

~~**SENSITIVE BUT UNCLASSIFIED**~~

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

Report of Inspection

Embassy Nicosia, Cyprus

Report Number ISP-I-10-56A, July 2010

~~**IMPORTANT NOTICE**~~

~~This report is intended solely for the official use of the Department of State or the Broadcasting Board of Governors, or any agency or organization receiving a copy directly from the Office of Inspector General. No secondary distribution may be made, in whole or in part, outside the Department of State or the Broadcasting Board of Governors, by them or by other agencies or organizations, without prior authorization by the Inspector General. Public availability of the document will be determined by the Inspector General under the U.S. Code, 5 U.S.C. 552. Improper disclosure of this report may result in criminal, civil, or administrative penalties.~~

~~**SENSITIVE BUT UNCLASSIFIED**~~

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, organizations, and activities affected by this review.



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

Office of Inspector General

PREFACE

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

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

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

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

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

Harold W. Geisel
Deputy Inspector General

TABLE OF CONTENTS

KEY JUDGMENTS 1

CONTEXT 3

EXECUTIVE DIRECTION 5

 Rightsizing 7

 Managing Facilities 8

 First- and Second-Tour Employees 9

POLICY AND PROGRAM IMPLEMENTATION 11

 Political Section 11

 Economic Section 13

 Foreign Assistance 14

 Public Diplomacy 16

 Consular Affairs 20

RESOURCE MANAGEMENT 27

 Management Section 28

 Financial Management 29

 Human Resources 31

 General Services Operations 35

 Information Management 41

QUALITY OF LIFE 45

 Community Liaison Office 45

 Medical Unit 45

 International Schools 45

 Embassy Association 46

MANAGEMENT CONTROLS 47

 Management Section Controls 47

 Consular Management Controls 47

LIST OF RECOMMENDATIONS 49

INFORMAL RECOMMENDATIONS 53

 Public Diplomacy 53

 Consular Section 53

 Management Section 54

PRINCIPAL OFFICIALS 55

ABBREVIATIONS 57

KEY JUDGMENTS

- Embassy Nicosia is a medium-sized embassy well-disciplined in promoting the U.S. policy objective of supporting reunification of the divided island of Cyprus. The Ambassador and mission personnel act and speak prudently to avoid sparking resentments regarding the political division of the island. The positive interaction between the embassy's Greek Cypriot and Turkish Cypriot locally employed (LE) staff is an example for a fully integrated Cyprus in the future.
- The embassy is both forward thinking and reasonable in planning for the possibility of political progress in Cyprus. Should a breakthrough occur, more embassy reporting, analysis, and assistance would be needed. The embassy's strategic plan includes commensurate resource requirements.
- Embassy Nicosia has an effective structure to coordinate most law enforcement, counternarcotics, counterterrorism, and nonproliferation activities. There have been weaknesses, however, in applying Leahy amendment provisions to candidates for training in these fields. Centralizing the compliance process in the political section and providing annual training on the requirements should correct these shortcomings.
- The management section's lean staffing creates operational and oversight challenges, leading to LE staff serving in functionally mixed positions that complicate separation of duties for management control purposes. (b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)
- (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)
- The consular section has high morale and excellent leadership. Its greatest challenge is controlling the misuse of the nonimmigrant visa (NIV) appointment system for Iranian applicants. Once the embassy resolves that issue, it will have the capacity to interview more Iranian applicants.

- The north office in the Turkish Cypriot-administered area of Nicosia is an essential element for the embassy in achieving mission goals. The space in the office, however, is badly apportioned. A large representational space that is used occasionally is juxtaposed to an embarrassingly small consular waiting room that has no bathroom facilities. The embassy can solve this problem by allowing consular customers to sit in the representational space.

The inspection took place in Washington, DC, between January 11 and 29, 2010; and in Nicosia, Cyprus, between March 18 and 31, 2010.

CONTEXT

A European Union (EU) member state, Cyprus has a population of less than 1 million, yet it is a major transit point between Europe and the Middle East, with the 10th largest commercial maritime fleet in the world. Since 1974, the island has been divided both physically and politically between the Greek Cypriot and Turkish Cypriot populations. The Cyprus problem is the longest-standing ethnic conflict anywhere in Europe and has thwarted every effort to solve it since 1963. To the north of a UN-patrolled line of demarcation is the “Turkish Republic of Northern Cyprus” (“TRNC”), an entity recognized only by Turkey. Turkey maintains a strong military presence in the north. Embassy Nicosia defines its activities largely through the prism of support for reunification of the divided island. The embassy conducts a range of activities aimed at building linkages between the Greek Cypriot and Turkish Cypriot communities.



MAP of Cyprus.

Source: U.S. Government

In its attempts to advance the cause of reunification, the embassy supports the UN Good Offices Mission and the UN Peacekeeping Force in Cyprus. The U.S. Agency for International Development (USAID) and the public affairs section (PAS) have administered programming and expenditure of approximately \$11 million annually in Economic Support Fund (ESF) resources. These resources provide (among other things) direct support to the UN Good Offices Mission, for confidence-building measures to bolster a civil society role in the country’s peace process. In addition to Government of Cyprus officials, Embassy Nicosia interacts with contacts in the “TRNC” in their capacity as representatives of the Turkish Cypriot community, without implying recognition.

Under the current leadership in the two parts of the divided island, reunification talks are again underway; this is the first serious attempt at finding solutions since an earlier proposal was defeated in 2004. A break will occur in these talks effective

March 30, 2010, to permit “TRNC President” Mehmet Ali Talat to conduct a campaign for reelection. The election is taking place in April 2010. Talat’s major challenger in the election opposes some elements of the current reunification talks. Future directions for these talks may well depend on the outcome of the election in the north. At the time of the inspection, it was unclear whether the decades-old reunification effort will make substantial progress in 2010. In the event real progress does occur in 2010, Embassy Nicosia is preparing for an upswing in its activities to help implement the agreement. It would also support programs for alleviating economic disparities on the island. In the event a settlement does occur, the embassy suggests it would need one more USAID officer, an additional political/economic officer position, and additional Department of Defense (DOD) personnel. These additional personnel would be needed for a limited period of time during the transition phase of reunification. Embassy Nicosia would also seek post-settlement Antiterrorism Assistance and International Military Education and Training Funds.

The island’s physical and political division complicates the ability of Cypriot authorities to effectively tackle other areas of major U.S. concern, including drug smuggling, proliferation of weapons of mass destruction, trafficking in persons, and money laundering. To date, U.S. economic activity in Cyprus has been modest. The embassy actively assists U.S. exporters and investors. It has registered progress in American participation in Cyprus’ offshore oil exploration and in the possible construction of a liquid natural gas terminal. In addition to advocating for specific firms, the embassy pushes for policy changes, such as enhanced intellectual property protection.

EXECUTIVE DIRECTION

The executive team at Embassy Nicosia provides strong leadership at this medium-sized but complex mission. Both the Ambassador and the deputy chief of mission (DCM) are committed to bringing all sections of the embassy together in a way that strengthens the nuanced role the U.S. Government plays in Cyprus. The overriding issue for the embassy is helping in the search for a solution to the island's physical and political division between its Greek Cypriot and Turkish Cypriot communities. Both officers have mastered the heightened sensitivities required when discussing this effort or portraying any aspect of the U.S. role on the island. They have been able to transmit the importance of this nuance throughout the mission so that the entire staff is sensitive to it and on message. The flow of information between sections and agencies and with the executive office is excellent.

The Ambassador maneuvers in this thicket of thorny issues with comfortable expertise. One officer described him as “a good draw,” with every public statement parsed for meaning. It is therefore no surprise that he has ready access to, and excellent relations with, all the major players on the island at all levels. He has at least six separate power centers with which to cultivate ties, including the recognized government of the Republic of Cyprus; the “government of the TRNC,” which the United States does not recognize; the sovereign British bases on the island; the Turkish military establishment based in the north; and two elements of the UN: the UN Force in Cyprus and the Secretary General's Good Offices Mission. The challenge for the Ambassador is twofold. First, he must orchestrate these relationships deftly, which he does. Then he must motivate his staff to do the same – day after day. One colleague asked the OIG inspectors rhetorically how many hours in the day one can talk about the Cyprus problem. The answer, if you are posted in Nicosia, is “all day and every day.” Making sure this happens constructively and with freshness and enthusiasm is the true test of leadership, and the Ambassador succeeds.

The executive team also oversees a robust interagency process in Nicosia that underlines the U.S. goal to encourage reunification. Cyprus is the only middle-income country in Europe with an ESF program. USAID administers this \$11 million fund effectively with strong agency programming, public diplomacy participation, and contributions to UN initiatives that advance bicomunalism. The Ambassador has been a visible leader in these endeavors, crafting a comprehensive approach to U.S. efforts. He is also committed to an appropriate level of public diplomacy to highlight the role of the U.S. Government.

