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

Report of Inspection

Embassy
Chisinau, Moldova

Report Number ISP-I-10-40A, March 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 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 instance 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, and organizations 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 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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KEY JUDGMENTS

- The embassy is well led and efficiently managed. Sections and agencies work well together toward clearly defined Mission Strategic Plan (MSP) goals, namely, resolving the Transnistria conflict; strengthening democracy; improving the economy; and combating corruption and trafficking in persons. The MSP rankings are proper, and at least some level of accomplishment can be demonstrated in each area.
- Funding and advice for anti trafficking-in-persons activities have come from various Department offices, but monitoring and evaluation have not been adequate. Local records maintained by the present action officer, who is the regional security officer (RSO), appear to agree with those kept by the financial management office. A complete review of the latter two accounts is needed, as is better coordination in the Department of the Moldovan program and of the funds made available for it.
- Public diplomacy plays a full part in every element of the MSP, including the aspect of the plan dealing with secessionist Transnistria. Embassy exchange programs are large for a post of Embassy Chisinau's size, and they are very effective. The Information Resource Center's (IRC) physical state has become unsatisfactory, and the center should be relocated.
- Under strong new leadership, the embassy is moving to correct past managerial weaknesses and deficiencies in management controls, including via a staff restructuring. There is consensus that these measures and other factors have greatly improved morale. Nonetheless, the two major management problems, space and physical security, continue to lie beyond its reach. The U.S. Agency for International Development-embassy consolidation has been partly accomplished but completion should be pursued expeditiously.
- All embassy operations benefit from a well-educated and dedicated locally employed (LE) staff, but competing opportunities, especially in other countries, cause significant turnover. The embassy should review all LE staff position descriptions and request that Regional Support Center (RSC) Frankfurt conduct new computer assisted job evaluations.

The inspection took place in Washington, DC, between September 8 and 25, 2009, and in Chisinau, Moldova between November 12 and 23, 2009.

CONTEXT

Moldova is a poor, landlocked country whose uncomfortable location between Ukraine and Romania makes it strategically interesting to Russia, and thus, prone to Russian meddling — and, therefore, also strategic to the United States. Historically a



part of one or another of the countries in the region, it was known in the past by different names and today uses two languages. Among Moldova's population today, some people feel nostalgia for the Soviet days, some look toward an association with Romania, and still others turn toward the West. It is a country in transition, but enjoys no national consensus on what that transition is toward. Moldova is a country looking for its identity.

Although economic reforms and privatization have been enacted, Moldova's economy is still based primarily on agriculture and secondarily on remittances from abroad. It badly needs foreign investment, but this is discouraged by the country's weak institutions, antiquated infrastructure, inefficient government, and endemic corruption. People have become one of its main exports. Estimates are that as many as 1 million people, or over 20 percent of the population, have left the country in search of jobs. Some of these, mostly women, have been trafficked into a vicious equation of poverty and desperation.

Moldovan politics contributes its share to pessimism. Two parliamentary elections and two rounds of presidential voting by parliament in 2009 did not lead to a stable government. The Communists remain the nation's largest party. Moldova is now avowedly pro-European Union (EU) integration, but its heavy handed efforts to control the 2009 elections show an absence of real democratic inclinations. Another presidential vote was expected in December 2009.

Transnistria is an eastern strip of land between Moldova proper and Ukraine. Twelve percent of Moldova's territory and 40 percent of its industrial capacity, much of it now privatized under Russian ownership, are located there. With Russian backing, in a disturbing similarity to Abkhazia in Georgia, it seceded and declared itself independent. In 1992, fighting flared briefly between Moldova and this breakaway region. Since then, mediation efforts led by the Organization for Security and Cooperation in Europe (OSCE) have taken place with U.S. participation but without much success.

Only recently have signs appeared in the political arena that offer the hope that things in Chisinau may change. The Communists' share of the popular vote appears to be declining, and they have been unable to repeat their successes of 2001 and 2005, when their party candidate was elected President. A new, pro-Western alliance has formed a government, which — if it succeeds in overcoming its own internal problems — may rekindle a reform process that existed for a while in the 1990s.

Embassy Chisinau's operating environment is friendly and receptive to advice, but policy implementation is hampered by internal and external obstacles.

EXECUTIVE DIRECTION

Embassy Chisinau is a small embassy of 41 U.S. direct-hires and 187 LE staff. Its FY 2009 operating budget was \$4.7 million, and it administered assistance programs totaling \$15.5 million. This did not include a 2-year, \$24.7 Millennium Challenge Corporation (MCC) threshold grant or the additional MCC program of \$262 million that is slated to begin in FY 2010.

The front office is a friendly, yet cramped and poorly situated space, which is home to an energetic, dynamic, and policy-dominant Ambassador and a calm, newly arrived DCM who, while still learning about the embassy, has responded quickly and successfully to a number of specific issues. Relations between the two are cordial and mutually supportive. The two personalities are a good match.

Faced with a sometimes volatile political situation, the embassy benefits from clear MSP goals, which are articulated by the Ambassador in almost all employee events such as awards ceremonies, departure parties, and town meetings. Because the LE staff is generally young and well-educated, its focus is toward the West and its support for U.S. objectives appears to be genuine.

Executive direction takes two forms: classic and informal. Classic are the weekly country team meetings, the periodic gatherings with section chiefs and agency heads (sometimes in their offices), and the various working groups identified later in this report. Most of the working groups are chaired by the DCM. The American employees and LE staff both appreciate the front office's informal leadership, which is less structured and is achieved by walking around, being available and accessible, chatting, listening, and in general applying a personal touch. Fortunately for those charged with the embassy's day-to-day work, this real personal interest does not extend into micromanagement.

Although the front office imprint is on everything, it is not heavy. There is a good delegation of managerial authority, and problems are solved at the lowest levels. However, for non-management officers, the situation is somewhat different. In Moldova, political power and government authority are concentrated in a small number of key players. The Ambassador has developed personal relationships with most of those who count, but embassy outreach into lower levels, while not restricted, is less productive. Both the Ambassador and the DCM intend to delegate

more to staff sections to encourage greater outreach effort on their part. This effort is expected to benefit from a decrease in the Ambassador's reliance on staff for support and briefing papers now that he has a detailed grasp of Moldovan politics and is familiar with the personalities.

ENTRY-LEVEL PROGRAM

Embassy Chisinau has seven entry-level officers — three generalists, three specialists, and the acting USAID country program officer. All are included in regular meetings with the DCM, which focus on topics of their choosing. They are satisfied with the variety of opportunities they have at this small embassy to gain wide experience, not only in their assigned duties but outside of them, as well. For example, a political officer serving in the consular section participated in drafting a cable on the Moldovan diaspora, and several members of the group are active in the employee association and other embassy committees. They find both the Ambassador and DCM to be visible, accessible, thoughtful, and receptive to new ideas.

POLICY AND PROGRAM IMPLEMENTATION

In the words of a Department representative speaking to the OIG team, this is an embassy that is “fabulously plugged in.” Policy implementation is complicated, but U.S. goals are clear and ably pursued, both bilaterally and in a multilateral context. Structurally, however, Moldovan realities are that the business that counts is conducted at, and by, the top.

As noted in the Context section of this report, Moldova is a country with a clouded past in search of an unclear future. It is a poor country in which systemic economic weaknesses, social frailties, and poor political leadership make progress in any direction difficult, even when most political parties now favor EU membership. Another brake on movement toward the West lies in the secessionist region of Transnistria, which draws military and political strength from Russia.

Embassy Chisinau’s MSP goals for 2011 are:

1. Resolving regional conflicts, meaning the Transnistrian problem;
2. Building democratic institutions;
3. Promoting economic development; and
4. Strengthening the rule of law, including combating trafficking in persons (TIP).

The first of these goals is somewhat of an anomaly. Some, but not many, embassy resources are devoted to Transnistria, and even getting into the region can be problematic. Transnistria is a threat to Moldovan progress and a threat to regional stability in Moldova and Ukraine. It is, therefore, a potential threat to North Atlantic Treaty Organization (NATO) as well. As a fragile situation with potential for conflict, Transnistria merits the embassy’s top consideration. Both U.S. Agency for International Development (USAID) and the public affairs section have unity and reconciliation programs in Transnistria, but hopes for progress there lie either in bilateral talks between the two entities or in the two OSCE- chaired mediating groups, which are seeking (unsuccessfully so far) a solution to the problem. When the designated U.S. negotiator in these groups is not available, the Ambassador in Chisinau represents the United States.

The next three MSP goals are all interdependent. In the 2010 MSP, rule of law and TIP ranked third and economic development fourth. Although TIP is a major problem for the country and ranks high in American susceptibilities, the reality is that, until Moldova has an economy that offers opportunities and jobs, its people will go abroad in search of them, and some will fall victim to trafficking. The OIG team, therefore, agreed that the shift in priorities between the two MSPs is justified. The change in the rankings of these goals does not appear to have caused any physical or monetary reductions in the embassy's anti-TIP efforts. In fact, based on its political interventions, the embassy can take at least part of the credit for the substantial anti-trafficking effort that the new Moldovan Government is making.

Because of the very narrow point on the Moldovan pyramid of power, policy implementation by Embassy Chisinau is carried out primarily by the Ambassador. It is an active, dynamic process greatly facilitated by the Ambassador's engaging personality and sure grip on American policy interests. He is acquainted with most of Moldova's power and governmental leadership, in diplomatic cant, he has "access." More importantly, he has gone beyond this to build a wide range of personal relationships within the leadership that are marked by a candor and mutual confidence that give unusual depth to his meetings. Also unusual is the number of times that Moldovan leaders ask to see him.

