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

Report of Inspection

Limited-Scope Inspection of Embassy Vatican City, The Holy See

Report Number ISP-I-08-41, June 2008

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PURPOSE, SCOPE AND METHODOLOGY OF THE INSPECTION

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

PURPOSE

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

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

METHODOLOGY

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



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

Office of Inspector General

PREFACE

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

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

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

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

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

Harold W. Geisel
Acting Inspector General

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KEY JUDGMENTS

- Embassy Vatican is the U.S. representative to the world's smallest city-state, whose leader, the Pope, exercises immense influence throughout the world and often has an impact on U.S. policy objectives. The Vatican is actively engaged with a number of areas of interest to the United States, including the Balkans, the Middle East, and China, as well as on global issues affecting human rights, population, terrorism, and trafficking in persons.
- A newly arrived Ambassador has succeeded remarkably quickly in energizing this small embassy and has embarked on an ambitious agenda, tied to goals in the Mission Strategic Plan (MSP) for the coming year.
- As recently as 2006, the Department of State (Department) decided not to have Embassy Vatican relocate to newly available space on the Embassy Rome compound. Embassy Vatican has retained a small locally employed (LE) staff to provide services that might not be easily available from Embassy Rome, its main provider. The embassy is housed in a leased building fronting on a busy street and in need of relatively costly upgrades. Its budget is tight, and it seems clear that relocation would provide significant cost savings.
- Lines of authority and supervision between the public affairs officer (PAO) and the one LE staff person in the section need clarification. Further, Embassy Vatican offers limited opportunities for the entry-level PAO to learn about the full scope of public diplomacy. It should work out a program with Embassy Rome to provide regular training assignments and exposure for the PAO in that embassy's public diplomacy section.
- Embassy Vatican's other entry-level officer (ELO) is assigned as an international relations officer generalist (IROG). In practice, the job has become heavily concentrated on management functions, with only a little time left for political reporting. Realignment of some functions among this officer, the deputy chief of mission (DCM), and others would provide the officer an opportunity to acquire greater exposure to political work.

CONTEXT

In 1984, the United States and the Vatican established full diplomatic relations and the first U.S. Ambassador to the Vatican was confirmed by the Senate. Prior to that, the United States had maintained consular or diplomatic relations with the Vatican at several periods; several Presidents had also named personal envoys to the Holy See from time to time.

The Vatican itself maintains diplomatic relations with over 175 countries and has membership or observer status in most major international organizations, including the United Nations. Its diplomatic missions abroad, and its worldwide network of clergy and educational and charitable institutions make it an unusually knowledgeable partner in all areas of international interest. Embassy Vatican characterizes the bilateral relationship as an active global partnership concern with human dignity, with a common agenda focused on promoting religious freedom, justice, tolerance, liberty, respect for women and children, and the rule of law. In this relationship, the United States concentrates exclusively on international issues, avoiding involvement in internal religious matters.

EXECUTIVE DIRECTION

A newly arrived Ambassador has had a remarkably positive influence on Embassy Vatican's staff in just a few weeks. Personal questionnaires prepared by American staff as part of the inspection scored the Ambassador highly in all categories despite the brief time at post. Apparently, on arrival the Ambassador took the staff into her confidence about her goals over the next year and since then has energized them in beginning to plan for four major conferences relating to genocide and human rights and tied to the MSP. The Ambassador now chairs the weekly staff meeting for all Americans and senior LE staff that was previously chaired by the DCM and, only on occasion, by the previous Ambassador. The Ambassador also meets in frequent ad hoc sessions with various staff members. A knowledgeable DCM, present for nearly three years, provides able support.

