local adoption procedures, from guidance on how to transfer funds to dealing with the death of a family member. Embassy Brazzaville's new consular section lacks many of these standard briefing materials. The OIG team made an informal recommendation.

Visa Services

The Embassy performs all NIV related activity in-house, using an Internet-based visa application and interview appointment system. The consular subcashier manages visa reciprocity fees and machine-readable visa fees. The visa unit adjudicated about 70 NIV visa applications between January 19 and March 3, 2009. During the inspection, as the visa unit gained experience, it scheduled increasing numbers of NIV interview appointments during the work week.

The Embassy has not begun to adjudicate immigrant or diversity immigrant visas. Republic of the Congo immigrant visa applicants now use services at the embassy in Kinshasa. Personnel assigned to both embassies perform the necessary work — staffers based in Brazzaville cross to Kinshasa for case processing and training. The regional consular officer and the experienced, retired officer who assisted in restarting consular activity in Brazzaville believe that the section should get well on its feet before beginning highly complex immigrant visa work. The OIG team agrees with this judgment and projects that several months of the current practices will likely be required before all immigrant visas processing may be transferred to Embassy Brazzaville.

Consular officers must require immigrant visas candidates and may require NIV applicants to submit to a physical and mental examination for purposes of determining visa eligibility. This provision, found at 9 FAM 42.66 and prerequisite to immigrant visas service delivery, creates a need to identify doctors, known as panel physicians, to perform the task. No specific regulations govern panel physician selection. Authority to appoint them without prior approval from the Department lies with consular officers. However, the U.S. Public Health Service oversees and monitors panel physician activity in collaboration with the Bureau of Consular Affairs. The U.S. Public Health Service wrote guidelines on how to choose panel physicians including recommendations that consular officers, when selecting them, seek the advice of the local medical community, medical associations in the area, and any U.S. Government physicians who may be available locally. Embassies must have written agreements with panel physicians. Embassy Brazzaville has not yet selected a panel physician.

Recommendation 4: Embassy Brazzaville should select a panel physician by June 2009. (Action: Embassy Brazzaville)

Careful evaluation of individual visa applicants helps protect U.S. borders by identifying and excluding terrorists, stemming illicit immigration, and encouraging legitimate travel to the United States. The vice consul correctly emphasizes the need for lawful and fair eligibility adjudication. Applicants must meet specific standards to be eligible for visas. Consular staff must verify that clients satisfy eligibility requirements and that family relationships conferring derivative benefits really exist. Substantiating claims means careful application vetting. Although too early in the life of this consular section to accurately compile statistics, limited economic opportunities in the Republic of the Congo will likely contribute to the failure of a sizable percent of NIV applicants to qualify for American visas. The section has seen a number of attempts to fraudulently document supposed visa qualifications already in its short life. Fraud ranks high on the visa unit's concerns. The staff verifies information and investigates suspicious cases to the best of its ability. The RSO and his staff also offer antifraud assessment resources. One LE staffer uses about one-quarter of her time in antifraud work but additional training is necessary for this work. The OIG team made an informal recommendation that the Embassy further develop the LE staff member's useful contacts to enhance her performance.

Visas Viper Program

The Visas Viper Program mandates that all mission elements share information with the consular section regarding "people who may threaten the welfare of the United States." The consular section submits this material to the Department, which reviews reports to identify names for inclusion in the Automated Visa Look-out System. Embassy Brazzaville's Visas Viper committee meets and submits reports regularly—this Embassy's environment results in few submissions.

Consular Section Space and Access

Newly built consular office and waiting space appears adequate for the current and near future consular workload. It is worth noting that the DCM successfully intervened with the Bureau of Overseas Buildings Operations (OBO) to rectify some glaring inadequacies before completion of the section space. Among other corrections, her efforts increased the number of ballistic interview windows (for interview security) from one to four and added a private interview booth used for sensitive matters like death-related and federal benefit discussions. Unfortunately, chancery

construction was too advanced to permit enlargement of consular public waiting area or to accommodate privacy screens for the general interview spaces. Sound proofing appears deficient. The OIG team made an informal recommendation.

Wheel chair-bound persons may easily enter consular waiting space located off the chancery foyer. Applicants may use public toilets located outside the consular area on the opposite side of the entry foyer. The waiting area allows room for just eight chairs with no accommodation for children. The OIG team made an informal recommendation on improving the waiting area.

RESOURCE MANAGEMENT

EMBASSY BRAZZAVILLE - FY 2009

Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding (000s)
State-Diplomatic and Consular Programs	7	2	12	21	\$1,010
State-ICASS	1	1	90	92	3,518
State-Public Diplomacy	0	0	0	0	0
State-Diplomatic Security	0	0	98	98	1,467
State-Representation	0	0	0	0	18
State-OBO	1	0	0	1	712
Centers for Disease Control*	3	0	8	11	194
Total	12	3	208	223	\$6,919

- Staff counts include number of authorized positions.
- Source: Embassy Brazzaville
- * CDC is not under Chief of Mission Authority but receives ICASS services

EMBASSY FACILITIES

Embassy Brazzaville moved into a new embassy compound (NEC) in January 2009, relocating from leased space in a commercial building where the Embassy had operated since reopening in 2001. The Embassy had been unable to reoccupy the former U.S. Government-owned chancery because it sustained severe damage during the civil war in 1997. In exchange for the latter property, the Government of Congo gave the 11 acre NEC site to the U.S. Government.

The NEC is an attractive and functional facility, and provides sufficient office space for most embassy staff. Some of the LE staff still work at the U.S. Government-owned general services compound located a few miles from the chancery. This 1.42 acre property was acquired in 1964 and contains nearly 9,000 square feet of space used for warehouse and maintenance shops. The original scope of the NEC project included a warehouse and facilities maintenance shops, but these were eliminated in a down scoping of the project, so the Embassy will retain the old compound for these purposes. While the distance between the separate locations is not great, heavy traffic and poor road conditions pose obstacles to routine interaction between staff in the different locations.