A less positive side to this method of operation is that it does not extend in the same depth to other embassy offices with policy responsibilities. They, too, have many contacts, and they use routine representational activities in restaurants or by proxy at the Ambassador's or DCM's residence to develop them. However, in terms of quantity or quality, no one has anything approaching the Ambassador's reach. The embassy needs greater depth in policy implementation, and it is possible to achieve this through expanding personal relationships. Such relationships would not only be an investment in the future, but also could provide a check on the accuracy of what the Ambassador is told by his own Moldovan contacts. He and the DCM assured the OIG team that they would encourage a greater embassy effort of this nature.

In addition to the bilateral interaction, Embassy Chisinau works closely with other Western embassies and organizations, starting with the OSCE. Contacts with OSCE are frequent and relations close. The EU, the United Nations, the Council of Europe, the World Bank, and the International Monetary Fund also have offices in the Chisinau. Together with ten NATO embassies, these entities meet twice a month as a "small donors group," of which the U.S. Ambassador is the co-chairman.

In style and in content, Embassy Chisinau's approach to policy implementation positions it well to reinforce the hopeful trend in Moldovan politics.

POLITICAL/ECONOMIC AFFAIRS

For the past year, the work of the political/economic section (P/E) has focused on preparations for the parliamentary elections held in April 2009. Preparations paid off. The embassy was well-positioned when violent, post-electoral protest demonstrations broke out, followed by a domestic political crisis. The protests led to new parliamentary elections on July 29, 2009, which brought to power a four-party, Western-leaning, pro-reform coalition. However, the alliance controls only 53 seats in the 101-seat parliament, making it impossible for it to elect a new President without at least eight votes from the now-opposition Communist faction. Just prior to the inspection, the alliance had made one attempt to elect a new President, which had failed, and another was scheduled to take place within a few weeks.

As the new government intensifies its movement to the West and interest in joining the EU, the embassy is increasing its communication and cooperation with the U.S. Mission to the European Union and the U.S. Mission to NATO (USNATO) in Brussels. The Ambassador and P/E chief recently participated in the Europe 2010 conference, hosted by the Bureau of European and Eurasian Affairs (EUR) at USNATO. They are currently coordinating with the public affairs section (PAS) and the Defense attaché office (DAO) to send six Moldovans on a USNATO policymaker tour. The Moldovan constitution forbids membership in any military alliance, but, as is the case in Afghanistan, this does not prevent it from participating in NATO-led operations.

P/E is ably headed by a very knowledgeable and experienced officer who clearly cares about the work. There is one mid-level political officer, one entry-level political officer, and one mid-level economic/commercial officer. The section is scheduled to have one additional entry-level officer this fiscal year through the Department's hiring surge. An eligible family member (EFM) office management specialist also is expected to be added to the staff. The increased workload related to Moldova's political situation is not likely to end soon. The OIG team supports both increases, given this situation, as well as the decision to transfer to P/E the overall coordination of TIP and other activities supported by the Bureau of International Narcotics and Law Enforcement (INL). (See TIP section of the report, below.)

There are five LE staff members, three of whom are doing political work and two are doing economic/commercial work. Because the section does not currently have an office management specialist, its officers are also responsible for maintaining files, scheduling meetings, initiating work and travel requests, and filing vouchers. The OIG team was impressed to find a comprehensive list, as well as hard copy files, of important cables and documents dating back a number of years. There are also

biographic files, which were recently updated to include members of the new government.

There are regular weekly staff meetings that include all members of the combined section. The P/E chief has a weekly meeting with the DCM and Ambassador and attends the weekly country team meeting. The section also participates in regular meetings on assistance, public diplomacy, and TIP. (See TIP section below). The international community also is organized around several topical groups. The P/E chief attends the group on Transnistria, the mid-level economic/commercial officers are in the humanitarian assistance group, and the political officer belongs to the group focused on TIP issues.

Reporting is prolific, with the section averaging 10 to 12 substantive cables per month. Washington readers praised the embassy for its proactive reporting and close coordination with the Department during the violence and mass arrests following the April 2009 elections. There is also a daily email called the Chisinau Daily Report and regular daily contact with the Department desk officer. The section has also done reporting on the economic crisis — five cables over the spring and summer months — as well as reporting on other aspects of the economy. Although the embassy has done quite a bit of reporting on Transnistria, the Department would like to receive more. This is a somewhat difficult task, but it is one the embassy is nonetheless addressing.

The P/E section used approximately 10 percent of total embassy representation funds in FY 2009. Most of the events were lunches in restaurants. Large events hosted by the section take place at the Ambassador's or DCM's residence. There appears to be no P/E-related home entertaining by anyone other the Ambassador or DCM. The section had an aggressive travel plan in the run-up to the April elections, visiting all 32 districts of the country.

The section's LE staff is highly competent and talented. The most recently hired political assistant, for example, came from the Ministry for Reintegration, where he was chief of the political analysis section. He now has the Transnistrian portfolio. None of the three political assistants has worked with the embassy for more than 4 years. During the inspection, a farewell event was held for one of them, the third to leave in less than 3 years to pursue opportunities in the United States or Canada. The Ambassador relies on the LE staff, and its members often accompany him to meetings and serve as interpreters. The LE staff spends a large percentage of its time monitoring news and working on drafts of reports and cables. The position descriptions of the LE staff, although current, describe them as political or

economic assistants. The OIG team made a formal recommendation in the management section of the report that all LE staff position descriptions be reviewed and reclassified as necessary.

Economic/Commercial Affairs

The economic/commercial officer supervises the two LE economic assistants. Together, they recently completed the Country Commercial Guide, a 60-page document last updated in 2002, which includes the investment climate report. The officer spends some of his time assisting U.S. companies that are active in Bulgaria and Romania and are interested in transferring or expanding their businesses to Moldova, where operating costs are lower. He also spends considerable time assisting U.S. companies in Moldova in resolving issues with government officials.

Agriculture is the backbone of the Moldovan economy. Agriculture accounts for 20 percent of Moldova's gross domestic product and involves 35 to 40 percent of the population. The Foreign Agriculture Service (FAS) is active in Moldova, although it is not represented at the embassy, nor are there any FAS-funded LE staff members. However, the FAS representative in Kyiv visits on a quarterly basis. She was in Moldova during the inspection to attend a conference and to accompany the Ambassador to a meeting with the new Minister of Agriculture and Food Industries. The FAS also works with USAID on several projects. Through the Cochran Fellows Program, about 15 participants go to the United States each year to pursue U.S.-based agricultural training opportunities. Also, a new MCC compact contains significant agriculture components that will dominate discussions for some time.

The U.S. Commercial Service responsibility for Moldova was recently transferred from Kyiv and is now handled by the representative in Bucharest. The Department of Commerce funds a commercial law and development program in Moldova with two LE staff members and a budget of \$100,000 for FY 2009. This program sponsors a Moldovan trade information office, which serves as a coordinator and catalyst for an inter-ministerial trade oversight committee. The program also provides daily advice to the trade department of the Ministry of Economy on accession to the World Trade Organization and other trade-related issues.

P/E works closely with the American Chamber of Commerce, which was established in 2006 and currently has 80 members. The Ambassador and other embassy officers participate in the Chamber's annual corporate responsibility conference and other events.

FOREIGN ASSISTANCE

U.S. Government assistance is the key to realizing three of the five MSP goals: building and reinforcing democratic institutions, economic development, and the rule of law, including combating TIP and corruption. U.S. Government foreign assistance funding for Moldova is provided by a number of agencies and, as noted earlier in this report, is implemented by different elements within the embassy. Total Department assistance to Moldova in FY 2009 was approximately \$15.5 million, of which \$14.5 million was Assistance for Europe, Eurasia and Central Asia funds. The remaining \$1 million was divided between Foreign Military Financing and International Military Education and Training funding, both of which were administered by Department of Defense elements within the embassy.

The USAID regional office in Chisinau administers the largest portion of Assistance for Europe, Eurasia and Central Asia funding; this portion amounts to approximately \$12 million in FY 2009. USAID consists of 23 LE employees and three U.S. direct-hires, but two of the American positions were vacant during the inspection. The Chisinau representative office is part of the USAID regional mission in Kyiv, which supervises management of USAID operations in Ukraine, Moldova, and Belarus. The USAID office director attends all embassy country team meetings, is a member of the TIP committee, and works closely with other mission elements. The DCM chairs an assistance working group that meets once a month to review both operational issues and long-term policy planning. The group includes USAID and all other embassy elements involved in the assistance effort.

The MCC has been active in Moldova since FY 2006, and is preparing to launch a major new compact in FY 2010. A \$24.7 million threshold program, for the purpose of strengthening Moldova's institutional capacity to fight corruption, was administered by USAID and other embassy elements and concluded in FY 2009. Agreement has been reached between MCC and the Moldovan Government to initiate a \$262 million compact, which will focus on fostering high value agricultural development and improving major roads to facilitate the transportation of produce to markets. MCC will bring in three additional U.S. direct-hire positions to supervise management of the compact.

