



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

Office of Inspector General

Office of Inspections

**Inspection of
Embassy Beirut, Lebanon**

Report Number ISP-I-12-10A, February 2012

~~Important Notice~~

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PURPOSE, SCOPE, AND METHODOLOGY OF THE INSPECTION

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2011 by the Council of Inspectors General 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 AND SCOPE

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.



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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". The signature is fluid and cursive, with a large loop at the end.

Harold W. Geisel
Deputy Inspector General

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Key Judgments

- Embassy Beirut performs its core policy and operational missions well. However, its substantive strengths are undercut by front office leadership shortcomings (b) (5) [REDACTED]
- Embassy reporting attracts a wide Washington readership and receives high marks from consumers for timely and insightful analysis. The embassy is seen as an engaged, skillful player in Washington policy discussions.
- The embassy has been successful in recalibrating U.S. foreign assistance programs to strengthen Lebanese civil society and institutions. However, the scope of foreign assistance to Lebanon remains closely tied to volatile regional developments.
- Nearly three decades after the bombing of the U.S. Embassy in 1983, the embassy still occupies an overcrowded and functionally obsolete compound (b) (5) [REDACTED]. The Department of State (Department) should expeditiously fund construction of a new compound now that the embassy has acquired land for this purpose.
- Embassy Beirut operates an extensive security program in a critical threat environment. The embassy is undertaking a thorough review of its security posture to determine whether the extraordinary measures currently in place remain necessary.
- Embassy Beirut has successfully defined its key public diplomacy target audiences, including women, young people, and specific sectarian groups, and deploys its public diplomacy resources to maximize engagement with those groups.

The inspection took place in Washington, DC, between September 12 and October 13, 2011, and in Beirut, Lebanon, between October 31 and November 11, 2011. (b) (6) [REDACTED]

Context

Stability and peace often elude Lebanon, whose population of 4 million is divided into 18 religious sects and a kaleidoscope of ethnic groups, many of whom maintain ties to political parties and some to armed militias. Every aspect of public administration requires a balance among Christians, Sunni, and Shia Muslims. The activities of extremist groups, like the Iran-backed Hizballah; interference from outside the country; and periodic cross-border military conflict further complicate the achievement of durable political and social stability. As a result, Embassy Beirut personnel operate in an extremely challenging environment that demands expert diplomatic skills as well as personal fortitude.

Lebanon's recent history is marked by bouts of disruption, turmoil, and conflict. The period of relative calm and rapid economic growth that followed the civil war of 1975–1990 ended in February 2005 with the assassination of former Prime Minister Rafiq Hariri. Massive demonstrations led to the withdrawal of Syrian military forces later that year. A disastrous 34-day conflict with Israel in 2006, touched off by Hizballah's kidnapping of two Israeli soldiers, left Lebanon with much of its infrastructure in rubble, its economic output slashed by half, and a deeply entrenched Hizballah eager for more political power. The national unity government of Hariri's son Saad Hariri was toppled by Hizballah in January 2011. There was no functioning government for 5 months this year while the parties negotiated for positions and to determine the future role of Hizballah in the administration. The present government, headed by the relatively moderate political veteran Nijab Mikati and supported by the Iran- and Syria-backed "March 8" coalition of Christian, Sunni, Shia, and Druze parties, is steering a narrow course among Lebanon's powerful sectarian factions. Uncertainty regarding the ongoing popular uprising in Syria is a major concern; a spillover of the Syrian conflict into Lebanon, or a humanitarian/refugee crisis, would have grave implications for the government and people of Lebanon.

U.S. policy prohibits any form of contact with Hizballah, a designated terrorist organization that supports one of the main factions of the government and controls territory in southern Lebanon. Within this exclusion, U.S. support and assistance to Lebanon aim to promote a state that is sovereign, independent, democratic, and prosperous and that can secure its borders, ensure internal security, undercut terrorism, and respond to the needs of its citizens. The United States supports programs to increase the capabilities of the Lebanese security forces to maintain order, control the borders, and counter terrorism through the provision of equipment and training. The United States also supports efforts to ensure that Lebanon fulfills its international obligations with respect to the Special Tribunal for Lebanon. The U.S. Agency for International Development (USAID) and other programs strengthen civil institutions and good governance, focusing on the municipal level and outreach to civil society. Private sector development is the focus of programs to foster economic growth across sectarian lines. Protection of the approximately 100,000 U.S. citizens resident in Lebanon is also a high priority.