Villa Washington is another U.S. Government-owned property, purchased in 1961, and features a 1,858 square foot building on a half-acre lot. This facility has been used in recent years as a venue for PD programs and attracts large numbers. Because the NEC also includes room for an IRC, the continued exclusive use of Villa Washington for PD programs is an open question.

In previous years, the Embassy also used Villa Washington as a recreation center, but is not currently using the facility in this way. The swimming pool filtration system does not work properly, and there is no outdoor furniture on the pool deck. The Embassy also has some unused fitness equipment in warehouse storage because there is no place to set it up. With some minor investments and improvements, some space in Villa Washington could be dedicated to a fitness and recreational facility. Access to recreation and fitness centers rated as the lowest item in OIG's survey for this inspection, so the availability of Villa Washington space for this purpose could improve embassy morale. The OIG team made an informal recommendation.

In addition to the NEC site, the Republic of the Congo also gave the Embassy two small parcels of vacant land overlooking the Congo River as compensation for the land where the original embassy was located. There is no foreseeable use for this land, which squatters now occupy and use for agriculture. OBO advised the OIG team that the Embassy should communicate with their Acquisitions and Disposals Division to move forward with disposal of this property. The Embassy has been preoccupied with the NEC move and other management priorities.

Recommendation 5: Embassy Brazzaville, in coordination with the Bureau of Overseas Buildings Operations, should dispose of the two parcels of excess property that overlook the Congo River. (Action: Embassy Brazzaville, in coordination with OBO)

MANAGEMENT OPERATIONS

The management section in Embassy Brazzaville has faced a number of challenges, such as reestablishing normal operations after the protracted period of civil disorder and the relocation to the NEC. Administrative operations are further complicated by endemic problems in the Republic of the Congo, including the crumbling infrastructure, ineffective government institutions, high operating costs, and limited availability and quality of all commodities, including housing, labor, supplies, and services. Despite this challenging environment, embassy management has been able to address some of the most pressing needs of the Embassy and its staff.

The management section is under the direction of an experienced and competent officer who has the confidence of the Ambassador and DCM, and an excellent working relationship with her staff. The management staff includes two other American direct-hire officers — an IMO and a facilities manager — as well as an eligible family member as community liaison office (CLO) coordinator.

The LE staff includes experienced Congolese nationals in important leadership roles within several management subunits, including financial management, human resources (HR), and general services. However, many of the subordinate staff are inexperienced, untrained, or lack requisite job skills, and their performance does not always meet expectations of supervisors or customers. The Embassy has prepared an extensive training plan to upgrade the skills of several LE staff in the management section.

There is a formal arrangement under which Embassy Kinshasa provides support for the financial management office and the medical unit, and an informal arrangement for remote guidance and assistance with HR operations. Post also receives regional support from the regional medical officer and regional psychiatrist assigned to Embassy Nairobi.

Facilities Management

The facilities management section is under the direction of an American direct-hire facilities manager. At the time of the inspection, a retired annuitant was completing a 4-month temporary duty assignment as facilities manager until the permanently assigned individual arrives in March 2009. The facilities manager reports directly to the management officer and supervises a staff of 38 tradesmen and laborers, including janitors and gardeners. Many of these are new positions, and the facilities manager has devoted much effort to the interviewing and hiring process.

Recommendation 6: Embassy Brazzaville should implement a Safety, Health, and Environmental Management program based on the guidelines and principles contained in 15 FAM 933. (Action: Embassy Brazzaville)

GENERAL SERVICES

One of the most immediate challenges facing Embassy Brazzaville is to regularize general services operations and reestablish internal controls that were neglected during the years of civil disorder, while at the same time providing quality support services in a difficult environment. Embassy management recognizes the problems and has made progress in tightening internal controls, reestablishing proper procedures, and improving compliance with U.S. Government and Department regulations. However, much remains to be accomplished.

Embassy Brazzaville does not have an American direct-hire general services officer, and general services operations are under the direction of the management officer. The Embassy has repeatedly requested Department approval for an American direct-hire general services officer position, but there is no indication at present that this request will be approved. The OIG team does not endorse the Embassy's request for a general services officer at this time. After the new facilities manager arrives, the Embassy should evaluate whether there is still a need for the general services officer position. If the Embassy continues to see a need, it will be necessary to justify the request based on the metrics and uniform service standards set forth in the collaborative management initiative. Embassy management expects the incoming facilities management officer to assist as a backup contracting officer and to take on some general services operations, since the individual has completed the Department's general services training course.

Housing

The management officer also serves as the real property manager and thus oversees the housing program. She supervises an LE staff housing clerk, who is the primary contact with landlords. Embassy Brazzaville does not have enough agencies to form an Interagency Housing Board but there is an ad hoc board that includes three voting members and four ex officio members. The board assigns housing for all incoming personnel, in consideration of special needs or expressed preferences, contingent upon the timing of arrivals and vacancies. The management officer is drafting a housing handbook that covers all aspects of the housing program.

OIG's survey for this inspection included several negative comments about housing, most notably the length of time required to locate and lease adequate quarters for incoming staff. However, more recent feedback indicates that embassy management has made considerable improvement in this important function and credits the new management officer for this progress. The management officer confirms that there are now sufficient units to allow for incoming staff members to move directly into their assigned residences.