Mission Strategic Plan

The DCM supervised preparation of the FY 2009 MSP that lays out four goals and enumerates clear performance indicators for each of them. The MSP was put together in a collegial fashion at this small post, and has been reviewed from time to time since its submission. In Washington briefings, the Office of Inspector General (OIG) team learned that the Bureau of European and Eurasian Affairs regards Embassy Vatican's MSP as a model. Preparations for submitting the FY 2010 MSP were well underway during the course of the inspection, with an off-site meeting scheduled just after the end of the inspection to review the current draft. The DCM indicated that he plans to institute a regular quarterly review of the MSP from now on.

Mentoring

There are two ELO positions at Embassy Vatican. As a small, one-agency embassy, it offers restricted exposure for these officers to the complexity of most American diplomatic establishments. Although the officers are enrolled in Embassy Rome's mentoring program, there were no procedures in place to monitor their participation, and the press of other business often prevented them from doing so. Embassy Vatican's DCM has provided them with career counseling on a regular basis.

Recommendation 1: Embassy Vatican should make certain that its entry-level officers are regular participants in Embassy Rome’s mentoring program. (Action: Embassy Vatican, in coordination with Embassy Rome)

The work of Embassy Vatican’s LE protocol assistant is currently supervised by the political LE specialist even though the bulk of her work relates to the needs of the Embassy’s executive section. The Ambassador accepted an inspection suggestion that either the DCM or one of the two office management specialists in the executive office assume supervisory responsibility for her. This would include channeling assignments to her from other sections to ensure she is not overburdened.

POLICY IMPLEMENTATION

POLITICAL

The political section, consisting of an experienced full-time chief, an IROG who is also the management officer, and one LE staff, is of adequate size to cover the range of largely human-rights-related issues in the bilateral agenda. The section regularly follows a thorough reporting plan that is closely related to the MSP. A review of post reporting reveals a large number of extremely well-drafted documents, many of which offer important insights into Vatican thinking on issues of major interest to the United States, such as China, the Middle East, Cuba, and Venezuela. The DCM has also been a major contributor to post reporting. Washington readers in several agencies expressed strong satisfaction with Embassy Vatican reporting.

The OIG team suggested that the management duties of the IROG be reexamined with a view to assigning some of them to Embassy Rome, the DCM's secretary, or LE staff. At the moment, the IROG is responsible for dealing with the Vatican on issues relating to China, Vietnam, and Iraq, and is concerned that he is not always able to follow developments on a timely basis. The goal would be to allow him to spend at least half of his time on political issues.

There are no on-going economic/commercial issues at Embassy Vatican. This section covers those that do occasionally arise.

The political chief accepted an OIG team suggestion that he coordinate the reporting plan with the Vatican desk so as to elicit Department views on areas that would benefit from reporting and analysis.

PUBLIC DIPLOMACY

Public diplomacy is one of the principal functions of Embassy Vatican. One ELO public diplomacy position and one LE staff are sufficient to support the public diplomacy strategy of the post. The OIG team found some management anoma-

lies in the Embassy Vatican public affairs section (PAS). Overall, the section does an outstanding job. The section leans heavily on the Embassy Rome PAS, but the relationship is a two-way street of mutual assistance.

History of the Public Affairs Function

Embassy Vatican did not have a PAS when it opened in 1984. Those duties were handled by the U.S. Information Service at Embassy Rome. Subsequently, a public affairs advisor officer position, rather than a full PAO, was established and encumbered by three successive officers. Those officers had one LE staff support person. The public affairs advisor's office was closed in 1991 for budgetary reasons and the lack of sufficient work to justify a full-time officer. The post later sought both an officer and an LE staff person. An LE staff public affairs coordinator began working in 2003. The new PAO position was established at the entry level with the first PAO arriving in 2005 and departing in August 2007. The incumbent PAO arrived in late October 2007.

