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

Report of Inspection

Embassy
Dhaka, Bangladesh

Report Number ISP-I-10-82A, September 2010

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PURPOSE, SCOPE AND METHODOLOGY OF THE INSPECTION

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

PURPOSE

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

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

METHODOLOGY

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



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

Office of Inspector General

PREFACE

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

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

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

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

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

Harold W. Geisel
Deputy Inspector General

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KEY JUDGMENTS

- Managing mission growth is a challenge for all embassy sections and agencies. The high profile that Embassy Dhaka is experiencing within the U.S. Government, as well as in Bangladesh, has led to an increased focus on a number of development and democracy initiatives. Mission leadership is aware of the constraints to continued growth but is also committed to take advantage of a unique moment in the history of U.S.-Bangladesh relations. The time when the Ambassador should start denying requests for additional programs and staffing may not have come, but it is imminent.
- Dhaka is scheduled for a new embassy annex in FY 2022, a date that was set before the recent dramatic increase in programs and activities. Twelve years is too long to wait to respond to these changed circumstances. To meet expanding work space requirements, the Bureau of Overseas Buildings Operations (OBO) needs to review the changed situation in Dhaka and determine how best to provide a physical platform adequate to support U.S. policy.
- The management section is led by an exceptional officer whose section is sorely challenged by continual growth of all agencies and the poor infrastructure within Bangladesh. Housing and office space for new personnel have become difficult and sometimes contentious issues. The section is straining to keep up with demands.
- Under strong leadership from the Ambassador, Embassy Dhaka engaged in a strategic plan development process in late 2008. The resulting homegrown plan has guided the mission's effort and created a genuine whole-of-government approach that keeps mission staff focused on advancing U.S. interests.
- Embassy Dhaka's strategic plan implementation process is spearheaded by an unusually action-oriented political/economic section. The section chairs three of the four working groups and directly manages several programs and grants, as well as sustaining an impressive commercial advocacy effort. These responsibilities have come at a cost to reporting, however.

CONTEXT

Bordered on three sides by India and sharing a border with Burma, Bangladesh is located in South Asia on the northern edge of the Bay of Bengal. About 155 million people inhabit the country, which is 55,598 square miles (slightly smaller than Wisconsin).



Map of Dhaka, Bangladesh and its surrounding region
Source: U.S. Government

Bangladesh emerged as an independent nation in 1971 following a brutal liberation war against Pakistan. Three million Bangladeshis were killed in that war, infrastructure was destroyed, and businesses were nationalized. Nearly 40 years later, the country is positioned to move beyond its poverty and corruption-tinged image. In a country where politics is bitterly partisan and very personal, a landslide victory by the ruling Awami League in December 2008 capped the freest and fairest election in the country's history.

Bangladesh enjoys a secular democracy where Bengali pluralism, language, and culture represent a source of pride for the Muslim majority population. Despite the global economic downturn, growth has held steady at about 5 percent annually since 1991, and socioeconomic indicators document continuing progress. U.S. Government development initiatives, specifically in health and education, show irrefutable indicators of success. The Government of Bangladesh's publicized crackdown on domestic and international extremists has given credibility to its stated commitment to fight terrorism. Bangladesh is on the front line for the Obama Administration's global initiatives promoting climate change adaptation, food security, global health, women's empowerment, and engagement with the Muslim world. Its current political and economic environment has provided an opportunity to advance key U.S. foreign policy goals in Bangladesh and in South Asia more broadly.

The current Bangladeshi Government respects and actively engages with the United States. Bangladesh's military plays an important role domestically and internationally, providing support to the elected government and contributing significantly to UN peacekeeping operations. As in other areas of the bilateral relationship, military-to-military engagement between U.S. and Bangladeshi armed forces has expanded rapidly, especially since U.S. Marines participated in relief efforts after the devastating cyclone in November 2007.

A key challenge for public diplomacy is reaching and accommodating Bangladeshis interested in the United States. The American Center is located 1 hour from the heart of Dhaka, constraining access to youth and students. To extend its reach, the public affairs section (PAS) has proposed development of a public diplomacy programming and outreach center, extending the Embassy's reach to downtown Dhaka. Meanwhile, the American Center will move from its current location to the embassy annex property later this year.

Operationally, Embassy Dhaka is experiencing ever-increasing attention, both from the United States and Bangladesh. The acknowledgement of Bangladesh's return to democracy and potential as a model for other Muslim-majority countries has drawn increasing numbers of visitors from the White House, Congress, State Department, and other U.S. Government agencies.

In response to the increased attention, the mission has experienced significant growth in personnel and workload during the past 5 years. American staffing has grown from 60 employees in 2005 to 105 in 2010. Some 400 local employees support the mission. The selection of Bangladesh to participate in Presidential initiatives has rapidly expanded U.S. engagement and created explosive growth in the U.S. Agency for International Development (USAID) staff. The U.S. Government has provided \$5.5 billion in development assistance since 1972; \$82 million of that was in 2010. Bangladeshis won approximately one-third of the diversity visas (DV) allotted in 2009, which, added to an already busy immigrant visa (IV) load, made Dhaka the sixth-largest IV processing post in the world. The embassy is strained by an increasing commercial workload as U.S. companies increase trade with, and investment in, Bangladesh. The arrival of more U.S. companies has also led to an increased demand for American citizen services. Military exchanges and law enforcement initiatives have further increased U.S. cooperation and interaction with Bangladesh. More than \$2.5 million in International Military Education and Training and other military funding completes the foreign assistance picture.

The mission has embraced these challenges and opportunities with a well-functioning interagency process that focuses on program management. At the same time, the growth has stretched embassy resources and put a severe strain on management operations. Additional growth to support the increased focus on Bangladesh is expected across nearly all sections and agencies over the next several years.

EXECUTIVE DIRECTION

Embassy Dhaka is a well-led, well-run mission where the Ambassador and deputy chief of mission (DCM) have set the tone through words and actions. With transitions in both U.S. and Bangladeshi Governments imminent in late 2008, the Ambassador commissioned preparation of a 3-year strategic and whole-of-government plan. This plan, developed by representatives of all sections and agencies, allowed the organization of mission efforts around interagency working groups focused on four goals. This homegrown strategic plan then became the foundation of Dhaka's FY 2011 Mission Strategic Plan, which won recognition as the best Mission Strategic Plan worldwide in 2009. The embassy's whole-of-government plan, reevaluated each year, permits the Ambassador to assure that all embassy sections and 10 agencies are aware of mission priorities and their section and agency roles. Moreover, regular meetings of the four interagency working groups chaired by mid-level officers are a vehicle to ensure that mission leadership is fully aware of progress being made, areas where adjustments may be needed, and actions the Ambassador and DCM should take to advance objectives.

The embassy's motto is "one mission, one team." The process used to develop the plan, and the continued involvement of all elements of the mission in its implementation, make this a motto that embassy staff embrace and believe.

Embassy Dhaka follows a classic chief executive officer/chief operating officer leadership model that works smoothly and is appreciated by mission staff. Through a weekly country team meeting, strategic plan working group meetings, and regular DCM- or Ambassador-led meetings with agency heads and section chiefs, the Ambassador and DCM stay aware of challenges, problems, and opportunities. Country team meetings, in particular, facilitate information sharing and result in true synergy across the mission. The Ambassador has tasked the DCM to pay particular attention to mission morale. The DCM has responded by holding weekly or biweekly meetings with section and agency heads, by hosting regular social events with U.S. direct-hire staff and their spouses or partners, and by engaging with the mission's Bangladeshi staff. These efforts to foster communication are successful. The embassy's front office rarely is caught off guard by developments within the mission, and the Ambassador is renowned for rapid and decisive problem-solving when issues reach his level. The DCM employs a conciliatory, collaborative style that receives high

marks for openness and willingness to take account of differing views. Some in the mission point out correctly, however, that the DCM's consensus building approach has allowed a few disagreements to go unresolved longer than necessary leading to a perception that he is conflict averse.

The most compelling issue facing Embassy Dhaka is managing growth of personnel and resources. Washington and the U.S. Pacific Command have lavished new programs and attention on the mission. Development assistance has doubled in the past 3 years. Military assistance and activities have increased dramatically. U.S. direct-hire and LE staff has grown by 8 to 10 percent per year since 2005. Facilities are stressed as the mission tries to "stuff a size 10 foot into a size 6 shoe," as one observer put it. Suitable housing that is safe and earthquake-resistant is harder and harder to find. The physical platform to support growing U.S. policy interest in Bangladesh is approaching a breaking point. Mission leadership is aware of the constraints to continued growth, but is also committed to take advantage of a unique moment in the history of U.S.-Bangladeshi relations. The time when the Ambassador should start denying requests for additional programs and staffing may not have come, but it is imminent.

In the meantime, Dhaka is included on OBO's Capital Security Construction Program Schedule list of projects for a new embassy annex in FY 2022. Given the recent dramatic increase in programs and activities, 12 years is too long to wait to respond to these changed circumstances.

Recommendation 1: The Bureau of Overseas Buildings Operations, in coordination with Embassy Dhaka and the Bureau of South and Central Asian Affairs, should send a team to assess the changed circumstances resulting from a dramatic increase in programs and personnel in Bangladesh and determine what interim options may be advanced if the Bureau of Diplomatic Security's threat listings cannot advance the new embassy annex project currently set for FY 2022. (Action: OBO, in coordination with Embassy Dhaka and SCA)

For a mid-sized hardship mission, Embassy Dhaka has a reasonable balance of experienced and inexperienced staff. Seasoned FS-01 officers head most sections; they are able to provide leadership and mentoring that is not found in many of today's mid-sized embassies.

Entry-level professionals (ELP) make up about 25 percent of the mission's American staff in the Department and USAID. The DCM and Ambassador give serious, ongoing attention to the mission's ELP program. The ELP staff welcomes the Ambassador's regular availability (a monthly, one-hour meeting where the

Ambassador addresses the group on an issue they choose) and activities intended for their professional development. The ELPs themselves also take responsibility for programs. However, the embassy's mentor program, while actively promoted by the Ambassador and DCM, has not won buy-in from some ELP staff. Moreover, some ELPs believe that there are de facto barriers to first-tour officers' participation in professional development opportunities. These barriers generally relate to the heavy consular workload, which has, at times, limited consular ELPs' participation in work-day events. The OIG inspectors discussed the ELP program and ELP staff perceptions with mission leadership, and the ELPs made suggestions to strengthen the mission's active ELP program.

In a Muslim-majority country where the U.S. image is relatively strong, the Ambassador frequently participates in programs that highlight U.S. development activities and commercial, rule-of-law, and military engagements with Bangladesh. USAID, U.S. Pacific Command, and the Department of Justice, in particular, welcome the time and attention he gives to raising profiles of their programs.

With its own homegrown strategic plan in place, Embassy Dhaka produced an award-winning FY 2011 Mission Strategic Plan in 2009. The FY 2012 Mission Strategic Resource Plan (MSRP), prepared earlier this year, built on that successful effort. The FY 2012 MSRP does not have a separate public diplomacy goal paper; instead, it embeds public diplomacy in all five goal papers. This spreading of public diplomacy throughout the MSRP demonstrates the high importance the Ambassador, DCM, and mission as a whole accord to this diplomatic tool.

Nearly 80 percent of Bangladesh's 150 million people are under the age of 40. With an open and lively media, a national dedication to democratic ideals, and a generally positive public perception of relations with the United States, Bangladesh is a target-rich environment for public diplomacy. The Ambassador and DCM routinely participate in public diplomacy events, and the mission encourages staff, including ELPs, to do the same.

When implementing the mission's homegrown strategic plan, mission officers, especially from the political/economic section, are engaged nearly full time in "doing" diplomacy. This has led to less reporting than Washington would like on the mission's diplomatic activities and the broader context in which they are done. Embassy leaders told the OIG inspectors that they are aware of this imbalance and are taking steps to adjust it.

While Bangladesh is enjoying a period of relative calm with respect to political violence and terrorism, many in the mission recall a much more unsettled time just 2 years ago. With several known terrorist groups operating in and through Bangladesh, mission leadership is attuned to both the threats and need for a vigorous security preparedness program.

In response to the arrival of an American citizen with avian influenza at the Dhaka airport in 2009, the embassy pulled together an effective “bird flu” emergency response. After the crisis passed, the embassy determined that it should strengthen its emergency preparedness and conducted a successful crisis management exercise with assistance from the Department. Mission leaders are concerned, however, that Bangladesh is “overdue” for a serious earthquake. Given the recognized likelihood of a major natural disaster, the embassy is planning accordingly. The classified annex to this report provides a more complete picture of the emergency planning program as well as a formal recommendation to address the embassy’s earthquake readiness.