The small housing pool consists of three U.S. Government-owned residences and seven short-term leased residences, all located within a very limited radius of the chancery. Among the latter units is the Ambassador's residence, a large house with a swimming pool and tennis court, leased for \$144,000 per year. The inferior infrastructure in Brazzaville requires that all residences have a generator and water tanks, so that vital services can be maintained at all times. Some landlords are willing to make necessary upgrades and fulfill their contractual obligations for major maintenance and repairs, but others are reluctant to undertake any improvements or repairs. Even when the landlords are willing to do so, delays or poor quality of the work often require follow-up by embassy facilities maintenance staff.

Motor Pool

Embassy Brazzaville has a small motor pool that is adequate to meet its needs. The management officer provides overall direction, and a senior LE staff member serves as the dispatcher, responsible for daily operations. He supervises a staff of seven drivers, one chauffeur/expediter, a boat pilot, and two mechanics. The motor pool fleet consists of 25 vehicles, which are relatively new and in good condition. The motor pool mechanics are able to perform most maintenance and repair, but there is also a good local garage. The Embassy also operates two small motor boats that ferry personnel and small cargo across the Congo River to Kinshasa.

Customs and Shipping

The management officer provides general supervision for the customs and shipping subunit of the general services office. There are two LE staff, a shipping clerk and a shipping assistant, who perform the tasks associated with customs clearance and shipping of official cargo. They handle most shipments directly, but the embassy sometimes uses a shipping agent for high-value cargo such as art destined for the chancery or Ambassador's residence.

Although Brazzaville is somewhat remote from major shipping routes or ports, the management officer asserted that the Embassy does not experience major delays or other problems with receiving or clearing inbound cargo. The absence of staff comments regarding customs and shipping on OIG's survey support this assertion. Most staff receive their air freight, household effects, and personal vehicles soon after arriving.

Property Management and Warehousing

Property management and warehousing is another of the general services functions under direction of the management officer, and she is ably assisted by an LE property management supervisor. The latter individual has been with the embassy only two and one-half years, and will be attending a logistics management course at the Foreign Service Institute this spring. This training will be very useful, as property management and warehousing pose major challenges for embassy management.

As noted previously in this report, the embassy warehouse and maintenance shops will remain at the old Stockyard compound, located some distance from the chancery. (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)

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The OIG team inspected the compound, which includes two large warehouse structures, maintenance shops, and an enclosed two-story building that had previously contained offices for the entire management section. The warehouses were relatively orderly and free of clutter, with proper shelving and material handling equipment on hand. However, outside of the warehouses there was a significant amount of property scattered around the compound. This included a huge array of construction material and supplies left by the NEC contractor for embassy use or disposal. Much of this material was crammed into freight containers stacked around the compound, awaiting inspection and inventory. Other items were sitting outside without protection from the elements. The OIG team noted extensive damage to some of this material. For example, approximately 200 sheets of drywall were warped and rotting from water damage, several pallets of ceramic tiles were showing evidence of deterioration, and a number of pipe threading machines were rusting. Some of the more valuable materials, such as carpet tiles, had been adequately

protected by placing them in the air-conditioned office building. However, there is far too much material and equipment for proper storage on the compound, and it will require a major effort to inventory and dispose of the excess, obsolete, and damaged material.

Recommendation 7: Embassy Brazzaville should inventory all construction materials left behind by the new embassy compound contractor, identify what is salvageable and usable, and properly store this material in the warehouses. (Action: Embassy Brazzaville)

Recommendation 8: Embassy Brazzaville should conduct a property sale to dispose of unneeded construction material and other obsolete or damaged items currently in the warehouses. (Action: Embassy Brazzaville)

The OIG team noticed approximately a dozen appliances — washers, driers, and electric ranges — sitting outside the main warehouse. These appliances were reportedly awaiting repair after being damaged by power spikes that frequently occur in staff residences. The OIG team also noticed approximately 20 voltage regulators stored in the warehouse. These devices could be used to protect appliances against power fluctuations in the staff residences. The OIG team made an informal recommendation.

Contracting and Procurement

The management officer has overall responsibility for contracting and procurement, and has a contracting warrant for acquisitions up to \$250,000. The incoming facilities manager will also have a contracting warrant that will enable him to serve as backup contracting officer in the absence of the management officer. The routine tasks associated with procurement are carried out by LE staff members, including a procurement supervisor, a procurement assistant, and a purchasing clerk.

The Embassy has only one major contract, valued at \$373,000 over 2 years, which is for LE staff medical services. The contract will expire in April 2009, and the Embassy is in the process of soliciting it for a term not to exceed 5 years.

Travel Services

The general services office provides official travel services for mission personnel, and OIG's survey scores and comments indicate satisfaction with the quality and timeliness of support. The management officer supervises travel operations and is the authorizing official for all embassy travel. An LE staff travel clerk and a travel assistant perform the routine tasks associated with travel, including making hotel reservations, preparing travel orders, and obtaining airline reservations and tickets.

Actual ticketing for airline travel is done through a commercial travel contractor in Kinshasa — Congo Travel Services — the same agency under contract with Embassy Kinshasa. Embassy Brazzaville uses this agency because it is familiar with U.S. Government travel regulations and procedures. Under this arrangement, airline tickets must be physically transported from Kinshasa to Brazzaville, a process which normally requires two business days. In an emergency, the Embassy can use a local agency.

The Embassy reports that four business-class tickets were issued during the past year. However, the travel clerk was unable to locate the DS-4087 Authorization Request for Business-Class Air Travel, which must be signed by the appropriate authorizing official before the travel is performed. The OIG team made an informal recommendation.

International Cooperative Administrative Support Services

The Department and the CDC are the two agencies serviced by ICASS. Embassy Brazzaville uses the ICASS Lite version of the cost distribution software. The Embassy has an ICASS council, with representatives from the two agencies, which meets on an ad hoc basis to discuss specific issues but does not hold regular meetings. The IMO was elected as the ICASS council chairperson in March 2008. OIG made an informal recommendation that the ICASS council chair should be from CDC or a Department program officer and not a service provider, such as the IMO.