The DCM's leadership skills are superb. He is a strong executive officer and team builder, with an open door and a ready ear. Several members of the country team said that he was the "go to" person when they needed to bounce ideas off someone. As DCM, he is fully up to speed on the policy issues in Cyprus with which the U.S. Government grapples on a daily basis, and can stand in for the Ambassador whenever necessary, both inside the embassy and with the complex array of players across the island. His special contribution to the mix at Embassy Nicosia, however, is his focus and attention on how the team operates and how this team can be strengthened.

The DCM ably oversees a range of issues. For instance, the DCM was fully in charge in shaping the FY 2012 Mission Strategic Resource Plan (MSRP). At a mission-wide session on the MSRP, he assigned important responsibilities for the overall project to an entry-level officer, and then confidently walked the team members through an update of carry-over mission goals and the introduction of a new goal. He takes his mentoring role with the first- and second-tour (FAST) employees seriously, as outlined elsewhere in this report. The DCM gave personal encouragement to an initiative by the local guard force to host a successful bicommunal event for the embassy in the north. He supports the integration of the off-compound open source center in the life of the embassy, through activities that bring embassy personnel to the center's facilities across town.

The DCM's efforts are not always met with success. He continues to work tirelessly to improve the compensation package for LE staff. For U.S. direct-hire employees, he has pressed the argument with the Department for an increase in the cost-of-living allowance, which appears inadequate. He has also supported the addition of staff as needed and has had some success with approval in principle to establish a new position for human resources (HR) and financial management. Many at the embassy describe the working environment as inclusive, which they often accredit to the DCM.

Both the Ambassador and the DCM are scheduled to rotate in the summer of 2011, along with both office management specialists in the front office. This repeats a pattern that has existed for at least two rounds of front office transfers. The staffing gaps and absence of continuity at the helm are far from ideal. Since the 2011 bidding cycle has not yet begun, it is appropriate that the embassy work with the Department to find a way to make the 2011 transfer cycle less onerous and disruptive for Nicosia's executive office.

RIGHTSIZING

The OIG team observed the embassy's country team meeting devoted to the preparation and final submission of the FY 2012 MSRP. Before reviewing any modifications to goal papers and resource requirements, the DCM sought to ascertain from everyone present whether the current staffing was adequate. He received unanimous affirmation that it was so. The OIG team agreed, but with the caveat that there were some vacant LE staff and American positions in the management section, some of which happened for reasons beyond the control of the embassy. Those issues are discussed further in the management section of this report.

The embassy's calculations also take into consideration the steps the Department has taken to establish and fill a U.S. direct-hire position in the management section to cover HR and financial management. The Ambassador submitted a National Security Decision Directive-38 approval for the position, and the Department approved the position just prior to the arrival of the OIG team in Cyprus. The embassy looks forward to the position being filled in 2010.

Rightsizing in Cyprus is as complex as most other issues on this divided island. The challenge for those planning staffing into the future in Nicosia is to project human resource requirements in the event of reunification. This reunification is a question of current relevance since serious negotiations are underway between the Greek Cypriot and Turkish Cypriot leaders. An election will be held in April 2010 in the north to elect new Turkish Cypriot leadership, and the outcome of this election could affect reunification prospects.

In this context, Embassy Nicosia has set forth its projected contingency needs, which would be virtually immediate requirements for a limited period of time to cope with new activities in a unified Cyprus. The contingency needs are modest – an additional USAID officer and an officer to strengthen coverage on both political and economic issues. The chancery has space to accommodate these supplementary positions. Embassy Nicosia's forward thinking is effective in putting the Department on notice regarding contingency needs.

MANAGING FACILITIES

The division of the island has left a complicated legacy of property issues that falls to the executive office to oversee. North of the Green Line, the U.S. Government owns four large parcels of land, three of which have dilapidated or deteriorating buildings that are beyond repair:

- At Karavas, on the north coast, nearly 200,000 square feet of beautiful land set back a few hundred yards from the coast has been in the U.S. Government's possession since at least the 1940s. The house on this land was used for recreational purposes until recently when the embassy determined that the structure was no longer safe. The property also includes several additional workshop buildings that are unused. The property is fenced and the grounds have been well maintained.
- At Gerilakkos, just west of Nicosia, the OIG team visited an unfenced property that was a radio station receiver site at the middle of the last century. The very large building complex on the property is in a serious state of dilapidation. An unused water tank and rickety ladder leading to it have clearly attracted vandals. The OIG team made an informal recommendation that this tank be dismantled.
- Nearby is another large, unfenced plot of land on which there is a well. The embassy has not been able to map the exact boundaries of this land parcel due to the proximity of Turkish troops.
- A site the OIG team did not visit lies just east of Nicosia, is fenced, and has some unusable buildings.

In the buffer zone that is inaccessible without special UN permission, the U.S. Government owns an old house that was once a chief of mission residence. It is in an advanced state of dilapidation and is unusable, but in the event of reunification the location is excellent.

In effect, the U.S. Government owns a substantial amount of high-value property that the politics of the island render difficult to either use or sell. Most of this property has been in the U.S. Government inventory since the middle of the twentieth century. Entering into real estate negotiations for the sale of these properties now would inevitably bring the U.S. Government into official contact with the "government" in northern Cyprus that it does not recognize. Attempting to put these properties to substantial use, before progress is made on reunification, could open the U.S. Government to accusations of bias in favor of northern Cyprus.

The OIG team saw no way, at the time of the inspection, to move away from the status quo. The team did raise the question of potential liability, especially at unfenced sites. It is unclear what, if any, liabilities the U.S. Government may have in the event of an accidental injury or death on these lands. The embassy view is that it is unlikely that the U.S. Government would be liable for injuries by individuals trespassing on these properties.

Recommendation 1: Embassy Nicosia, in coordination with the Bureau of Overseas Buildings Operations, should take reasonable steps to restrict access to and prevent accidental injury or death on the unused U.S. Government-owned plots of land in northern Cyprus that have dilapidated buildings on them and are unfenced. (Action: Embassy Nicosia, in coordination with OBO)

Embassy Nicosia operates a north office in the Turkish Cypriot-administered portion of the divided city. It is located about 10 minutes by car from the embassy. A permanent complement of nine LE staff is based at this facility, which is a third-floor apartment in a building occupied by other tenants. The lease on this property expires in 2011. In an example of forward thinking, the embassy already is exploring whether it would be better to renew the lease or seek facilities elsewhere. This decision, like so many others, is captive to the political outcome on the island. Reunification of the island might well obviate the need for maintaining an office in the north. The embassy hopes there will be clarity on the political future of the island before it is obliged to make a decision on this property. Specific issues concerning the north office are discussed in the Consular Affairs section of this report.

FIRST- AND SECOND-TOUR EMPLOYEES

The DCM is an active mentor of the embassy's FAST personnel. He reviews the performance evaluation reports of all Department officers and specialists. Annually, he appoints a FAST employee to help coordinate the activities of the formal aspects of the program with him. These elements are designed to enrich participants' experiences while at Embassy Nicosia and thus contribute to their professional development and knowledge of the Department. The group meets once a month, at a minimum. Its activities are driven by the interests of the participants and with their input. The DCM generally participates in all FAST activities.

The OIG team met with the FAST employees in a session that demonstrated their enthusiasm for the program. The DCM holds mentoring sessions in the fall on bidding and in the spring on preparing employee evaluations. He and the Ambassador have included FAST employees in representational events, and the DCM also hosted a reception to introduce FAST employees to junior diplomats of other embassies in Cyprus. FAST officers and specialists serve as note takers at country team meetings on a rotational basis. Also on a rotating basis, the DCM brings FAST officers on his visits every 2 weeks to the north office. A FAST officer serves as MSRP coordinator for the embassy, with the expectation that the experience will serve as a career development tool.

The FAST programs are appropriate for both generalists and specialists, and enthusiasm for them was shared across the board. In a meeting with the OIG team, they expressed regret that they will not continue to be part of FAST programs when they are mid-level employees – an indication of how much they value the program in Nicosia. Where an office is understaffed, participation in FAST activities tends to drop off. The OIG team raised this issue with the DCM and counseled the need to continually impress upon supervisors the importance of the mentoring opportunities offered by the FAST program.

POLICY AND PROGRAM IMPLEMENTATION

Embassy Nicosia is a medium-sized embassy, where the dialogue among staff in the sections and interagency is exceptionally collegial. American and LE staff members work in close proximity, consulting daily with each other and with the Ambassador and DCM. Embassy personnel act and speak prudently to avoid sparking sensitivities regarding political divisions on the island. The positive interaction of Greek Cypriot and Turkish Cypriot LE staff is an example for a future, fully integrated Cyprus.

POLITICAL SECTION

An FS-02 political chief, who speaks both Greek and Turkish, serves in a Greek language designated position. She supervises a tightly knit, productive section comprised of five officers and an office management specialist. An experienced, mid-level officer in a Turkish language designated position serves as deputy chief of the section. He takes primary responsibility for relationships and reporting related to the Turkish Cypriots. Both officers fully reinforce each other, and other employees consider them valued mentors. Two talented Foreign Service nationals (FSN), a Greek Cypriot and a Turkish Cypriot, are integral members of the team. The Turkish Cypriot FSN specialist located in the north office often travels to the main chancery for meetings. The section has an appropriate level of staffing.