For its size, Embassy Dhaka has had an unusually large number of EEO issues arise in the past year. Embassy leadership deserves credit for addressing EEO problems head-on by asking the Office of Civil Rights (S/OCR) to visit Dhaka on an urgent basis to provide EEO training for U.S. and Bangladeshi employees, as well as for the mission’s EEO liaisons. Factors that may have contributed to the increase in EEO complaints include: no on-site EEO training in the memory of staff who have worked in the embassy for 30 years; reluctance based on lack of trust to approach mid-level managers or EEO liaisons about problems; and inadequate local staff awareness of American work culture and norms. (The inspectors made a recommendation regarding this final point in the management section of this report.) Embassy leaders are taking their responsibilities seriously toward building a better EEO environment.

Dhaka is a 30 percent hardship, Service Needs Differential mission. Many of its positions are hard to fill. Local conditions include enervating tropical weather, chaotic traffic, air pollution, frequent gastrointestinal and upper respiratory illnesses, and extreme and highly visible poverty. Under these conditions, morale could be bad; it is not. For Bangladeshi staff, there is prestige attached to working for the U.S. Government; female employees win recognition and positions of leadership. After 20 years of service, many local employees relocate to the United States through the special immigrant visa program. For Americans, too, there are positive factors that boost morale, such as a well-respected school; a well stocked and managed commissary; a club that serves as a community center; a competent, caring medical unit; family employment opportunities in the mission; interesting, meaningful work; and good leadership. Some mission Americans have extended their assignments because of this

employee- and family-friendly environment. Embassy leaders encourage staff across the mission to participate in boards and committees that contribute to their success and employee morale. While the mission has many of the problems that are found in other greater hardship embassies, these positive factors help to build and maintain that sense of “one mission, one team” at Embassy Dhaka.

POLICY AND PROGRAM IMPLEMENTATION

POLITICAL/ECONOMIC SECTION

The political/economic section spends the greatest part of its time on implementation of programs and policies, or “doing” diplomacy. Led by an experienced mid-level officer with a great depth of knowledge and contacts in Bangladesh, the section’s officers and local employees are very effective in promoting the embassy’s priorities. Their access and contacts, throughout official and unofficial Bangladeshi society, greatly facilitate the embassy’s work. In 2008, for example, they convinced senior representatives of the major political parties to participate in the elections that led to the restoration of a democratic government. During the OIG team’s visit, the Bangladeshi Government shut down access to Facebook; it was the political/economic section that engaged the government at its highest levels and brought Facebook representatives together with government officials to resolve this issue. Members of the section have also intervened on USAID’s behalf with the Prime Minister’s Office to obtain government approval to implement a food assistance program.

In support of the embassy’s “one mission, one team” approach, section officers chair three of the four interagency working groups implementing the whole-of-government plan developed in 2008: economic growth, counterterrorism, and regional partnership. Political/economic officers are part of virtually every other policy-oriented group at the embassy. Section employees also serve on the school board, the commissary board, the International Cooperative Administrative Support Services (ICASS) council, and the housing board. They have played key roles in embassy-wide events like the Fourth of July reception, and they oversee several grants funded by Department offices. This broad engagement is reflective of embassy leadership’s focus on collaboration, and means that the section is well connected to the full spectrum of embassy activities and policy endeavors. As noted below, however, this operational focus has shifted attention away from reporting.

Hand-in-hand with those extensive contacts come requests for assistance with visa applications. The OIG team counseled several officers on maintaining an appropriate distance from consular matters.

A review of the section's FY 2010 in-country travel and representation vouchers indicates that these tools are being used adequately. However, the lack of a fixed allocation from the front office has created an unintended disincentive to section officers holding representation events, as officers are unsure how much funding is available to them. The OIG inspectors brought this problem to the attention of the DCM.

Often, in combined political/economic sections, one or the other of those disciplines receives short shrift. Such is not the case in Dhaka. As events have demanded, both the counselor and the deputy have seen the balance in their own time allocation between the two disciplines shift significantly. As noted below, however, the pace of commercial advocacy has forced the economic/commercial officer to devote less attention to other important areas like aviation, health, and climate change. A new entry-level position to be filled in summer 2010 will provide sufficient staff resources and stability to right that balance.

Some officers' portfolios do not fully align with position titles. The mid-level political/labor position (14-032001) covers the political/military affairs portfolio, while the junior political officer position (01-971000) covers the human rights/labor portfolio. The latter position is also designated as rotational, but the last three incumbents have not served in other sections of the embassy. Embassy management confirms that these portfolio assignments will remain for the foreseeable future. Accurate position designations let officers understand the responsibilities of the position upon which they are bidding and allow assigned officers to receive appropriate training and consultations.

Recommendation 2: Embassy Dhaka, in coordination with the Bureau of Human Resources and the Bureau of South and Central Asian Affairs, should redesignate position 14-032001 as political/military, and position 01-971000 as political/labor and nonrotational. (Action: Embassy Dhaka, in coordination with HR and SCA)

Reporting and Analysis

The embassy's reporting could have greater volume and coverage. In the 6 months before the inspection, the political/economic section produced an average of fewer than two cables per month per officer. A more typical average is more than two per week. More than a third was required reports and visitor-related scene-setters and reports, while only 18 percent of the total was analytical. High priority areas identified in the MSRP or by Department offices were not covered regularly, and cables often reported on meetings that were several days past.

Daily “Official-Informal” emails in both directions between Embassy Dhaka and SCA convey both operational points and spot reporting. A review of these emails and the embassy’s formal reporting confirmed the concern expressed by other U.S. Government agencies that material in the Official-Informal emails often does not migrate to front-channel reporting. The embassy’s desire to quickly convey such information is understandable, but the audience for the embassy’s reporting extends well beyond SCA and the Department. In addition, such messages often lack the insight and analysis that are the hallmark of Foreign Service reporting.

PAS prepares an email of daily media highlights that is widely distributed in the Washington interagency community. It is thoroughly reviewed by other embassy sections, both because of the large number of media outlets covered and because of embassy concerns that Washington recipients might overreact to local media’s misinformation or misinterpretation, which delays its preparation and transmission. This risk is identical for similar products produced by embassies worldwide. The inspection team pointed out that more spot reporting—as well as periodic updates regarding media outlets’ quality, political predisposition, and circulation—would provide necessary context for Washington readers.

The embassy has provided the interagency community less reporting than it would like on the mission’s diplomatic activities and the broader context in which they are done. The OIG team spoke with both the political/economic section and the DCM regarding measures to provide a better balance between “doing” diplomacy and reporting that would meet more effectively the needs of the interagency community. Embassy leaders told inspectors that they are committed to making adjustments.

Political-Military Affairs

A mid-level officer has political-military and counterterrorism issues as part of his responsibilities. Drawing on his previous military experience, he has excellent and collaborative relations with the Defense attaché, the Office of Defense Cooperation, and various elements of the Pacific and Special Operations commands. He devised, and the Department approved, a phased approach to training a major military unit that addresses human rights concerns while also implementing a long-term strategy for increasing the unit’s professionalism and capabilities. His efforts will be enhanced later this year with the arrival of an experienced professional associate who will assume primary responsibility for counterterrorism issues.

Leahy Vetting

By law, recipients of security force training and equipment are subject to Leahy amendments¹ that apply to U.S. Governmental programs that fund training for host-country civilian and military service personnel. Once recipients have been vetted within the mission, names are sent to the Department for a second review. At Embassy Dhaka, coordination of Leahy vetting is shared by the human rights officer and the political section's office management specialist. The OIG team's review of the embassy's internal Leahy vetting procedures prompted enhancements to the flow and the rigor of the process.

Law Enforcement Coordination

The Bureau of Diplomatic Security is the sole U.S. law enforcement entity at post. The Federal Bureau of Investigation, Drug Enforcement Administration, and various Department of Homeland Security agencies provide regional coverage from Embassy New Delhi, but support for their visits usually is provided by the political section rather than the regional security office. As a result, the functions usually attributed to a law enforcement working group have been subsumed by the counterterrorism working group, which is chaired by a political officer. A police trainer funded by the Bureau of International Narcotics and Law Enforcement Affairs arrives in summer 2010. A permanent Federal Bureau of Investigation position is also possible. The OIG team made an informal recommendation that the embassy initiate a law enforcement working group.

Trade Promotion

The reinstatement of democracy in Bangladesh has boosted business and investor confidence and the interest of U.S. companies in doing business there. Roughly 65 U.S. companies currently operate in Bangladesh, and another 400-500 have local representatives or distributors. Requests for service from U.S. firms, including from several companies exploring new investment projects, are on track to more than double in FY 2010. As a result, the American economic/commercial officer and the two local employees with commercial responsibilities must scramble to keep up, while

¹ Leahy 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.

they defer the more traditional economic responsibilities. Recently, they have been notably successful in advancing American commercial interests in the energy and aviation fields. The arrival in late summer 2010 of an officer filling a newly established economic position will ease the pressure on the section and allow the economic/commercial officer to devote more time to commercial advocacy. Although the embassy receives informal support from the Foreign Commercial Service office in Kolkata, India, establishment of a formal partnership arrangement – which would provide important training, funding, and support – has been put on hold by the Department of Commerce.

PUBLIC DIPLOMACY

Despite the difficulty of living and working in Bangladesh, the climate for public diplomacy is excellent. This democratic country has a lively and varied press, although it is sometimes subject to the heavy hand of government (the Government of Bangladesh shut down Facebook for several days in June due to satirical political cartoons). Its young population, while skeptical of some U.S. policies, is generally free from the kind of knee-jerk anti-Americanism often seen elsewhere, and students are eager for more contact with the United States. The entire embassy has worked together on public outreach programs. Particularly noteworthy are the “America Weeks” that the embassy has carried out in key regions outside Dhaka. The December 2009 America Week in Rajshahi included visits to educational institutions and U.S.-funded development projects, a cricket match, film screenings, student advising events, visa information sessions, and a carnival-like interactive information booth area. Coordinated by PAS, the management section, and USAID, the activities reached more than 17,000 local inhabitants.

Although Bangladesh is the third largest Muslim majority country in the world, it has traditionally received public diplomacy resources on par with much smaller countries in the region. This is beginning to change, and the addition of a fourth officer to PAS in fall 2010 should enable the section to handle additional resources and programs commensurate with its importance. However, PAS is facing challenges in the months ahead in two key areas – the upheaval of a move to a new facility and a turnover in American personnel.

Facilities

PAS currently occupies a separate building, the American Center, on an unmarked compound that is a 15- to 45-minute (or more) drive to the chancery. In addition to PAS offices, the center includes a small, 40-person occupancy public-access library that receives more than 750 visitors a month, and a student advising center that serves an average of 1,000 to 2,000 prospective students during peak months.

The entire PAS operation is scheduled to move into a newly renovated facility that will occupy previous general services warehouse space, on an embassy compound across the street from the main embassy. The move is scheduled for the end of September 2010, when the lease on its current building expires. The new space includes offices for PAS staff as well as a larger public space, including a library and an auditorium that can seat approximately 100. It will have a separate street entrance to facilitate public access. At the time of the inspection, the project was moving slowly, and work had yet to begin. OBO officials have said that they are confident that the work will be substantially completed by the September 2010 deadline, with final completion scheduled for November 2010. OBO has approved a 6-month extension of the current PAS lease in case of construction delays. Embassy Dhaka has yet to exercise this extension.

At the time of the inspection, planning for the move was in its early stages, and the public affairs officer (PAO) had designated two teams to plan the internal and external aspects of the move, including a marketing campaign to make library patrons and other visitors aware of the change of address. The OIG team provided some guidance on planning for the move, including the continuing need for the PAO to be personally involved in the logistical details.

PAS staff has mixed views about the change. The new facility will provide better library and program space, including an auditorium, which the current facility lacks. The public spaces should be more attractive than the current space, which is showing its age. The new facility will be closer to the embassy, so staff will use less time commuting to meetings. Work spaces will be more functional than the current converted villa's "rabbit warren" layout of offices. The section's American leadership has talked up these advantages, but PAS employees have raised several issues with the plans for the new space: the distance to the lunch room, the lack of windows in staff offices, and the optics of moving to "the general services warehouse." Embassy management has worked with PAS to try to alleviate these concerns, but the space and location provide few options. The plans include a small café area in the public space. PAS staff may want to consider the possibility of having an outside contractor use this area to provide food for the public and PAS staff. In addition, the OIG team endorsed the

PAO's suggestion that the embassy rename the compound to reflect its additional functions and made an informal recommendation to this effect.