The ICASS customer satisfaction questionnaire survey showed a decrease in overall scores from 4.26 in FY 2008 to 4.04 in FY 2009. The CLO, security services, and building maintenance received the highest scores; whereas leasing, shipping and customs, and procurement services received lower scores.

The Department paid 79 percent of the ICASS bill in FY 2008. CDC paid 16 percent, and OBO, with the NEC project team in country, paid 5 percent. With OBO no longer present, the percentage of the ICASS bill paid by both Department and CDC will increase. The ICASS council reviewed the workload factors for the last ICASS submission. The senior FSN financial specialist chairs the budget committee and provided a briefing to the council on the budget.

The ICASS performance standards for the administrative services are outdated. However, the Department's recent Collaborative Management Initiative will require the ICASS council to implement uniform service standards and develop the metrics for measuring performance.

HUMAN RESOURCES

The local HR staff includes an LE staff assistant and three LE clerks. The HR assistant was recently hired and was in Washington training at the time of the inspection. One of the HR clerk positions was vacant at the time of the inspection, but the person selected for the position was pending security clearance. This position is needed to address issues noted below with late evaluation reports and position descriptions. The functional questionnaire noted that 45 LE staff positions were filled in 2008, including 19 new facilities maintenance personnel, 20 PSA guards for the NEC, and four information management personnel. Several new positions for the NEC are still pending.

It has been 5 years since the last LE staff salary increase. The results of the FSN wage survey authorized on average a 10 percent increase, with some grades as high as 12 percent. The Bureau of African Affairs, Executive Office, however, approved only a 3.2 percent increase. The management officer has updated the salary scale and obtained signatures for the local compensation plan. The increase was effective February 15, 2009.

There is a contract with a local medical clinic, Clinque Medico Churugrade, for payment of medical coverage for FSN employees and their families, based on a fixed embassy contribution per employee per month. As noted above, the Embassy is close to the final award stage of a new contract. Members of the FSN committee expressed concerns about the adequacy of medical care in the Republic of the Congo. They felt that care was limited because of the lack of medical specialists and

overall quality of care. The Office of Medical Services and the Office of the Procurement Executive's policy prohibits including a provision for medical evacuation travel of LE staff in contracts. In the event of a catastrophic emergency, the management office and medical staff would have to handle such instances on a case-by-case basis.

The senior HR specialist in Kinshasa provides regional support to Brazzaville but has yet to visit. The OIG team made a recommendation in the Kinshasa OIG report for the HR specialist to make regular quarterly visits. The OIG team made an informal recommendation that the memorandum of understanding between Embassy Kinshasa and Embassy Brazzaville be updated.

The FSN committee does not understand how the Computer Aided Job Evaluation system functions in relation to the grades assigned to particular positions and wants more information on the program. OIG made an informal recommendation that management arrange for the regional HR specialist to give a presentation on the Computer Aided Job Evaluation system to supervisors to improve their understanding of how the system works and to add more transparency to the process.

Locally Employed Staff Retirement and Severance Pay

The embassy has a Defined Contribution Fund for LE staff retirement. Upon retirement LE staff members receive a lump-sum payment from the Defined Contribution Fund and not an annuity. There is also a severance pay provision in the local compensation plan for retirees and employees who leave in the event of a reduction in force or abolishment of a position. The FSN committee would like to have severance pay for those employees who voluntarily leave. According to committee members, prevailing practice in the Republic of the Congo allows for severance payments.

Recommendation 9: Embassy Brazzaville, in coordination with the Bureau of Human Resources, should review the Republic of the Congo labor law and the local practice of comparators regarding severance pay to determine whether to change the local compensation plan. (Action: Embassy Brazzaville, in coordination with HR)

In reviewing the employee retirement contributions escrow account (19X613000), OIG discovered \$283,000 in available funds dating back to FY 2000 through FY 2007. The account goes back to the mid-1990s, but fund balances were

transferred beginning in 2000. Prior to the establishment of the Defined Contribution Fund in 2007, the LE staff and the U.S. Government were depositing funds for employee retirement into this escrow account but there was no local Republic of the Congo social security or retirement fund to contribute these funds to. The amount of the contribution was 2.4 percent from the employee and 17.88 percent from the U.S. Government. In 1998 there was a reduction in force, but the Bureau of African Affairs made the severance payments from bureau funds and did not use the retirement funds in escrow. Subsequently in 2004, LE staff received a payment representing their 2.4 percent contribution from the escrow account. The U.S. Government contribution to the Defined Contribution Fund, which is administered by PNC bank, is 12 percent. Evidently when the Defined Contribution Fund was set up, only 12 percent of the 17.88 percent was contributed to the LE staff individual accounts. The disposition of the remaining funds in the employee retirement contributions account has not been addressed.

Recommendation 10: Embassy Brazzaville, in coordination with the Bureau of African Affairs and the Bureau of Human Resources, should make a determination on the disposition of funds available in account 19X613000. (Action: Embassy Brazzaville, in coordination with AF and HR)

Locally Employed Staff Employee Performance Reports

During the inspection, several LE staff performance evaluations from supervisors were past due. Within-grade increases are sometimes delayed because of late receipt of employee performance reports. For January, there were six outstanding employee performance reports. For February, 20 of the 29 were still outstanding. (b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6) There is a tracking system for monitoring submissions of employee performance reports that was being updated at the time of the inspection. During the inspection, HR sent reminders to delinquent supervisors requesting immediate completion of the past due evaluations.

