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

Report of Inspection

U.S. Permanent Mission to the Organization of American States

Report Number ISP-I-10-14, January 2010

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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 President's Council on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General (OIG) 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
Deputy Inspector General

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CONTEXT

USOAS is one of the few multilateral missions attached to a regional bureau in the Department. In contrast, most U.S. multilateral missions are supported directly by IO. The OAS is the only regional body to which all 34 democracies in the western hemisphere belong. For example, many small Caribbean countries do not belong to the Inter-American Development Bank and look to the OAS for regional development help. The OAS, with a total annual budget of over \$90 million, promotes the protection of human rights, the conduct of free and fair elections, and seeks solutions to regional problems such as trafficking in persons, drugs, and weapons; in addition to development, energy, and environmental issues. The United States contributes just below 60 percent of the OAS operating budget. The U.S. Government would like to reduce its contribution to below 50 percent of the budget, but has been unable to do so in the face of strong opposition from other member countries.

The mission also helps prepare for U.S. participation in the Summit gatherings, which are held about every three years. The Ambassador to the OAS usually serves as the Summit Coordinator. As such, he works with the National Security Council, the Department, and other senior officials to refine U.S. policy, define U.S. positions on Summit agenda items, and help oversee implementation of Summit mandates.

U.S. CONTRIBUTIONS AND SPECIAL FUNDS

The assessed U.S. contribution to the OAS is 59.47 percent of the annual quota budget. In FY 2009, the quota budget was \$78.1 million resulting in a U.S. contribution of \$47.1 million. These funds come from IO and are passed to USOAS for payment to the OAS. The OAS quota budget has had minimal (about three percent only) increases in recent years. In FY 2009, the United States also paid contributions of \$16.4 million to the Inter-American Institute for Cooperation on Agriculture and \$324,000 to Pan American Institute of Geography and History, both of which are OAS affiliates.

The OAS has two special funds to which the United States contributes: the Development Fund and the Democracy Fund. The U.S. contributions come from International Organization and Operation funds from IO.

The Development Fund is monitored by the development and cooperation section of the mission and received \$5.5 million in FY 2009. USOAS, upon receipt of the funds, transfers them to the OAS Special Multilateral Fund of the Inter-American Council for Integral Development. This fund's objective is to contribute to the improvement of living conditions for all the people of the Western Hemisphere. The Democracy Fund is monitored by the political affairs section and received \$3.5 million in FY 2009. When the USOAS receives these funds, it transfers them to the OAS which holds the money in a special account until instructed by the mission on how to allocate the money among various projects. Most of the projects funded are for election-observer missions. Despite limited personnel resources, both the mission sections do a good job of monitoring and evaluating projects funded by the U.S. contributions, but there is no real U.S. oversight or accountability once funds are in OAS. The mission succeeded in advocating within the OAS for a special OASGA in September 2009 to examine accountability and transparency of OAS expenditures.

Additional funds for particular OAS projects may come from a variety of U.S. Government agencies or bureaus in the Department. These funds generally total between one and two million dollars a year.

PERSONNEL AND INTERNAL BUDGET RESOURCES

Over the years the OAS has grown, but USOAS staff levels remain the same. At the time of this inspection, the mission included 15 permanent staff and four short-term staff. USOAS relies heavily on nonpermanent positions. The 2011 submission of the WHA Bureau Strategic Plan includes the request for four more permanent positions for USOAS. A heavy workload is carried out by the mission's administrative officer, who is performing human resources, general services, and budget/financial duties. USOAS' limited administrative support structure receives considerable help from the WHA, Office of the Executive Director (WHA/EX). USOAS utilizes some resources such as travel money from the Summit Coordination (SC) unit of WHA.

EXECUTIVE DIRECTION

The Ambassador and Permanent Representative to OAS also serves as the National Summit Coordinator. The deputy chief of mission (DCM) is an experienced senior Foreign Service officer who also serves as the deputy permanent representative to the OAS. The DCM position is designated as having the personal rank of ambassador, but this title was last given to a DCM in 2003.