The political section provides timely, often same-day, insightful reporting and analyses to guide policymakers about reunification efforts on the island. The section enjoys close relationships with political, academic, religious, and nongovernmental organization representatives of the two communities. Political officers work closely with other diplomatic missions and various UN entities, including the UN Good Offices Mission. The political section does an excellent job managing advocacy and reporting on transnational and multilateral issues, ranging from nonproliferation to counterterrorism, as well as aspects of U.S.-EU cooperation. Workload on transnational and multilateral issues has increased substantially since the accession of Cyprus to the EU in 2004; however, tasks are efficiently allocated and completed. Political officers are well positioned and respond quickly to inquiries from offices in Washington about perspectives on Cypriot developments that circulate in the United States and draw media and congressional attention.

Department offices praise the reporting on human rights, labor exploitation, and trafficking in persons as objective and accurate. The political section, with public affairs and the USAID office, engages Cypriot officials and elements of civil society to raise awareness and take steps to improve human rights practices and reduce human trafficking, a primary mission goal related to deterring the transit of transnational terrorists. The Department rates Cyprus a Tier 2 country for not meeting minimum standards for the elimination of trafficking. The political section advocates regularly with Cypriot officials to demonstrate more vigorous prosecution efforts and convictions against traffickers.

Established policy precludes U.S. military assistance to entities on the island. Cyprus, however, is a refueling and rest stop for U.S. military aircraft and naval vessels and personnel transiting the region. A civilian U.S. Army employee facilitates transit arrangements and conducts antiterrorism protection activities as the chief of the force protection detachment. In addition, this employee works in close cooperation with the political section to manage the U.S. Customs Export Control and Border Security program, which aims to train Cypriot officials on antismuggling and nonproliferation measures.

A political officer serves as the embassy's point of contact for the implementation of Leahy amendments¹ that apply to U.S. Government programs that fund training for host country civilian and military security personnel. The political section annually emails to a small number of embassy officers the Department guidance about Leahy requirements. The embassy process has shortcomings, however, in terms of complying with Leahy provisions. The OIG team found that key Department and other law enforcement personnel did not understand operational aspects of the guidance. They did not know that Cypriot candidates cannot be trained, absent a non-derogatory report from Washington agencies. In addition, the embassy has not retained records, as mandated by Leahy provisions, for a number of Cypriot officials who were beneficiaries of U.S.-funded programs in recent years. An exception was an instance of correct Leahy vetting and record retention conducted in the August-September 2009 period for U.S. Coast Guard training.

An annual in-house training session on the Leahy requirements would foster correct implementation by members of the law enforcement working group. The embassy would benefit from formally designating a political officer to retain the

¹ These amendments to the annual Department of State and Department of Defense appropriations bills prohibit the provision of assistance to foreign security force units that have been implicated in gross violations of human rights. The Department of State is responsible for vetting foreign security units and individuals sponsored by any U.S. Government entity for training, travel, or other assistance-related activities.

mandated records centrally for all sections and agencies which conduct Leahy related activities. It is important that the embassy coordinate with the regional attachés (located in Athens, Greece) of the Federal Bureau of Investigation and U.S. Immigration and Customs Enforcement, who may have occasion to nominate Cypriot candidates. It also would be helpful if the embassy were to inform Cypriot officials about U.S. law requiring approved vetting of candidates before training can occur.

Recommendation 2: Embassy Nicosia should designate an officer to coordinate the Leahy vetting program at the embassy and to retain Leahy records centrally for all sections. (Action: Embassy Nicosia)

Recommendation 3: Embassy Nicosia should create and implement a plan for annually training members of the law enforcement working group, including regional Federal Bureau of Investigation and U.S. Immigration and Customs Enforcement attachés, in the Leahy vetting provisions. (Action: Embassy Nicosia)

ECONOMIC SECTION

A single FS-01 economic officer is performing exceptionally well. He supervises three FSNs, and they operate cohesively to report on, analyze, and suggest policy approaches on the full portfolio of finance, trade and investment, terrorist financing and money laundering, and transportation issues. They efficiently handle the extensive workload. In the event of a political settlement for Cyprus, the volume of work would increase and would easily justify the addition of a combined political-economic officer position.

Cyprus joined the EU in 2004. As a relatively small economy, Cyprus generally follows the positions of the majority of EU member states. The economic section works to influence the positions of Cypriot officials across a wide spectrum of U.S.-EU issues. The economic officer is also a strong proponent of U.S. policies related to environment, science, and technology. He merits special credit for negotiating a bilateral science and technology agreement, signed in 2008, that has already proven to be a valuable tool for American academics and U.S. science agencies such as the National Institutes of Health and the National Science Foundation.

The Foreign Commercial Service (FCS) and Foreign Agricultural Service are not present in Cyprus. The economic officer leads his staff in robust export promotion efforts and conducts advocacy on behalf of U.S. businesses, individually and collectively, reinforced actively by the Ambassador. Strengthening intellectual property rights protection is a major focus of activity. The economic officer has been dynamic and creative in obtaining substantial amounts of Business Facilitation Incentive Fund program money over multiple years to organize a variety of projects that aim to increase U.S. exports to Cyprus. These funds have supported embassy participation in the U.S. pavilion at the Cyprus international trade fair; workshops to raise awareness about intellectual property rights; participation by the Nicosia FSN commercial specialist at a trade fair in Athens, Greece; and organizational planning for a September 2010 conference in Cyprus to promote U.S. franchise opportunities. Commendably, the franchising conference is designed to concurrently promote women's entrepreneurship in Cyprus. Foreign assistance is addressed below.

Embassy Nicosia is a pilot participant in the partnership arrangement whereby 46 non-FCS posts obtain advisory assistance from regional FCS offices. Through a memorandum of agreement between the Department of State and the Department of Commerce, FCS-Athens is available for advisory and technical assistance. Department of Commerce budget constraints and heavy workload in both Nicosia and Athens have limited the level of personnel travel and prevented the realization of benefits from the partnership. However, some Embassy Nicosia LE staff have traveled to Athens for useful FCS training. The embassy's economic section provides "fee for service" market research analysis, which FCS does worldwide for U.S. companies to improve the competitiveness of U.S. firms in the Cypriot market.

FOREIGN ASSISTANCE

A USAID representative supervises four LE and contract staff and leads the effective management of foreign assistance. USAID headquarters and its contractors conduct external evaluations and audits. The entire country team deliberates closely to ensure that assistance meets U.S. objectives. The country team is acutely attentive to the changing, (b) (2)(b) (2) local political developments that may necessitate adjustments to U.S. project activities.

U.S. assistance to Cyprus dates from 1974, before the country's accession to the EU. Foreign assistance continues, with the purpose of fostering reunification. ESF has averaged about \$11 million dollars annually in recent years. USAID manages about \$9 million annually in ESF funds, and PAS manages the remaining \$2 million

through the bicomunal support program and the Cyprus America Scholarship Program, discussed in the public diplomacy section below. U.S. assistance supports scholarships and administrative support of the scholarship program; bicomunal projects; and measures aimed at reunifying the island, reducing tensions, and promoting peace and cooperation between the two communities on Cyprus.

The Action for Cooperation and Trust is a peacebuilding program of the UN Development Program that supports projects encouraging Greek Cypriots and Turkish Cypriots to work together on common issues that straddle the buffer area, such as air quality and sanitation. USAID relies on a cooperative agreement with the UN Development Program to ease accountability and help attract other contributors to the projects. The Cyprus Partnership for Growth, a USAID program, funds activities that alleviate the economic disparities dividing the two communities, through a variety of training programs that target small and medium enterprises and banking professionals. The partnership, which is implemented by contractors supervised by USAID, also funds projects that promote resource efficiency, cultural heritage, and natural resource management.

The OIG team visited a number of project locations and observed the work of nongovernmental organizations that are recipients of ESF. Inspectors were able to confirm that U.S. assistance is officially recognized in plaques, brochures, and media coverage. Importantly, the OIG team verified that the country team is achieving the objective of having U.S. official funds serve as the catalyst to leverage additional contributions from the two Cypriot communities and other donors, including foreign governments, and making activities eventually self-sustainable.

Law Enforcement and Counternarcotics

With the 10th largest commercial maritime fleet in the world, Cyprus is a major transit point between Europe and the Middle East. The political and physical division of the island and the porous buffer zone present considerable vulnerabilities to transnational terrorism, goods and weapons smuggling, human trafficking, and illegal immigration. The ability of the United States to provide assistance is complicated by the political reality that the Government of Cyprus lacks authority across the island, and there are obstacles to conducting U.S. activity with Turkish Cypriot individuals and entities. Country team members judiciously have established productive relationships with a variety of partners to partially overcome the political obstacles, and they are able to conduct fruitful law enforcement and security cooperation. Interaction with Turkish Cypriots is restricted largely to information exchange.

Embassy Nicosia has an effective structure for coordination of law enforcement, counternarcotics, counterterrorism, and nonproliferation activities. The regional security officer, under the direction of the DCM, organizes monthly meetings of the law enforcement working group, which includes representatives of the political, economic, consular, and security sections, the employee managing the Export Control and Border Security program, the resident Drug Enforcement Administration attaché, and at least every two months, the Athens-based regional attachés from the Federal Bureau of Investigation and the U.S. Immigration and Customs Enforcement.