Recommendation 11: Embassy Brazzaville should add an element to supervisors' performance plans holding them accountable for timely completion of performance evaluations for all locally employed staff. (Action: Embassy Brazzaville)

Time and Attendance Reporting

Embassy Brazzaville is processing time and attendance records with only one timekeeper, with the management officer approving and certifying the biweekly submission each pay period. Embassy management is in the process of designating main timekeepers and supervisors for each appropriate section. The Embassy Kinshasa HR specialist will assist in providing training in the Windows application for inputting time and attendance data. Embassy management expects to have designated timekeepers trained and the new system in place by the end of April.

The office area of one HR clerk is filled with past year files of time and attendance report documentation including leave slips and requests for overtime. According to the Foreign Records Disposition Schedule, Chapter 2, B-02-003, time and attendance records should be destroyed after Government Accountability Office audit or when 6 years old. The OIG team made an informal recommendation that the current and prior year files be maintained in the HR office files and that the old file boxes be marked by year and pay period, and transferred to storage at the embassy warehouse.

FINANCIAL MANAGEMENT

The financial management office consists of a senior FSN financial specialist, account technician, voucher examiner, and a Class B cashier. The staff is well-trained, and the section functions well. The Embassy is satisfied with the services provided by the section, as evidenced by the high scores it received on OIG's survey. To perform its work more efficiently, the section makes wide use of Department applications including automated cashiering and electronic certification systems. However, because of insufficient band width, the Embassy is not a candidate for the Regional Financial Management System Direct Connect program.

The Embassy just received their program and ICASS targets for FY 2009. The program target is \$1 million, and ICASS is \$3.6 million. The ICASS budget increased by more than 78 percent, primarily because of the move to the NEC, which required hiring 19 new LE staff maintenance positions and increased costs for fuel to operate the building systems.

Citibank recently notified the Embassy that their purchase card account is delinquent in past due payments of \$13,271. Citibank claims that the Embassy has not made any payments since October 2008. Records in the financial management office show four payments against the purchase card account. On further examination, the

Embassy is making payments to the old Citibank account and not the new Smart-Pay2 purchase card account. The management officer is working with the Bureau of African Affairs, Executive Office, and Citibank to sort out the correct account for current payments.

Embassy Kinshasa's regional financial management officer provides financial management support to Embassy Brazzaville. The two embassies have a memorandum of understanding that includes the number and duration of visits, the areas of focus, and a matrix of shared responsibilities.

Representation and Official Residence Expense

In reviewing vouchers for official residence expenses, the OIG team observed that costs for overtime incurred by official residence expenses staff were not correctly charged to the representation appropriation. Official residence expenses are those usual costs that a principal representative is obliged to incur in the operation and maintenance of a suitable official residence (DSSR 411c and d and DSSR 454). Overtime costs incurred when a household employee performs duties related to representation functions must be paid from the representation account with a separate receipt for services rendered.

Recommendation 12: Embassy Brazzaville should cease charging official household employees' overtime for working at representation events to official residence expenses and implement procedures to charge those expenses to the representation account. (Action: Embassy Brazzaville)

There is no procedure for ensuring that U.S. dollar reimbursements for representation functions and other payments to American employees are made via electronic funds transfers to their respective bank accounts, in lieu of cash payments. A Department notice (2007_09_096) states that "The Debt Collection Improvement Act and the Department of Treasury's Imprest Fund Directive require agencies to make payments electronically" and mandates that U.S. dollar payments be made electronically to individual bank accounts. The Embassy Brazzaville management instruction states that U.S. dollar payments for reimbursement of representation events will be made by electronic funds transfers to employees' bank accounts. OIG made an informal recommendation that the Embassy cease making cash payments to American officers for reimbursement of representation expenses.

Local Banking Services

Some LE staff expressed displeasure with the local banking services and would like more options for deposit of their pay with a different local bank. Currently, the total amount of LE salaries for each pay period is sent via Telefax transfer from Global Financial Services Charleston to the United States Disbursing Officer (USDO) account at Bank Congolese de Banque for direct deposit electronically to individual employee accounts based on a pay list provided by the embassy. LE staff would like to move their accounts to other banks such as ECO Bank, BGF I Bank, or Credit du Congo bank because they offer more and better services.

The banking infrastructure in Brazzaville allows for electronic interbank transfers through the Republic of the Congo central bank central clearing system. However, local currency electronic funds transfer requires local banks to have a correspondent bank in the United States. Most do not have a correspondent bank in the United States but have transit banks in Europe. OIG understands that local banks are compliant with the USDO format of electronic payments through the Society for Worldwide Interbank Fund Transfers. The financial specialist will be contacting local banks as well as the central bank to review the availability of local banks to allow for electronic interbank fund transfers in the Republic of the Congo. This review is quite timely because, in accordance with USDO regulations found in 4 FAH-2 H-614, the embassy is required to undertake a review of the banking services in country every three years. Given the current situation with the limited capacity of Congolese de Banque, the Embassy should attempt to identify a local bank that will accommodate the electronic deposit of employee salaries to their respective bank accounts.

Recommendation 13: Embassy Brazzaville, in coordination with the Global Financial Services in Charleston, should conduct a review of banking arrangements in the Republic of the Congo and determine whether a new depository account can be established with a local bank that will meet the needs of both the United States Disbursing Office and the employees for electronic salary payments. (Action: Embassy Brazzaville, in coordination with RM/GFS Charleston)

The Embassy is also reviewing the USDO U.S. dollar pass-through account with Credit du Congo. Apparently, this bank was recently bought out by a Republic of the Congo bank without a U.S. correspondent bank. With the renewal of consular

operations within the Embassy, there will be more U.S. dollar collections that may negate the need for a U.S. dollar account. In the past, it was difficult to obtain U.S. dollars from the bank because of delays in clearing procedures for U.S. Treasury checks and a 4.5 percent charge levied for cashing checks. The cashier frequently had to go to Embassy Kinshasa to get dollars. OIG made an informal recommendation that if the Embassy needs to obtain U.S. dollars from Embassy Kinshasa procedures should be established for the secure movement of cash by an American direct-hire employee.