Security concerns have dictated diplomatic operations and embassy community life in Lebanon since the bombing of the U.S. embassy in 1983. All embassy personnel live on the 18-acre compound and travel outside the confines of the embassy only with extensive security support. The chancery is located in an overcrowded and functionally obsolete hodgepodge of

buildings. Property has been purchased for a new embassy compound, currently scheduled for construction in 2019. In the meantime, the Bureau of Overseas Buildings Operations (OBO) and USAID are constructing additional housing to relieve chronic overcrowding. Although embassy employees now serve standard 2-year tours, Beirut remains a difficult and dangerous nontraditional assignment; the hardship differential is set at 20 percent and danger pay at 25 percent, and only adult family members can accompany employees to post.

Embassy staffing consists of 57 direct-hire Americans and 550 locally employed (LE) staff, which includes personnel from the Departments of State, Defense, and Justice, as well as USAID. Operating budgets for all agencies at the mission totaled \$52.7 million. In addition, the embassy administers a foreign assistance portfolio that totaled \$238.3 million in FY 2010.

Executive Direction

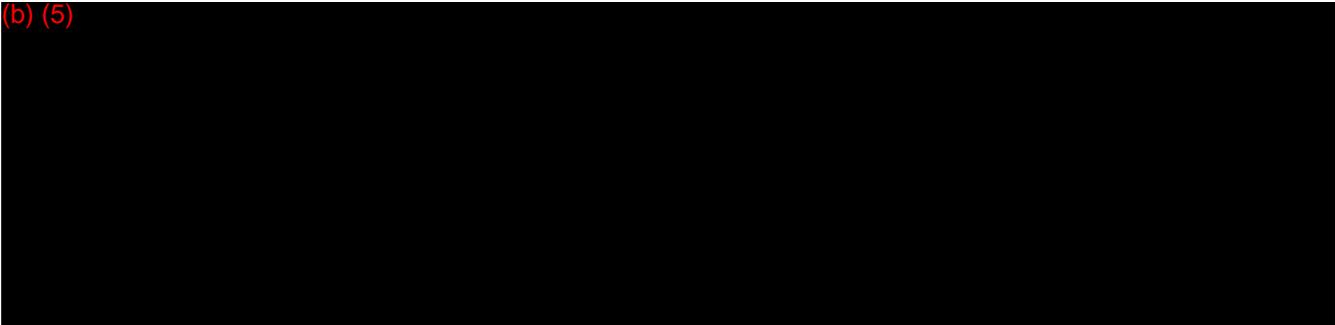
Embassy Beirut is performing its core policy and operational missions well. Restrictive security requirements severely limit the movement of personnel, outreach opportunities, and the conduct of normal diplomatic business in Lebanon. The embassy works around these constraints to carry out a well-focused program that includes advocacy on regional peace issues, counterterrorism cooperation, and assistance to civil society, along with the protection of U.S. citizens. The caliber of its staff ensures that the embassy is able to achieve progress on its Mission Strategic and Resource Plan (MSRP) goals. The Americans, from entry-level officers (ELO) to senior section chiefs and heads of agency, are talented and committed; LE staff is experienced and dedicated. (b) (5)



Both the Ambassador and the deputy chief of mission (DCM) have substantial regional expertise, crucial in one of the Bureau of Near Eastern Affairs' (NEA) most sensitive posts. Before coming to Beirut a year ago, the Ambassador served in five other regional missions, including a period as chargé d'affaires in Syria. She received high marks from NEA and the Washington interagency community for her authoritative knowledge of Lebanon and its neighbors. At post, inspectors witnessed her command of local and regional affairs in multiple meetings. The Ambassador is respected as a skilled strategist and a seasoned and effective player in the Washington interagency decisionmaking process. Following the 2011 fall of the Hariri government, the Ambassador spearheaded a reevaluation of U.S. assistance programs and successfully steered the mission's proposal through the interagency network. Taking note of an opportunity to strengthen civil society institutions and work with local municipal government partners, the Ambassador laid a strong foundation for engaging directly with Lebanon's people. Working within the exclusion of U.S. prohibitions on contacts with Hizballah, she has developed relationships across the sectarian and party spectrums to ensure that Washington receives the fullest possible view of decisionmakers and trends. Under her oversight, the embassy produces well-drafted reporting that is valued for its insightful analysis of the extremely complex Lebanese political, sectarian, and economic scenes.