More serious is the concern that the location of the new facility, like the current one, is less than ideal. Many members of PAS' target audiences (including many students) live in central Dhaka, an hour or more away in heavy traffic. PAS has made an innovative proposal to create a public diplomacy programming and outreach center in central Dhaka that would be staffed by a local partner organization and offer English training, student advising, cultural programs, speaker presentations, and other outreach events. In a predominantly Muslim country where 80 percent of the population is under age 40, having a more convenient and welcoming public diplomacy programming and outreach space would enhance outreach efforts enormously. At the time of the inspection, Embassy Dhaka was fleshing out this proposal, including the crucial details of cost and security, and was working with the Department to do this.

Recommendation 3: Embassy Dhaka, in coordination with the Bureau of South and Central Asian Affairs, the Office of the Under Secretary for Public Diplomacy and Public Affairs, the Bureau of Diplomatic Security, and the Bureau of Overseas Buildings Operations, should develop the details of its proposal and seek funding to create a public diplomacy programming and outreach center in downtown Dhaka. (Action: Embassy Dhaka, in coordination with SCA, R, DS, and OBO)

Personnel

Staff turnover during spring and summer 2010 will result in the arrival of three entry-level officers (ELO). They will join the PAO, who arrived last summer. This mid-level officer, who has a high energy level and has brought a strong vision about how to move forward, has had only one previous overseas public diplomacy tour and lacks experience in managing a full-sized PAS. The physical separation of PAS from the chancery and the need to spend significant time on the chancery compound has presented a major management challenge. Fortunately, PAS has an experienced corps of local employees and a strong American staff. There is a need for the PAO to become more familiar with budgeting, grants, and the daily nuts-and-bolts of the various portfolios. This will become more crucial as the experienced American staff leave and new officers arrive. The OIG team did some informal counseling on this issue. Among the three new officers, one will be the information officer and two will handle the programs now handled by a single cultural affairs officer. The OIG team made an informal recommendation about this new cultural affairs structure.

PAS has 26 local employee positions, of which four were vacant at the time of the inspection. PAS had selected candidates, but they were awaiting security clearances. This was hampering some programming and outreach activities. The local staffing structure has some anomalies – the senior cultural advisor and cultural assistant report to the PAO instead of the cultural affairs officer, and an administrative clerk with section-wide responsibilities reports to the information officer. In addition, an office management specialist had taken on other responsibilities, including some grants that the position description does not include. Over-reliance on one staff person for programming and grants has created a bottleneck. The OIG team made an informal recommendation about the organization of the local staff.

Planning

The FY 2011 MSP and the FY 2012 MSRP do not have a separate goal for public diplomacy. Embassy Dhaka has instead woven public diplomacy into the other goal papers and the chief of mission statement. This approach has succeeded in integrating public diplomacy well into mission activities. At the same time, however, it has resulted in a somewhat diffuse portrayal of the public diplomacy strategy and hampered the embassy's ability to present a forceful and well-integrated case for more public diplomacy resources from various Department elements. PAS conducted a useful day-long strategic planning off-site, and the OIG team made an informal recommendation to develop a written strategic plan.

Representational events are a key element of public diplomacy outreach. Seven months into the fiscal year, PAS had spent less than 20 percent of its representational funds, and all claims were by American officers. The OIG team made an informal recommendation to develop a representational budget and encourage local staff to use representational funds.

Working in parallel to PAS, but in a separate building, the Information Support Team-Bangladesh provides additional public opinion research and strategic communications capabilities. The team, a Department of Defense entity, supports public diplomacy through anti-violence messages using various forms of media, including local-style storytelling performances. The team is also building the foundation for the community policing program by organizing sports diplomacy events such as cricket, the popular national sport, to help bridge the divide between the law enforcement personnel and the local populace. It is standard procedure for the PAO at an embassy to have a strong role in overseeing the activities of such teams. The oversight was occurring on an ad hoc basis, and PAS and the Information Support Team did not previously have a regularly scheduled meeting. At the suggestion of the OIG team, they have established such a meeting.

Programming and Exchanges

PAS Dhaka sponsors a wide-ranging set of public diplomacy programs, receiving high marks from Washington offices, and the section does an excellent job reporting them in the Mission Activity Tracker. In particular, PAS has developed some exciting and innovative programs to assist Bangladesh's Islamic religious schools, or madrasas, in their efforts to revise their curriculum and enhance their English language training. PAS has targeted the Access Microscholarship program to bolster English language training at these religious schools. The OIG team observed a certificate ceremony for which many of the young students had traveled long distances. They were clearly enthusiastic about the opportunity to learn English. The two-year Access program currently serves an incoming group of 50-60 new students per year, all from the Dhaka area. PAS staff believes that with additional funding, their local partner could expand the program to additional cities. Through grants, PAS is also sponsoring an English training program for teachers and imams at madrasas, which grew out of the Access student program in Dhaka and then expanded to two additional cities, Chittagong and Rajshahi. Adding the Access student component in those cities would build on this success.

Recommendation 4: The Bureau of Educational and Cultural Affairs should provide additional funding to enable Embassy Dhaka to expand the Access Microscholarship program to additional cities. (Action: ECA)

Unlike in some neighboring countries, there is no host country contribution to the Fulbright program and no binational Fulbright Commission in Bangladesh; PAS runs this successful program directly. Under current conditions, continuing this direct program management is best. Bangladeshi Fulbright candidates are strong, and, as a result, the program is growing in types of programs and numbers of participants. However, the one-and-one-half-person Fulbright staff is already hard pressed to keep up with the workload. PAS plans to reprogram the half-time Fulbright slot to make it full-time, a change that is badly needed.

Embassy Dhaka generally nominates excellent candidates for the International Visitor Leadership Program (IVLP) and has taken advantage of offerings of additional funds beyond its country allocation. Most Bangladeshis participate in regional and multiregional projects, which require strong English skills. However, the IVLP can handle non-English speakers in single-country projects that focus on topics of importance to the mission. Although Embassy Dhaka has made nominations for single-country projects in the past, the 2010 email publicizing the program to the embassy country team specified that the nominees should be able to converse

in English, which limited the range of potential nominees. The OIG team made an informal recommendation that the embassy more clearly explain the single-country project option to nominating officers, and to send out its formal request for nominations earlier.

PAS invites nominating officers to participate in predeparture briefings and post-program debriefings for their IVLP grantees, but they generally do not attend. This kind of participation would enhance the grantee's program in the United States and strengthen the relationship between the officer and the key contact upon return to Bangladesh.

Recommendation 5: Embassy Dhaka should establish guidelines for nominating officers that direct them to participate in International Visitor Leadership Program predeparture briefings and post-program debriefings. (Action: Embassy Dhaka)

Visa processing is an important element in carrying out U.S. Government-sponsored exchanges, and good communication and cooperation between the public affairs and consular sections is vital. In PAS, local staff members handle much of the logistical work for exchanges, but they are not allowed to communicate directly with the consular section with routine inquiries such as requests for the status of pending applications. Communications must go through American officers, sometimes resulting in delays. The OIG team made an informal recommendation to improve communication between the two sections on routine matters.

Information Programs

Under the guidance of a newly hired webmaster/social media assistant, PAS has developed an active Facebook page with a steadily climbing fan base that has reached 3,000 since its launch in August 2009. The page highlights embassy activities and is interactive, frequently receiving comments from fans. The USAID office also has a Facebook page, but it does not link to the embassy Facebook page or embassy Web site, and the embassy Facebook page does not link to it. The embassy's public Web site is a standard Content Management System Web site, which is frequently updated. It links to the USAID Web site, but the USAID Web site does not link back. The embassy Web site includes information about embassy activities, including those at the three American Corners, but it would benefit from more information about USAID projects that benefit Bangladeshis. The OIG team informally recommended including a link to the USAID Facebook page on the embassy Facebook page and seeking more information from USAID about its activities.

The embassy Web site does not have a separate Bengali version because of translation constraints. The embassy, usually the PAS staff, has to do almost all of the translations locally because the Office of International Information Programs does not routinely translate documents into Bengali, the seventh most widely spoken language in the world. Another difficulty is that there is no standard electronic Bengali script, so documents must be in PDF format. Nevertheless, the embassy Web site does include translations of a number of important documents – key speeches and fact sheets, press releases, and the human rights reports that Congress requires be posted in the local languages. On the other hand, visa information is only in English except for information about the diversity visa program. Consular information is a prime draw for the Embassy Web site, and this information would be clearer to applicants if it were translated into Bengali.

Recommendation 6: Embassy Dhaka should translate key visa information into Bengali and post it on the embassy Web site. (Action: Embassy Dhaka)

PAS Dhaka lost its capacity to conduct digital video conferences when the Office of International Information Programs moved its Washington headquarters in summer 2009 and changed its Internet protocol address. Although PAS uses CO.NX for video Web chats, the lack of digital video conference capability has hurt outreach efforts. The Information Management section of this report contains further information and an informal recommendation addressing this issue.

The press office has a close relationship with the Ambassador, and cooperation is good with other sections and agencies. The press office produces a useful compilation of coverage of key issues in the Bangladeshi press and distributes it to embassy and Washington addressees. However, the embassy has not distributed a mission-wide press policy in two years. The OIG team made an informal recommendation that this be done.

American Center Library and American Corners

The Archer K. Blood Library occupies most of the first floor of the American Center. It is open to the public and has a main reading room that doubles as a program room, a smaller reading room, and a computer room with 10 computers with Internet access. The library has a four-person staff and is open Sunday through Wednesday; it closes on Thursdays to conduct outreach programs in its reading room. Friday and Saturday are the embassy's weekend. The library attracts about 50 persons a day. The library collection includes approximately 5,000 books, 550 digital video

disks, and 80 periodicals. In addition to its regular collection, it has a small section of children's books. The library will be a major beneficiary of the move to the new facility, as the separate program space will enable it to be open at least five days a week. The move is also a good opportunity to strengthen the collection by weeding out any outdated materials, and to relaunch the library with a strong publicity campaign.

Individuals can use library materials free of charge, but if they want to check out books and materials or use the computers, they must pay a small fee to become library members, though this fee is often waived. Although the guidance in 10 FAM 363.6 b.(1) does not allow libraries to charge membership fees for use of the Information Resource Center, Bureau of International Information Programs rules allow a membership card processing fee. The OIG team explained the distinction.

PAS has opened three American Corners, in Chittagong, Sylhet, and Jessore. The number of programs conducted at these corners in 2009 was low, fewer than one per month, as was the number of embassy oversight visits. The arrival of the new American officer should allow PAS to pay more attention to the American Corners and boost programming there. It will also take a whole-of-mission effort to incorporate American Corners visits into the program when officers from other sections and agencies visit these cities. The OIG team made an informal recommendation to develop a programming plan for the American Corners.

Administrative Issues

Embassy Dhaka benefits from having an embassy-wide contact database, and PAS manages its contacts through this database. Three PAS staff members can enter contacts into the database, and they are the only PAS employees who have the database on their desktops. The database would be more useful if more staff could have read-only access to it. The OIG team made an informal recommendation to this effect.

Grants

A sampling of the PAS grant files indicates that they are generally in good shape and the grants are for activities that support MSP goals. The larger grants generally contain excellent program reports detailing the project's impact and effectiveness, but many of the smaller grants for activities like contest awards, performances, and program travel lack documentation of the program or ticket receipts. For some of the grants, the grantee signed the grant document after the end of the grant project

period, which according to the staff was due to the unavailability of the grantee, but there was no explanation in the file for the delay. Some files lacked grants officer representative appointment memos or did not list the MSRP goal.

Recommendation 7: Embassy Dhaka should establish procedures to place evidence of program completion in all grant files, to incorporate an explanation in the file for cases in which the grantee signs the grant documents more than 10 days late, and to include in a consistent manner the grants officer representative memos and Mission Strategic Resource Plan goals. (Action: Embassy Dhaka)

A large percentage of the grants were for travel on U.S. Government-funded exchanges. The OIG team informally recommended that Embassy Dhaka consider a more streamlined approach to grantee travel and counseled the grants staff about these and other grants-related issues.

CONSULAR AFFAIRS

The consular section has faced huge challenges in recent years, with a rapidly growing workload; dark and crowded work spaces; staffing gaps resulting in too few consular managers pulled in many directions; one of the toughest visa fraud environments anywhere; (b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6) With the arrival of a new section chief in 2009, consular managers accelerated their efforts to improve staffing, working conditions, processes, and morale. As discussed below, the managers have made great progress on many fronts. Nevertheless, the OIG team identified a few areas, including in management controls, in which the managers need to focus their attention.