The Department of Justice's Overseas Prosecutorial Development, Assistance and Training (OPDAT) program has been operating in Moldova since 2003. The resident legal advisor (RLA) and one LE staff member provide assistance to Moldova's criminal justice system and institutions to combat corruption, TIP, and other serious crime. The current RLA, at the embassy for 10 months, is considered a section head and reports directly to the DCM. She participates in country team

meetings and is a member of the TIP/law enforcement working group. The OPDAT program is key to the embassy's pursuit of its law enforcement, anti-TIP and anti corruption MSP goal. This was demonstrated when the leaders of the newly formed, four party political alliance sought consultations with the embassy on combating corruption. Based on OPDAT's prior work with the Center for Combating Economic Crimes and Corruption, it was able to respond quickly with expert advice on this subject.

INL provides some program funding for the RLA and \$225,000 for a law enforcement capacity development project that the regional security officer (RSO) and one INL-funded LE staff member oversee. Training provided with this funding has included bomb squad post-blast training, a drug enforcement seminar, and training in border enforcement. Vehicles, cameras, body armor, and other equipment have also been provided with this funding. The RSO and LE staff member work with the Department of Operative Services in the Ministry of the Interior (MOI), the Ministry of Finance's Customs Service, the Border Guards Service, and the Center for Combating Economic Crimes and Corruption. Recently, INL funding was also used to pay for an assessment of the MOI itself. This was reviewed by the TIP/law enforcement working group before being presented to the ministry.

TRAFFICKING IN PERSONS

The Government of Moldova does not fully comply with the minimum standards for the elimination of trafficking and is ranked as a Tier 2 Watch List country. However, it is making significant efforts. A new government has been in place since mid-September under an acting president and prime minister. On November 9, for the first time ever, and following an approach by the Ambassador, a Moldovan prime minister chaired a meeting of the National Committee for Combating Trafficking in Persons. Five cabinet members and two deputy prime ministers attended the event. At the meeting, the prime minister instructed the ministers to act now to address TIP. As reported by the embassy, he also praised U.S. assistance and stressed the need to comply with the U.S. Government's TIP report recommendations. Representatives of nongovernmental organizations (NGO) and the OSCE declared that they were delighted with the new government's energetic approach and its attention to the issue. The new Moldovan policy stresses the need to investigate and prosecute cases rather than simply count them. Another new move was the appointment of a permanent secretariat for the National Committee for Combating Trafficking in Persons headed by the deputy prime minister/minister of foreign affairs. Among other tasks, it is charged with creating a national action plan to replace the one that expires at the end of this calendar year.

As part of his general law enforcement responsibilities, the RSO is at present the main action officer for TIP program implementation, as well as the primary reporting officer on TIP issues. In addition, there is an active working group for TIP/law enforcement that meets weekly under the chairmanship of the DCM. Other participants are the RSO, the RLA, the chief of the consular section, the public affairs officer (PAO), the acting mission director of USAID, and the P/E chief. During the inspection, the TIP/law enforcement group was preparing the required interim TIP assessment for Moldova.

The international community as a whole spends a great deal of its effort on TIP issues, and the embassy is active in the technical coordination group, which meets once a month. This includes the International Organization for Migration and other NGOs, and representatives from Moldova's Ministry of Social Protection, the Prosecutor General's Office, and the Ministry of Foreign Affairs.

Moldova received \$5.25 million as one of eight countries earmarked in a \$50 million Presidential initiative. Of this, \$1.9 million in Economic Support Funds (ESF) funds came to the embassy in 2005 for anti-trafficking efforts. Approximately \$1.3 million was allocated to the Center for Combating Trafficking in Persons, \$100,000 to the International Anti-trafficking Analytical Bureau, and \$500,000 to the Program for the Protection of Witnesses and Assistance to Victims of Trafficking. The vehicle was an amendment to a 2001 letter of agreement on law enforcement between the U.S. Government and the Government of Moldova to provide training and to upgrade Moldovan capabilities in border security, anti crime and anti corruption programs.

USAID, INL, the Office to Monitor and Combat Trafficking in Persons (G/TIP), and EUR's Office of Assistance for Europe and Eurasia (EUR/ACE) all provided substantive advice and helped plan the programming of these funds.

Representatives from G/TIP, EUR/ACE, and INL have made regular visits to Moldova since 2005, most recently in October 2009, but none of them has formally monitored or evaluated the use of these funds. Although the RSO and his LE staff maintain records of their activities and the expenditures they have made or authorized, it does not appear that these records correspond with the records of obligations and liquidations kept by the embassy's financial management office. In addition, an amendment to the letter of agreement requires the embassy and the Government of Moldova to meet at least once every 3 months to review progress toward achieving the project's goals, and to provide a written semiannual report. However, it does not stipulate to whom they should submit the report. The OIG team was unable to find evidence that the required meetings had taken place or that the reports had been prepared. The remaining balance is approximately \$720,000.

Recommendation 1: Embassy Chisinau should conduct a complete review of all expenditures made against the \$1.9 million in economic support funds for anti trafficking efforts since these funds were received in 2005, and it should reconcile the regional security officer's records with those of the financial management office. (Action: Embassy Chisinau)

Recommendation 2: Embassy Chisinau should meet at least once every 3 months with the Government of Moldova's recently reconstituted National Committee for Combating Trafficking in Persons, to review progress toward achievement of the anti-trafficking project's goals and provide a written semi-annual report to the committee, as is stipulated in amendment three to the letter of agreement. (Action: Embassy Chisinau)

Recommendation 3: Embassy Chisinau should regularly monitor the expenditures of the remaining funds in the Presidential Initiative funding for trafficking in persons, and should report the results of such monitoring to the Office to Monitor and Combat Trafficking in Persons, the Bureau of European and Eurasian Affairs' Office of Assistance for Europe and Eurasia, and the Bureau of International Narcotics and Law Enforcement. (Action: Embassy Chisinau, in coordination with G/TIP, EUR, and INL)

Other Trafficking in Persons Funding

In addition to the \$1.9 million provided in 2005, G/TIP is in the process of awarding grants to three NGOs that are active in the anti-TIP field in Moldova. Economic support funds totaling approximately \$1.1 million will be used to fund three, 2-year projects. The embassy's TIP/law enforcement working group assisted with this effort by reviewing the grant proposals and providing input to the G/TIP decisionmakers in Washington. The official monitoring and reporting responsibility for these grants will be handled by G/TIP Washington, but the embassy will be involved in periodic monitoring.

Staffing

Although the previous and current RSOs have done an excellent job of managing the TIP and INL portfolios, this takes away time from their regular duties and other security-related priorities. Several years ago, the establishment of an assistant RSO position was at least partly justified by the embassy's need for someone to manage the TIP and INL portfolios. The inspection report of February 2005 made an informal recommendation that post management delegate some of this program coordination responsibility to other officers, as appropriate. The current OIG team agrees with this recommendation.

Since the arrival of the current DCM, this recommendation has been discussed in depth with all members of the TIP/law enforcement working group; prior to the inspection, a decision was made to move oversight of the TIP and INL portfolios to the P/E section. Although this decision could affect staffing in the regional security office, this question will be examined in the forthcoming rightsizing review.

PUBLIC DIPLOMACY

Embassy Chisinau has fully integrated public diplomacy into every element of the MSP, both in word and action. PAS plays an active role in developing the MSP itself, and then follows up with a public affairs plan keyed to MSP themes. PAS places particular focus on the number one MSP priority of engaging audiences from the Transnistria region, where conventional diplomacy has been hampered for years.

PAS is staffed by an experienced PAO, an assistant public affairs officer (APAO) on his first public diplomacy assignment, and nine LE employees. The PAO speaks Romanian, and the APAO speaks Russian. Although the PAO began her assignment only 4 months before the inspection, she has earned the full trust of the Ambassador and DCM. She meets with both frequently and participates in all senior staff discussions. PAS coordinates media events for all embassy elements, clears all press releases, and manages the Ambassador's very active public diplomacy schedule.

PAS manages a full range of exchange programs. During FY 2009, under the Fulbright program, four Moldovan scholars and two junior faculty members traveled to the United States, and three American scholars and four graduate students came to Moldova. PAS also brought two Fulbright English teaching assistants to Moldova for the first time in FY 2009. During FY 2009, six Moldovans participated in the

Muskie fellowship program, six in the Global Undergraduate Exchange program, one in the Hubert Humphrey program, and 43 high school students studied in the United States under the Future Leaders exchange program.

The International Visitor Leadership Program is tied closely to MSP themes; all embassy elements participate in the selection process. Twenty-eight Moldovans participated in the program during FY 2009. PAS also coordinated the selection of two Moldovan groups to participate in the Library of Congress Open World program.

The APAO supervises the Democracy Commission small grants program, which received \$230,000 in initial FY 2009 funding and an additional \$75,000 later in the year to support the national election effort. The APAO has a grant warranty and supervises the work of one full-time LE grants specialist and one half-time LE assistant. The LE grants specialist maintains a detailed database to track the progress of each grant. A random sampling of closed and active grant files showed that all are up-to-date. The PAO also has grant authority. The DCM chairs the Democracy Commission grant selection meetings, which are represented by all embassy elements. PAS is currently managing approximately \$80,000 in Ambassadors Fund for Cultural Preservation grants, and in FY 2009 it issued \$49,000 in alumni grants.

PAS has organized a number of high impact cultural programs in recent months including a film festival on the theme of the U.S. political and judicial system and several concerts in Transnistria featuring American musicians. An American drama production in Transnistria was being planned for the spring of 2010. PAS reports all program activity in the mission activity tracker database; during FY 2009, it registered 242 program events.