INFORMATION MANAGEMENT

With the move to the NEC, Embassy Brazzaville's information management (IM) section is in a state of flux. After 10 years of closure, Embassy Brazzaville resumed operations in 2006. The information management officer position has recently been reestablished. The current IMO, with a background as a telephone technician arrived in January 2008 and has concentrated his efforts on the move to the new chancery. Because of this, certain key services and information management programs have been neglected. The IMO and his staff have started to address many shortfalls.

The IMO is designated as the information systems security officer at the Embassy. The RSO acts as the alternate. Both have attended the information systems security officer course, and the IMO work requirements reflect this duty.

The information management section also includes six LE staff positions, including an audio visual technician who serves the entire mission, including the Villa Washington PD operation, a mail clerk, and a switchboard operator.

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QUALITY OF LIFE

Individual interviews and personal questionnaires completed by almost all Americans assigned to Embassy Brazzaville reveal that staff morale ranges from moderate to high. Adverse quality of life issues include sporadic power outages, poor air quality factors, criminal violence potential, minimal recreation facilities, sometimes dangerous roads, uneven LE staff performance, the high cost of travel, and some staff members' inability to speak French or other languages used in the Congo. However, employees feel they are doing important work and believe that embassy management is concerned about their well-being. Staffers also credit recently improved administrative services, CLO coordinator activity, and access to chancery cafeteria facilities as factors in their positive evaluation. At present the Embassy does not have a commissary association, and no embassy American dependants attend local schools.

EQUAL EMPLOYMENT OPPORTUNITY/FEDERAL WOMEN'S PROGRAM

The Equal Employment Opportunity counselor, who completed the required training program in October 2006, stated that no employees have registered formal complaints since she assumed her duties, nor have employees sought counseling. The counselor publicized general Equal Employment Opportunity provisions mission-wide on bulletin boards in all embassy work spaces. Embassy Brazzaville's LE staff have access to a male and a female LE staff members who are ready to provide Equal Employment Opportunity services, as authorized by 97 State 53229. The size of this Embassy precludes nomination of a Federal Women's program coordinator. Employees with Federal Women's program concerns may meet with the Embassy Kinshasa coordinator. Embassy management fully endorses both programs. American employees generally rated mission Equal Employment Opportunity sensitivities as a positive quality on the OIG survey.

COMMUNITY LIAISON OFFICE

The Embassy Brazzaville community benefits from services provided by a CLO coordinator. The coordinator usually works 40 hours per week. When she occasionally works additional hours, she receives compensatory time off. CLO activities include nominating sponsors for new arrivals, preparing and maintaining welcome and orientation materials, advising employees on local conditions, offering general guidance and a sympathetic ear, organizing social events for staff and family members, managing a lending library, and contributing to emergency planning. She also works on the embassy's summer hire program for American dependants. The coordinator writes and distributes a monthly newsletter, which includes articles from various embassy sections and items of general interest. The coordinator serves on the emergency action committee, the housing board, and other embassy groups. Although the coordinator has organized and attempts to arrange trips for the community outside the capital, the difficulty and high cost of traveling outside of Brazzaville severely limits the possibilities. Embassy employees rated the CLO as effective and constructive in OIG's questionnaires and interviews.

HEALTH UNIT

Medical care for staff and family members at Embassy Brazzaville has a major impact on the quality of life. Host country medical care facilities are inadequate and the health unit at Embassy Brazzaville is not yet operational. Members of the mission community must travel to Embassy Kinshasa for treatment of even the most basic medical conditions.

The NEC contains an office suite intended for use as a medical unit, featuring a waiting room, a private office for consultation, an examination room, and a large open office for a receptionist and medical record storage. The Embassy has received medical equipment and supplies to support this new health unit. Although organizing these materials has begun, the unit is not yet functional.

Recommendation 17: Embassy Brazzaville should work with Embassies Kinshasa and Nairobi to establish a functional medical unit in Embassy Brazzaville's new facility. (Action: Embassy Brazzaville)

A regional medical officer and a regional medical officer psychiatrist based in Embassy Nairobi supply medical care for Embassy Brazzaville staff, but these physicians cover many posts and are able to make only infrequent visits. The Foreign Service nurse practitioner posted at Embassy Kinshasa also visits to care for American staff and family members at Embassy Brazzaville. She currently makes quarterly visits, but Embassy Brazzaville would prefer to have her come more frequently.

The health unit at Embassy Brazzaville does not have any qualified medical personnel on staff. The Embassy has requested authorization and funding to hire a part-time LE nurse, who could provide immediate primary care or stabilize more serious cases until regional medical professionals are available.

Recommendation 18: Embassy Brazzaville, in coordination with the Bureau of African Affairs and the Office of Medical Services, should hire a qualified locally employed nurse to meet the primary care needs of embassy staff and family members. (Action: Embassy Brazzaville, in coordination with AF and MED)

MANAGEMENT CONTROLS

The management officer recently assumed responsibility as the embassy management controls coordinator. Embassy management has completed risk assessment questionnaires and is awaiting the results from the Bureau of Resource Management. The OIG team made an informal recommendation that embassy management develop a corrective action plan upon receipt of the scores and feedback.

The chief of mission annual management controls assurance statement dated August 14, 2008, stated the Embassy could not certify that all preventive maintenance, fire and life safety, Occupational Safety and Health Administration, and SHEM programs are fully operational because of lack of regional support. According to OBO, the last FAC Preventive Maintenance and SHEM assistance visits were in June 2006. The general services section of this report addresses the OIG review of the embassy plans to take corrective action to ensure that fire and life safety, Occupational Safety and Health Administration, and SHEM programs are fully operational.