Senior interlocutors told the OIG team that the Ambassador has done a great job in fulfilling the USOAS mission. They commended him for working diligently, collaboratively, and positively with WHA, including the SC unit, to achieve positive outcomes at both the Summit and the OASGA. The Ambassador spent over half of his time on Summit work for about one year which, in a sense, was a second job on top of his regular OAS duties.

The Ambassador is an outstanding and prolific speaker and exponent of U.S. policy. He delivers two to three speeches monthly, and generously gives interviews to television and radio. During the inspection, the Ambassador gave a cogent interview on U.S.-Cuban policy that aired on Al-Jazeera the weekend following the OASGA. Colleagues and counterparts in the OAS regard him highly for his intellect and commitment to regional development.

The Ambassador was actively engaged in all of the preparatory activities for the Summit; he collaborated and closely advised the special White House Summit liaison officer. The Fifth Summit, held in Trinidad and Tobago in April 2009, was President Obama's successful inaugural meeting with 33 Western Hemisphere heads of state. The Ambassador and USOAS also had positive outcomes at the June 2009 OASGA held in Honduras. The United States successfully negotiated a consensus agreement on Cuba's readmission to the OAS, but only under certain conditions. USOAS also successfully lobbied for the election of the first female U.S. candidate as a member of the Inter-American Human Rights Commission.

The preparation in the months preceding the Summit included many preparatory meetings and the determination by some in the OAS to bring the issue of Cuba's readmission to the OAS before the OASGA occupied the Ambassador's attention. This left little time for him to address personnel and management issues within the mission, some of which existed before his arrival at the mission. (b) (2)

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USOAS has a unique and ambiguous structure: it is neither fully a mission nor an office, but WHA and IO share oversight of OAS. USOAS has one of the smallest budgets of any U.S. diplomatic mission and its meager resources hamper it from operating optimally in a multilateral environment. Additionally, USOAS staff must respond to Department tasks, in the same manner as desk officers, and pursue Summit follow-up and prepare for the OASGA. USOAS is located in the Department, and has no official residence or motor pool; representation and travel funds are inadequate. The OIG team made an informal recommendation about greater representation and travel funds under the resource management section of this report. Only recently has USOAS had the ability to send out cables under its own authority.

The absence of the ambassadorial rank for the current deputy permanent representative, which was advertised in the job description at the time of recruitment but not given, limits his ability to engage interlocutors in rank-conscious OAS, and has excluded him from some meetings. The deputy permanent representative's effectiveness is further reduced when he serves as chargé and cannot engage counterparts.

Recommendation 1: The U.S. Permanent Mission to the Organization of American States, in coordination with the Bureau of Western Hemisphere Affairs, the Bureau of Human Resources, and the Office of Management Policy, Rightsizing and Innovation, should request ambassadorial rank for the position of the mission's deputy permanent representative, or at least the personal rank of ambassador for the incumbent. (Action: USOAS, in coordination with WHA, HR, and M/PRI)

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POLICY AND PROGRAM IMPLEMENTATION

CROSS-CUTTING ISSUES

Duty at USOAS requires multilateral diplomacy skills. These skills are less common in the Foreign Service but can be acquired through experience and training. Foreign Service officers rotate every two years. A two-year assignment to USOAS barely allows a Foreign Service officer enough time to learn his or her new position before it is time to transfer to a new assignment. Multilateral diplomacy skills, including arcane OAS-specific rules of procedure, are acquired through on-the-job experience; they are not the same rules and procedures and antecedents as those used in United Nations organizations. The mission and the officers could benefit if tours were three years instead of two years for mid-level and above officers. Civil Service officers stay in their positions for longer terms and therefore develop multilateral skills and provide continuity and experience. All officers could benefit from multilateral training at the Foreign Service Institute. The OIG team made an informal recommendation about extending Foreign Service tours and promoting multilateral training for both Foreign Service and Civil Service personnel.

USOAS receives policy guidance primarily from WHA, but also from the National Security Council, other bureaus in the Department, and a number of other agencies in Washington. Policy is implemented in the mission primarily by two sections: political affairs and development, and cooperation. These two sections mirror similar distinctions within the OAS' various secretariats and committees. The development and cooperation section includes many social as well as economic development groups. Political affairs includes the juridical, political, and security areas.