Embassy information outreach consists of material sent from different offices by email, but there is no coordination among the offices or consistency of messaging. The PAS LE media assistant sends press releases to a list of predominantly media contacts, and the IRC director sends a variety of Department information products to the embassy Information Resource Center (IRC) and alumni center contacts. Currently, there is no system for consistently providing policy and background information on specific MSP themes to other embassy contact groups who are involved in these areas. This is in large part because the embassy does not have a unified database for managing information outreach or developing guest lists. Each section, including the embassy protocol assistant, maintains separate contact lists. The protocol section uses the Goldmine electronic contact database, PAS uses a Microsoft Outlook database, and some sections simply maintain their contact records on computer documents. The preparation of guest lists is both labor intensive and inaccurate, and it is equally difficult to develop an effective mission-wide information outreach program through PAS.

Recommendation 4: Embassy Chisinau should adopt a mission-wide contact database to broaden its information outreach program to include policy and background information on all Mission Strategic Plan themes. (Action: Embassy Chisinau)

Information Resource and Alumni Centers

The embassy IRC is located on the second floor of a commercial office building in downtown Chisinau. The embassy also maintains a separate alumni center, which adjoins the IRC. The IRC director and alumni center director are both LE information specialists. They are assisted by a third LE specialist who also maintains the embassy's Internet Web site (which is posted in three languages), as well as the IRC's Facebook, Twitter, and blog pages. The IRC director coordinates the work of three American Corners, which are located in the provincial cities of Balti, Ceadir Lunga, and Ungheni. Although there have been problems with American Corners operations in the past, the IRC and all three American Corners are now under new direction and are coordinating their work more closely. The APAO provides direct supervision of both IRC and American Corners operations.

PAS maintains an IRC action plan and receives timely attendance and activity reports from all American Corners. The IRC includes excellent print and electronic reference resources, a circulating collection of 500 American films on DVD, and six Internet terminals. The alumni center provides an additional eight terminals. An adjoining conference room is well-equipped with digital video conferencing technology and provides the platform for much of the embassy's public diplomacy programming. During the inspection, the PAS employed modern, Internet-based Skype communications technology to conduct a video teleconference discussion between educators at two locations in the United States and an audience of Moldovan educators at the IRC. The 1-hour conference was at no cost to the U.S. Government, over and above staff time.

The facility in which the IRC and alumni center are located has deteriorated in recent months to the point that it is now dangerous. Rain leaking into the center repeatedly causes wet floors, occasional flooding, power outages, and equipment failures. A log shows that the IRC has flooded periodically since 2007, with resulting power outages and one fire within the wiring. Embassy Chisinau has decided to relocate the IRC and alumni center. It has begun looking for new space and has initiated communications with relevant Department elements. The OIG team fully endorses this decision.

The IRC and alumni center were originally established to serve different audiences, but over the years these audiences have overlapped more and more to the point that today they are very much the same. As the embassy develops its plan for relocating this facility, it should include a strategy to assimilate the alumni center into the IRC. The result would be a more efficient use of space, equipment, and human resources. The OIG team made an informal recommendation on this issue.

CONSULAR AFFAIRS

The embassy consular section is staffed by a third-tour consul, a first-tour vice consul, and four LE staff assistants. Overall, the section is managed very well and enjoys excellent relations with the rest of the embassy community. Morale in the section is exceptionally high. The recent addition of the vice consul position has provided much needed relief, allowing the consul to engage in additional outreach, pursue training opportunities, and focus more attention on managing the staff and performing routine functions.

Although the section provides American citizen services (ACS) via appointments that are scheduled through an online appointment system, it also will take walk-ins as required. Nonimmigrant visa (NIV) services are available 4 days per week. Between a third to one-half of the yearly visa work is spent processing J-1 visa applications for summer work and travel programs; an additional interview day is added during the peak application season. Immigrant visas for Moldovans are processed at the U.S. Embassy in Bucharest, Romania.

Physical Space

The consular section has public access from the main street in front of the embassy. ACS and NIV hours are posted at the outdoor entrance, along with holiday closures, the currency exchange rate, machine readable visa fees, locations of banks where machine readable fees can be paid, embassy Web site URLs, and emergency contact information.

The waiting area for visa applicants and Americans seeking citizen services is functional, but it has some drawbacks. The intercom system that is used to call customers to the windows is ineffective and needs to be replaced. There is a glass-enclosed booth that separates interviewees from those in the waiting area. The booth encloses two interview windows, but does not provide enough privacy between the interviewees to separate their conversations. Moreover, the lack of microphones

between the consular officers and the interviewees sometimes causes conversations in the booth to become competitively loud, to the point where only one person can talk at a time. Neither interview booth is compliant with the Americans with Disabilities Act. These factors are somewhat mitigated by the relatively low volume of visa applicants and ACS customers.

Recommendation 5: Embassy Chisinau, in coordination with the Bureau of Consular Affairs and the Bureau of Overseas Buildings Operations, should design and fund a project to modify the consular waiting area that includes design elements addressing the Americans with Disabilities Act standards for at least one interview space; creates sufficient private interview space on the customer's side; and includes a new and fully operational intercom system for calling customers to the windows. (Action: Embassy Chisinau, in coordination with CA and OBO)

Office space for the consular staff is small but adequate.

From their offices, both the consul and vice consul have good line-of-sight supervision of LE staff operations. The workflow through the section is tightly coordinated, and seems to work well.

American Citizen Services

With only about 250 resident Americans in Moldova who are outside of Chief of Mission authority, the demand for citizen services is low. Along with answering public inquiries and other duties, service requests include emergency and routine passport renewals, consular reports of birth abroad, and notarials. The consular officer recently made a trip to the Transnistrian region of Moldova. Such visits can potentially provide emergency points of contact in case any American venturing into that area needs assistance. A consular initiative is in progress with the Moldovan Government that will allow Americans residing in Moldova to stay up to 5 years without renewing their visas or residency permits.

During the inspection, the Ambassador hosted one of the twice yearly town hall meetings, to which all resident Americans are invited. The turnout of about 60 people represented almost one-fourth of the resident American population. The consular officer gave a briefing on visa issues and reciprocity negotiation and provided a detailed handout of embassy contact information. Laminated business cards with

consular contact information were also available. The RSO briefed the audience on security issues, and the Foreign Service health practitioner addressed concerns about the H1N1 flu virus.

Warden messages are well-coordinated. The RSO freely exchanges security-related information. In Moldova there are no typical wardens with responsibility for disseminating information from the embassy. Instead, all registered Americans receive the same warden messages simultaneously by email. For those who do not provide an email contact, warden messages are posted on the embassy's official Web site; information can also be accessed by friends of U.S. Embassy Chisinau on the social networking site, Facebook.

At the time of the inspection, there were no Americans incarcerated in Moldova and no international parental child abduction cases.

Nonimmigrant Visas

The consular section schedules about 50 NIV applicants a day and at the time of the inspection there was no wait time for appointments. The consul and vice consul typically divide NIV interviews by the applicant's preferred language, either Romanian or Russian. The consul is working with the American Chamber of Commerce to facilitate business travel for Moldovan members and is taking steps to ensure that use of the interview appointment times set aside for business travel is not abused. Expedited visa appointment requests can also be made by anyone via email to the consular section.

The summer work and travel program is very popular in Moldova, and it accounts for about one-third to one-half of all NIV applications. In 2008, there were 7,182 summer work and travel applicants with a 23 percent refusal rate, and in 2009, there were 3,467 applicants with a 28 percent refusal rate. The section conducts extensive outreach to local exchange program companies, universities, U.S. sponsors, and students. It also engages with PAS and local media to promote the program.

The visa referral program is being implemented efficiently. The consul has provided training to embassy officers on proper procedures for referring visa applicants, and has followed through with required validation studies on referral cases. A management notice was circulated to embassy employees on the program, including links to the electronic application and referral forms.

The Wilberforce Trafficking Victims Protection Reauthorization Act of 2008 requires that certain categories of nonimmigrant visa applicants understand their legal rights and resources in case they fall victim to trafficking, worker exploitation, or other related crimes. An informational pamphlet is available online for embassies to download and print. The consular section currently has a limited supply of the six-page, double-sided pamphlet, but it needs to have a substantial reserve on hand for the thousands of J-1 visa applicants who will begin appearing in February 2010 for summer work and travel programs. The consul requested funding to cover the printing costs, which resolved the immediate problem. However, the OIG team noted that the question of who funds the printing of the pamphlet is a much broader, global issue. The Bureau of Consular Affairs is coordinating with G/TIP to identify each office's requirements and responsibilities.

Immigrant Visas

The U.S. Embassy in Bucharest, Romania, processes between 400 and 500 immigrant visas for Moldovans each year. Eventually, the consular section in Chisinau would like to take over this responsibility. The consul has been in contact with the visa office in the Bureau of Consular Affairs to review how the embassy should prepare for assuming immigrant visa services. The consular staff members believe they could handle the current immigrant visa workload with their two existing consular officer positions, but they may need one additional LE staff member. Discussions between the embassy and the Department on the subject are still in the early stages.

Eight embassy LE staff members have met the initial service requirement of at least 15 years of U.S. Government employment to be eligible to apply for a special immigrant visa. During the inspection, the consul met with the management officer to discuss drafting and disseminating a management notice detailing the special immigrant visa program.