PUBLIC DIPLOMACY

The problem of Cyprus' divided communities creates the context for the embassy's public diplomacy. The PAS devotes most of its attention, care, and resources to support U.S. objectives on the issue. U.S. actions in Cyprus are the subject of intense scrutiny on the part of the media and opinion makers; U.S. motivations are the subject of equally intense speculation. In a fraught political environment, Embassy Nicosia must be adroit in its public posture and presence. Knowing when to speak and when not to speak, when to appear and when not to, demands good judgment.

A senior public affairs officer (PAO) directs the PAS. He oversees the work of six LE staff members and an assistant PAO. The assistant PAO position is a rotational slot that is language designated for a Turkish speaker; typically, a FAST officer spends two years at post, the first in PAS and the second in the political section. The PAO position is designated for a Greek speaker.

Internal communication in PAS is fluid and regular. The PAO holds weekly staff meetings at which information is exchanged freely, and informal communication happens daily among staff members. One PAS LE staff member works at the embassy office on the Turkish Cypriot-administered side of the island. She attends staff meetings, plans and participates in programs with her colleagues, and is in frequent contact with the other PAS staff. Collaboration among the LE staff is the norm.

The PAS budget is modest, and LE salaries consume approximately 80 percent of it, leaving the PAO approximately \$100,000 to spend on programs. That amount is supplemented with funding for bicomunal projects whose purpose is to bring Greek Cypriots and Turkish Cypriots together in activities designed to develop a base of common experience. The money comes from ESF, which is channeled through USAID. One LE staff position is dedicated entirely to bicomunal programs; however, in practice, most LE staff members have a degree of involvement in work that seeks to bring the two communities together.

Press and Information

Embassy Nicosia has adopted a cautious media posture. Whatever the Ambassador does or says and wherever he goes in one community becomes the subject of commentary in the other community. Mission personnel speak on the record relatively infrequently, although when circumstances warrant they readily command the media's attention. PAS is a productive partner in discussions of how to deal with the media on specific issues. The OIG team believes this low-key approach is sensible. In the hothouse of media speculation, too much exposure would be counterproductive. Press monitoring and reporting of both the Turkish- and Greek-language press are scrupulous, and PAS media products circulate appropriately through the mission.

There is no physical Information Resource Center (IRC). One LE staff member handles the embassy's electronic outreach to contacts. He shares responsibility for the content on the embassy's Web site with an LE staff member in the information management (IM) office. The embassy is moving to the content management system mandated by the Department cable State 132990 of September 20, 2007. The employees with responsibility for the Web page have received or will receive training in this content management system, including an online course.

The material that PAS distributes electronically is well balanced and chosen to support mission objectives. No adequate gauge exists for measuring the effectiveness of electronic outreach beyond anecdotal evidence. This issue is not unique to PAS Nicosia. The embassy uses the mission activity tracker system to report on the effectiveness of its programs.

The embassy's Facebook page is a nascent effort, not yet a year old. Finding enough content appropriate for the typically younger people who use social media sites presents a challenge. PAS Nicosia recognizes that simply recycling Web site material is not a solution. As PAS develops its Facebook presence, the section will need to consider producing more material locally, including video. PAS can strengthen its effort by conducting an analysis of page usage, using the results to develop a longer-term strategy. The OIG team left an informal recommendation to that effect.

Cultural Affairs and Educational Exchanges

PAS dedicates the majority of its cultural and educational budget to activities intended to buttress the embassy goal of reunification. Many programs contain a component that addresses the problem of divided communities, although other priorities in the MSRP are adequately addressed. In the MSRP discussions that took place during the inspection, the embassy planned to include a separate public diplo-

macy goal. The programs are well designed, and some are innovative. One example was a program taking Greek Cypriot and Turkish Cypriot school counselors to the United States together to study higher-education issues.

PAS has undertaken an intensified effort to increase the number of Cypriot students studying in the United States. The percentage of Cypriots who study in the United States has dropped since EU accession, as the cost of higher education in the EU is considerably less than in the United States. At the time of the inspection, a system was in place whereby teams of three, including an embassy employee, a Fulbright commission representative, and an alumnus of an American university, visited schools in Cyprus to promote study in the United States. The initiative is commendable and should be sustained, with Fulbright cooperation where appropriate.

Bicommunal Programming

PAS Nicosia includes an office that handles programs aimed at building trust between Greek Cypriots and Turkish Cypriots. In FY 2010, the bicommunal support program had a budget of approximately \$830,000, funded by ESF. One LE staff member manages the program, reporting to the PAO. Most projects work at the grassroots level with nongovernmental organizations. The portfolio is efficiently administered and has been responsible for some novel approaches, including a “Jazz Futures” initiative that allowed Greek Cypriot and Turkish Cypriot musicians to perform with American jazz artists. Internal embassy communication regarding bicommunal programming is good.

American Corners

PAS supports two American Corners, both located in university libraries on the Turkish Cypriot-administered side of the island; political opposition dictated against putting a Corner in a Greek Cypriot venue. PAS has just conducted a focus group with students at one of the universities in an attempt to improve the Corner by responding to student interests. More generally, PAS has identified three areas in which to improve the Corners: their content, their appearance, and their use as a program venue. The assistant PAO has lead responsibility for the Corners and has begun making positive changes. The building that once housed the American Center remains on lease to the U.S. Government, providing PAS another program venue.

Fulbright Program

The Fulbright program boasts unique credibility on a divided island where virtually every aspect of life is analyzed under a political microscope. The board has met continuously since 1962. The Cypriot Government appoints board members, including both Greek Cypriots and Turkish Cypriots, who serve as individuals, rather than as representatives of their institutions. The PAO chairs the board.

The Fulbright program possesses an invaluable resource: in 1997, the commission opened the J.W. Fulbright Center in the UN-controlled buffer zone that divides Nicosia. Due to its location, the center provides an ideal venue for events that allow Greek Cypriots and Turkish Cypriots to meet with each other. Fulbright and the embassy host events there regularly. Non-Fulbright users such as nongovernmental organizations can use the center, with commission approval, for a modest fee. In 2009, the center hosted more than 150 public events.

Cyprus America Scholarship Program

The Fulbright budget is small, between \$200,000 and \$300,000. The Government of Cyprus has reduced its contribution to approximately \$200,000, one-third of what it was in 2002. Fulbright funds are supplemented by the Cyprus America Scholarship Program, which is sponsored by the Department and amounted to \$2.2 million in 2009. Funds from the program support undergraduate study and short-term professional training, along with other programs.

Grants

PAS provides grants from its own budget to targeted organizations and individuals, and also processes the grants through which the bicomunal office conducts its business. The PAO is warranted, and the LE staff member responsible for grants has received training. The grant files are thorough and current. PAS does not process any grants from other agencies.

Contact Management

The embassy uses contact management software developed by the consulate general in Frankfurt. PAS LE staff members handle their section's input, in cooperation with the protocol office. The IRC employee maintains a separate contact list for electronic outreach. The PAO has considered moving to a system that integrates

event management with the capability to use the software as a program tool. The OIG team believes this approach might increase the system's efficiency and left an informal recommendation on the subject.

CONSULAR AFFAIRS

The staff of the small consular section in Nicosia has high morale due in large part to excellent leadership by the consular managers, strong support from the front office, and camaraderie among the American and LE staff. The section is doing an outstanding job meeting its goals. The section was in the eye of the storm when Cyprus became the main staging point for Americans evacuated from Lebanon in 2006; the consular section staff rightly deserved an award for its outstanding performance in what was one of the largest evacuations ever managed by the Department.

Immigrant Visa Workload

Immigrant visa workload has declined by almost 90 percent since 2003. In 2009, the consular section processed 54 immigrant visa applications. Two major factors contributed to the drop in workload. For many years, Embassy Nicosia had been designated to process immigrant visas for people living in Lebanon, but Embassy Beirut reopened for immigrant visa processing in 2004. In addition, until 2007, Embassy Nicosia was accepting immigrant visa applications from Iranians living in Iran; it now does not accept such applications.

Nonimmigrant Visa Appointments for Iranians

The NIV workload has fluctuated in recent years. After climbing by 14 percent from 2006 to 2008, it dropped by over 15 percent from 2008 to 2009. In 2009, the embassy processed 8,016 NIV applications. The worldwide economic downturn and widely publicized reports about swine flu in the United States probably contributed to that decline. The NIV workload is highly seasonal, with 40 percent of all applications received between May and July.

The greatest challenge in NIV work is managing the appointment system for Iranians. Almost all NIV applicants for Embassy Nicosia have to make appointments for their interviews through the online NIV appointment system developed by the Department. This works fine for applicants who are in the Republic of Cyprus. Applicants who are in the north and who will be applying at the north office make their appointments by calling that office. The embassy has a separate, online appointment

list for Iranians, who constitute approximately 11 percent of the NIV applicants. The consular officers interview Iranian applicants only on Tuesdays. There are no Farsi-speaking employees in the consular section or elsewhere in the embassy, and the Web site is clear in stating that Iranians may apply in Nicosia only if they speak English. Applicants who ignore that caveat are turned away.