Consular Affairs

The vice consul serves as Embassy Brazzaville's accountable consular officer (ACO). The ACO implements consular management handbook policies governing fees, controlled equipment, sensitive blank document supplies, and restricted computer access controls. The OIG team's spot verification of computer system files and hard copy registers disclosed timely, accurate record keeping. The Embassy has a correctly written visa referral policy explaining system parameters and use.

The Embassy collects machine-readable visa, visa reciprocity, and all other consular fees in-house. ACO, consular subcashier, and alternate position designations and responsibility agreements are in order. The ACO and consular subcashier, and their alternates correctly perform their duties. Consular cash and receipt handling methodology within the consular section and the Embassy's class B cashier meet all specifications. The OIG team's review of randomly selected consular accounts revealed no bookkeeping errors.

Recommendation 17: Embassy Brazzaville should work with Embassies Kinshasa and Nairobi to establish a functional medical unit in Embassy Brazzaville's new facility. (Action: Embassy Brazzaville)

Recommendation 18: Embassy Brazzaville, in coordination with the Bureau of African Affairs and the Office of Medical Services, should hire a qualified locally employed nurse to meet the primary care needs of embassy staff and family members. (Action: Embassy Brazzaville, in coordination with AF and MED)

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.

Executive Direction

The NEC's more spacious and compartmentalized setting reduces the constant staff interaction that occurred in the previous, crowded, temporary office space.

Informal Recommendation 1: Embassy Brazzaville should find ways to promote free flow of information and informal exchanges with American and locally employed staff.

The Embassy does not currently have a single automated contact database.

Informal Recommendation 2: Embassy Brazzaville should develop a single, automated contact database and provide the necessary training for embassy personnel to implement it.

Political/Economic Affairs

Embassy Brazzaville is short on reporting officers, and the current consular officer is an economic cone officer.

Informal Recommendation 3: Embassy Brazzaville should provide economic/political reporting opportunities for the newly arrived consular officer.

Some reporting cables do not contain sufficient subject tags.

Informal Recommendation 4: Embassy Brazzaville should make more expansive use of subject tags in its reports.

Foreign Assistance

Local awareness of SSH and DHRF small grant programs could be enhanced.

Informal Recommendation 5: Embassy Brazzaville should post Special Self-Help and Democracy and Human Rights Fund application forms on its Web site.

Embassy Brazzaville is unaware of Republic of the Congo-related Bureau of Population, Refugees, and Migration contributions to the United Nations High Commission on Refugees 2008 Global Appeal.

Informal Recommendation 6: Embassy Brazzaville should contact the Bureau of Population, Refugees, and Migration, and the United Nations High Commission on Refugees to learn more about these programs and obtain copies of relevant reports on their programs in the Republic of the Congo.

Consular Services

Embassy Brazzaville's consular section benefits from valuable mentoring provided by Embassy Kinshasa's consular staff.

Informal Recommendation 7: Embassy Brazzaville should continue its collaborative relationship with Embassy Kinshasa's consular section during the first year of Embassy Brazzaville's new consular operation.

Embassy Brazzaville consular section receives classroom and practical training from several sources but lacks an overall professional educational plan.

Informal Recommendation 8: Embassy Brazzaville should prepare a comprehensive training program for its consular section staff.

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Embassy Brazzaville does not have written consular outreach, representation, travel, and reporting plans, including targets throughout the Republic of the Congo.

Informal Recommendation 10: Embassy Brazzaville should develop, request funding, and implement consular outreach, representation, travel, and reporting

plans, and link these, insofar as possible, to the Consular Package narrative and the Mission Strategic Plan.

Embassy Brazzaville does not have written guidance for American citizens.

Informal Recommendation 11: Embassy Brazzaville should prepare written materials outlining local adoption practice, procedures in case of death, a list of local attorneys or doctors, and other similar information for American citizens.

Embassy Brazzaville's consular antifraud LE staff does not have adequate training or local contacts.

Informal Recommendation 12: Embassy Brazzaville should provide training and assistance in developing contacts for the consular antifraud locally employed staff.

Embassy Brazzaville's consular section is noisy and echoing, especially at the fee collection point and interview windows. This compromises client interview privacy and disrupts work space.

Informal Recommendation 13: Embassy Brazzaville should install sound deadening materials in the consular section to reduce ambient noise.

Embassy Brazzaville's consular section public waiting area is cramped and has no accommodation for small children. This can result in disorderly conditions.

Informal Recommendation 14: Embassy Brazzaville should obtain a playpen or similar facility for the public waiting area.

Management

There are no facilities for recreation and exercise available in Brazzaville, which is detrimental to the morale and well-being of mission staff and families.

Informal recommendation 15: Embassy Brazzaville should make space in Villa Washington available and attractive to mission staff and families for recreation and exercise by repairing the pool filtration system, purchasing outdoor furniture, and installing exercise equipment.

U.S. Government-owned appliances and personal electronic equipment are subject to damage from frequent fluctuations in the municipal power system. Post has a large number of voltage regulators in the warehouse that could be used to protect appliances and equipment from power spikes.

Informal recommendation 16: Embassy Brazzaville should distribute the voltage regulators in the warehouse to mission residences to protect appliances and electronic equipment from damaging power fluctuations.

Embassy Brazzaville reported the issuance of four business-class tickets for air travel during the past year. The travel section was unable to locate the required authorization for this premium-class travel in their files.