Officers at the mission have expressed significant frustration with being assigned to a multilateral mission where they participate in formal meetings and negotiations in a building five blocks from their physical location in the Department, while at the same time they are part of WHA and are tasked to prepare briefing and other memoranda for the bureau and the Department's senior leadership. In particular, short deadlines from the bureau can be hard to meet.

The mission strategic plan (MSP) is prepared by mission members, with each section providing input before the final version is cleared by the deputy permanent representative and the Ambassador. There is no apparent coordination or input from IO. WHA reviews the USOAS MSP and incorporates it into the bureau strategic plan.

IO provides the primary funding source for many OAS programs, yet it lacks a working relationship with USOAS. The mission depends on IO to provide funding for the annual OAS assessment, to release funds for several special programs, and to provide guidance on certain policy issues but there is minimal policy coordination between IO and USOAS. USOAS is not routinely included in policy guidance on issues that are common to the United Nations and other multilateral bodies, nor does it receive notices of changes in procedures regarding funding for special programs. The OIG team informally recommended that USOAS initiate contact with the IO front office and establish a practice of reciprocal attendance at each institution's senior staff meetings, and to confirm an appropriate point or points of contact within IO who will keep USOAS informed of policy changes. This is especially critical because OAS ministerial meeting costs are increasing without commensurate funding increases. USOAS needs funds to attend preparatory meetings and sometimes must pay for outside experts.

POLITICAL AFFAIRS SECTION

The political affairs section at USOAS is adequately staffed with a counselor, three officers, and a stay-in-school assistant. The unit is well integrated and has high morale. The counselor and another officer are Foreign Service officers, while the others are Civil Service officers. This structure works well within the section with the Civil Service officers providing extensive knowledge in their subject areas, as well as specific expertise on OAS procedures, history, and character. The political affairs section benefits from the mission being physically located within the Department and thus in close proximity of WHA policymakers and country desks, which allows for quick and easy consultations on policy issues and developments. Political affairs section officers on average spend two to three days of the week at the OAS buildings attending formal meetings, consulting with the secretariat, or meeting with counterparts from other permanent missions to the OAS.

DCM as the reviewing officer. This would provide an opportunity for further control and lines of authority in the mission. The OIG team informally recommended that the USOAS executive office determine whether deputy section chiefs should rate officers or whether only section chiefs should write evaluations and communicate the decision clearly to all staff.

REEMPLOYED ANNUITANT

Over the past several years, a reemployed annuitant has worked a few months each year for the mission as a logistical coordinator for the annual OASGA and also provides substantial drafting and organizational input on other issues. USOAS, WHA, and interlocutors in OAS admire his knowledge of the issues and his long experience with the mission. This is an example of appropriate use of personnel tools to achieve relatively short-term requirements.

PUBLIC AND LEGISLATIVE AFFAIRS

There is no formal public affairs and legislative section within the mission. A Civil Service officer attached to the DCM's front office carries out these functions and engages in outreach for the Ambassador, conducts relations with Congress, and writes speeches. The mission does not have an operational budget for public affairs, and relies on limited support from WHA. This public affairs officer is a liaison with the Summit team in WHA and also does a great deal of preparatory work for the OASGA. He has good contacts with Congress, and coordinates well with the Bureau of Legislative Affairs. He works productively with the WHA public diplomacy director and public affairs spokesperson, as well as with the National Security Council's public affairs representative.

The Ambassador gives speeches two to three times a month, in addition to radio and television interviews. Occasionally, other members of the mission assist with speaking engagements. Although the Civil Service officer does as much as he can and receives some support from WHA, there remains the need for a formal public diplomacy strategy, including funding, to maximize efforts into the region and to coordinate with OAS. The OIG team made an informal recommendation on this issue.