Communication and Morale Issues

(b) (2)(b) (2)(b) (2)(b) (2)(b) (2)(b) (2) On the positive side, many of the local employees commented that their morale has improved greatly since the arrival of the new consular section chief. They believe the section chief values their input, understands what they are doing, and appreciates their work. Many ELOs also said that the section chief has made efforts to give them opportunities to work on special projects that provide them with a variety of work and professional development opportunities. Many of the ELOs have had a chance to participate in public speaking engagements, especially on student visa outreach, and to take part in radio call-in shows on visa issues. Some ELOs participated in an annual program called “America Week” in

applications randomly. This process leads to the popular nickname for the program of the “Visa Lottery.” In recent years, Bangladeshis have embraced the DV program with enthusiasm. In FY 2009, one-third of all DV entrants in the world were from Bangladesh.

The local employee staffing in the IV/DV unit is lean. For a workload of 34,680 adjudications in FY 2009, the unit had 15 local employee positions, although two of those positions were vacant for a considerable time in the period before the OIG inspection. In comparison with other large IV processing posts, Embassy Dhaka’s local employees are statistically more efficient than almost all of them, sometimes by a factor of two or three. The number of local employees in the unit grew by 23 percent in the last 7 years (since the last OIG inspection in Dhaka), but the IV/DV workload grew by 196 percent.

When the section chief arrived in summer 2009, the IV/DV unit had a backlog of 800 IV cases. Even with two local employee positions vacant, the staff succeeded in eliminating that backlog. The OIG team commends the IV/DV unit for its efficiency and dedication, but the team questions whether this pace is sustainable. The staff has postponed lower-priority projects, evidence of the strain to keep up with the heavy workload. For example, the staff has not purged expired IV files for the past two years. Summer hires could handle that project, and the OIG team made an informal recommendation to that effect.

The consular managers recognize the pressure on the staff and are prepared to request an increase in local staff positions in the next Machine Readable Visa funding cycle. The OIG team believes an increase in staffing would be well justified.

Recommendation 8: The Bureau of Consular Affairs, in coordination with Embassy Dhaka, should analyze the locally employed staffing needs of the immigrant visa/diversity visa unit of the consular section and authorize and fund an increase in staffing as warranted. (Action: CA, in coordination with Embassy Dhaka)

Nonimmigrant Visa Workload and Staffing

Embassy Dhaka’s consular section has an unusual workload mix. In most consular sections, nonimmigrant visas (NIV) comprise the greatest percentage of work and staffing. Sections that have large IV units usually have even larger NIV units; citizens of those countries tend to visit the United States in even larger numbers than they emigrate. Bangladesh is one of the few consular sections in the world that

has a large IV/DV unit combined with a small NIV unit. While many Bangladeshis seek opportunities to emigrate to the United States or other countries to make better lives for themselves, far fewer have sufficient means to justify visiting or studying in the United States.

NIV workload has remained fairly steady in recent years, and in FY 2009 consular officers adjudicated 17,948 cases. One officer, 4 local employees, and 2 eligible family members work in the NIV unit. The greatest challenge facing the staff is processing security advisory opinions (SAO), which are needed for approximately 30 percent of all NIV applicants.

The consular section does not have a call center. A local travel agency on contract manages the NIV appointment system, but it does not answer general inquiries on NIV issues. Until recently, the local employees in the NIV unit were answering phone calls as well as emails with NIV queries. Almost 90 percent of those queries were requesting status reports on SAOs. Upon her arrival, the consular section chief took one look at that situation and reached out to other consular managers for ideas. She adopted a system, used in another post, in which visa applicants are given a personal identification number that allows them access to an embassy Web site where they can check their SAO status. The consular staff updates the Web site each day. As a result, the number of calls to the NIV unit dropped by 90 percent. The NIV unit employees now require members of the public to pose their questions by email or mail and use templates to respond. As a result, the public is getting faster service, and the NIV staff has reduced its workload.

Despite these managerial improvements, the unit is still feeling pressure. While visa numbers have not increased, the SAO workload continues to grow in volume and complexity. Many Bangladeshis have similar names and many of those names are shared with Pakistanis. Many Bangladeshi visa applicants were born before 1971, when Bangladesh was East Pakistan; thus they cannot be ruled out when biographic information states place of birth as Pakistan. The embassy has received approval from the Bureau of Consular Affairs for funding to hire a fifth local employee for the NIV Unit.

American Citizens Services Workload and Staffing

The American citizen services (ACS) unit is the smallest unit of the consular section with one officer, one eligible family member, and three local staff. Workload continues to grow in ACS as more Bangladeshis become naturalized American citizens and return to Bangladesh to visit or live, and as more American businesses open in the country. One of the additional three consular officer positions recently approved by

the Department is an ELO position that will be dedicated to ACS work. The consular section chief was unsuccessful in getting this position designated at the FS-03 level, which could have attracted candidates with at least some prior consular experience.

The consular managers have tried to give each of the seven ELOs in the section an opportunity to serve in rotation as the ACS officer. This has meant, however, that the ELOs have generally served in ACS for no more than 3 months. Such short tenures have been disruptive to the efficient functioning of the ACS unit, with officers almost constantly in training mode. With the increase in ELO staffing, it is no longer feasible for each ELO to work in the ACS unit during a 2-year tour. Consular managers need to redesign the ELO rotation program so that each officer will have one opportunity (whether in ACS, NIV, or the fraud prevention unit (FPU)) to work outside the IV/DV unit. When possible, the managers should design 6-month rotations so there is more continuity in each of the units.

Recommendation 9: Embassy Dhaka should create and implement a redesign of the entry-level officer rotation program in the consular section so that each entry-level officer works at least six months in one other unit of the consular section besides the immigrant visa/diversity visa unit. (Action: Embassy Dhaka)

The local employees in the ACS unit are also under pressure. In the past 10 years, the number of passport and consular report of birth abroad applications have more than tripled, and social security benefit cases have increased by 45 percent. The embassy requested an additional local employee for the ACS unit in 2009, and the Bureau of Consular Affairs has approved the request. The overstretched local staff is having difficulty managing the warden system, including the registration of American citizens. In a country with poor infrastructure and a history of devastating natural disasters, including cyclones, floods, and earthquakes, a weak warden system is unacceptable. An additional local employee in the ACS unit will help the embassy fully meet that responsibility.

Fraud Prevention Unit Workload and Staffing

The busy FPU has been well run under an effective fraud prevention manager who was finishing his assignment as the OIG team completed its visit to Dhaka. The unit includes five local employees and one eligible family member. The focus is on IV/DV fraud, much of which involves false relationship claims. Those claims are resolved either through DNA testing or field visits. An American officer, often an

ELO or eligible family member, accompanies the local employees on all field visits. Every week the employees conduct field work, and on each trip they find confirmed fraud cases. Overnight trips are challenging as many parts of Bangladesh are not accessible by road, and employees may need to use boats, bicycles, and rickshaws to reach their destinations.

The ELOs have not had a rotation opportunity in FPU. Given the complexity of anti-fraud work in Dhaka and the growing workload, the consular managers should include FPU in the rotation program. The consular section chief agrees. As the caseload for FPU continues to grow in conjunction with the growth in IV/DV work, these local employees are also under increasing pressure. As with NIV and ACS, the embassy has asked for an additional local employee for FPU and the Bureau of Consular Affairs has approved the request.

American Officer Staffing and Supervision

The consular section has operated with an insufficient number of mid-level managers. The section has three managers (the section chief, a deputy, and a fraud prevention manager), an assistant regional security officer-investigator (ARSO-I), and seven ELOs. The ELOs almost always are on their first tours. Five of the ELOs work in the IV/DV unit, one works in the NIV unit, and one works in the ACS unit. The managers are spread thin, and as a result, the FS-03 deputy has delegated much of the day-to-day operations of the IV/DV unit to an ELO team leader.

When the new section chief arrived in 2009, she saw that the section needed more American officer staffing. She has succeeded in getting the Department to approve three new positions – a FS-02 deputy section chief and two more ELO positions. An analysis of consular workload statistics shows that, like the number of local employees, the number of American consular officers in Embassy Dhaka's IV/DV unit is small in comparison with that of other large IV processing posts.

The new FS-02 deputy section chief position is an essential addition to the consular management team in Dhaka. The Department intends to have an officer in Dhaka by summer 2011 to fill that position.

The delegation of authority to an ELO IV/DV team leader was an experiment that managers and ELOs discussed and agreed to in 2009. In the opinion of the OIG team, the managers delegated too much authority to the ELOs designated as team leaders. The leaders served as backup accountable consular officers, an issue

that is discussed in the Management Controls section of this report. Some team leaders believed that it was their job to direct the day-to-day activities of the other ELOs, taking on a quasi-supervisory role. This has created a tremendous amount of friction among the ELOs.

While the small number of managers in the section may have been the immediate cause for the delegation of authority, it is necessary for the managers to take back control of the day-to-day supervision of the work of the ELOs in the IV/DV unit. Until the additional manager position is filled, the section chief and her deputy need to realign their responsibilities. Currently, the section chief has direct oversight of the American citizen services unit and the deputy section chief oversees the NIV unit and the IV/DV unit, with the ELO team leader assisting with oversight in the latter. The OIG team believes that either the section chief or the deputy needs to be directly supervising the IV/DV unit.

Recommendation 10: Embassy Dhaka should create and implement a plan to realign the supervisory responsibilities of the consular managers in the units of the consular section so that it will no longer be necessary to have an entry-level officer serving as team leader of the immigrant visa/diversity visa unit. (Action: Embassy Dhaka)

Assistant Regional Security Officer-Investigator Program

The ARSO-I program at Embassy Dhaka is an important element of the fraud prevention program. Until the 2009 renovation, the officer filling this position did not have an office in the consular section; now he does. The incumbent will be leaving in summer 2010. During the most recent employee evaluation cycle, the fraud prevention manager rated, and the RSO reviewed, this officer. This arrangement does not comply with the agreement between the Bureau of Consular Affairs and DS regarding rating and reviewing responsibilities for assistant regional security officer-investigators. When the new ARSO-I arrives, the rating/reviewing structure must change to conform to the agreement between the two bureaus.

Recommendation 11: Embassy Dhaka should designate the regional security officer as the rater and the chief of the consular section as the reviewer for the employee evaluation report of the assistant regional security officer-investigator. (Action: Embassy Dhaka)

Space Issues

The embassy finished a locally funded project in late 2009 which expanded the consular work space by approximately one-third. The consular section chief arrived during the early stages of the project and was instrumental in seeing it to completion. She made good decisions about the arrangement of work areas that has significantly improved the section's efficiency. The section had a reputation for being dark and crowded, but after the renovation there is a tremendous amount of natural and artificial lighting, open work areas, and glass walls on the managers' offices (which are located in the middle of the work space). There is even limited space to accommodate some of the new staffing, though some reconfiguration will be necessary to accommodate all of the proposed new positions.

The consular managers still have some concerns about the space. First, due to the physical constraints of the layout, they were unable to add more interview windows. In 2008, the embassy added three additional windows by relocating the restrooms for the consular clientele, but there is no room for additional windows that face the consular waiting room. The limited number of windows became an issue in the fall of 2009, when the Department changed DNA collection procedures. The DNA samples, which are done by swabbing, were previously performed by panel physicians (local doctors contracted by the embassy to conduct medical examinations) on their premises. A cleared American consular employee witnessed the collection, as well as verifying the identity of the individual before the collection and carrying the sample back to the embassy in a sealed bag.

The Department changed those procedures in late 2009 and now requires the panel physicians to conduct DNA sampling in the embassy consular section. The consular section does the testing one morning each week, when they can process a maximum of 65 applicants. They do not have the ability to do DNA testing more than once a week because they cannot tie up windows needed for visa services and ACS work. As a result of the space limitations, the section has a backlog of over 800 applicants for DNA testing.

In 2007, the embassy also built an outside waiting room that provides some relief when the interior waiting room is filled to capacity. The consular managers and the facilities manager have developed a plan to build two consular windows in an area near the guard booth at the consular entrance. These windows would face the outside waiting room, allowing the clientele to wait there for DNA collection. These windows could also be used for visa pass-back and IV document drop off, and would relieve pressure on the consular waiting room and the consular interview windows.

Recommendation 12: Embassy Dhaka, in coordination with the Bureau of Consular Affairs and the Bureau of Overseas Buildings Operations, should fund and implement the embassy's plan to build two windows near the consular guard booth that could be used for DNA collection, visa pass-back, and document drop-offs. (Action: Embassy Dhaka, in coordination with CA and OBO)

Even with the changes discussed above, the consular section will remain under pressure for space if workload and staffing needs continue to grow. Given the demand for IVs by Bangladeshis and the fact that increasing numbers of Bangladeshis are living permanently in the United States and can petition for family members to join them, it is likely that IV workload in Embassy Dhaka will grow. Staffing needs and space needs will expand with the workload. The OIG team questions whether the consular space will be adequate even 5 years from now. This relates to the issues of growth and facilities discussed in the Executive Direction section of this report.