Tri-Mission Public Diplomacy Relationship

The Embassy Vatican relationship with Embassy Rome, as it relates to the public affairs function, has evolved over time with varying degrees of involvement by Embassy Rome. Presently, the public diplomacy relationship is a two-way street. Embassy Rome provided the public affairs function service entirely for Embassy Vatican from 1984 until a public affairs advisor was assigned to Embassy Vatican. It did so again when the public affairs advisor's office was closed in 1991. Since then, Embassy Rome provided for all of the administrative needs of Embassy Vatican's public affairs advisor section, or later the PAS. For example, the Embassy Rome PAS provides budget, travel, purchasing, and grant support among a plethora of other support including program support and mentoring.

Embassy Vatican and Embassy Rome do well when it comes to surging in support of each other. For example, when Embassy Rome's PAS needs additional staff for a major event, it calls on and receives assistance from the Embassy Vatican PAS. During the 2006 Winter Olympics in Turin, the Embassy Vatican LE staff media and programs advisor was detailed to Turin for three weeks. Likewise, when Embassy Vatican held a trafficking-in-persons seminar in October 2007, Embassy Rome's PAS provided two of its LE staff full time for two weeks to assist. For more short-term events, the PAS of both embassies have lent an officer for a day to help out. By regularizing and increasing that two-way cooperation, there would be synergies of

mutual benefit to both posts. Further, the arrangement would also be in the best career development interests of the ELO or newly tenured officers that the Department assigns to the PAO position at Embassy Vatican.

Public Diplomacy Management Anomalies

When the LE public affairs coordinator arrived in 2003, she was supervised by the DCM and interacted directly with the Ambassador and DCM because there was no PAO. However, little changed with the arrival of the PAO in 2005. During the brief hiatus between that PAO and the incumbent, the DCM was again the sole supervisor of the LE media and programs advisor. The current position description of the LE media and programs advisor, only formalized and signed during the inspection, says that the DCM supervises her in media matters. However, 65 percent of that employee's duties in her position description are media affairs. The work requirements for the PAO mention shared supervision of this LE staff person, but the freshly signed position description of the LE media and programs advisor said that the PAO was her immediate supervisor. Moreover, until the arrival of the new chief of mission in February 2007, the PAO was not directly involved in the interactions of the LE media and programs advisor with the executive office. This situation was irregular and inadvisable.

The Department's rightsizing report for Embassy Vatican said, "Given competing demands for public diplomacy positions and resources in other critical areas, ...[the Office of Rightsizing] strongly recommends eliminating this position at the end of the assigned officer's tour."¹ Embassy Vatican responded with a defense of the position that included support for that stand from Embassy Rome, which had lost two of its public diplomacy officer positions since 2001 to support efforts in Iraq after September 2001, and to the Global Repositioning Initiative. The then minister-counselor for Embassy Rome's PAS said the "Holy See [public diplomacy] office cannot function with any fewer of their already small staff. It is a bare bones operation, which gets great work from its staff. In the event of a lost slot or two, neither [PAS] or management at the bilateral [Italy] mission can pick up any shortfall created by cuts."²

¹Memorandum on Rightsizing Review of U.S. Mission to the Vatican, July 24, 2006, p. 2.

²U.S. Embassy to the Holy See Response to M/R Rightsizing Report, August 3, 2006, p. 3.

If the utilization of the PAO at Embassy Vatican remains as it currently is, then the OIG team cannot support it being retained at Embassy Vatican. However, the OIG team believes that the position would be justified and beneficial to both Embassy Vatican and Embassy Rome with some changes in supervisory responsibility and exposure to a large PAS and the vitality of a large mission with multiple tenant agencies that is not currently afforded. A program in which the Embassy Vatican ELO PAO spent up to 25 to 35 percent of his time in Embassy Rome's PAS would provide the officer with the experience in the full range of public diplomacy outreach as part of a large public affairs operation, greater management experience, broad interagency experience, and greater access to and involvement with the Embassy Rome audiovisual studio that would make the officer more valuable to Embassy Vatican. It would encourage and exploit synergies from identifying opportunities to push contacts into each embassy's public affairs programming, enhancing outreach and programming capabilities. During the inspection that was not happening at the level that it should. In fact, the Embassy Vatican PAO did not attend the joint public affairs staff meeting at Embassy Rome during the inspection.