The demand for NIV appointments by Iranians far exceeds the number of slots. The embassy opens up appointment slots once a month for the next month, and those slots are snatched up within minutes. In the past, the pattern has been that a large majority of those appointments were canceled. The embassy would offer the canceled slot for a new appointment, which would be taken within minutes. In interviewing Iranian applicants, the consular officers learned that there were visa “brokers” in Iran who would make the appointments on the first day they were offered, using fake names and passport numbers. Then those brokers would advertise that they had appointments available to those willing to pay up to \$400 for an appointment. When they had a customer who was desperate enough to pay, they would cancel the appointment made under the false name and monitor the embassy Web site. As soon as the embassy made the appointment slot available again, they would grab the slot and put in the name of the paying customer.

In September 2009, in an effort to stop this scam, the embassy stopped reopening appointment slots once the initial appointments were canceled. The hope was that the visa brokers would stop using appointment slots as place-holders, once they realized that they would not gain financially from their scam. Unfortunately, the appointments are still being grabbed at the first opportunity each month, but applicants are not showing up. The OIG team witnessed a day on which 50 Iranians had visa appointments, but only 11 showed up for their interviews. It is not clear what is going on. Perhaps the visa brokers are trying to wait out this experiment by the embassy in the hope that the embassy will revert to the previous system of filling the canceled appointment slots. In any case, the current system is frustrating to the consular staff because their time is not being used well.

The consular staff is ready to experiment with a new plan that would involve requiring applicants to send an email with a scanned photo of their passport biographic data page within one hour of making an appointment. The hope is that this will eliminate the practice of using fake names to make appointments. The OIG team believes that this is a reasonable plan and supports the consular managers’ intent to optimize their use of resources, while trying to disrupt a scheme that forces applicants to pay large amounts of money to make an appointment.

Recommendation 4: Embassy Nicosia, in coordination with the Bureau of Consular Affairs, should implement its plan that requires visa applicants living in Iran to send a copy of their passport biographic data page to the embassy immediately after making an appointment for a nonimmigrant visa interview. Three months after initiating this policy, the embassy should report to the Department on whether this plan was effective in preventing misuse of the appointment system. (Action: Embassy Nicosia, in coordination with CA)

Ultimately, the solution to this problem, which other OIG inspection teams have identified at other consular sections using the online visa appointment system, is for the Bureau of Consular Affairs to find a technical solution to the problem, and modify the appointment system accordingly. The OIG team understands that the bureau is working on developing a system that will link fee payment with appointment scheduling as part of a broader overhaul of its online systems. The hope is that this would deter fake appointments.

If the consular managers and the Department are able to effectively control the appointment problem involving Iranians, they can then explore how to make more appointment slots available for legitimate Iranian applicants. This would only be possible during the low season, from September through March, when consular officer resources are being somewhat underutilized. The OIG team made an informal recommendation on this matter.

Consular Management Issues

On the whole, the consular section is working efficiently, but it would benefit from managers making several changes, which would enable the unit to provide a higher level of service while improving its operations even more.

One change would be to start using the online appointment system for customers who are seeking nonemergency American citizen services, such as passports, reports of birth, and notarials. While the workload for these services is not great, applicants sometimes show up at the same time. An appointment system would minimize the amount of time they have to wait to be served. The consular managers already had discussed this among themselves before the inspection and have agreed that this should be done.

Recommendation 5: Embassy Nicosia should institute a requirement that applicants for routine American citizen services make appointments using the Bureau of Consular Affairs online appointment system. (Action: Embassy Nicosia)

A second improvement would be to implement a system by which passports with issued NIVs are returned to the applicants through a courier service or the postal system. The volume of NIV workload may not be large enough to make such an arrangement attractive to a courier service company. In that case, an alternative might be to require NIV applicants to buy a prepaid envelope from the Cyprus Postal Services and provide that to the consular section when they apply. Currently, the embassy encourages applicants to provide such a prepaid envelope, but many applicants ignore that request. Nevertheless, many of those same applicants complain about the extra time and expense involved in coming back to the embassy from distant locations to pick up their passports. This requirement would apply only to those applicants who live in the Republic of Cyprus. Applicants living in Iran, who almost all require security advisory opinions, still would have to make a second trip to the embassy to pick up their visas. Applicants applying through the north office would return there to pick up their visas.

Recommendation 6: Embassy Nicosia should institute a system, either through the Cyprus Postal Services or through a private courier service, for returning the passports with issued nonimmigrant visas to applicants who live in the Republic of Cyprus. (Action: Embassy Nicosia)

Consular section LE staff members answer telephone inquiries from the public for two hours per day every afternoon. Sometimes there are so many calls at once that a considerable percentage of the LE staff are on the phone. This is a significant resource issue. Many of the calls involve routine questions that are not case-specific. They are the types of questions that can be answered by a call center. The NIV workload in Cyprus is not large enough to justify a call center just for Embassy Nicosia, but there may be an alternative since most of the NIV applicants speak Greek or English and Embassy Athens has a call center that answers routine NIV inquiries.

Recommendation 7: Embassy Nicosia, in coordination with the Bureau of Consular Affairs and Embassy Athens, should develop and implement a plan, on an experimental basis, to use the services of the call center in Greece to answer routine nonimmigrant visa inquiries from applicants in Cyprus. (Action: Embassy Nicosia, in coordination with CA and Embassy Athens)

The North Office

As noted in the executive direction section of this report, the embassy has a north office that includes a consular operation for American citizens and visa applicants who are in the northern part of the island. One consular FSN works in that office three days a week and works in the embassy the other two days. The FSN sets visa appointments and takes the fingerprints of each applicant on a day prior to the interview. A consular officer from the embassy interviews visa applicants two days per week during the peak season and one day per week during the rest of the year. Since 2003, Turkish Cypriots can cross the Green Line and apply at the embassy if they wish, but others in the north (such as Turkish citizens and students from other countries who entered Cyprus through the north) cannot cross the Green Line. The consular officers interview up to 25 applicants per day, twice a week during the peak season. Visas that are approved are printed at the embassy and handed back to the applicant at the north office.

The allocation of space in the north office has not been good. Approximately 60 percent of the office consists of representational space that is used by the Ambassador to hold receptions. This space is almost always unused during the work days. The rest of the space comprises offices for the nine LE staff, the guard booth, and a consular waiting room with three chairs. During the peak season, which is also when the outside temperature can be over 100 degrees Fahrenheit, visa applicants line up in the one stairwell that serves as an entrance and exit for the office. The consular customers do not have access to a bathroom, even though some appointments last a considerable amount of time.

The OIG team evaluated the space and developed a plan that has been cleared by the regional security officer. It would involve using the representational space as a consular waiting room. The applicants would be segregated from the work area, but would have access to a bathroom. They would be called to the interview window individually or by families. The embassy will need to refine the plan to ensure that it complies with all security requirements.

Recommendation 8: Embassy Nicosia should refine and implement the plan to use the representation area of the north office as a consular waiting room. (Action: Embassy Nicosia)

Visas Viper Program

The OIG team evaluated the Visas Viper program at Embassy Nicosia. The embassy holds Visas Viper meetings once a month and follows all appropriate procedures. The embassy has not submitted any nominations in 2009 or so far in 2010.

RESOURCE MANAGEMENT

Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2010
State – D&CP	26	5	13	44	\$1,965,600
State – ICASS	2	5	44	51	\$6,203,100
State – Public Diplomacy	2	2	4	8	\$693,100
State – Diplomatic Security	2	5	75	82	\$1,485,413
State – Marine Security	7		4	11	\$344,010
State – Representation					\$48,700
State – OBO	1			1	\$1,322,882
Foreign Commercial Service					N/A
Defense Attaché Office	3	1	1	5	\$324,050
Office of Defense Cooperation					N/A
Foreign Agricultural Service					N/A
Federal Aviation Administration					N/A
Drug Enforcement Administration	4	1	1	6	\$98,259
Federal Bureau of Investigation	N/A				N/A
Department of Homeland Security Administration	N/A				N/A
USAID	1	3	1	5	N/A
Open Source Center	2		14	16	N/A
DOD Force Protection Detachment	1		1	2	\$177,406
Totals	51	22	158	231	\$12,662,520

The OIG inspectors noted the management section's relatively high International Cooperative Administrative Support Services (ICASS) customer satisfaction survey scores. With the staff focused so intently on delivering services and meeting client expectations, however, it appears that the section has paid the price in other areas. This is particularly true in GSO, where inspectors found deficiencies in recordkeeping, automation, management controls, and process management. These findings reflect many of the same cited by RSC Frankfurt subject matter experts, who visited the embassy twice in 2009 and made several recommendations for corrective action. The OIG team recognized the valuable assistance rendered by RSC Frankfurt and encouraged the embassy to take advantage of their expertise, which includes training. The embassy has incorporated the RSC recommendations into an action plan, and it would be beneficial for the embassy to implement it with assistance from EUR and RSC Frankfurt. Some RSC recommendations are duplicated in this OIG report, as added emphasis for remediation.