In light of the Secretary's interest in new technology to reach out to wider segments of foreign audiences beyond standard elites, the public affairs officer plays an active role in promoting its use. He has created and updates the mission's website

where he has had significant success, including working with OAS to stream videos from the Ambassador's speeches. USOAS also uses such online and interactive features as Facebook and Twitter, and the number of hits on these sites is impressive. USOAS has done a number of digital videoconferences with overseas missions with help from the Bureau of International Information Programs.

SOCIAL CHARTER

The special advisor for the OAS Social Charter is assigned to the Ambassador's office to deal with the pending Social Charter, which was proposed by Venezuela's Hugo Chavez in 2005, as a means to dilute the OAS Inter-American Democratic Charter's emphasis on democratic principles. Rather than opposing the Social Charter, the United States tried to make the charter palatable. Nearly three chapters out of five planned chapters have been reviewed and settled in the OAS. The special advisor is the third person in a series of officers on short-term tours to handle this topic. The incumbent is the third-highest ranking person in mission.

The OIG team found that there has been little cooperation and coordination between the special advisor and the political affairs section or the development and cooperation section, both of which have an inherent interest in following progress on the charter. Cooperation between the advisor and the mission was hampered by the advisor's move in the summer of 2008 to a separate space in WHA due to the lack of space in USOAS. At the time of the inspection, there was no short-term or permanent replacement expected for the special advisor, who will depart in the summer of 2009.

The OIG team believes that the position does not merit special advisor status and can be folded into the work of either the political affairs section or the development and cooperation section. If the mission pursues a new short-tour or permanent position for the Social Charter, the OIG team believes that the person should be located in the political affairs section or the development and cooperation section. Such a person could also act as the desk officer for one section with relation to WHA taskings. The OIG team made an informal recommendation that USOAS consider how best to cover the Social Charter in the political affairs or development and cooperation sections, including adequate briefings from the departing advisor to bring the relevant section up-to-date on the work of the charter.

SUMMIT COORDINATION

The Summit meetings started in 1994 as a means for hemispheric presidents to meet separately from the OAS process; the first Summit Coordinator was named by the White House. The sitting U.S. ambassador to the OAS has also been the National Summit Coordinator since the second Summit in 1998. Other summits took place in 2001, 2005, and April 2009. Special summits took place in 1996 and 2004. The next Summit will likely take place in 2012. There is no mandate that the Summit Coordinator be the USOAS Ambassador. Most recently, the Obama administration appointed a retired ambassador as a temporary senior White House adviser to work with the Summit Coordinator.

Over time, the work of the Summit and OAS have come closer together, including some joint implementation work involving the OAS Summit support secretariat of its joint Summit working group, but there is still no exact convergence in Summit and OAS work. In fact, the Summit deals with 12 international organizations in the hemisphere, including the OAS.

The SC unit of WHA's Office of Regional Economic Policy and Summit Coordination provided most of the substantive and logistical support for the National Summit Coordinator in the months leading up to the 2009 Summit. The SC unit's permanent staff is composed of one Foreign Service chief, three Civil Service officers, and one office management specialist. Of these staff members, the SC unit provided one officer to support the White House Summit adviser. The SC unit did a good job of finding short-term staffing—including short "Y" tours, temporary duty transfers from WHA, and reemployed annuitants—to help handle the events. After April's Summit, the SC unit has been quickly shrinking back to its normal size, and it will handle continuous Summit implementation at quarterly meetings of the Summit implementation review group, a group independent of the OAS, and other meetings.

The USOAS Ambassador asked the OIG team to consider transferring some of the SC unit permanently to USOAS to provide closer coordination for his and future ambassadors' OAS Summit duties, as well as for the unit to act as desk officers to handle the mission's daily assignments from WHA and other parts of the Department. Inclusion of the SC unit in USOAS would also clarify the source of funding for the Ambassador's Summit-related travel.

Some arguments can and have been made for and against the Ambassador's request. The transfer of up to five permanent staff from WHA's SC unit to USOAS is more than the mission needs for desk officer work in non-Summit years. It is also likely that members of the unit doing Summit implementation would soon become

involved with OAS work that has little or nothing to do with the Summit if such a transfer were to be effected. Finally, the split of the SC unit from WHA's Office of Regional Economic Policy and Summit Coordination would leave too few officers in the economic policy unit of to continue as a separate office, which would then likely lead to the economic policy unit's merger with another office in WHA. This would eliminate the bureau's sole office with expertise in the critical economic function.