Fraud

Chisinau is considered a medium risk post for visa fraud. The consul is the fraud prevention manager and took the fraud prevention training course at the Foreign Service Institute in 2007. The vice consul is slated to take the fraud prevention course in December 2009, and upon completion will assume the fraud prevention manager portfolio. The LE fraud prevention assistant took anti fraud training in 2009. Prior to each visa interview, the fraud prevention assistant quickly reviews the application and attached documentation for fraud indicators before passing the materials on to the consular officers. If the interviewing officer suspects fraud,

the application is returned to the fraud prevention assistant for additional scrutiny. When necessary, the consular officers can refer a case to the RSO or ARSO for investigation. Although the RSO has a good relationship with local law enforcement, embassy reporting describes Moldova's overall law enforcement and judicial systems as underfunded, poorly trained, and often corrupt. Criminal prosecution of document and passport fraud is very limited. The consular section is current on its fraud reporting requirements. It has completed several validation studies and submits spot reporting on fraud trends to the Department.

RESOURCE MANAGEMENT

Agency	U.S. Direct-Hire Staff	U.S. Contract Staff	U.S. Local-Hire Staff	Locally Employed Staff	Total Staff	Total Funding FY 2009 \$
State – D&CP	13			16	29	959,200
State – ICASS	5	1	3	99	108	2,325,300
State – Public Diplomacy	2			9	11	366,200
State – Diplomatic Security	2		2	24	28	323,734
State – Marine Security	6			5	11	128,480
State – INL				1	1	17,000
Department of Justice Regional Legal Attaché	1			1	2	130,500
Defense Attaché Office	4			2	6	291,686
Office of Defense Cooperation	2			5	7	175,000
United States Agency for International Development	3			23	26	N/A
Peace Corps	3			2	5	N/A
Totals	41	1	5	187	234	4,717,100

Data provided by Embassy Chisinau

OVERVIEW

Lack of adequate space is Embassy Chisinau's number one resource issue. The compound is too small and buildings lack sufficient office space. Additional office space is being sought outside the chancery compound to accommodate new arrivals. Construction of a new embassy compound (NEC) is now scheduled for FY 2018.

Embassy Chisinau is adequately funded and staffed. Its first rightsizing review, scheduled for completion in FY 2009, is not yet finished. Its 2009 International Cooperative Administrative Support Services (ICASS) scores are exceptionally high, despite sustained lapses in past management oversight and controls that are only now being addressed. Stewardship of embassy resources appears sound. Although discussions have begun, only partial consolidation of Department and USAID management platforms has occurred. The level of regional support provided to the mission is appropriate.

MANAGEMENT OPERATIONS

Under the strong leadership of the newly arrived management officer, Embassy Chisinau is recovering from a period of underachievement in its management operations. Corrective actions have already been introduced to correct management control weaknesses. Measures to correct failings in human resources will require time and the involvement of the RSC Frankfurt. LE staff training and updating LE staff position descriptions and subsequent job classifications are high priorities. The embassy is catching up on implementation of eServices and other Collaborative Management Initiatives, which had fallen behind Department timeframes.

The restructuring of the management section, to include reprogramming the assistant general services officer position to that of a human resources officer/financial management officer (HRO/FMO) position and creating an EFM housing coordinator position, appear to be prudent moves. One GSO position is sufficient, and the HRO/FMO position will relieve the management officer of this huge portfolio. Similarly, the creation of an additional layer of supervision in the facilities management office should have positive results. The OIG inspection team concurs with both changes.

For several years, management's primary MSP goal was the NEC. This goal has been pushed back, now that Chisinau has been dropped to 2018 on the Department's "Top 80" list for NEC construction.

Consolidation of Embassy and USAID Management Platforms

The consolidation of embassy and USAID management platforms has only just begun. USAID's ICASS participation includes the basic package and the following services: community liaison office, health, security, and some information management, human resources, and financial management activities. USAID retains its own housing pool, leasing, and residential property maintenance operations, as well as warehousing, motor pool, procurement, travel, and customs and shipping. These services are provided remotely by USAID's Kyiv executive office. As outlined in State 044737, the Department and USAID recently agreed that there will be a single, unified housing pool and interagency housing board. Further, as outlined in State 087452, Embassy Chisinau is a Tier 3 post, which means that it is a post at which Department and USAID management operations will not be consolidated by the end of FY 2010. Consolidation plans were due by December 31, 2009, and implementation by October 1, 2010; however, as a Tier 3 post, the embassy has until the end of FY 2010 to develop a plan and make preparations for consolidating 13 support services, including all of the abovementioned administrative support services, even if they are not colocated on the same compound.

Recommendation 6: Embassy Chisinau should combine all leased government housing into one housing pool under the direction of one interagency housing board. (Action: Embassy Chisinau)

Recommendation 7: Embassy Chisinau should begin planning and preparing for the consolidation of 13 support services by October 1, 2010. (Action: Embassy Chisinau)

Rightsizing

Embassy Chisinau's rightsizing study was due in FY 2009 but, while some work has been accomplished, the process appears to be stalled. Embassy Chisinau is working with the Office of Rightsizing to get the process back on track. The Office of Rightsizing visited the embassy in January 2009 to conduct its staffing assessment. Once the embassy completes its rightsizing study, it will send the study to the Office of Management Policy, Rightsizing, and Innovation for its review, analysis, and recommended staffing adjustments. The OIG team made an informal recommendation that addresses the need for Embassy Chisinau to give high priority to completing its rightsizing study.

Following the planned reprogramming of the assistant general services officer position to that of an HRO/FMO position, American officer positions in management will be appropriate.

REAL PROPERTY

There are obvious inadequacies in the space and security of the chancery compound. Earlier OBO plans called for the construction of an NEC set to begin in 2008; they have now slipped to 2018. Bollards and planters line the front of the property. The chancery compound consists of a main chancery building, a management/consular annex, and a number of temporary structures. Most U.S. direct-hire and LE staff members work in very crowded spaces. OBO space planners visited the mission in March 2009, but only to address a few of the overcrowded areas in the chancery. This assessment resulted in a draft plan that is yet to be funded.

Considering the needs of embassies around the world, NEC construction plans at times are put on hold, which in turn moves other missions up the “Top 80” list for NEC construction. OBO appears reluctant to commit to possible building sites until within three years of the projected construction; Chisinau has eight years to go before the planned commencement of its NEC construction. However, when other missions incur delays in their NEC projects, the availability of land is often a justification for OBO to accelerate a construction project. The OIG team advised the mission to remain vigilant for prospective NEC sites. A sound business case for purchasing a site could win the day, if the opportunity arises.

Because there is insufficient space on the chancery compound for the three members of the Millennium Challenge Corporation who will arrive in the near future, space is being sought elsewhere. Under consideration is the Asito building, where USAID is located. A similar space challenge will be faced for every additional U.S. direct-hire position, and NSDD-38 decisions will be heavily weighted by office space limitations.

FACILITIES MANAGEMENT

The facilities management office, under the leadership of the LE staff facilities supervisor, is an adequate steward of the real property program at Chisinau. The new management officer is scrutinizing office procedures that contributed to overtime totaling 10,000 hours in FY 2009. The addition of an EFM housing coordinator

should help to keep overtime hours in check. There is no OBO facilities manager at the embassy. A cleared American facilities specialist under contract, who has been at Embassy Chisinau for close to 3 years, tends to the chancery building. Work is accomplished there by the maintenance staff under his escort. He now provides guidance to the facilities supervisor and recently took over responsibility for the mission's safety programs from the assistant general services officer. He recently received facilities management training at the Foreign Service Institute, but is still learning OBO processes and cannot submit cables to OBO requesting 7901 and 7902 funding. The embassy submitted its 7902 funding request for FY 2009 by email rather than cable. The process needs to be made clear, and the inspection team made an informal recommendation that the mission prepare standard operating procedures on funding-request cables.

Currently, the facilities supervisor is the rater for a staff of 28 that includes four custodians and three gardeners. Trades foremen are team leaders without formal supervisory duties, although at the time of the inspection a reorganization of the office was near completion that will give the foremen supervisory responsibility. The reorganization will go into effect once job descriptions of those affected are rewritten appropriately. This change should have positive implications for the office.

The embassy safety and occupational health program, although effective, operated until recently without the benefit of an active occupational safety and health committee. The committee met recently for the first time in over one year, and included the DCM. As noted above, the cleared American facilities specialist is now the post occupational safety and health officer (POSHO), but he has not yet received POSHO training. The facilities management office does play an active role in residential screening prior to leasing and during occupancy. All equipment and carbon monoxide detectors are checked to ensure they operate properly, as gas is used for heating and cooking, and carbon monoxide poisoning at the residences is a threat.

GENERAL SERVICES OPERATIONS

General services office (GSO) operations are generally well-managed, although recovering from periods of underperformance and American and LE staffing gaps. The assistant general services officer, in place for one and a half years and working near double shifts at times, managed the entire GSO portfolio for months. With the arrival of the supervisory general services officer 6 weeks prior to the inspection, the GSO is now fully staffed. As noted above, the assistant general services officer position will be reprogrammed to that of a HRO/FMO position, and an EFM housing

coordinator position has been established. The reprogramming will not occur until the incumbent assistant general services officer departs. Plans are to bring a housing coordinator on board in early 2010.