Recommendation 9: Embassy Nicosia, in coordination with the Bureau of European and Eurasian Affairs, should implement its action plan of March 2010 that incorporates recommendations for management improvements from Regional Support Center Frankfurt. (Action: Embassy Nicosia, in coordination with EUR)

FINANCIAL MANAGEMENT

At present, the management officer directly supervises Embassy Nicosia's financial management office. As noted in the discussion of rightsizing in the executive direction section of this report, the Ambassador approved a National Security Decision Directive-38 request for a financial management/HR officer position. The position has been approved by EUR, but is still pending funding. The LE staffing in the financial management office consists of a financial specialist, budget analyst, financial assistant, voucher examiner, and class B cashier. In 2005, the senior FSN financial specialist retired after almost 45 years of service, which prompted the management officer to restructure the office to improve functional alignment and to enhance cross training in all positions.

In 2009, the financial management office was again restructured, (b) (2) (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2) the office received high scores in the 2010 ICASS Customer Satisfaction Survey and OIG's Work And Quality Of

Life Questionnaire. The ICASS scores in all areas of the financial management office, with the exception of vouchering, were above the bureau and worldwide averages. The OIG inspectors commended the office for the excellent customer service they provide, The office is following Department procedures for processing payments for goods and services and employee claims, as well as the procedures for use of representational funds and for assessing and reimbursing official residence expenses.

About 10 years ago, the embassy had a U.S. direct-hire financial management officer who provided needed training and guidance to LE staff. A substitute source could be RSC Frankfurt, but the management officer has not availed himself of its support and, in fact, has declined RSC assistance offers. The last visit by a regional financial specialist was in August 2006, but it was not a routine visit. Rather, it was to assist the embassy's financial management office in dealing with the massive demands of the Lebanon evacuation. In the opinion of the OIG team, the embassy needs a visit by a regional financial specialist. The 2009 restructuring of the office led to realignment of certain work requirements, so financial management employees now need guidance and training from RSC Frankfurt on preparing and implementing budgets, particularly in budgeting diplomatic and consular program funds.

Recommendation 10: Embassy Nicosia, in coordination with the Bureau of European and Eurasian Affairs, should arrange semiannual visits by Regional Support Center Frankfurt subject matter experts to train and guide locally employed staff in the financial management office. (Action: Embassy Nicosia, in coordination with EUR)

International Cooperative Administrative Support Services

The ICASS council chairman has held the position for one year and has been acknowledged for his determination to provide equitable services to ICASS customers. The chairman attended ICASS training in Montenegro and returned with suggestions on how to improve the interface between providers and customers. The recommendations likely helped maintain the consistently high scores achieved on the ICASS customer satisfaction survey. Embassy Nicosia is a medium-sized embassy and does not require regularly scheduled ICASS meetings, so they are held on an ad hoc basis. The embassy has not formed a budget committee, as required in 6 FAH-5 H-012.7 a., which mandates that the committee be comprised of the head of every participating ICASS agency or his/her designee.

Recommendation 11: Embassy Nicosia should form an International Cooperative Administrative Support Services budget committee comprised of all agency heads or their representatives. (Action: Embassy Nicosia)

The Collaborative Management Initiative standards for Embassy Nicosia service providers are posted on the embassy intranet site. Printing the standards and posting them at each servicing office, however, would give them more prominence. It would also enhance customer familiarity with measurable standards and help manage expectations. The OIG team therefore informally recommended that ICASS service providers display their standards prominently to help educate the embassy community on standards of performance.

HUMAN RESOURCES

The HR office is supervised by the management officer, who also supervises the financial management office. The HR office has three LE staff members, including two knowledgeable HR assistants and an HR clerk. The office received high ICASS scores on the 2010 ICASS Customer Satisfaction Survey and exceptionally high scores on IG's Work and Quality of Life Questionnaires. The two senior HR assistants, both of whom are certified on the Computer Aided Job Evaluation (CAJE) system, have successfully led the office in the absence of a U.S. direct-hire officer.

The Diplomatic Readiness Initiative placed an HR officer at the embassy from 2003 to 2007, and the LE staff grew accustomed to having a knowledgeable American officer with whom to consult on HR issues. The position was rescinded, however. The LE staff would look favorably on the establishment of an HR /financial management officer position, as recently approved by the ICASS council and the Ambassador. The HR personnel take great pride in the customer service they offer to the embassy community, and they are frustrated by recent limitations imposed on what they can do for their customers, stemming from new self-service applications such as HR Online and ePerformance.

As part of CAJE implementation in 2004, both of the senior HR assistants became certified on the system and participated in the CAJE evaluations of embassy LE staff. With CAJE regionalization placed in the hands of RSC Frankfurt, some Embassy Nicosia cases were sent to other embassies in the European region for evaluation. An OIG inspector reviewed two embassy positions: one that was evaluated at RSC Frankfurt and one that was evaluated by another embassy in the region.

Recommendation 13

(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)

(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)

(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)

Recommendation 14: (b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)

Equal Employment Opportunity

Embassy Nicosia's Equal Employment Opportunity (EEO) program is led by two American counselors and an LE staff liaison. One of the counselors has been designated to the position since 2006, and the other has been in the position for one year. The LE staff liaison has not been trained on his role as an EEO representative. When the OIG team pointed out this lack of training, the American EEO counselors indicated that they will make sure the liaison takes the Department's online training for LE staff liaison personnel as soon as possible. The counselors are active and constantly seek ways to enhance the embassy's EEO program, such as establishing a page on the embassy's Web site. The site is an excellent tool for information and is well done. One of the counselors attended EEO refresher training in February 2010; the other is scheduled to attend the course in June 2010.

The counselors conducted sexual harassment training for the surveillance detection team members in response to a request by the team's newly hired coordinator. Within the last three years, there have been three sexual harassment allegations, all of which the embassy handled appropriately. The HR office also has included the EEO/sexual harassment briefing as part of their check-in process. The EEO counselor is currently working on a sexual harassment presentation for all embassy staff members and plans to conduct the training by May 2010. Plans also include presenting a separate briefing for interns. The embassy's front office is supportive of the EEO program. The EEO counselor occasionally discusses EEO topics during the Ambassador's quarterly town hall meetings.

Federal Women's Program

The Federal Women's Program (FWP) is nonexistent at Embassy Nicosia. The person designated in 2008 as responsible for the FWP has done little to fulfill one of her primary roles, which is to promote career opportunities and advancement for women. The FWP was created in response to 29 CFR §1614.102 b.(3) and E.O. 11478, as amended, making the status of women an integral part of the larger EEO effort. According to 3 FAM 1514.2 b., the name of the FWP coordinator must be announced to all employees at the embassy. The OIG inspectors did not find any bulletin notices on the embassy compound naming the FWP coordinator. The FWP coordinator acknowledged a lack of training regarding her responsibilities. The OIG inspector referred the coordinator to the Web site of the Office of Civil Rights, which suggests a list of FWP activities and provides guidance on establishing an active program.

Recommendation 15: Embassy Nicosia should seek guidance from the Office of Civil Rights on the Federal Women's Program and then implement such a program. (Action: Embassy Nicosia)

GENERAL SERVICES OPERATIONS

Supply Chain Management

The supply chain management system includes general services and financial management functions that should operate smoothly and seamlessly. This is not the case in Embassy Nicosia, where coordination among the procurement, property management, and financial management offices is flawed. The GSO could take fuller advantage of automation and process management to overcome inefficiencies that create internal controls vulnerabilities and gaps between areas of responsibility.

The general services functions of procurement and property management, including receiving, are automated using Web Post Administrative Services Suite (WebPASS) applications. In December 2009, the property unit began to use WebPASS to receive goods and services; however, it is not doing so in a consistent manner thereby causing a blockage that has downstream effects. Without a valid receiving report, the financial management office should not pay the vendor and should not deobligate any excess funds; without notification of final payment from the financial management office, the procurement unit cannot close out a purchase order. The property unit supervisor is responsible for receiving and his assistant provides back-up support. There is no receiving clerk position. The embassy also has not designated receiving officers for goods and services that are received by personnel outside of the property management unit, such as gasoline, utilities, and subscriptions.

The OIG team also noted that the procurement unit, instead of the financial management office, was acting in most cases as the designated billing office, contrary to 4 FAM 455.3 d.(1). Especially when considered together, these deficiencies degrade the efficiency of the supply chain management system, as well as the internal controls that are built into WebPASS. Moreover, fuller automation of receiving reports, purchase orders, and invoices could reduce paper files and facilitate conversion to an electronic filing system.