Recommendation 2: Embassy Vatican, in coordination with Embassy Rome, should develop and implement a written action plan that establishes a public diplomacy officer sharing, training, and mentoring program for Embassy Vatican's entry-level public diplomacy officer. The plan should include giving that officer sole supervisory responsibilities with regard to the locally employed staff person in Embassy Vatican's public affairs section with the deputy chief of mission as reviewing officer. (Action: Embassy Vatican, in coordination with Embassy Rome)

Global Outreach

Because the population of the Holy See is approximately 800 people, Embassy Vatican's public diplomacy strategy and MSP strategy is to leverage its contacts with the Vatican to potentially reach their worldwide audience of 1.3 billion Catholics. Radio Vatican, for example, broadcasts in 60 different languages. Embassy Vatican has successfully placed items with ZENIT news agencies, which is a multilingual Catholic news service that has a global reach. There are a number of other such outlets. Since reinstating a PAS at Embassy Vatican, media contacts have increased ten-fold from 20 to 200, including about 60 media outlets. With the support of the PAS, the embassy has demonstrated time and again that it can leverage media ac-

cess effectively for outreach purposes. However, there are other public diplomacy approaches and technologies that could be brought to bear. These would be more likely to occur once the PAO position is implemented.

Media Coverage and the Embassy Website

Press relations with The Holy See are extremely warm. The OIG team witnessed this when the Vatican's global newspaper L' Osservatore Romano devoted over half the front page above the fold to a full color photograph and reportage on Ambassador Glendon's presentation of credentials. The full second page was devoted, in both English and Italian, to the Pope's remarks and Ambassador Glendon's response. It is not standard practice to have credentials ceremonies receive front-page coverage in L'Osservatore Romano. We can interpret this to mean that the Vatican has a keen interest in Ambassador Glendon and her posting at Embassy Vatican. During the inspection, other major Italian and international publications sought and conducted interviews with the new ambassador – a result of keen interest in Ambassador Glendon and the fruits of strong relationships with a wide range of top-level journalists developed since the addition of an LE media and programs advisor. Of particular note was the interview that appeared in the Italy's leading daily newspaper Corriere della Sera, conducted by an internationally known and respected political analyst. Additionally, an interview pegged to International Women's Day (March 8, 2008) was conducted by the Vatican's L'Osservatore Romano. The paper intended to highlight Ambassador Glendon's planned series of conferences, which will culminate in a January 2009 celebration of the 25th anniversary of U.S.-Holy See relations. There is the potential that the high level of engagement with the media will continue because of the activist program of conferences that the Ambassador has laid out.



Credentials ceremony

Embassy Vatican has no information resources center and no webmaster. It does provide content for the Embassy Vatican website that is hosted, maintained, and updated by the Embassy Rome information resources center.

Exchange Programs

The public diplomacy strategic goals of Embassy Vatican and Embassy Rome are different enough to warrant separate plans and separate programs. Embassy Vatican gets an allotment of two international visitors and one alternate from the Embassy Rome allotment. Thus Embassy Vatican does not have to compete with Embassy Rome for exchange program slots. This arrangement works well for both parties.

CONSULAR

Consular work at Embassy Vatican is minimal and is performed as an ancillary duty by the management/political officer. It routinely involves a very small number of fee-exempt official visas to Vatican functionaries. Embassy Vatican serves as a conduit to pass those nonimmigrant visa applications to the Embassy Rome consular section, which issues them under the name of Embassy Rome. The turn-around time is one day. On rare occasions such as the April 2008 visit of the Pope to the United States, there is a spike in consular work to support that visit. The post did have a recent refugee referral that was denied. Otherwise, there is no consular work, and the proportion of officer time spent on consular work is less than 10 percent rather than the 25 percent estimated in the 2006 report from the Department's Office of Rightsizing.