Visas Viper Program

The embassy has a well run Visas Viper program. Communication within the embassy is good, and the front office is supportive. During the past year, the embassy sent 20 Visas Viper submissions. The consular section has been checking to see if the individuals submitted had previous visas.

RESOURCE MANAGEMENT

Agency	U.S. Direct hire staff	U.S. Local Hire Staff	Foreign National Staff	Total Staff	Total Funding FY-2010
State - Diplomatic & Consular Program	19		24	43	\$ 1,553,812
State - CA/EX-MRV	10	7	11	28	929,837
State - CA/EX-DV			3	3	72,848
State - ICASS	10	9	258	277	6,095,500
State - Public Diplomacy	3		26	29	657,895
State - Diplomatic Security	4		19	23	1,103,775
State - MSG	6		4	10	102,999
State - OBO	1			1	1,416,634
State - Representation				0	27,780
State - Gift Fund (4th of July)					18,088
Defense Attaché Office - DAO	3		1	4	176,795
ODC	1		4	5	134,000
IMET					1,000,000
FMF					1,500,000
Library of Congress - LOC			2	2	125,312
FAS			2	2	80,640
USAID - OE	16		30	46	4,012,000
USAID - DA	2		34	36	40,450,000
USAID - CS	2		6	8	41,550,000
Dept. of Justice - USDOJ	1		1	2	148,197
CDC	3			3	115,801
FAO	1			1	24,300
DOD-SOCOM-SOCPAC	8		1	8	230,575
Totals	90*	16	426	531	\$101,526,788

* This represents on-board staffing. The total number of U.S. direct-hire and U.S. personal service contract positions is 119.

MANAGEMENT OVERVIEW

The management section is led by an exceptional management officer who understands the challenges that he faces. Dealt a difficult hand, with many issues awaiting his arrival to Dhaka last summer, he has succeeded in making positive changes throughout the management operation. His weekly management meeting includes senior local employees who need to understand the office priorities and who are often the ones who can answer others' questions. He has a long to-do list that demonstrates his thorough understanding of the operation and management priorities. Described by others as an officer "who finds a way to get to yes," his focus is on an overly ambitious agenda of improvements that he knows he will not fully complete before he departs Dhaka in summer 2011. His staff, both American and Bangladeshi, has the highest praise for his leadership, as do all of his State and other agency customers. His assessment of the strengths and areas for improvement of his staff is on target, as is his determination of management priorities.

The Dhaka management operation is challenged by large mission growth in all agencies, including the Department. Large increases in consular staffing, USAID growth to support presidential initiatives and growth in various law enforcement and military programs have strained management support operations. Housing and office space for new personnel have become difficult, and sometimes contentious, issues. The high profile that Bangladesh now maintains within the U.S. Government fuels the growth in personnel, but the management section is straining to keep pace with sufficient resources – both money and personnel – to support the increased focus.

Embassy Dhaka facilities are insufficient to support more growth in mission programs. USAID has had to shoehorn its additional personnel. The consular section was renovated to use space that was previously a hallway, but still suffers from crowding even before the arrival of three new American officers and at least five additional local employees who are needed to support a growing consular workload – a direct result of the country's economic vitality. PAS, located in leased space, will move this fall onto the compound which the general services operation occupies, due to security concerns detailed in the 2004 OIG inspection report. The landlord will tear down the current American Center building and replace it with multistory housing, a pattern that the embassy is experiencing over and over with detached residences in the housing pool. The next domino to fall may be the Ambassador's residence. Although the landlord has tentatively agreed to a 3-year lease extension, he has made it clear that he is ready to make more money from this prime piece of property. As these outside pressures increase, the embassy must manage growth and

fully utilize the properties it owns. A planned annex, currently scheduled for 2022, is key as is housing flexibility. A formal recommendation regarding facilities was made in the Executive Direction section of this report.

The management section's focus is on training and customer service. The management officer has sought Department training assistance, particularly in the area of local employee supervisory training, but that has not yet materialized. He will begin his own training program in the absence of outside support, and supplement where he can with Department training opportunities. The embassy sends local employees to training whenever it is available. The local staff makes it clear that they are interested in as much training as they can get – either from their trained colleagues, from attending their own training programs, or from in-house training opportunities.

Customer service is a constant challenge but it is one that the management operation is meeting head-on. The section handles the limitations of eServices by supplementing the program with the ability to make some service requests and changes through phone calls and emails. It has also set up a customer service center to provide one location where employees can handle many of their management issues. The rapid growth of the mission has taxed the management section in many ways. The section, however, thanks to the leadership of the management officer, has kept its focus on customer service.

Embassy Dhaka had a joint Department-USAID management structure involving most administrative activities in place by July 2007. The embassy recently drafted a memorandum of understanding between the Department and USAID to delineate what is covered under the shared administrative services. Although not required under the Department's consolidation guidelines, lack of warehouse space makes it important that USAID join the furniture and appliance pool. USAID is still considering this action. USAID has retained some management staff to administer program areas exclusive to USAID.

FINANCIAL MANAGEMENT

Embassy Dhaka's financial management office provides a fine level of service to its ICASS customers. An American financial management officer (FMO) on his third overseas tour supervises 11 local employees. Prior to the arrival of the FMO, there was a 13-month gap which was filled by temporary duty FMOs. The office is responsible for FY 2010 allotments of approximately \$12 million. The financial management office also provides financial services to the Defense attaché office.

The 2010 ICASS customer satisfaction survey scores were slightly below bureau or worldwide averages for three of the five financial operations measured: budgets and financial plans, accounts and records, and cashiering. Payrolling and vouchering were above bureau and worldwide averages. When compared to 2009, there was an improvement in all five of the financial operations.

The financial specialist is a local employee with certifying authority up to \$25,000. As a member of the Foreign Service National Executive Corps, he provided temporary duty assistance to Embassy Colombo on three separate occasions and to Embassy Jakarta. He trained several of Embassy Kabul's local financial management staff, who traveled to Dhaka to receive training from him. He is also a member of the ICASS software users group. He has applied for a special immigrant visa and, if that is approved, will immigrate to the United States next year. The second longest-serving local employee, the senior financial assistant, has also applied for a special immigrant visa. The embassy has about a year before they will lose these key personnel, and they have begun planning for this loss of institutional memory.

Although lacking the experience of many class B cashiers, Embassy Dhaka's cashier is knowledgeable and well trained and is scheduled to take the advanced cashiering course in July 2010. Cashier operations are conducted in accordance with financial management procedures and requirements. The cashier's accountability was recently decreased from (b) (2) to (b) (2). The inspectors identified one shortcoming in cashier operations: unannounced verifications of subcashier funds were not being done monthly or quarterly by the American supervisor, cash verification officer, or servicing U.S. disbursing officer as required by 4 FAH-3H397.2-3. Instead, the class B cashier was doing the verifications. Although a LE staff member can be designated as a cash verification officer, the class B cashier is not eligible. The OIG team made an informal recommendation regarding this issue.

The Department's travel management software, E2 Solutions, has been installed at Embassy Dhaka, and the FMO has overall responsibility for its success. As all employees were reporting to the financial specialist, the FMO reorganized the office to have the financial specialist, class B cashier, and accounts receivable clerk report directly to him rather than the financial specialist. Time and attendance will be transferred from the financial management office to the human resources office to allow the voucher examiner to devote more of his time for processing travel vouchers.

INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES

The embassy's ICASS council includes representatives of the Departments of Agriculture, Defense, Health and Human Services, Justice and State; Library of Congress; and USAID. The Department of Agriculture and Library of Congress' representatives are assigned to Embassy New Delhi. The council is chaired by a State Department economic officer. The council held three meetings in 2009. At its first meeting in 2010, the council approved 18 new ICASS positions, including one American eligible family member position.

Following 6 FAH-5 H-222.4, the embassy has established an ICASS budget committee which meets on a regular basis. The council has not fulfilled its responsibilities to provide input for the management counselor's evaluation. This point was brought to the council chair's attention during the March 2010 visit by the ICASS trainers and, subsequently, she received a sample evaluation from USAID for use in the 2010-2011 evaluation. However, the council did provide input to the Ambassador in his nomination of the management counselor for the Leamon R. Hunt Award for Management Excellence.

The March 2010 visit by the ICASS trainers to provide post-specific ICASS training was well received. The management section worked with the trainers to develop a case for the 18 new ICASS positions later approved by the council.

Embassy Dhaka has set up an ICASS customer service office staffed by three full-time employees from financial management, human resources, and information management, and a part-time general services employee. The office serves as a one-stop-shop for check-in of new employees and check-out of departing employees. This office works well for these purposes, and also functions as a help desk, handling routine questions regarding travel vouchers, computer and telephone issues, medical claims for local employees, and other management issues.

HUMAN RESOURCES

The human resources (HR) office is led by a general services specialist on his first tour as human resources officer (HRO). He supervises a staff of eight, including seven local employees and one American eligible family member. The office's HR

Recommendation 13: Embassy Dhaka, in coordination with the Bureau of South and Central Asian Affairs, should request that an experienced human resources officer be sent to Dhaka to review and develop a plan and schedule for improving human resources operations where needed. (Action: Embassy Dhaka, in coordination with SCA)

Locally Employed Staff Committee

Although elections had been held for a new LE staff committee in April 2010, at which eight new members were elected, the OIG team met with only five members of the former committee, three of whom rolled over to the new committee. The OIG team was told that the eight new members were not informed of the meeting with the OIG inspectors. Inspectors later met with two members of the new committee.

The committee members informed the OIG team that voting for chairman was deadlocked with two members receiving five votes each. The member who could have cast the tiebreaking vote had not been present. A new round of voting took place during the OIG inspection and a new chairman was elected. Per the committee's constitution, members of the committee cannot hold office continuously for more than two consecutive terms, or a total of 4 years. As the new chairman was originally appointed to the committee as a regular member in June 2007, he has less than a year to serve as chairman. The other two holdover members were elected in November 2005, and are actually serving contrary to the constitution, but will leave the committee soon. In its discussion with the management officer, the OIG team emphasized that he should work with the committee to make sure that its constitution is followed, especially as it relates to elections. He readily agreed.

Salaries and benefits were at the crux of the committee's discussion with the OIG team. The biggest issue was Embassy Dhaka's inability to fund the salary increases supported by Department's Office of Human Resources/Overseas Employment's (HR/OE) annual surveys. The local employees received a 3.9 percent across-the-board salary increase in 2009. Embassy Dhaka is hopeful of an overall salary increase in 2010 averaging 10 percent, pending HR/OE and bureau approval.

Committee members also questioned severance payments calculated on one month's basic salary for each year of service. The Government of Bangladesh pays two month's basic salary for each year of service, and four of the mission's comparators pay severance based on gross salary, which is equivalent to two month's basic salary. Another issue raised by committee members involved the cap on catastrophic

insurance. The current cap is 150,000 Taka per year per family. There are cases where local employees incur hospital costs far in excess of the cap, for which they are liable. This represents a significant hardship, and although the embassy community takes up a collection in these cases, local employees are still out-of-pocket for a considerable sum. The embassy has requested HR/OE's approval to raise the cap to 500,000 Taka. These issues, along with several others, were sent to HR/OE in March 2010 for their review and Embassy Dhaka is awaiting their response.

Local employees in grades FSN-8 and above are ineligible for overtime. They may claim compensatory time for the extra hours worked but few, if any, are able to use the compensatory time they earn. In response to the OIG's query, the Bureau of Human Resources' Office of Overseas Employment reiterated that overtime and compensatory time are based on prevailing practice. Current guidance from HR/OE provides local staff only eight pay periods in which to use compensatory time, after which it is lost. Americans, however, have 26 pay periods in which to use their compensatory time. The mission's workload often prevents use of the earned compensatory time in only eight pay periods, or 16 weeks. In fact, the local employees lost 2,133 hours of compensatory time earned between July 5 and October 10, 2009.

Recommendation 14: The Bureau of Human Resources should finalize guidance allowing locally employed staff in Dhaka 26 pay periods in which to use earned compensatory time. (Action: HR)

Although the meeting between the committee and the OIG dealt with issues that affect the local staff negatively, on parting, one of the committee members stated: "The bad in the embassy is better than the good outside."

GENERAL SERVICES OFFICE

The general services office (GSO) is a well-run and very busy section. An experienced supervisory general services officer manages the section, assisted by two entry-level assistant general services officers. One of the assistant general services officers was scheduled to depart Dhaka shortly after the inspection; a replacement has yet to be named. There are currently 110 local employees, with an additional seven new positions in the process of being filled. These additional positions will make it possible for the section to continue to provide good service in the near term. However, if the number of U.S. direct-hire staff continues to climb without a corresponding increase in GSO support staff, this ability will be severely tested.