The DCM arrived in Beirut in the summer of 2011, after three previous assignments in the Middle East, including Beirut and a 6-month temporary duty assignment to Baghdad. She recently completed back-to-back assignments in Pakistan. In the front office division of labor, the Ambassador focuses on policy issues while the DCM supervises internal operations and the management of the embassy. The Ambassador charged the DCM in particular with oversight of the management section.

(b) (5)



(b)(5)(b)(6)

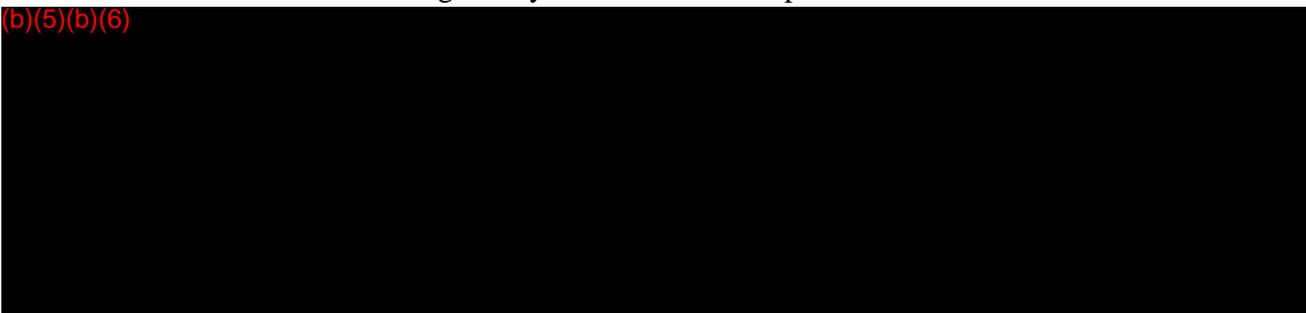


The front office's schedule is framed by an extensive committee and meeting structure. In addition to weekly country team meetings and individual meetings with section chiefs and heads of agencies, the Ambassador or DCM holds a weekly policy review committee, a roundtable with senior LE staff, and a counterterrorism meeting. All-hands meetings of the American staff occur every 2 weeks. Although the number and frequency of meetings reflect the Ambassador's commitment to keeping employees informed of developments in and outside the compound, in practice, many participants feel that these meetings do not yield enough useful guidance or insights to justify the investment of time and effort. Inspectors discussed with the Ambassador other ways to maximize two-way flow of information and promote team cohesion. The OIG team believes the Ambassador should develop more wide-ranging contacts in the mission to foster an environment of consultation and collaboration (b) (5)

Inspectors suggested that the front office invigorate a personalized dialogue with the community by engaging in more frequent contacts with employees in less formal settings and in smaller or individual groupings. Making impromptu visits to sections and walking about the compound would also help provide the front office with a better sense of employee concerns (b) (5)

Regional support has not been as frequent as is necessary in this high-stress environment. The regional psychiatrist has not visited the embassy in more than a year. Visits from the regional human resources officer similarly have been sporadic. The recent resignation of the post's community liaison office (CLO) coordinator also leaves a gap that a new coordinator must fill in terms of communicating family member and workplace concerns to the front office.

(b)(5)(b)(6)



Recommendation 1: (b) (5)

[REDACTED]

Recommendation 2: (b) (5)

[REDACTED]

Entry-Level Officers

The embassy does not offer a formal mentoring program for ELOs, although the front office is concerned about and designates activities for ELOs. The DCM has held one quarterly dinner with the ELOs as a group. The front office supports training by asking ELOs to serve as note-takers at country team meetings, requiring them to attend meetings, and assigning them individual projects. Although ELOs welcome the opportunity to learn more about the Foreign Service and the workings of an embassy, the absence of guidance, choice, and feedback limits the value of the learning experience.

[REDACTED]

Informal, individual counseling sessions with front office and other senior leaders would serve both educational and (b) (5) objectives.