The GSO oversees the embassy's cafeteria operation. The licensing agreement with the current contractor has expired. Considering the degree of criticism leveled at the cafeteria by the LE staff and American officers alike, addressing the situation jointly could provide an opportunity for more interaction between American and LE staffs. A cafeteria oversight committee, which is called for in the current licensing agreement, is not active. The recent reconvening of this committee may be a first step toward resolving these issues.

Procurement Office

The four-person procurement office was recovering from several LE staff departures and periods of extended medical leave. Because of the workload, training for the relatively inexperienced staff was put on hold. The procurement office is a beneficiary of the recent changes in petty cash procedures, and 28 occasional money holders in the facilities management office have been authorized to make petty cash purchases. This has enabled it to take over a large share of the petty cash purchases and has freed up the procurement staff for the more challenging procurement activities. Another positive move is the senior purchasing agent's plan to request an increase in the purchase card transaction limit to \$25,000. The required annual purchase card review for 2009 was not prepared. The OIG team made an informal recommendation that addresses this issue.

Motor Pool

The motor pool is a model of efficiency. It consists of an LE staff supervisor and six drivers. Two drivers are dedicated to the Chief of Mission, and the remaining four to general motor pool needs. Two telephone operators handle dispatching duties. Two mechanics maintain the entire fleet. Many LE staff members drive motor pool vehicles to conduct official duties. All drivers receive annual Smith System driving training.

There are only two sedans, including that of the Chief of Mission, in the motor pool fleet of 31 vehicles. The motor pool supervisor believes that the seven- and eleven-passenger vans provide greater versatility because drivers tend to handle several requirements with them before returning to the chancery compound. The OIG

inspection team accepted this point. Nevertheless, the size and composition of the fleet should be evaluated. The OIG team made an informal recommendation that addresses this issue.

Warehousing and Property Management

Warehousing and property management activities are less than optimal. The offsite warehouse is disorganized and dirty, lacks sufficient racks and shelving, and is not well utilized. An attempt to spot check furniture proved to be time consuming, because property placement appeared somewhat arbitrary. Upholstered furniture and mattresses are not protected by shrink wrap. The expendable supplies storeroom at the chancery compound is also poorly organized. Storage management objectives are outlined in 14 FAH-1 H-318.2.

Recommendation 8: Embassy Chisinau should properly organize its warehouse and expendable supplies storeroom in accordance with Department regulations. (Action: Embassy Chisinau)

The 2008 annual inventory, which should have included the property of all agencies that subscribed to property management services, included only Department and ICASS assets. The Office of Logistical Management has been notified of this. In addition, no survey report was prepared for the missing expendable supplies identified during the annual inventory.

Residential inventories are signed by occupants soon after arrival. Generally, residential inventories are not included in the annual inventory unless action is needed to resolve discrepancies. At Embassy Chisinau, the property management staff conducts annual inventories of all residences. This action is not necessary.

The OIG team concluded that the unit could benefit from a property management staff assistance visit, which would provide the post with expertise in warehousing operations.

Recommendation 9: Embassy Chisinau should request a staff assistance visit by a representative of the Bureau of Administration's Property Management Branch. (Action: Embassy Chisinau, in coordination with A)

Housing

The leasing aspects of the housing portfolio are effectively managed, but housing assignments and make-ready activities need improvement. The addition of a housing coordinator should address these shortcomings. The inter-agency housing board is well-represented and active. The mission participates in OBO's residential rental benchmarking initiative.

Embassy Chisinau enjoys good housing, although some view the four newly purchased apartments less favorably because of their distance from the chancery compound, the condition of the neighborhood, and a problematic elevator in the apartment building. While not stated, the prevalence of spacious, single-family, detached residences in the housing pool could also factor into the dissatisfaction. Several assignments to the new apartments have been appealed. One appeal had merit, based on family size, and was approved. One appeal, based on distance to the chancery, was denied. Another appeal, based on distance to the chancery, was initially denied but subsequently approved because the contract to purchase the property had not been finalized, and the potential existed that it would not be signed.

Nine residential properties, including the Chief of Mission and deputy chief of mission residences, have swimming pools; seven of these are operational, and two have been covered over. The significant discrepancies between gross and net square meters for residential properties was explained as being due to large hallways, entryways, lobbies, corridors, and other such areas which are not included in the total of the net measurements.

HUMAN RESOURCES

The management officer serves as the human resource officer (HRO). He is supported by two LE staff assistants; one is generally responsible for American personnel matters and the other for LE staff matters. The office suffers when any of the three human resources employees is out. The solution, as noted previously, will convert the A/GSO position to a HRO/FMO position. This will provide more stability and back-up capabilities to the human resources office and relieve some pressure on the management officer, who has a large portfolio.

The office is staffed with very competent individuals. All necessary policies are in place and up-to-date. Previous problems have centered on inattention to or lack

of adherence to policies, timelines, and procedures. For example, up to one-third of the LE staff had delinquent performance appraisals last year. As a result, several promotions of LE staff members were delayed.

Until August 2009, computer assisted job evaluation (CAJE) preparation was conducted at post. That responsibility now has been turned over to the RSC in Frankfurt. In the past, there was pressure on the human resources office, making it unclear how many of the CAJE positions classified by Embassy Chisinau are accurate. Additionally, some position descriptions may not be accurate, because they were written to justify the grade, not to reflect what the employee actually does. It is the RSC's responsibility to ensure that there is a degree of consistency across the region for similar positions.

Recommendation 10: Embassy Chisinau, in coordination with the Regional Services Center Frankfurt, should review all locally employed staff position descriptions and determine whether previous computer aided job evaluation results should be adjusted. (Action: Embassy Chisinau, in coordination with RSC Frankfurt)

The LE staff members recently received, on average, an 11.1 percent salary increase, with the more highly paid staff receiving larger increases. (b) (2)(b) (2) (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2) There recently was a large turnover of LE staff members, many of whom emigrated to other countries, particularly Canada. It was reported that seven had departed Embassy Chisinau for higher paying local jobs. However, other LE staff members believe that the benefits and working conditions at the embassy surpass anything they could find on the Moldovan economy. When a CLO assistant position recently became vacant, more than 170 individuals applied for the job.

Embassy Chisinau has not completed the hardship differential questionnaire since 2004. Despite the fact that Chisinau is a very expensive city, there is no cost of living allowance for employees and the hotel and restaurant report does not seem to reflect current economic conditions. The OIG team made an informal recommendation that the retail price survey and hotel and restaurant report be reviewed and updated where necessary.

The words “check-in” and “orientation” are used interchangeably by the embassy; the check-in procedure essentially doubles as the embassy orientation. The embassy does not have a formal orientation program for Americans or LE staff, and the inspection team left an informal recommendation to address this.

The management officer has budgeted approximately 50 percent more for training in FY 2010 than was spent in FY 2009. One area that will be particularly useful is leadership, management, and supervisory training for the LE staff.

EQUAL EMPLOYMENT OPPORTUNITY

A Department of Justice employee was recently appointed as Embassy Chisinau's Equal Employment Opportunity (EEO) representative. She attended the recent EEO training course in Bangkok but has not yet had the opportunity to actively promote EEO throughout the mission. However, she has plans to provide EEO training to all the LE staff and would also like to prepare a training course for the American supervisors. The OIG team suggested that RSC Frankfurt could be helpful in assisting her with EEO training, particularly for the LE staff.

A bulletin board prominently displays EEO news, the embassy has appointed LE staff members as EEO liaisons, and the mission also has a Federal Women's Program manager. There are no indications of any EEO issues.

FINANCIAL MANAGEMENT OFFICE

With five LE staff assistants, the management officer serves as the financial management officer. Financial resources are adequate.

The ICASS council and the ICASS budget committee essentially consist of the same individuals. There is little evidence that the council has been active. There have been two meetings in 2009, but none in 2008. According to one individual, ICASS training provided by the Department in 2007 was not well-attended.

ICASS scores are very high but do not reflect the management control weaknesses that still exist. The new management officer recognizes these deficiencies and is methodically working to install improved controls. This issue is addressed further in the management control section.

Cashier reconciliations are appropriately conducted, but subcashier reconciliations were not conducted in the past. One subcashier went 17 months without a reconciliation. This problem has been corrected by the management officer in his drive to correct management control deficiencies.

Representation

Embassy Chisinau received a representation budget of \$19,800 for FY 2010; \$3,600 is for use by the public diplomacy section. The remaining \$16,200 has been allocated to all embassy sections, with \$5,000 reserved for the Fourth of July event. Last year, the embassy received an additional \$5,000 from the Office of the Executive Director for the Bureau of European Affairs during the year to help expand its representational activities during the elections. A review of the representation vouchers showed that the mission is using its allotment appropriately. However, except for the Ambassador and DCM, there is no home representation.

INFORMATION MANAGEMENT AND INFORMATION SECURITY

Embassy Chisinau operates a strong information management (IM) program under the supervision of a seasoned information management officer (IMO). The IM section has been a consistently strong performer, as is confirmed by the high ICASS survey results and the general consensus of mission staff. The recent establishment of a diplomatic post office (DPO) has further strengthened overall embassy morale. Despite staffing gaps and changes in the past year, the IM staff has been able to maintain operations effectively. IM management is currently preparing for a robust installation phase, which will consist of GITM-U (Global Information Technology Modernization Program – unclassified) and GITM-classified installations, in addition to a Fast Net installation to address the mission's bandwidth issue. The information systems center has proactively embraced a growing number of management initiatives. The information management section has been able to consistently achieve an "A+" grade on the Department's risk score advisor, a tool for monitoring the embassy's network security and performance. During the course of the inspection, the OIG team consulted with IM staff on issues such as staffing, separation of duties, access permissions, and information management best practices. The section addressed almost all concerns satisfactorily. Mitigation activities are in progress.