GSO is located on a 6.16-acre compound a short distance from the embassy. It includes a 1.93-acre soccer field that is rarely used and instead is kept as a green space. In addition to GSO and facilities maintenance, it also houses the health unit. PAS is scheduled to move onto the compound in fall 2010.

The section scored above both bureau and worldwide averages in the 2010 ICASS customer satisfaction survey in seven of nine categories. Only the procurement and non-expendable property units scored below these averages. Local employees interviewed by the inspectors took obvious pride in their work, and all stressed their goal of working together as one team.

Dhaka is a very labor-intensive environment. Every action involving outside offices, vendors, or contractors requires regular, and often daily, follow-up to ensure the action is being completed. In addition, the chaotic traffic and almost constant gridlock means that what normally might be a 30-minute trip often turns into three or four hours of sitting in traffic.

Housing

Embassy Dhaka is facing a severe housing crunch due to a lack of available housing and an increase in American staff. The embassy leased 74 residences in 2009; it currently leases 80 residences and at the time of the inspection, still needed another 15 for incoming staff. Rents have increased more than 57 percent between 2007 and 2009, although there are signs that this could be leveling off. OBO recently approved an increase in the maximum allowable lease costs. In addition to the 80 short-term lease residences, the housing unit manages two short-term functional leases and one long-term lease property.

Until recently, most American employees lived in single-family houses. Over the past 3 years, however, as the city faced its own skyrocketing housing demands, single-family houses have been torn down and replaced with apartment buildings. This has especially affected the two regional security office-approved neighborhoods in which embassy housing is located. Embassy landlords are refusing to renew leases in order to build multistory apartment buildings. The houses that remain are surrounded – sometimes on three sides – by construction, and occupants must deal with the related problems of noise, pollution, and a lack of light and privacy. In addition, the embassy is competing for housing in the relatively small diplomatic enclave with other diplomatic missions, nongovernmental organizations, multinational companies and rich Bangladeshis.

More American employees are being housed in apartments each year, even though apartments are less seismically safe than houses, and construction methods rarely meet U.S. standards. Apartment buildings do not have sufficient generator power for U.S. appliances, and it can be difficult to install separate generators for embassy apartments. Apartments tend to have frequent maintenance issues, and often need to be remodeled to accommodate U.S.-style appliances. Due to heat, high humidity, and heavy rains, the GSO staff performs preventive maintenance on air conditioners, distillers, and dehumidifiers every 3 months. The extensive use of air conditioners by embassy occupants can cause condensation and other maintenance issues in neighboring apartments. Small apartments are rare, and it is especially difficult to find apartments that are suitable for single employees or couples. Approximately one-third of the employees are housed in residences that are oversized, and require a size waiver from OBO.

The lease for the chief of mission residence, which the embassy has held since 1977, expires in September 2011. Following intense negotiations and a substantial increase in rent, it appears that the landlord will sign another 3-year lease. However, the embassy staff believes that this may be the last renewal to which the landlord agrees. The embassy has been unable to find another suitable chief of mission residence despite an extensive search.

The five-person housing staff uses real estate agents, word of mouth, newspaper advertisements, and driving through neighborhoods in an attempt to find housing. Despite these efforts, GSO is finding it extremely difficult to find good housing for the American staff. If the embassy continues to expand its American staff, it is likely that the quality of housing will decline.

Recommendation 15: The Bureau of Overseas Buildings Operations, in coordination with Embassy Dhaka, should develop a comprehensive plan for staff housing, including a new chief of mission residence, using all available options, including building on the soccer field located at the general services annex. (Action: OBO, in coordination with Embassy Dhaka)

Property and Warehouse

In early 2010, GSO reduced the size of its warehouse by two-thirds to provide office and public space for PAS. The 29-member property and warehouse staff conducted several auctions to reduce its inventory, raising more than \$200,000. The new warehouse space is clean, but extremely crowded with narrow aisles. All of the aisles were clear at the time of the inspection, and the fire exit was clearly marked and free

The FY 2010 annual property inventory showed a discrepancy of less than one percent in both non-expendable and expendable property, well within Department standards. All files are well-maintained.

Procurement

The procurement unit processed 54 percent more purchases in the first 8 months of FY 2010 than during the same time period in FY 2009, without an increase in staff. One new position has been approved but has yet to be filled. The complexity of some of the procurements, especially those for Department of Defense-related entities, has also increased. The increase in procurements can be attributed to the increase in American staff and VIP visits as well as the smaller amount of warehouse space. With a larger warehouse, the procurement unit could make larger and less frequent purchases, knowing that space was available to store the items until needed. The reduction in warehouse space had led to more frequent procurements.

The nine-member procurement staff works long hours to keep up with the growing number of procurements. As noted above, working in Dhaka is very labor-intensive. The staff must follow up on each procurement to ensure it is being completed correctly. Vendors do not understand the embassy's requirements or standards, and even regular vendors must be monitored to ensure that they provide items that meet embassy standards. GSO recently received approval for one member of the procurement staff to work 45 hours per week to have more time to make petty cash purchases, which are often delayed due to heavy traffic.

The procurement files are complete and include proof of payment to the vendor. All files are signed by the contracting officer. The procurement and financial management staffs work closely together to ensure that payments are made and excess funds deobligated. The formal contract files are also in good shape. However, the embassy had continued to handle the local guard contract itself, rather than turning it over to the Department, as is now the norm. After discussion with the OIG inspectors, GSO contacted the Department, which will handle preparation of this contract in the future.

Motor Pool

The motor pool consists of 45 drivers, plus an additional four drivers who have been hired but are still undergoing security checks. Four of these drivers are detailed to the Marine security guard detachment, four to the Ambassador and DCM, and another four for the Ambassador's lead and follow cars. Drivers are scheduled to work

eight hours per day, six days per week, and are rarely allowed to exceed a 10-hour shift. Due to the extremely hazardous driving conditions at night outside of Dhaka city limits, all requests to drive at night outside of Dhaka must be approved in writing by the chief of mission. The motor pool is staffed 24 hours per day. All but two drivers received safe driving awards in the past year.

Because American staff is prohibited from using public transportation, the embassy has a liberal policy regarding other authorized use of embassy vehicles, which is closely monitored. Official business takes priority over personal trips and driver overtime is prohibited for trips that fall under the other authorized use policy. The driver utilization rate is between 70 and 80 percent. There were six instances of limited motor pool availability in the first 9 months of FY 2010, due to VIP visits and trips outside of Dhaka. The motor pool provides office to home transportation for local employees between 9 p.m. and 6 a.m., due to safety and security concerns.

Despite the extremely chaotic traffic in Dhaka, the motor pool has not had an accident involving injury or death in more than 5 years. However, minor accidents involving official and personal vehicles are fairly common. When an accident occurs, angry pedestrians and drivers surround the vehicles involved and the situation can quickly become volatile. The embassy has a vehicle accident policy dated January 2005. However, embassy staff are unclear as to when, or if, security or the local guard force will respond, and what support they provide when an accident occurs.

Recommendation 17: Embassy Dhaka should update its vehicle accident policy to clarify the responsibilities of the drivers and regional security office in case of a vehicle accident. (Action: Embassy Dhaka)

The motor pool supervisor is certified as a Smith System of safe driving instructor. The instructor gives annual driving tests to approximately 65 employees (including incidental drivers) each year, and holds day-long regular safety training monthly. Due to the workload, a second Smith safety instructor is needed.

Recommendation 18: Embassy Dhaka, in coordination with the Bureau of Overseas Buildings Operations should appoint and train a second Smith System safe driving instructor. (Action: Embassy Dhaka, in coordination with OBO)

can be difficult as the Government of Bangladesh policies frequently change and few policies are in writing. As is usual in Bangladesh, requests must be followed up frequently in order to get a response. Despite this, it generally takes approximately 3 weeks to receive approval to import shipments, and another 3-5 days to clear them through customs.

The embassy recently stopped issuing restricted business class tickets after receiving guidance from Washington, and now uses restricted economy fares for all travel, with the exception of rest and recuperation travel. The embassy continues to use full-fare economy for this travel, as allowed by 3 FAH-1 H-3726.2. The travel unit has received complaints regarding the service provided by its local travel agency, and has taken steps to improve customer service.

FACILITIES MAINTENANCE

Dhaka can be a harsh climate in which to provide maintenance services. Employees must deal with heat, high humidity, frequent flooding, daily power outages, pollution, chaotic traffic and an extremely heavy workload. The staff has handled numerous remodeling and renovation projects in the past 8 months, including the consular section, Marine house, warehouse, and health unit. Additional remodeling projects are anticipated to accommodate newly assigned American staff. Each residence that is added to the housing pool requires installation of air conditioners and generators, as well as maintenance staff to supervise the improvements required of the landlords. The facilities management office has successfully managed all their projects, despite being without a permanent facilities manager since September 2009. There have been two temporary facilities managers in the 8 months prior to this inspection; the current manager is scheduled to stay through August 2010. This lack of continuity has put additional stress on an extremely busy office. Both embassy management and OBO expect a permanent facilities manager will arrive in summer 2010, although the assignment has yet to be finalized.

The facilities management section has a staff of 104. An additional six positions have been approved but not yet filled. The staff also can be augmented with day laborers as needed. The employees are divided into two sections – office and residential – to provide more expertise and better continuity. Due to the poor infrastructure in Dhaka and the lack of reliable contractors, the maintenance staff performs appliance, furniture, and other in-house repairs. The staff also manufactures its own security grills for windows and doors. The maintenance shops were clean and well organized at the time of the inspection. However, they are too small for the amount

of work performed, and appliances awaiting repair are stored on the sidewalk outside the shops. Until immediately prior to the inspection, workers ate and changed clothes in the shop areas. The lockers have been moved and a separate lunch area provided for the employees.

The chancery and GSO annex are generally in good shape. However, 60 employees became ill in November 2009 from contaminated drinking water at the embassy. The embassy's water was tested regularly, but the chlorine was added by hand. An OBO water quality specialist visited Dhaka to investigate the incident. His report and recommendations for preventing a similar incident in the future have yet to be issued. The embassy has switched to bottled water, but tests show that approximately one-third of the deliveries are contaminated and must be returned. The facilities staff was preparing to install an automatic chlorination system at the time of the inspection, but this system may not eliminate all contaminants. The embassy needs a water filtration system to augment the chlorination system.

Recommendation 20: The Bureau of Overseas Buildings Operations should issue its report regarding the water contamination incident and recommend and install an adequate water filtration system at Embassy Dhaka (Action: OBO)

The maintenance staff is also working on several projects at the GSO compound, including an electrical upgrade and the addition of a new generator and an improved waste water treatment plant. They also propose remodeling and expanding the lunchroom and kitchen to accommodate the additional staff housed on the compound. These plans have yet to be submitted to OBO for approval. A new pedestrian access control area and a sprinkler system for both the PAS offices and the GSO/facilities offices and warehouse will be installed as part of the remodeling project to move PAS to the GSO compound.

According to embassy documents, the last full safety inspection of the chancery elevators was done in November 2007. The inspection certificate for the chancery elevators expired in November 2009. Guidance in 15 FAM 661 a. require that elevators in government-owned buildings be inspected every 6 months, that no-load safety tests be done annually, and that a full-load test be done every 5 years. The embassy has asked OBO for help in setting up a statement of work for an elevator maintenance and repair contract, but has yet to receive a reply.

Recommendation 21: The Bureau of Overseas Buildings Operations, in coordination with Embassy Dhaka, should arrange for the chancery elevators to be inspected and tested. (Action: OBO, in coordination with Embassy Dhaka)

information systems security officer (ISSO). There are two alternate ISSOs: one handles unclassified systems security and the other is in charge of the security for the classified system. In interviews, the ISSO and the two alternates told the OIG inspectors that they coordinate with each other on cross-cutting topics.

Dhaka has experienced significant personnel growth in both American and local staff, particularly in USAID. The number of high-level visitors to Dhaka has more than doubled this year over previous years. The growth and visit support requirements have led to an increase in the number of requests for information management support. At the same time, four information management positions in systems and two mailroom positions are vacant due to employees' receiving special immigrant visas and immigrating to the United States. While vacancies are advertised in a timely manner, there is often a lengthy gap in bringing new employees on board. These factors have led to complaints that the information management staff is not as responsive as they should be.

Recent renovation or upgrade projects in the consular section, health unit, embassy training room, and Marine house, as well as the upcoming PAS move, have also put a severe strain on information management operations.