Recommendation 3: Embassy Beirut should establish a formal mentoring and professional development program for entry-level officers and specialists that emphasizes personal mentoring by mission leaders. (Action: Embassy Beirut)

Policy and Program Implementation

Political/Economic Section

The embassy's combined political/economic section produces insightful reporting on the complex and dynamic political situation in Lebanon. The section is composed of eight American reporting officers, one American office management specialist, and eight LE staff members.

The section is adequately staffed to report on internal and external political and economic developments. The section head provides strong leadership and demonstrates a clear idea of how to assign responsibilities effectively. With the recent departure of an experienced reporting officer, the section must redistribute portfolios to capitalize on talent and delegate responsibilities appropriately.

Washington consumers cited examples of strong and relevant section reporting. The section has been particularly successful in fostering U.S. engagement with Lebanon during a time of political transition and heightened tension in neighboring Syria. The embassy has anticipated the humanitarian and security consequences for the region should instability increase in neighboring Syria, and it coordinates effectively with other agencies on issues related to U.S. counterterrorism assistance programs.

The section devotes appropriate resources to economic reporting. Washington consumers reported that the embassy's financial reporting was timely and well sourced. However, embassy reporting on military issues has not kept pace with that on internal political issues. The political/economic chief circulated a draft reporting plan that emphasizes additional analysis in this area.

The section dedicates considerable resources to the translation, analysis, and reporting of public speeches by Lebanese political leaders, even though these open-source materials are available to Washington consumers through other channels. The embassy's comparative advantage is in providing reaction and context to these public speeches rather than in translating them.

Informal Recommendation 1: Embassy Beirut should discontinue translation of open-source press and media that are available to Washington consumers from other sources.

Foreign Assistance

Since the last inspection, the U.S. Government has expanded bilateral assistance to Lebanon. In response to the withdrawal of Syrian troops in 2005, the U.S. Government provided a significant assistance package that included military and police training, nonlethal military assistance, and other development assistance to strengthen civil society and democratic institutions. The total value of this assistance in FY 2010 was more than \$238 million. Lebanon is on the Trafficking in Persons Tier 3 List, with a national interests waiver that allows it to continue to receive foreign assistance despite concerns about trafficking issues.

To coordinate programs, the embassy holds regular meetings among agencies responsible for implementing military and civilian assistance. Within the political section, an FS-02 political officer serves as foreign assistance coordinator for programs managed directly by the Department. With the assistance of two LE staff members, the coordinator oversees a robust foreign assistance portfolio that includes Middle East Partnership Initiative (MEPI) programs and small grants programs, and the public affairs section (PAS) oversees the MEPI-funded Access program of English instruction.

Embassy Beirut manages a number of small grants projects that require regular oversight and monitoring. These include 17 MEPI local grants with a combined value of \$1.47 million, as well as Lebanon-specific grants from MEPI Washington that are valued at approximately \$2 million. In addition, NEA funds small grants for civil society organizations, with a total value of \$400,000. However, the embassy has no standard operating procedures and processes for documenting the outcomes of site visits. Although the embassy has procedures in place to require quarterly visits to funded projects, in practice, officers rarely visit the projects more than once a year. The resultant reporting does not give the grants office the detailed information needed to document whether grants and cooperative agreements are meeting their intended purposes.

Recommendation 4: Embassy Beirut should implement standard procedures to document the progress of grantees in meeting their stated objectives. (Action: Embassy Beirut)

Narcotics and Law Enforcement

The embassy established a narcotics and law enforcement section in 2008 to oversee assistance programs for Lebanon's police services, the Internal Security Forces. Since 2006, the embassy has executed projects totaling \$131 million, with the primary purpose of equipping and training police personnel, refurbishing training facilities, and furnishing technical equipment and vehicles to Internal Security Forces counterparts. Headed by an experienced FS-01 section chief, the Bureau of Narcotics and Law Enforcement Affairs program is at a transition point. With the completion of its initial mission to train approximately 7,000 police personnel and construct training facilities, the embassy is in discussions with the host government about handing over training responsibilities and recalibrating U.S. assistance to emphasize specialized curriculum topics such as community policing, human rights, and trafficking in persons.