The IM staff is responsible for an array of operations, including the Department's unclassified network (Open Net), classified local area network, dedicated Internet network, unclassified and classified pouches, telephone operations, motor pool dispatch operations, and mailroom operations. The Open Net network consists of 120 workstations and 12 servers, and the classified local area network has eight workstations and five servers. The IMO manages a staff made up of an information systems officer, an information management specialist, and the following LE staff members: three systems support employees, two telephone/dispatch operators, and two mail/pouch employees.

Staffing

Embassy Chisinau's IM section has experienced a staffing gap over the past year caused by the delayed arrival of the entry-level information management specialist. The gap was further compounded by the departures of the locally-hired systems manager and both telephone operators. From August 2008 until July 2009, the IMO was the sole IMS in the information programs center. To its credit, the staff was able to maintain operations with intermittent temporary duty support from the Department. The arrival of the information systems officer in August 2009 brought the IM section to fully staffed status for the first time in over a year. Nevertheless, through the leadership of the IMO, the section managed to complete a number of initiatives that included the establishment of the DPO. The OIG team commends the IM section for its accomplishments during this difficult period.

Diplomatic Post Office

The April 2009 establishment of a DPO was an important factor in overall mission morale. This initiative was completed by IM management despite limitations on available storage and operational facilities space. The routing and logistics of the DPO mail have been modified several times to meet optimal logistical scheduling. Storage has been an issue, and at times has resulted in mail being stored in motor pool vehicles overnight. Nevertheless, the operation is continuing to function effectively.

The embassy should take measures to expand the current DPO/mail room storage space and has begun correspondence with OBO to implement a mail screening facility on the compound. The facility will be funded through OBO's special program funding and was awaiting award confirmation. It would help alleviate the embassy's storage requirements and streamline the inbound processing of local mail. The OIG team made an informal recommendation regarding this issue.

Help Desk Operations

The help desk operations at the embassy are managed by the information systems center staff, by means of a locally developed help desk application. The IMO intends to replace the current application with the Department's E-services software suite; several modules have already been established. The help desk module was scheduled to be implemented in December 2009. The transition will require considerable coordination by the information systems center to ensure that the processes and directives are properly administered throughout the mission.

Telephone Operators

Embassy Chisinau has two full-time telephone operators who are dual-designated as motor pool dispatchers. The operators, who had been in position for less than a year, have managed both duties successfully. The positions were created by previous management and have proven to be an asset to all management operations.

QUALITY OF LIFE

Morale in Chisinau is high. Housing, except for complaints about one apartment building, is considered excellent. Many employees, American and LE staff alike, expressed great satisfaction with the 2009 turnover of employees and the resultant improvement in attention to detail and morale of the mission. However, there are some quality of life issues that the embassy must continue to work on; they include the school, the lack of entertainment opportunities, and the high cost of goods and services. One issue of particular concern to Americans and LE staff in Chisinau is the lack of adequate working space in the chancery and annex buildings on the embassy compound. Virtually every office has too little space to allow staff to work in a comfortable environment.

Chisinau has a 20 percent hardship differential and a 15 percent service needs differential.

COMMUNITY LIAISON OFFICE

The community liaison office (CLO) has two coordinators, each working 22 hours a week, and an LE assistant who works 40 hours a week. All are relatively new in their jobs. One of the new coordinators has had the opportunity to attend CLO training, and the other plans to take the next available course. The CLO assistant was on board for only three weeks at the time of the inspection, but already ranked high in embassy opinion.

Management attention to CLO activities is high, with the DCM having been singled out as a major positive force in attending to post morale. The management officer also promoted a positive, can-do attitude and was very open to new ideas. At the time of the inspection, the CLO was still working on determining the appropriate mix of co-coordinator overlap and the number of hours the office should be open to its customers. The inspectors provided some alternatives regarding how these issues might be addressed.

Like other areas of the mission, lack of space is a major issue in the CLO. The three employees sit in an office that is just barely big enough for one person. There is no private area where employees and/or spouses can have a private meeting with a coordinator.

EFM employment is of major interest to the coordinators. Currently, there are only five EFMs employed by the mission, and they all are working part-time. The housing coordinator position will soon be advertised for EFMs, but there are more spouses who want to work at the embassy than are employed. The mission should continually search for other opportunities for EFM employment, and the OIG team made an informal recommendation addressing this.

is another area of major interest to the coordinators, and one of them meets almost weekly with its director. One issue the coordinators are dealing with is poor record-keeping by previous coordinators. There are no records of past events or activities, so the coordinators are building an archive from scratch. They do not have an advisory committee, although they lunch monthly with a group of spouses. This event allows them to gauge the community, and essentially serves the purpose of an advisory committee.

CHISINAU EMBASSY EMPLOYEE ASSOCIATION

The Chisinau Embassy Employee Association (CEEA) is another mission element that only now is being reinvigorated, through a more active and involved board of directors. The association held five board meetings in the last 6 months, after having had no meetings during the first 4 months of the year.

CEEA sells primarily locally-produced Moldovan goods, and is therefore available to the LE staff. Sales of duty-free goods are conducted by special order, but the mark-up is minimal. The store also provides personal services such as dry cleaning on a contract basis. CEEA assets total just over \$10,000.

The charter is current, as are the financial statements. However, the association was late in submitting a recently conducted audit to the Department, and it only recently began conducting cash reconciliations. Moreover, association phone bills were absorbed by the embassy, and the general manager of the CEEA also serves as the accountant. All these internal control weaknesses are in the process of being rectified.

The general manager recently traveled to Bangkok to receive training by the Office of Commissary and Recreation Affairs. This was a wise use of CEEA funds, and the manager now has a much better understanding of what it takes to administer the association. The board may want to consider taking on the additional responsibility of administering the recently expired cafeteria contract, which had been managed by the GSO. According to LE staff questionnaires, the cafeteria rated the lowest among all services provided by the embassy, and the LE staff association raised it as a concern. The OIG team made an informal recommendation that the embassy analyze the situation to determine whether it is feasible for the CEEA to take over the cafeteria.

The community liaison office has limited interaction with the CEEA because the association is only minimally able to support the CLO financially at this time. The OIG team made an informal recommendation that, to the extent possible, the embassy authorize a defined budget for CLO use by the CEEA board.

HEALTH UNIT

The health unit provides effective primary care to the embassy community, is well regarded, and is more than well staffed. It consists of a Foreign Service health practitioner (FSHP), a general practitioner, a 15-hour a week pediatrician, and an administrative assistant. The FSHP is the second to serve at the mission. The OIG team was told that the position was added to address complaints and low ICASS scores. On the other hand, the value of the general practitioner cannot be overstated, because she has excellent medical contacts, which on occasion have negated the need for medical evacuations. Both the regional medical officer (RMO) and RMO-psychiatrist, based in Embassy Vienna, provide adequate support. The health unit is cramped, but well-equipped.

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(b)(2)(b)(6)(b)(2)(b)(6) Embassy relations with the school are characterized as good, yet parents have a number of concerns. Chief among these concerns is the poor physical plant, the absence of a health care provider for several months, and limited physical education. As the school is not recognized by the Government of Moldova, the mission may need to renew its interventions on its behalf to purchase a site for a new school.

MANAGEMENT CONTROLS

The Ambassador has designated the management officer to oversee the embassy's management controls.

As noted previously, high ICASS scores mask the embassy's internal control weaknesses, many of which were uncovered by the mission in the course of its preparation for the inspection. Recent problems include an excessive use of overtime, lack of timely completion of LE staff performance evaluations, lack of subcashier reconciliations, the inability to quickly locate items in the warehouse, and a lack of oversight of the LE voucher certifier, among others.

Although some of these problems were in the process of being corrected at the time of the inspection, the OIG team found no evidence that a recent comprehensive and systematic risk assessment had been performed. The Department recently updated its management control handbook in April 2009.

Recommendation 11: Embassy Chisinau should perform a systematic and in-depth internal controls risk analysis of mission activities and should use the Department's April 2009 management control handbook as its risk assessment guide. (Action: Embassy Chisinau)

CONSULAR MANAGEMENT CONTROLS

Management controls in the consular section are good. The consul conducted an inventory of accountable items during the inspection and found no discrepancies. Designations are up-to-date regarding the primary and backup officers accountable for consular items and cashiering responsibilities. A previous discrepancy regarding the destruction of spoiled NIV foils was rectified when the new consul arrived, and an update to the automated cash register system software was completed during the inspection.

The consular section has an agreement with a local bank for offsite MRV fee collections. Consular officers appropriately initial receipts presented by visa applicants showing payment to the bank to prevent reuse. The consul updates daily a running tally of the total amount of fees collected offsite, and conducts a monthly reconciliation of all consular fees collected. The Bureau of Consular Affairs requires a weekly reconciliation comparing offsite MRV fee collections to the number of NIV applications. The OIG team made an informal recommendation to facilitate this requirement.

The consular cashier does not maintain a cash advance. The previously allotted cash advance was so small and infrequently used that the monthly and unannounced accounting of the allowance became the primary reason for opening the cashbox. The vast majority of customers appear with exact change, and the infrequent need to make change is easily met by the Class-B cashier, who sits immediately adjacent to the consular section. There is a pending request with the Bureau of Consular Affairs to authorize a merchant account to allow credit card transactions in the consular section, which will lead to even fewer cash transactions.