Diplomatic Post Office Services

The diplomatic post office (DPO) in Dhaka has been plagued by poor incoming mail delivery. Far too frequently, mail to Embassy Dhaka is dispatched and labeled incorrectly. During one mail delivery that the OIG team witnessed, half of the 10 bags received did not carry the important DPO tag marked "Diplomatic Bag – Diplomatic Correspondence." Other issues reported by embassy staff included one bag that arrived with no pouch seal, and other mail wrapped in torn cardboard rather than sealed in a pouch, exposing personal letter mail to the elements and pilferage. Incorrectly labeled mail bags are confusing to Bangladeshi post office authorities, and improperly marked bags have been delivered to the local post office rather than to the embassy. Incoming personal mail can and has gone astray. DPO mail is the responsibility of the U.S. Postal Service. However, the Diplomatic Pouch and Mail Office is responsible for reporting customers' quality control issues to the U.S. Postal Service. Embassy management has sent repeated emails to the appropriate offices regarding this topic, but with little result.

Recommendation 24: The Diplomatic Pouch and Mail Office should work with the U.S. Postal Service to improve quality control procedures to require all mail destined for Embassy Dhaka from the Los Angeles office be properly secured, sealed, and labeled with a proper “Diplomatic Correspondence – Diplomatic Bag” tag. (Action: DPM)

Personal DPO mail en route to Dhaka from the Los Angeles processing facility frequently has been off-loaded in airports such as Tokyo and Singapore. This is often due to other cargo taking a higher precedence over mail. Particularly during hardship assignments, personal mail is morale issue. If personal mail is not sent by the most direct route with the least delays, it can be lost or damaged. The information management section has been working closely with the DPO on this issue. During the past few months, the off-loading problem has abated somewhat. The information management section continues to monitor this.

Information Management Property and Policies

The Dhaka laptop inventory is incomplete. Various laptops are not even listed on the existing inventory, and at least one laptop was assigned to the wrong employee. According to the most recent policy outlined in 10 State 57406, “laptop inventories must be validated and accounted for each year, regardless of value.” Without an up-to-date inventory, equipment is prone to loss or theft.

Recommendation 25: Embassy Dhaka should reconcile its inventory to account for all laptops and should properly dispose of unused or defective laptops. (Action: Embassy Dhaka)

The mission has no policy regarding the responsibilities, issuing, and use of BlackBerry, laptop, and OpenNet Everywhere equipment. The mission cell phone policy has not been updated since 2005, although an update of this policy is in draft form. Due to more critical issues and short staffing, drafting policies for these programs has been postponed. A policy which explains the procurement, issuance, billing, and responsibilities of U.S. Government property should be provided to all employees who receive computer or communications equipment to eliminate confusion among the staff. These guidelines should include who is eligible to check out the equipment and the possible consequences if the equipment is lost or stolen.

Recommendation 26: Embassy Dhaka should develop and implement policies regarding the responsibilities, issuing, and use of its BlackBerry, laptop and OpenNet Everywhere equipment. (Action: Embassy Dhaka)

Radio Frequencies and Digital Video Conferencing

Although the Government of Bangladesh has approved embassy use of most radio frequencies, it has not approved the local guard force radio frequency which has been in use for almost 2 years. Guidance in 5 FAM 541 c. states, in part, that the embassy should have “host country consent before installing and using wireless” equipment. The IMO, as well as the senior political/economic officer, is in regular contact with the Government of Bangladesh on this issue. The information management section should continue its efforts and keep the Department and the regional information management center in Bangkok informed of its progress. The OIG team made an informal recommendation regarding this issue.

PAS lost its digital video conferencing capability when the Office of International Information Programs moved its headquarters in Washington during the summer of 2009, and the Washington Internet protocol address changed. The Bangladeshi Government controls access to Internet protocol addresses. Digital video conference capability is crucial for electronic public outreach and needs to be restored. The OIG team made an informal recommendation regarding this issue.

Information management equipment that is no longer needed due to the normal life cycle replacement of radio, telephone, and computer equipment, is stored in different areas throughout the embassy. Excess and inoperable computer and communications equipment is located in the atrium storage area, the telephone and radio storerooms, and the public diplomacy computer area, and requires proper disposal. The OIG team made an informal recommendation regarding this issue.

QUALITY OF LIFE

EQUAL EMPLOYMENT OPPORTUNITY/FEDERAL WOMEN'S PROGRAM

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At the time of the inspection, the Department and USAID each had one trained EEO counselor, both of whom were scheduled to leave in June 2010. A new Department counselor has been appointed and trained. USAID has also named a new EEO counselor, but training has yet to be provided. Information on EEO was posted at the chancery and the GSO compound, but not at the offsite PAS compound. Information was posted the same day this was brought to the counselor's attention.

The embassy's Federal Women's Program representative reported that she has not received any requests for assistance.

COMMUNITY LIAISON OFFICE

The scores for the community liaison office (CLO) on the OIG's workplace and quality of life questionnaire and the 2010 ICASS customer satisfaction survey were nearly equal at slightly above 4.0 on a 5-point scale. Although its 2010 ICASS scores decreased over those in 2009 and 2008, observation and employee interviews portrayed a CLO coordinator actively engaged with the embassy community.

The current CLO coordinator assumed the full-time position in April 2010 after being hired as one of two 20-hour-per-week assistant CLO coordinators in October 2009. As the spouse of the management counselor, she reports directly to the DCM, and the Department's approval of her new nepotism waiver has been received. An American eligible family member recently assumed one of the vacant assistant CLO coordinator positions. The embassy advertised the second part-time family member position during the course of the OIG inspection.

CLO activities include offering general guidance and an empathetic ear, organizing social events for staff and dependents, managing a lending book and video library, advising employees on local conditions, and maintaining emergency plans. The CLO coordinator arranges sponsors for new arrivals and coordinates recreational programs. Besides serving on the emergency action committee, the housing board, and other embassy committees, the CLO coordinator prepares a well-received newsletter, which publicizes recreational activities, dining opportunities, items of general interest, and shopping trips.

The CLO receives \$2,000 yearly from the embassy's commissary and \$1,000 yearly from the embassy's recreation association to fund activities and programs. That level of funding is sufficient to support frequent, low-cost events.

HEALTH UNIT

Members of the embassy community are happy with the health unit's services, resulting in scores on the OIG's questionnaires of just above 4.2 on a 5-point scale. The 2010 ICASS customer satisfaction survey indicates a similar degree of satisfaction with the mission's health unit services, with scores averaging above both bureau and worldwide averages.

The unit, located at the GSO compound, provides primary medical care to embassy staff and dependents, as well as emergency care to local staff members who suffer illness or injury while on the job. The unit's space includes a reception and waiting room area with medical record storage cabinets, private offices, examination rooms, medicine storage room (where vaccinations are given), and a separate room serving as both a laboratory and storage for non-medicine medical supplies.

The health unit is staffed by a first-tour Foreign Service regional medical officer and two American part-time nurses. There are also four LE staff: a secretary, laboratory technician, nurse, and a medical aide filling a newly created position. A physician spouse of a USAID employee, working for a nongovernmental organization, fills in for the medical officer on occasion. The laboratory technician is currently on a 6-month assignment to Baghdad and during his absence, one of the American nurses is working full-time. Embassy Dhaka is supported by a regional medical officer/psychiatrist from Embassy New Delhi. Embassy Dhaka's medical officer, who arrived in September 2009, provides quarterly regional support to Embassy Kathmandu.

Although local medical care has been improving and three major hospitals have opened, patients requiring secondary treatment and those with complex medical problems requiring advanced or extended treatment are sent to Singapore, which is Dhaka's medical evacuation point. Apollo Hospital Dhaka is used for outpatient care and radiology, CAT scans, and magnetic resonance imaging.

The OIG team verified that contingency plans for possible pandemics are in place; controlled substances are properly safeguarded and distributed in the prescribed manner, expiration dates are tracked, and logs properly kept.

RECREATION ASSOCIATION

The American Recreation Association (ARA) provides a range of services to its members, including the embassy canteen, temporary-duty apartments, DVD rental, and the American Club, which includes a restaurant and bar, fitness center, tennis and squash courts, a swimming pool, and a playground. It meets its financial reporting obligations to the Department and has finally returned to profitability after several years of losses. The association earned a net profit of \$20,372 (2 percent) on gross sales and services of \$1,068,410 in 2009. In 2008, ARA incurred a net loss of \$66,421 (7.6 percent) on gross sales and services of \$873,964. Its latest financial audit by an independent firm indicated no material weaknesses.

In addition to full membership available to U.S. direct-hire employees, the association offers associate and affiliate membership to others, including USAID contractors, third-country diplomats, and resident Americans sponsored by full members. ARA employs 106 Bangladeshi citizens. ARA's board chair, Embassy Dhaka's HRO, is also the after-hours general manager until the new general manager starts. The assistant general manager position is also vacant; the board has voted to hire another American eligible family member for the vacancy.

The board chair stated that ARA's operation of temporary-duty apartments played a big part in bringing back the recreation association to profitability, but that his long-term goal was to realize a profit from the operation of the American Club.

Embassy Dhaka is the only mission where the recreation association and commissary have not merged. Although this issue has been discussed individually by both the recreation association and commissary boards, approximately 60 percent of ARA's membership would be ineligible for commissary membership.

COMMISSARY

The U.S. Commissary (USCOM) provides its members with commissary and stamp sales. It meets its financial reporting obligations to the Department and has maintained its profitability, earning a net profit of \$83,983 (5.8 percent) on gross sales and services of \$1,437,825 in 2009. In 2008, ARA earned a net profit of \$74,998, which also approximated 5.8 percent. Its latest financial audit by an independent firm indicated no material weaknesses.

In addition to full membership available to U.S. direct-hire employees, the association offers associate and third-country diplomat membership to others, including

USAID contractors, American Fulbright Program participants, and school teachers. USCOM employs 11 Bangladeshi citizens.

During its spot-check of USCOM's inventory, the OIG team noted that the warehouse aisles were congested with cases of goods, which could hinder emergency egress, and that warehouse staff had to clamber up the shelving, rather than use a ladder, when retrieving goods. USCOM's staff stated that approximately five shipping containers of goods were cleared by Bangladeshi customs back-to-back which overwhelmed the warehouse. The OIG team informally recommended that USCOM shelve the goods blocking the aisles and ensure that the staff follows safety guidelines.

A separate section of the commissary warehouse houses the walk-in freezers and coolers. There is a door which leads back to the main warehouse and several doors leading outside. The most accessible door leading outside was partially blocked by boxes. Should an emergency situation arise restricting access to the emergency exits in the main warehouse, employees in the freezer room could be trapped. The OIG team pointed this out to the commissary staff and they agreed to remove the boxes from in front of the door in question. The OIG team informally recommended that the door be labeled as an emergency exit and that the doorway be kept clear at all times.

USCOM's policy of allowing credit of up to three times a member's deposit was not being enforced. Depending on the type of member, the credit limit is between \$750 and \$1,200. At the end of the month, a statement is sent to each member with a credit balance and payment is to be received by the 15th day of the next month. In its review of all members' statements, the OIG team found that the credit limit was exceeded as a matter of course and that not all members paid their outstanding balance by the 15th day of the month.

Recommendation 28: Embassy Dhaka should require that the commissary adhere to its credit policy. (Action: Embassy Dhaka)

OVERSEAS SCHOOLS

Embassy Dhaka staff ranked educational opportunities above average. (b)(2)
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In FY 2009, the Department provided a grant totaling \$218,300 for upgrading the (b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)(b)(2)(b)(6)

MANAGEMENT CONTROLS

The embassy submitted the annual chief of mission certification of internal controls for FY 2009, which cited no reportable conditions. The embassy has clear separation of duties and responsibilities in various job functions. The management officer has been designated as the embassy's management controls coordinator, and the bureau's management controls coordinator was notified. The responsibility for management controls is included in the work requirements statements for all staff members who manage U.S. Government assets.

Required systems of internal controls were in place and functioning adequately throughout the mission, including the management and consular sections.

CONSULAR MANAGEMENT CONTROLS

Given the small number of consular managers and the large consular workload in Dhaka, the temptation has been great for managers to delegate to ELOs responsibilities that in effect make them accountable control officers. The managers should not succumb to this temptation as it increases the potential for problems; a perfect example comes from Embassy Dhaka's recent experiences.

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Recommendation 29: Embassy Dhaka should create and implement a policy that only consular managers serve as accountable consular officers and back-up accountable consular officers. (Action: Embassy Dhaka)

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Recommendation 30: Embassy Dhaka should design and implement a process for allocating the immigrant visa/diversity visa cases to be interviewed by each officer on a random basis. (Action: Embassy Dhaka)

GRANTS MANAGEMENT

Although the PAO had taken the required grants training, the officer did not have a grants warrant at the time of the inspection, 8 months after her arrival to Dhaka. As a result, lower-level officers on their first public diplomacy tours were signing all PAS grants, including those for sizeable and complex programs. There was evidence of some confusion over the issue. The OIG team found one grant for which the DS-4012, DS-1909, and Award Specifics document list the PAO as the grants officer; the staff discovered the error in time, and the information officer, who does have a valid grants warrant, co-signed the DS-1909, avoiding an unauthorized commitment.