Given these considerations, the OIG team believes that the SC unit should remain in WHA's EPSC office. Nonetheless, the OIG team defers to the incoming leaders of WHA and USOAS to decide the use of the SC unit and its location. As part of their considerations, they will need to take into account what happens to the request by USOAS for four new permanent positions in WHA's Bureau Strategic Plan. If some or all of the new positions are created, a transfer of part or the entire SC unit may not be necessary.

RESOURCE MANAGEMENT

USOAS receives almost all of its administrative support from WHA/EX. In this respect, USOAS is treated like other offices in WHA. A separate inspection report for WHA covers most administrative topics that affect USOAS. The mission's sole administrative officer liaises with WHA/EX and handles some other administrative functions of the mission. She performs her duties well. With the loss of the mission's policy, resources, and planning officer position, the administrative officer was assigned many of those duties e.g., the OAS host country functions (diplomatic problems), coordination and drafting sections of the MSP, liaison with IO on quota payments to the various OAS entities, OAS tax reimbursement, and maintaining the office budget. Some staff members in the political affairs and development and co-operation sections help her track some of the special funds allocated to OAS.

USOAS had a staff of 19 at the time of the inspection, including 15 permanent staff. This number is adequate to handle its current workload.

BUDGET

WHA provides the mission with an internal operating budget target at the beginning of the fiscal year, which is normally based on the previous year's expenses. In the past six years, the initial target amount has remained constant, around \$130,000. Actual expenses vary from year to year. As with all offices in WHA, the operating budget covers discretionary expenses, including travel, retired annuitant employees, overtime, taxis and miscellaneous, telephone, external training, and students. Actual expenses were about \$273,000 (travel \$117,000) in FY 2008; \$168,000 (travel \$104,000) in FY 2007; and \$147,000 (travel \$77,000) in FY 2006. While the initial operating budget has remained constant, the mission is generally given the money it requests in excess of the target budget.

USOAS also receives a representation budget from WHA/EX. In this respect, it is treated in the same manner as an overseas post and therefore receives its allocation from the same pot of money that funds overseas posts' representational allowances. Representation funds are scarce, and WHA does its best to allocate equal shares of the amount that it receives from the Bureau of Resource Management. However, USOAS believes that it does not get enough money from WHA to conduct its repre-

sentational and travel requirements. The OIG team made an informal recommendation that WHA work with USOAS to get a more realistic representation and travel budget early in the fiscal year.

After a five-year gap through 2007, the mission has been successful since 2008 in obtaining additional funding for the Fourth of July celebration, including private donations for 2008, which the Legal Adviser (L/Ethics) approved, and funding from the Bureau of Resource Management for 2009.

SECURITY

One USOAS employee is assigned collateral duty as the mission's security officer and competently manages the security program. She reports to the bureau security officer for WHA. The mission did not have any security incidents recorded within the past 12 months. The inspectors found no outstanding security issues for USOAS.

MANAGEMENT CONTROLS

USOAS does not have a separate management controls program, but rather this important issue is addressed in a section of WHA's statement of assurance letter. No weaknesses were identified in the 2008 WHA assurance letter that pertained to USOAS. Based on a limited review of procedures, the OIG team did not note significant weaknesses for internal operations. However, improvements are needed in the performance appraisal process for Civil Service employees, as discussed below.

CIVIL SERVICE PERFORMANCE PLANS AND APPRAISALS

Several supervisors of Civil Service employees are remiss in preparing work requirement statements, performance appraisals, and performance plans for these employees in the mission. Many work requirement statements and performance appraisals were not delivered by the due dates, and several performance plans for CY 2009 were overdue during the inspection.

Recommendation 4: The U.S. Permanent Mission to the Organization of American States, in coordination with the Bureau of Western Hemisphere Affairs, should note in the work requirements of supervisors the need to complete performance plans and performance appraisals for Civil Service employees by the due dates. (Action: USOAS, in coordination with WHA)

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.