The Class B cashier had not been giving the end-of-day receipts and the OF-158 general receipt form directly to the accountable consular officer, but was instead giving them back to the consular cashier, which could result in the amounts being altered. This end-of-day procedure does not comply with consular management controls found in 7 FAH-1 H-771 2-5 a.-f.

Recommendation 12: Embassy Chisinau should require that the Class B cashier provide end-of-day receipts from the consular section directly back to the accountable consular officer, in compliance with Department regulations. (Action: Embassy Chisinau)

RECOMMENDATIONS

Recommendation 1: Embassy Chisinau should conduct a complete review of all expenditures made against the \$1.9 million in economic support funds for anti trafficking efforts since these funds were received in 2005, and it should reconcile the regional security officer's records with those of the financial management office. (Action: Embassy Chisinau)

Recommendation 2: Embassy Chisinau should meet at least once every 3 months with the Government of Moldova's recently reconstituted National Committee for Combating Trafficking in Persons, to review progress toward achievement of the anti trafficking project's goals and provide a written semiannual report to the committee, as is stipulated in amendment three to the letter of agreement. (Action: Embassy Chisinau)

Recommendation 3: Embassy Chisinau should regularly monitor the expenditures of the remaining funds in the Presidential Initiative funding for trafficking in persons, and should report the results of such monitoring to the Office to Monitor and Combat Trafficking in Persons, the Bureau of European and Eurasian Affairs' Office of Assistance for Europe and Eurasia, and the Bureau of International Narcotics and Law Enforcement. (Action: Embassy Chisinau, in coordination with G/TIP, EUR, and INL)

Recommendation 4: Embassy Chisinau should adopt a mission-wide contact database to broaden its information outreach program to include policy and background information on all Mission Strategic Plan themes. (Action: Embassy Chisinau)

Recommendation 5: Embassy Chisinau, in coordination with the Bureau of Consular Affairs and the Bureau of Overseas Buildings Operations, should design and fund a project to modify the consular waiting area that includes design elements addressing the Americans with Disabilities Act standards for at least one interview space; creates sufficient private interview space on the customer's side; and includes a new and fully operational intercom system for calling customers to the windows. (Action: Embassy Chisinau, in coordination with CA and OBO)

- Recommendation 6:** Embassy Chisinau should combine all leased government housing into one housing pool under the direction of one interagency housing board. (Action: Embassy Chisinau)
- Recommendation 7:** Embassy Chisinau should begin planning and preparing for the consolidation of 13 support services by October 1, 2010. (Action: Embassy Chisinau)
- Recommendation 8:** Embassy Chisinau should properly organize its warehouse and expendable supplies storeroom in accordance with Department regulations. (Action: Embassy Chisinau)
- Recommendation 9:** Embassy Chisinau should request a staff assistance visit by a representative of the Bureau of Administration's Property Management Branch. (Action: Embassy Chisinau, in coordination with A)
- Recommendation 10:** Embassy Chisinau, in coordination with the Regional Services Center Frankfurt, should review all locally employed staff position descriptions and determine whether previous computer aided job evaluation results should be adjusted. (Action: Embassy Chisinau, in coordination with RSC Frankfurt)
- Recommendation 11:** Embassy Chisinau should perform a systematic and in-depth internal controls risk analysis of mission activities and should use the Department's April 2009 management control handbook as its risk assessment guide. (Action: Embassy Chisinau)
- Recommendation 12:** Embassy Chisinau should require that the Class B cashier provide end-of-day receipts from the consular section directly back to the accountable consular officer, in compliance with Department regulations. (Action: Embassy Chisinau)

INFORMAL RECOMMENDATIONS

Informal recommendations cover operational matters not requiring action by organizations outside the inspected unit and/or the parent regional bureau and are not 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.

Public Diplomacy

The IRC and alumni center were originally established to serve different audiences, but over the years these audiences have more and more overlapped to the point that today they are very much the same. Operations would be more efficient with the merging of these two facilities.

Informal Recommendation 1: Embassy Chisinau should, as it develops its plan for relocation, merge the Information Resource Center and Alumni Center into one facility. .

Consular Services

The consul is keeping a daily tally of consular fees collected, and does a monthly comparison of MRV fees collected offsite to visa applications received. The Bureau of Consular Affairs now requires a weekly reconciliation. The consul needs some IT assistance to reconfigure the reconciliation spreadsheet to facilitate the accounting on a weekly basis as opposed to monthly.

Informal Recommendation 2: Embassy Chisinau should provide information technology assistance to the consular officer in order to update the weekly machine readable visa fee reconciliation spreadsheet or use the Bureau of Consular Affairs' template on the Consular Affairs Intranet site.

Resource Management

Embassy Chisinau's rightsizing study was due for completion in FY 2009. While some work has been accomplished, the process appears stalled.

Informal Recommendation 3: Embassy Chisinau should complete its rightsizing study.

A cleared American contract employee has been asked to play a more significant role in facilities management for which he has little experience, and the lines of signing authority between him and the supervisory general services officer have yet to be drawn.

Informal Recommendation 4: Embassy Chisinau should prepare standard operating procedures to address how funding cables are to be prepared and sent to the Department.

The required annual purchase card review for 2009 was not prepared.

Informal Recommendation 5: Embassy Chisinau should conduct a purchase card review.

The embassy motor pool fleet has 31 vehicles of which only two are sedans.

Informal Recommendation 6: Embassy Chisinau should evaluate the size and composition of its motor pool.

Despite the fact that Chisinau is a very expensive city, there is no cost of living allowance for employees, and the embassy has not completed a hardship differential questionnaire since 2004.

Informal Recommendation 7: Embassy Chisinau should complete a hardship differential questionnaire as soon as possible.

The hotel and restaurant report does not seem to reflect current economic conditions.

Informal Recommendation 8: Embassy Chisinau should review its last retail price survey and hotel and differential report and update them if necessary.

There are no formal orientation programs for new American or LE staff employees arriving at or beginning their careers with the embassy.

Informal Recommendation 9: Embassy Chisinau should develop formal orientation programs for both American and LE staff.

There are currently five EFMs employed by the mission. There are several other family members seeking EFM employment opportunities.

Informal Recommendation 10: Embassy Chisinau should continue to look for additional opportunities for eligible family member employment.

Informal Recommendation 11: Embassy Chisinau should provide the diplomatic post office with additional storage space.

Currently the GSO manages the cafeteria through a licensing agreement. The agreement has expired and the embassy will shortly rebid it.

Informal Recommendation 12: Embassy Chisinau should determine if the Chisinau Embassy Employee Association may be prepared to manage a cafeteria contract.

The community liaison office receives some money from CEEA, but the amount varies depending on the financial stability of the association at the time.

Informal Recommendation 13: Embassy Chisinau should require that the Chisinau Embassy Employees Association, to the extent possible, provide the community liaison office with a defined yearly budget.

PRINCIPAL OFFICERS

	Name	Arrival Date
Ambassador	Asif J. Chaundhry	8/08
Deputy Chief of Mission	Marcus Micheli	8/09
Chiefs of Sections:		
Administrative	Brian Anselman	8/09
Consular	Richard Roesing	8/09
Political/Economic	Daria Fane	7/07
Public Affairs	Valerie Colby	6/09
Regional Security	Nick Pietrowicz	4/08
Other Agencies:		
Department of Defense	LTC Paul J. Schmitt	6/08
U.S. Agency for International Development	Susan Kutor	4/08
Department of Justice	Sarah Lum	2/09
Peace Corps	Jeffrey Goveia	8/09

ABBREVIATIONS

ACS	American citizen services
APAO	assistant public affairs officer
CAJE	computer assisted job evaluation
CEEA	Chisinau Embassy Employee Association
CLO	community liaison officer
DCM	deputy chief of mission
DPO	diplomatic post office
EEO	Equal Employment Opportunity
EFM	eligible family member
EU	European Union
EUR	Bureau of European and Eurasian Affairs
EUR/ACE	Bureau of European and Eurasian Affairs' Office for Assistance to Europe and Eurasia
FAS	Foreign Agriculture Service
FSHP	Foreign Service health practitioner
GSO	general services office
G/TIP	Office to Monitor and Combat Trafficking in Persons
HRO/FMO	human resources officer/financial management officer
ICASS	International Cooperative Administrative Support Services
IM	information management
IMO	information management officer
INL	Bureau of International Narcotics and Law Enforcement
IRC	Information Resource Center
LE	locally employed

MCC	Millennium Challenge Corporation
M/PRI	Office of Management Policy, Rightsizing, and Innovation
MSP	Mission Strategic Plan
NATO	North Atlantic Treaty Organization
NEC	new embassy compound
NGO	nongovernmental organization
NIV	nonimmigrant visas
OBO	Bureau of Overseas Buildings Operations
OIG	Office of the Inspector General
OPDAT	Overseas Prosecutorial Development Assistance and Training, Department of Justice
OSCE	Organization for Security and Cooperation in Europe
PAO	public affairs officer
PAS	public affairs section
P/E	political/economic
POSHO	post occupational safety and health officer
RMO	regional medical officer
RLA	resident legal advisor
RSC	Regional Support Center
RSO	Regional security officer
TIP	trafficking in persons
USAID	U.S. Agency for International Development
USNATO	U.S. Mission to NATO

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