RESOURCE MANAGEMENT

The Embassy Vatican operating environment has changed drastically since OIG's last inspection in 2001. Regionalization, rightsizing, collaborative management initiatives, standardization, and post-to-post cooperation are now the imperatives. Diminishing budgets, exchange rate losses, and stagnant LE staff wages are now the resource realities. Notwithstanding the considerable support it already receives from the Embassy Rome tri-mission management platform, Embassy Vatican could move more aggressively to implement management initiatives that could ameliorate the effects of increasingly constrained resources. Post then could redirect any savings to efforts that relate more directly to program goals or otherwise reprogram them.

Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff*	Total Staff	Total USD Funding FY 2007
State – D&CP	*7	1	10	18	\$1,302,000
State – Public Diplomacy	--	1	--	1	119,000
State – Representation	--	--	--	--	24,500
State – OBO	--	---	--	--	1,443,382
Totals	7	2	10	19	\$2,888,882

*Includes one Schedule C employee who departs July 2008 and will not be replaced.

REGIONALIZATION AND RIGHTSIZING

Embassy Vatican derives a wide range of management and security services from a shared “Diplomatic Platform” administered by Embassy Rome, including most human resources, financial management, general services, information resource management, and regional security functions. Embassy Vatican retains some management responsibilities under the supervision of an American officer. A long-term, very capable LE staff member provides the continuity and institutional and technical knowledge in the small section. Nevertheless, some management functions that Embassy Vatican provides for itself are redundant. The rightsizing review of July 2006 highlighted areas in which overlap or duplication appeared to exist, such as

procurement, contracting, budget, and facilities maintenance. It encouraged Embassy Vatican to review its management functions, consolidate them with Embassy Rome where appropriate, and generally find “more efficient ways to handle LE staff support.”

Notwithstanding post’s rebuttal of the rightsizing review, the OIG team agrees with the Office of Rightsizing. For example, Embassy Vatican processes purchase orders and maintains a nonexpendable property management program that could be outsourced to Embassy Rome. At the time of the inspection, Embassy Rome’s general services office indicated that due to a temporary surge in procurement activity, it could provide that service only with additional staff. Embassy Rome could provide services such as property management. Nonetheless, conditions may change and, in any case, only comprehensive feasibility and cost-benefit analyses would reveal what services could be outsourced to Embassy Rome and what savings could be realized. Potential services include procurement, property management, customs and shipping, and motor vehicle support.

Recommendation 3: Embassy Vatican, in coordination with Embassy Rome, should conduct comprehensive feasibility and cost-benefit analyses to determine what management services it could outsource to Embassy Rome in order to minimize its management workload, save costs, and rebalance its staff time in favor of program activities. (Action: Embassy Vatican, in coordination with Embassy Rome)

A consular cone officer filling an IROG skill position now performs Embassy Vatican’s management officer duties. He estimated the following breakdown of his time: 60 percent management; 25 percent political; 10 percent consular; and five percent other duties. It appears that the job components could be rebalanced to focus more on the political reporting aspect of the position, which would add more value to achieving mission goals. Transferring management functions to Embassy Rome, as explained above, is one means of reducing the time he spends on management issues. He could also transfer, perhaps to the DCM’s cleared American secretary, duties relating to monitoring and troubleshooting the enhanced alternative communications terminal system (EACT). A comprehensive inventory and redistribution, where possible, of his duties could allow more time to devote to reporting. The OIG inspection team made an informal recommendation on this issue.