Recommendation 16: Embassy Nicosia should designate receiving clerks and officers, and develop and implement procedures to generate receiving reports in a timely and accurate manner. (Action: Embassy Nicosia)

Recommendation 17: Embassy Nicosia should designate the financial management office as the designated billing office for invoices. (Action: Embassy Nicosia)

Recommendation 18: Embassy Nicosia should develop and implement procedures for the financial management office to advise the procurement unit of final payments, so that the procurement unit can close out purchase orders properly. (Action: Embassy Nicosia)

Procurement

The procurement unit provides adequate service to its customers as exemplified by its ICASS customer satisfaction survey score of 4.21; that score compares favorably to the average of 3.97 for all posts in EUR and the worldwide average of 3.85. The unit is comprised of two LE staff members and one part-time eligible family member who provides some clerical assistance. The senior LE staff member is sufficiently trained and knowledgeable, and since September 2007 has held a contracting warrant with a limit of \$25,000. The junior employee, however, has undergone very little training and has little experience. The embassy plans to send this individual to the 4-week procurement course offered by the Foreign Service Institute.

The unit uses a full range of methods, from petty cash to formal contracts, to acquire goods and services for its clients. It began using the WebPASS procurement application in October 2007, and each unit member is a purchase cardholder. The embassy has a total of 66 blanket purchase agreements, some of which are used only rarely. The procurement unit is reviewing them to determine the right mix and number to maintain. Neither the purchase cards nor blanket purchase agreements are bulk funded, which adds to the administrative burden of procuring goods and services.

Recommendation 19: Embassy Nicosia should bulk fund purchase cards and blanket purchase agreements. (Action: Embassy Nicosia)

initial missing items report was generated immediately after the annual inventory. A procedural correction was later implemented and resulted in many items being added to the original list of missing items.

Recommendation 22: Embassy Nicosia should reconcile its 2009 annual inventory with the missing items report and file a property survey report, as required. (Action: Embassy Nicosia)

The OIG team did not find signs of malfeasance but noted a number of deficiencies that did not ensure proper control of personal property as prescribed in 14 FAM 414.1-1. First, the embassy has had repeated problems with its barcode scanners, so the property unit is conducting physical inventories manually, thereby increasing the probability of errors. Second, the unit is short-handed and pressed to conduct daily transactions, much less the annual inventory. Third, the IM office does not advise the property unit in a timely manner regarding changes in equipment disposition. Fourth, the property unit is not properly identifying and tracking property that is being disposed of. Fifth, the unit appeared to be unfamiliar with property surveys and the board that should be conducting them.

Recommendation 23: Embassy Nicosia should develop and implement a plan to institute proper control of personal property management of expendable and non-expendable property. (Action: Embassy Nicosia)

Recommendation 24: Embassy Nicosia should develop and implement a plan for timely and accurate reporting to the property management section about the disposition of information technology equipment. (Action: Embassy Nicosia)

The property management assistant has an additional duty of coordinating telephone services with local providers, which consumes much of the time that should be focused on the assistant's primary duties. For the past two years, the property management assistant has been paying personal telephone bills on behalf of U.S. direct-hire employees, taking cash from them, and transferring it to the service provider. The embassy should cease this practice immediately.

Recommendation 25: Embassy Nicosia should terminate the practice of having its locally employed staff pay personal telephone bills on behalf of U.S. direct-hire employees. (Action: Embassy Nicosia)

Facilities

As mentioned earlier in this report, the second-tour facilities manager has been doing double duty as the acting general services officer since June 2009 and, by all accounts, is performing both roles in an excellent manner. The embassy compound is well kept and maintained with a very small staff consisting of one foreman, one electrician, one plumber, one heating/ventilation/air conditioning technician, one carpenter, and four gardeners. The same technicians are responsible for assisting, as appropriate, with residential maintenance and repair.

The facilities unit uses the WebPASS application to manage its maintenance program, and requests are submitted via eServices. The facilities manager approves all requests, and the unit sends hard copies to the maintenance supervisor for use in tasking the maintenance technicians. Completed jobs are recorded in terms of labor hours spent and materials used and this information is returned for input into WebPASS. The housing assistant doubles as a work order clerk, inputting data and tracking completion of all work orders.

INFORMATION MANAGEMENT

The IM officer oversees an IM program that has a strong LE staff and receives high marks for computer services on both the OIG questionnaires and the 2009 ICASS customer satisfaction survey. Nevertheless, the IM operation is not as strong in other areas, which are discussed in the annex. The lack of adequate U.S. direct-hires has challenged the management of the IM program, especially in meeting federally mandated information security guidelines and program planning. The IM officer arrived in Nicosia in August 2009. Until the arrival of the entry-level IM specialist in November 2009, the IM officer ran the IM program with intermittent temporary-duty rover support. Embassy Nicosia's IM section is approved for three U.S. direct-hire positions. At the time of the inspection, only two of the three positions were filled. The vacant position is scheduled to be filled in August 2010. The IM program has adequate LE staff support.

Recommendation 28:

(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)

(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)

Recommendation 29:

(b) (2)(b) (2)
(b) (2)(b) (2)
(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)
(
2
)

QUALITY OF LIFE

COMMUNITY LIAISON OFFICE

An eligible family member is the community liaison office (CLO) coordinator and works 30 hours per week. The coordinator completed CLO training four months after starting the job. The CLO maintains a Web site for members of the embassy community and for personnel prior to their arrival at post. The CLO coordinator at Embassy Nicosia is an integral member of the country team. Community members praise the CLO's program of activities for families and singles. The coordinator is a strong advocate of employing eligible family members and members of household, and for hiring students in the summer as seasonal employees.

MEDICAL UNIT

An experienced LE nurse operates the medical unit. The regional medical officer based in Amman and the regional psychiatrist based in Cairo visit regularly. Medical care in Cyprus operates at a high level. Some doctors are American Board Certified or members of either the Royal College of Physicians or the Royal College of Surgeons. The nurse is well informed about local facilities and personnel capabilities. The embassy covers hospitalization costs where required, seeking reimbursement from employees' insurance companies. Mission employees pay for routine doctor visits and seek reimbursement from their own insurance company.

The medical unit occupies a space that is cramped due to storage of medical supplies. The embassy recognizes the need for more space for the unit and is exploring options in view of an impending move of the travel office.

INTERNATIONAL SCHOOLS

(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6) The school is a for-profit institution that does not have a board of directors, although it does have a parents' advisory committee, which embassy parents can choose to join.

The physical plant is old and in poor condition, a longstanding problem with no resolution in sight. The post report advises prospective bidders that the school has a limited capacity for dealing with special needs students.

Embassy personnel in general find the quality of education at the lower grade levels reasonably good. Quality at the higher grade levels is perceived to be somewhat less strong; however, graduates of the school appear to be competitive in gaining admittance to U.S. colleges. New management appears to be responsive to embassy concerns and issues.

EMBASSY ASSOCIATION

The American Embassy Employee Association is a small operation that is effectively managed. Its services include a cafeteria and retail outlet where embassy logo products are sold. The association's charter, bylaws, and license agreement are in place and observed. The chairman of the board meticulously monitors the operation, which serves primarily to provide the CLO with funds for events sponsored by that office.

MANAGEMENT CONTROLS

MANAGEMENT SECTION CONTROLS

The embassy faces challenges in maintaining proper separation of duties which, in turn, facilitate internal controls. As mentioned elsewhere in this report, the LE staff is small, which results in employees filling multiple roles that sometimes cross functional lines. Moreover, some roles are not vested in one employee so the embassy does not have a single point-of-contact for particular functions, such as receiving goods. This creates some vulnerability and therefore requires stricter oversight in order to maintain management controls.

One of the most serious management controls deficiencies is property accountability. The discrepancy between the embassy's 2009 property management report and the related missing items report indicates very basic problems with inventory control, particularly with regard to the information technology equipment which comprised the vast majority of the missing items.

Another area for improvement involves the need for further process automation and more comprehensive use of existing applications to improve internal controls and increase visibility. Some examples are cited earlier, such as harnessing more of the capabilities of the WebPASS vehicle application and improving the use of the property management application's receiving module.

Improvement in the U.S. direct-hire staffing posture should provide more adequate oversight. The addition of an HR/financial management officer is one important component in doing so, as is the planned arrival of a general services officer in late May 2010.

CONSULAR MANAGEMENT CONTROLS

The chief of the consular section serves as the primary accountable consular officer. The deputy, who is also a mid-level officer, is the alternate accountable consular officer. The accountable inventories are in excellent shape, and so are the accountable cash records. Since the implementation of the worldwide standard visa referral

policy in 2009, the consular section has not had any visa referrals. This is a reflection of the fact that the issuance rate for NIVs for Cypriot citizens is over 98 percent, and there is rarely a waiting period for an NIV appointment. Hence, employees in the embassy do not feel a need to submit referrals for their contacts.

The chief of the consular section has been reviewing visa adjudications by the other consular officers on a regular basis, and the reviews are appropriate. The DCM is also fulfilling the responsibility to review the visa adjudications done by the consular section chief.

The consular section has a consular cashier, who also serves as the primary immigrant visa clerk. The FSN in the north office also serves as a consular cashier and has her own lockbox. There are two FSNs in the consular section who are designated as alternate consular cashiers. The consular cashier and the two alternates in the consular section share one cash advance and one consular lockbox, which are locked by a key. According to 7 FAH-1 H-742 c., only the employee to whom a lockbox is assigned should have access to that lockbox. Employees also should not share cash advances.