Recommendation 31: Embassy Dhaka should direct the public affairs officer to obtain a grants warrant and should correct grants documents to reflect the actual grants officer. (Action: Embassy Dhaka)

LIST OF RECOMMENDATIONS

Recommendation 1: The Bureau of Overseas Buildings Operations, in coordination with Embassy Dhaka and the Bureau of South and Central Asian Affairs, should send a team to assess the changed circumstances resulting from a dramatic increase in programs and personnel in Bangladesh and determine what interim options may be advanced if the Bureau of Diplomatic Security's threat listings cannot advance the new embassy annex project currently set for FY 2022. (Action: OBO, in coordination with Embassy Dhaka and SCA)

Recommendation 2: Embassy Dhaka, in coordination with the Bureau of Human Resources and the Bureau of South and Central Asian Affairs, should redesignate position 14-032001 as political-military, and position 01-971000 as political-labor and nonrotational. (Action: Embassy Dhaka, in coordination with HR and SCA)

Recommendation 3: Embassy Dhaka, in coordination with the Bureau of South and Central Asian Affairs, the Office of the Under Secretary for Public Diplomacy and Public Affairs, the Bureau of Diplomatic Security, and the Bureau of Overseas Buildings Operations, should develop the details of its proposal and seek funding to create a public diplomacy programming and outreach center in downtown Dhaka. (Action: Embassy Dhaka, in coordination with SCA, R, DS, and OBO)

Recommendation 4: The Bureau of Educational and Cultural Affairs should provide additional funding to enable Embassy Dhaka to expand the Access Microscholarship program to additional cities. (Action: ECA)

Recommendation 5: Embassy Dhaka should establish guidelines for nominating officers that direct them to participate in International Visitor Leadership Program predeparture briefings and post-program debriefings. (Action: Embassy Dhaka)

Recommendation 6: Embassy Dhaka should translate key visa information into Bengali and post it on the embassy Web site. (Action: Embassy Dhaka)

Recommendation 7: Embassy Dhaka should establish procedures to place evidence of program completion in all grant files, to incorporate an explanation in the file for cases in which the grantee signs the grant documents more than 10 days late, and to include in a consistent manner the grants officer representative memos and Mission Strategic Resource Plan goals. (Action: Embassy Dhaka)

Recommendation 8: The Bureau of Consular Affairs, in coordination with Embassy Dhaka, should analyze the locally employed staffing needs of the immigrant visa/diversity visa unit of the consular section and authorize and fund an increase in staffing as warranted. (Action: CA, in coordination with Embassy Dhaka)

Recommendation 9: Embassy Dhaka should create and implement a redesign of the entry-level officer rotation program in the consular section so that each entry-level officer works at least six months in one other unit of the consular section besides the immigrant visa/diversity visa unit. (Action: Embassy Dhaka)

Recommendation 10: Embassy Dhaka should create and implement a plan to realign the supervisory responsibilities of the consular managers in the units of the consular section so that it will no longer be necessary to have an entry-level officer serving as team leader of the immigrant visa/diversity visa unit. (Action: Embassy Dhaka)

Recommendation 11: Embassy Dhaka should designate the regional security officer as the rater and the chief of the consular section as the reviewer for the employee evaluation report of the assistant regional security officer-investigator. (Action: Embassy Dhaka)

Recommendation 12: Embassy Dhaka, in coordination with the Bureau of Consular Affairs and the Bureau of Overseas Buildings Operations, should fund and implement the embassy's plan to build two windows near the consular guard booth that could be used for DNA collection, visa pass-back, and document drop-offs. (Action: Embassy Dhaka, in coordination with CA and OBO)

Recommendation 13: Embassy Dhaka, in coordination with the Bureau of South and Central Asian Affairs, should request that an experienced human resources officer be sent to Dhaka to review and develop a plan and schedule for improving human resources operations where needed. (Action: Embassy Dhaka, in coordination with SCA)

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.

Political Section

Embassy Dhaka has subsumed its law enforcement working group function into a counterterrorism working group chaired by a political officer because there is now only a single U.S. law enforcement officer in the embassy. This will change with the arrival during 2010 of a police trainer, and possibly, a full-time Federal Bureau of Investigation representative. A separate, DCM-led law enforcement working group is the model at most embassies with multiple U.S. law enforcement agency representatives.

Informal Recommendation 1: Embassy Dhaka, coincident with an increase in numbers of assigned U.S. law enforcement representatives during 2010, should initiate a law enforcement working group, under the chairmanship of the deputy chief of mission.

Public Affairs

The embassy compound that will house the new PAS offices and public spaces is commonly called "the GSO compound," and the sign at the employee entrance currently says, "Facilities Maintenance, U.S. Embassy, GSO – Dhaka." These names do not reflect the many uses of the compound, which also includes the health unit and commissary. For external use, a good brand name for the new American Center would help PAS keep its current clientele and attract new visitors.

Informal Recommendation 2: Embassy Dhaka should give the general services office compound a new internal name that reflects its varied functions and should give the public affairs space an external name and signage that will aid in marketing the new facility.

PAS will split the cultural affairs portfolio between two entry-level officers – one who replaces the current cultural affairs officer and one who will enter a newly created position. PAS was originally planning to designate one of them as cultural affairs officer and one as public diplomacy officer, but their ranks are equal and responsibilities comparable. The staffing pattern lists both as public diplomacy officers.

Informal Recommendation 3: Embassy Dhaka should assign equal responsibilities for its two new cultural affairs officers as well as designate comparable cultural affairs officer titles.

For the past few years, the senior local staff cultural advisor had reported directly to the PAO, even though most of the work is with the cultural affairs officer. Because of this staffer's experience and expertise, PAS tends to rely on her for much of the programming and grants work, which sometimes creates a bottleneck. The filling of the vacant position of cultural assistant, who will report to the cultural advisor, should help alleviate this situation, if the assistant is given his or her own portfolio and primary responsibility for specific programs. In addition, an administrative clerk who reports to the information officer has extensive section-wide duties, and an office management specialist is carrying out duties not in her position description.

Informal Recommendation 4: Embassy Dhaka should revise the organizational structure of the public affairs section and review its workflow and assignments so that staff members report to the officer doing the primary supervision, the new cultural assistant has specific program portfolios, and position descriptions are accurate.

With no specific MSRP goal devoted to public diplomacy, a strategic public diplomacy plan would enable PAS to present a more compelling case for additional resources.

Informal Recommendation 5: Embassy Dhaka should develop a written public diplomacy strategic plan to integrate its goals, approach, and implementation of programs and activities, and to provide a framework for resource requests.

PAS does not have a representation budget plan. As a result, the spending of representational funds is slow and exclusively by American officers or in connection with major program events.

Informal Recommendation 6: Embassy Dhaka should develop a representation budget for the allocation of its public diplomacy representation funds, including allotments for local staff.

The email seeking nominations for the IVLP specified that nominees should be able to converse in English, which is a requirement for regional and multiregional projects but not for single-country projects of Bangladeshi-only nominees. Although PAS had discussed the program in an earlier country team meeting, the section sent the email with the detailed explanation of the IVLP only a month before the nomination deadline.

Informal Recommendation 7: Embassy Dhaka should explain more clearly the different kinds of International Visa Leadership Programs and the option to develop single-country projects addressing mission goals that can include non-English speakers. The embassy should send out the formal, written request for nominations earlier.

PAS local staff must send routine logistical questions and communications such as inquiries about application status to the consular section through their American supervisors, resulting in delays and additional work for the American officers.

Informal Recommendation 8: Embassy Dhaka should establish a direct channel to allow routine communications from the public affairs section's local staff to consular section staff on subjects like logistical matters and application status inquiries, incorporating necessary safeguards for oversight.

Public diplomacy in Bangladesh would benefit from more publicity for USAID projects that benefit Bangladeshis. The embassy's Facebook page does not link to USAID's Facebook page.

Informal Recommendation 9: Embassy Dhaka should link its embassy Facebook page to the U.S. Agency for International Development Facebook page and include more information about U.S. Agency for International Development activities on its Web site and Facebook page.

It is standard practice for missions to distribute a press policy to all staff, setting forth procedures for dealing with the news media. Because of summer turnover, it is useful to send out this policy annually, especially if there is a new ambassador, because the ambassador normally sends or at least clears the press policy. Embassy Dhaka has not sent out a press policy since January 2008.

Informal Recommendation 10: Embassy Dhaka should update and disseminate a press policy to all mission staff.

The three American Corners in Bangladesh would benefit from more regular programming and visits from embassy officers.

Informal Recommendation 11: Embassy Dhaka should develop a programming plan for the American Corners that involves the entire mission and has front office endorsement.

PAS manages its contacts through the embassy-wide contact database. The only PAS employees who can look at the database are the employees who have the authority to edit it. If other employees need information from the database, they must request it from one of those with access. Allowing more employees read-only access to the database would increase its usefulness.

Informal Recommendation 12: Embassy Dhaka should give more public affairs staff read-only access to the contact database.

A large percentage of PAS Dhaka's grants are for the standard, Fulbright program, or other U.S. Government-funded exchanges. Issuing grants is a valid but somewhat cumbersome way to handle this kind of travel. Other embassies have developed more streamlined approaches.

Informal Recommendation 13: Embassy Dhaka should explore other ways to handle the simple travel expenses for standard U.S. Government-sponsored exchanges to reduce the staff time devoted to these programs.

Consular Section

The consular section has not purged the immigrant visa files of applications that are being terminated for lack of follow-up action. Overloaded filing cabinets are clogging up limited filing space in an already over-crowded consular section.

Informal Recommendation 14: Embassy Dhaka should assign to temporary workers the job of purging the immigrant visa files that are being terminated according to Department regulations.

Financial Management

Subcashier verifications are not being done monthly or quarterly by the American supervisor or cash verification officer.

Informal Recommendation 15: Embassy Dhaka should require that the American supervisor or cash verification officer perform monthly or quarterly unannounced verifications of subcashiers.

Quality of Life

Commissary warehouse aisles are congested with goods, and at times warehouse staff climb up the shelving.

Informal Recommendation 21: Embassy Dhaka should shelve the goods blocking the aisles and require that the warehouse staff follows safety guidelines.

The freezer room's most accessible door leading to the outside was blocked by boxes and was not labeled as an emergency exit.

Informal Recommendation 22: Embassy Dhaka should label the freezer room door as an emergency exit and keep the doorway clear at all times.

PRINCIPAL OFFICIALS

	Name	Arrival Date
Ambassador	James F. Moriarty	04/08
Deputy Chief of Mission	Nicholas J. Dean	07/09
Chiefs of Sections:		
Administrative	Adam Lamoreaux	07/09
Consular	Sandra Ingram	06/09
Political/Economic	Jon Danilowicz	08/07
Public Affairs	Lauren Lovelace	09/09
Regional Security	David Koczot	08/09
Other Agencies:		
Centers for Disease Control and Prevention	Dr. Steve Luby	08/04
Department of Defense		
Defense Attaché Office	LTC Sherman Kelly	06/09
Office of Defense Cooperation	Major Mark Pralat	05/08
Department of Justice	Robert Gerardi	09/08
U.S. Agency for International Development	Denise Rollins	08/07

ABBREVIATIONS

ACS	American Citizens Services
ARA	American Recreation Association
ARSO-I	Assistant regional security officer-investigator
CLO	Community liaison office
DCM	Deputy Chief of Mission
DPO	Diplomatic Post Office
DS	Bureau of Diplomatic Security
DV	Diversity visa
EEO	Equal Employment Opportunity
ELP	Entry level professional
ELO	Entry level officer
FMO	Financial management officer
FPU	Fraud prevention unit
GSO	General services office
HR	Human resources
HRO	Human resources officer
ICASS	International Cooperative Administrative Support Services
IMO	Information management officer
ISSO	Information systems security officer
IV	Immigrant visa
IVLP	International Visitor Leadership Program
LE	Locally employed
MSRP	Mission Strategic Resource Plan
NIV	Nonimmigrant visa

OBO	Bureau of Overseas Building Operations
OIG	Office of Inspector General
PAO	Public Affairs Officer
PAS	Public Affairs Section
SAO	Security Advisory Opinion
SCA	Bureau of South and Central Asian Affairs
S/OCR	Office of Civil Rights
USAID	U.S. Agency for International Development
USCOM	U.S. Commissary

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