POLICY AND PROGRAM IMPLEMENTATION

Work at USOAS requires considerable multilateral experience and skill. Foreign Service personnel tours are only two years, and all personnel could benefit from multilateral training.

Informal Recommendation 1: The U.S. Permanent Mission to the Organization of American States should request that Foreign Service tours be three years instead of two, and that more mission personnel receive multilateral training at the Foreign Service Institute or elsewhere.

USOAS and IO have little or no contact in the budgetary process.

Informal Recommendation 2: The U.S. Permanent Mission to the Organization of American States should initiate contact with the Bureau of International Organizations front office to attend each institution's senior staff meetings, and to establish a point or points of contact within the Bureau of International Organizations who will keep the U.S. Permanent Mission to the Organization of American States informed of policy changes.

DEVELOPMENT AND COOPERATION AND POLITICAL AFFAIRS SECTIONS

Presently, there is inconsistency between the political affairs section and the development and coordination section about who rates employees. In one section, a deputy does some ratings. In the other, only the director is responsible for ratings.

Informal Recommendation 3: The U.S. Permanent Mission to the Organization of American States should review whether the deputies in both the political affairs and development and cooperation sections should rate more junior officers in their sections, or whether the section directors should be responsible for all ratings, with the deputy permanent representative as the reviewing officer.

PUBLIC DIPLOMACY

There is no public affairs division in USOAS and an officer does what he can to support outreach, maintain a website, and write speeches. The Ambassador engages in a busy speech schedule and other members of the mission help out with speaking engagements. In order to maximize these efforts despite limited resources, OAS needs to create a public diplomacy strategy, which may include asking for more financial support from WHA, Office of Public Diplomacy.

Informal Recommendation 4: The U.S. Permanent Mission to the Organization of American States should create a public diplomacy strategy, which may include requesting more resources from the Bureau of Western Hemisphere Affairs.

SOCIAL CHARTER

The incumbent special advisor for the OAS Social Charter will depart in the summer of 2009 and no successor has been identified.

Informal Recommendation 5: The U.S. Permanent Mission to the Organization of American States, upon the departure of the special advisor for the OAS Social Charter, should transfer his duties to the mission's political affairs section or development and cooperation section after the departing advisor adequately briefs each section.

RESOURCE MANAGEMENT

USOAS receives a minimal starting budget for representation and travel at the beginning of the fiscal year that must always be exceeded; this inhibits the work of the mission.

Informal Recommendation 6: The U.S. Permanent Mission to the Organization of American States should ask the Bureau of Western Hemisphere Affairs for more representational and travel funds earlier in the fiscal year.

PRINCIPAL OFFICIALS

| | Name | Arrival Date (month/year) |
|--|--------------------------|------------------------------|
| Ambassador/Permanent Representative | Hector Morales, Jr. | 03/08 |
| Deputy Permanent Representative | W. Lewis Amselem | 06/08 |
| Special Advisor for the OAS Social Charter | Edmund Atkins | 08/07 |
| Foreign Affairs Officer/Public Affairs | Fernando Rojas | 06/08 |
| Chiefs of Sections: | | |
| Counselor for Development & Cooperation | Margarita Riva-Geoghegan | 01/99 |
| Counselor for Political Affairs | Robert Riley | 09/08 |

ABBREVIATIONS

| | |
|------------|--|
| BBG | Broadcasting Board of Governors |
| DCM | Deputy chief of mission |
| Department | Department of State |
| HR | Bureau of Human Resources |
| IO | Bureau of International Organization Affairs |
| MSP | Mission strategic plan |
| OAS | Organization of American States |
| OASGA | Organization of American States General Assembly |
| OIG | Office of the Inspector General |
| SC | Summit coordination |
| Summit | Summit of the Americas |
| USOAS | U.S. Mission to the Organization of American States |
| WHA | Bureau of Western Hemisphere Affairs |
| WHA/EX | Bureau of Western Hemisphere Affairs, Office of the Executive Director |

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