Informal recommendation 17: Embassy Brazzaville should implement controls to ensure that all requests for business-class air travel are justified and authorized with a DS-4087 Authorization Request for Business-Class Air Travel, which must be signed by the appropriate authorizing official before the travel is performed.

Embassy Brazzaville's ICASS chair is also a service provider.

Informal Recommendation 18: Embassy Brazzaville should elect either a Department program or Centers for Disease Control and Prevention representative as the International Cooperative Administrative Support Services council chair.

Human Resources

The September 2006 MOU outlining HR regional support to be provided by Embassy Kinshasa to Embassy Brazzaville calls for assistance as needed.

Informal Recommendation 19: Embassy Brazzaville should update the memorandum of understanding with Embassy Kinshasa for human resources support and require quarterly visits to post.

Embassy Brazzaville does not have a designated backup timekeeper.

Informal Recommendation 20: Embassy Brazzaville should designate alternate timekeepers.

One of the HR cubicles was filled with past year files of time and attendance report documentation including leave slips, requests for overtime and DS 1734M reports. According to regulations time and attendance records should be destroyed after a GAO audit or when 6 years old.

Informal Recommendation 21: Embassy Brazzaville should dispose of time and attendance files in accordance with the Foreign Records Disposition Schedule, Chapter 2, B-02-003, mark older files by year and pay period, and transfer them to the embassy warehouse.

LE staff expressed concerns about a lack of understanding of how the Computer Aided Job Evaluation system functioned in relation to the grades assigned to particular positions and wanted more information on the program.

Informal Recommendation 22: Embassy Brazzaville should arrange for the regional human resources specialist to give a presentation on the Computer Aided Job Evaluation system to supervisors to gain a basic understanding of the process.

Financial Management

Reimbursements for some representation events to American officers are being made in cash.

Informal Recommendation 23: Embassy Brazzaville should cease making cash payments to American officers for reimbursement of representation expenses and instead make payments electronically to the individuals' bank account.

The recently hired voucher examiner has not received any formal training.

Informal Recommendation 24: Embassy Brazzaville should require the voucher examiner to complete the Bureau of Resource Management's Voucher Examination Distance Learning course.

The voucher for telephone payments does not carry the certification that the calls are official.

Informal Recommendation 25: Embassy Brazzaville should implement a process to ensure that vouchers for payment of telephone charges indicate that the calls are official in accordance with 4 FAH-3 H-447.6-2.

Very few payments are made via electronic funds transfer to local vendors.

Informal Recommendation 26: Embassy Brazzaville should seek to obtain bank account information from vendors to facilitate more electronic payments.

The voucher for payment of telephone charges does not include a certification that long distance calls are necessary and in the interests of the U.S. Government.

Informal Recommendation 27: Embassy Brazzaville should certify official long-distance telephone calls as required in accordance with 4 FAM 447.7 and 4 FAH-3 H-447.6-2.

In a random sampling of vouchers OIG discovered that some of the vouchers did not include copies of purchase orders.

Informal Recommendation 28: Embassy Brazzaville should include copies of purchase orders with all payment vouchers as supporting documentation in accordance with 4 FAH-3 H-423.5-1.

Embassy Brazzaville does not have host nation approval of radio frequencies.

Informal Recommendation 30: Embassy Brazzaville should obtain host nation approval for the radio frequencies being used.

Embassy Brazzaville does not have up to date cell phone, radio, or laptop inventories.

Informal Recommendation 31: Embassy Brazzaville should reconcile the cell phone inventory on one list that matches for issuance and billing and keep this document up to date. The cell phone policy should be reviewed, corrected and reissued. Similarly, post radio and laptop inventories should also be reconciled regularly with American supervision.

Embassy Brazzaville has obsolete IM equipment.

Informal recommendation 32: Embassy Brazzaville should properly dispose of all unnecessary information management equipment.

Management Controls

Post management completed the risk assessment questionnaires and is awaiting the results from the Bureau of Resource Management.

Informal Recommendation 33: Embassy Brazzaville should develop a corrective action plan upon receipt of the scores and feedback from the risk assessments questionnaires submitted to the Bureau of Resources Management.

At the present time the motor pool provides a driver for the cashier.

Informal Recommendation 34: Embassy Brazzaville should conduct an annual review of the safeguards for the cashier transporting cash and establish a written policy in accordance with 4 FAH-3 H-393.4-6.

At times in the past the cashier has had to travel to Embassy Kinshasa to get U.S. dollars.

Informal Recommendation 35: Embassy Brazzaville should establish procedures for the secure movement of cash by a designated American direct-hire employee.

PRINCIPAL OFFICIALS

Position	Name	Arrival Date
Ambassador	Alan W. Eastham	10/08
Deputy Chief of Mission	Cynthia F. Gregg	07/07

Chiefs of Sections:

Management	Vanessa C. Brooks	07/08
Consular	Christopher H. McHone	03/09
Regional Security	Stephen T. Lesniak	05/07

Other Agencies:

Centers for Disease Control	Debra Townes	02/07
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ABBREVIATIONS

ACC	alternate command center
ACO	accountable consular officer
CARPE	Central African Regional Program for the Environment
CDC	Centers for Disease Control and Prevention
CLO	community liaison officer
DCM	deputy chief of mission
DHRF	Democracy and Human Rights Fund
FSN	Foreign Service national
HR	human resources
ICASS	International Cooperative Administrative Support Services
IMET	International Military Education and Training
IM	information management
IMO	information management officer
IRC	information resource center
LE	locally employed
MSP	Mission Strategic Plan
NEC	new embassy compound
NIV	nonimmigrant visa
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
PD	public Diplomacy

RSO	regional security officer
SHEM	Safety, Health, and Environmental Management
SSH	Ambassador's Special Self-Help Fund
USAID	U.S. Agency for International Development
USDO	United States Disbursing Officer

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