Recommendation 30: Embassy Nicosia should obtain two more lockboxes for the alternate consular cashiers in the consular section and issue separate cash advances to each of the consular cashiers. (Action: Embassy Nicosia)

LIST OF RECOMMENDATIONS

- Recommendation 1:** Embassy Nicosia, in coordination with the Bureau of Overseas Buildings Operations, should take reasonable steps to restrict access to and prevent accidental injury or death on the unused U.S. Government-owned plots of land in northern Cyprus that have dilapidated buildings on them and are unfenced. (Action: Embassy Nicosia, in coordination with OBO)
- Recommendation 2:** Embassy Nicosia should designate an officer to coordinate the Leahy vetting program at the embassy and to retain Leahy records centrally for all sections. (Action: Embassy Nicosia)
- Recommendation 3:** Embassy Nicosia should create and implement a plan for annually training members of the law enforcement working group, including regional Federal Bureau of Investigation and U.S. Immigration and Customs Enforcement attachés, in the Leahy vetting provisions. (Action: Embassy Nicosia)
- Recommendation 4:** Embassy Nicosia, in coordination with the Bureau of Consular Affairs, should implement its plan that requires visa applicants living in Iran to send a copy of their passport biographic data page to the embassy immediately after making an appointment for a nonimmigrant visa interview. Three months after initiating this policy, the embassy should report to the Department on whether this plan was effective in preventing misuse of the appointment system. (Action: Embassy Nicosia, in coordination with CA)
- Recommendation 5:** Embassy Nicosia should institute a requirement that applicants for routine American citizen services make appointments using the Bureau of Consular Affairs online appointment system. (Action: Embassy Nicosia)
- Recommendation 6:** Embassy Nicosia should institute a system, either through the Cyprus Postal Services or through a private courier service, for returning the passports with issued nonimmigrant visas to applicants who live in the Republic of Cyprus. (Action: Embassy Nicosia)
- Recommendation 7:** Embassy Nicosia, in coordination with the Bureau of Consular Affairs and Embassy Athens, should develop and implement a plan, on an experimental basis, to use the services of the call center in Greece to answer routine nonimmigrant visa inquiries from applicants in Cyprus. (Action: Embassy Nicosia, in coordination with CA and Embassy Athens)

Recommendation 17: Embassy Nicosia should designate the financial management office as the designated billing office for invoices. (Action: Embassy Nicosia)

Recommendation 18: Embassy Nicosia should develop and implement procedures for the financial management office to advise the procurement unit of final payments, so that the procurement unit can close out purchase orders properly. (Action: Embassy Nicosia)

Recommendation 19: Embassy Nicosia should bulk fund purchase cards and blanket purchase agreements. (Action: Embassy Nicosia)

Recommendation 20:

Recommendation 21: Embassy Nicosia should develop and implement a system to check all residential inventories for accuracy and occupant signatures. (Action: Embassy Nicosia)

Recommendation 22: Embassy Nicosia should reconcile its 2009 annual inventory with the missing items report and file a property survey report, as required. (Action: Embassy Nicosia)

Recommendation 23: Embassy Nicosia should develop and implement a plan to institute proper control of personal property management of expendable and non-expendable property. (Action: Embassy Nicosia)

Recommendation 24: Embassy Nicosia should develop and implement a plan for timely and accurate reporting to the property management section about the disposition of information technology equipment. (Action: Embassy Nicosia)

Recommendation 25: Embassy Nicosia should terminate the practice of having its locally employed staff pay personal telephone bills on behalf of U.S. direct-hire employees. (Action: Embassy Nicosia)

Recommendation 26: Embassy Nicosia should appoint primary and alternate information systems security officers for the classified and unclassified systems, and provide information assurance training to U.S. direct-hire information management staff. (Action: Embassy Nicosia)

Recommendation 27:

Recommendation 28:

Recommendation 29:

Recommendation 30: Embassy Nicosia should obtain two more lockboxes for the alternate consular cashiers in the consular section and issue separate cash advances to each of the consular cashiers. (Action: Embassy Nicosia)

INFORMAL RECOMMENDATIONS

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

PUBLIC DIPLOMACY

The embassy has developed a presence in the social media. Usage of the Facebook page is limited. Analyzing audience makeup and interest may open the door to a more heavily used page.

Informal Recommendation 1: Embassy Nicosia should conduct an analysis of its Facebook page and use the results to supplement or refocus its content.

The embassy uses one software program to manage events including the July Fourth reception. The IRC maintains another list for electronic outreach. Finding one software program that supports event management and can also be used as a program tool would improve efficiency.

Informal Recommendation 2: Embassy Nicosia should explore software options to find a program that supports event management and can be used as a program tool with embassy contacts.

CONSULAR SECTION

If the embassy is able to control the misuse of the appointment system for Iranian NIV applicants, it would have the capacity from September to March to interview more Iranian applicants.

Informal Recommendation 3: Embassy Nicosia should open up more appointment slots on other days for Iranian visa applicants if it can control the misuse of the online NIV appointment system.

MANAGEMENT SECTION

The Collaborative Management Initiative standards for Embassy Nicosia service providers are posted on their intranet site. Printing the standards and posting them at each servicing office would give them more prominence, enhance customer familiarity with measurable standards, and help manage expectations.

Informal Recommendation 4: Embassy Nicosia ICASS service providers should prominently display their Collaborative Management Initiative standards near to work areas to help educate their clients on standards of performance. (Action: Embassy Nicosia)

An OIG inspector reviewed two embassy positions: one that was evaluated at RSC Frankfurt and one that was evaluated by another embassy in the region. Both contained errors which were discovered by the two CAJE-certified senior HR assistants at Embassy Nicosia.

Informal Recommendation 5: Embassy Nicosia should attempt to resolve differences of opinion on Computer aided job evaluation results with Regional Support Center Frankfurt and if there continues to be differing views after that, the embassy should send the Computer aided job evaluation reviews to the Department for adjudication.

The motor pool supervisor only uses the trip ticket module of the WebPASS. Using other modules would enhance internal controls and provide better documentation of functions such as fuel management, mileage tracking, scheduled and unscheduled maintenance, and many other fleet management functions.

Informal Recommendation 6: Embassy Nicosia should expand its use of the WebPASS Vehicle Registration and Maintenance application to improve fleet management and internal controls.

At the unfenced U.S.-owned property at Gerilakkos, the OIG team assessed that an unused water tank and rickety ladder leading to it posed substantial danger to anyone climbing up to it. Recent graffiti indicates vandals had recently used the ladder.

Informal Recommendation 7: Embassy Nicosia should dismantle the water tank at Gerilakkos to prevent someone climbing the tank and having an accident. (Action: Embassy Nicosia)

PRINCIPAL OFFICIALS

<u>Position</u>	<u>Name</u>	<u>Arrival Date</u>
Ambassador	Frank C. Urbancic	8/2008
Deputy Chief of Mission	Jonathan R. Cohen	8/2008

Chiefs of Sections

Management	Warren D. Hadley	7/2007
Consular	John R. Carlino	8/2007
Political	Alicia Allison	8/2009
Economic	James Carouso	8/2007
Public Affairs	James Ellickson-Brown	9/2008
Regional Security	Shawn H. Sherlock	7/2008

Other Agencies

Department of Defense		
Defense Attaché	Col. William Langan	2/2008
Force Protection Detachment	Michael Schellhammer	8/2008
Drug Enforcement Administration	James E. Grace	12/2007
Open Source Center	Douglas Gill	7/2008
U.S. Agency for International Development	Alan Davis	8/2008

ABBREVIATIONS

CAJE	Computer aided job evaluation
CLO	Community Liaison office
DCM	Deputy chief of mission
DOD	Department of Defense
EEO	Equal Employment Opportunity
ESF	Economic Support Fund
EU	European Union
EUR	Bureau of European and Eurasian Affairs
FAST	First and second tour
FCS	Foreign Commercial Service
FSN	Foreign Service national
FWP	Federal Women's Program
GSO	General services office
HR	human resources
ICASS	International Cooperative Administrative Support Services
IM	Information management
IRC	Information Resource Center
IRM	Bureau of Information Resource Management
ISSO	Information Systems Security Officer
LE	Locally employed
MSRP	Mission strategic resource plan
NIV	Nonimmigrant visa
OIG	Office of Inspector General
PAO	Public affairs officer
PAS	Public affairs section
RSC	Regional support center

“TRNC” “Turkish Republic of Northern Cyprus”
USAID U.S. Agency for International Development
WebPASS Web Post Administrative Services Suite

FRAUD, WASTE, ABUSE, OR MISMANAGEMENT
of Federal programs
and resources hurts everyone.

Call the Office of Inspector General
HOTLINE
202-647-3320
or 1-800-409-9926
or e-mail oighotline@state.gov
to report illegal or wasteful activities.

You may also write to
Office of Inspector General
U.S. Department of State
Post Office Box 9778
Arlington, VA 22219
Please visit our Web site at:
<http://oig.state.gov>

Cables to the Inspector General
should be slugged "OIG Channel"
to ensure confidentiality.