Recommendation 4: Embassy Vatican, in coordination with Embassy Rome and the Bureaus of Overseas Buildings Operations and Diplomatic Security, should develop and implement a plan to relocate to the Embassy Rome compound, as soon as possible, with an eye towards cost savings, improved security, and maintaining as much as possible its separate identity to include a separate street address. (Action: Embassy Vatican, in coordination with Embassy Rome, OBO, and DS)



Chancery Building

The chief of mission residence consists of a villa, large garden, and small carriage house. The lease will expire in 2011, and no renewal options remain to be exercised. The current annual lease cost is \$635,087 and, after adding utilities, the total annual cost amounts to approximately \$660,000. Just prior to departure from post in January 2008, the previous Ambassador communicated concerns regarding the chief of mission residence to the Bureau of Overseas Buildings Operations. The Ambassador recommended against renewing the lease based on deficient representational areas and living quarters, difficult transportation for guests to/from the residence,

INFORMATION MANAGEMENT

Embassy Vatican is generally satisfied with the support received from Embassy Rome's information resources management section. The one exception is related more to systemic problems with the EACT rather than embassy customer service. The Embassy Vatican management officer, who is principally responsible for EACT, criticized the system for requiring excessive time and attention to maintain as well as being user-unfriendly in terms of message formatting. He also pointed out as shortcomings the inability of the drafter to review the cable, the inability of the receiver to forward a message, and the general slowness of the system. Implementation of the State Messaging and Archive Retrieval Toolset, yet to be scheduled in Rome, should provide an eventual solution, but that will be many months in the future.

SECURITY

Embassy Vatican has a post security officer, though Embassy Rome performs most of the post security officer duties as outlined in 12 FAM 423.5. The post security officer's duties therefore are related primarily to safeguarding classified materials, coordinating emergency plans, and conducting emergency drills. An Embassy Rome assistant regional security officer augments Embassy Vatican's post security officer, lending support on relatively rare occasions with security screening at official events.

MANAGEMENT CONTROLS

Many management controls are subsumed in processes related to services provided by Embassy Rome, which is not a subject of this report. For its part, Embassy Vatican's management controls appear to be adequate. For example, maintaining proper separation of duties is difficult at a post with as small a staff as Embassy Vatican, but it has moved recently to assign property management and procurement functions to ensure separation.

FORMAL RECOMMENDATIONS

Recommendation 1: Embassy Vatican should make certain that its entry-level officers are regular participants in Embassy Rome's mentoring program. (Action: Embassy Vatican, in coordination with Embassy Rome)

Recommendation 2: Embassy Vatican, in coordination with Embassy Rome, should develop and implement a written action plan that establishes a public diplomacy officer sharing, training, and mentoring program for Embassy Vatican's entry-level public diplomacy officer. The plan should include giving that officer sole supervisory responsibilities with regard to the locally employed staff person in Embassy Vatican's public affairs section with the deputy chief of mission as reviewing officer. (Action: Embassy Vatican, in coordination with Embassy Rome)

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INFORMAL RECOMMENDATION

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

Management

The officer who functions as the management officer also has political, consular, and security duties. The majority of his time is spent on management issues rather than on political reporting, which could add more value to the mission. With redistribution of administrative functions to Embassy Rome or to other Embassy Vatican staff, he could rebalance his portfolio to allow more time for political reporting activities.

Informal Recommendation 1: Embassy Vatican should have the management/political officer inventory his management portfolio and, in coordination with the deputy chief of mission, rebalance and redistribute his duties with an eye towards increasing time available for political reporting.

PRINCIPAL OFFICIALS

	Name	Arrival Date
Ambassador	Mary Ann Glendon	02/08
Deputy Chief of Mission	Christopher J. Sandrolini	07/05
Chiefs of Sections:		
Political	Rafael P. Foley	10/07
Public Diplomacy	Adam D. Packer	10/07
Management	Peter J. Ganser	06/06

ABBREVIATIONS

DCM	Deputy chief of mission
Department	Department of State
EACT	Enhanced alternative communications terminal system
ELO	Entry-level officer
ICASS	International Cooperative Administrative Support Services
IROG	International relations officer generalist
LE	Locally employed
MSP	Mission Strategic Plan
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
PAO	Public affairs officer
PAS	Public affairs section

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