The embassy uses polling to assess the impact of its programs on public perceptions of police effectiveness. The embassy also commissioned a contractor performance review to assess its training program and make improvements to its instructional program. The polling and performance review both suggest that police training activities have made modest but measurable improvements in police capacity. However, the limited ability of the Internal Security Forces to operate in major segments of the country, including Palestinian refugee camps, the Bekaa Valley, and Hizballah-controlled areas, is not likely to be strengthened significantly by U.S. assistance. The future role of the Internal Security Forces depends on the Lebanese Government's willingness to expand civilian policing to areas where the country's sectarian security forces operate.

Most of the section's LE staff members are new to the U.S. Government and have worked on Bureau of Narcotics and Law Enforcement Affairs programs for less than a year. The section has developed procedures to ensure Leahy Amendment vetting of trainees, provide annual end-use monitoring of property, and comply with procurement and financial reporting regulations for Bureau of Narcotics and Law Enforcement Affairs-funded activities. Training and construction projects associated with these programs generally meet time frames and construction quality benchmarks.

One exception is a program to equip the Internal Security Forces with secure radio communications. Funding for this program is from various sources and totals approximately \$15 million. Although the secure radio program is a high priority for the Internal Security Forces, the Government of Lebanon has not granted permission to use an appropriate frequency to allow deployment of a radio network. In addition, technical procurement standards for the equipment remain under discussion nearly 4 years after funds were obligated. According to senior embassy officials, the program will not meet its performance goals without resolution of these issues. The radio frequency decision, in particular, is at a political impasse that is not likely to be resolved. For this reason, it is doubtful that the secure radio program will successfully meet its objectives in the foreseeable future.

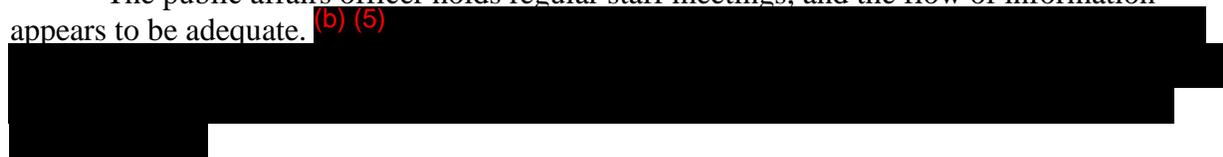
Recommendation 5: The Bureau of International Narcotics and Law Enforcement Affairs, in coordination with Embassy Beirut, should terminate the Internal Security Forces secure radio program and reprogram funds for other use, if appropriate. (Action: INL, in coordination with Embassy Beirut)

Public Diplomacy

Security constraints and limited infrastructure affect the way Embassy Beirut conducts public diplomacy. Travel restrictions limit the places staff members can go and the frequency with which they leave the compound. The section's offices are located in a cluster of trailers on the compound. Although some offices have doors, staff members are on view at all times. The physical layout presents a challenge to staff cohesion and communication. Given these limitations, the embassy does a creditable job of engaging the Lebanese public, and PAS is active and focused.

All three American officers are new to the embassy. The public affairs officer supervises nine LE staff members and two ELOs, one of whom encumbers a newly created position. The public affairs officer is working with staff to reconfigure responsibilities and understands that this task will require revision of some LE staff position descriptions. LE staff members are knowledgeable and skilled in dealing with Lebanese audiences.

The public affairs officer holds regular staff meetings, and the flow of information appears to be adequate. (b) (5)



The MSRP places an appropriate emphasis on reaching out to specific groups, including women, young people, and certain Shia and Sunni Muslim populations. PAS staff members universally understand and support the focus on these groups. Because security constraints preclude embassy employees from working in certain parts of the country, PAS works in some cases by proxy, funding organizations to carry out programs and activities that engage the targeted groups. Under contract, a nongovernmental organization advises Lebanese students on options for study in the United States; another runs a program to teach English to rural women. PAS personnel sustain regular contact with nongovernmental organization staff and solicit feedback from program participants.

Press and Information Programs

The Lebanese media are among the freest and most freewheeling in the Middle East. The Ambassador and the public affairs officer speak for the embassy but do so on the record infrequently. The information officer is responsible for sustaining contact with working-level journalists and also appears in the media, including television and radio, to address subjects other than U.S. policy. The embassy is preparing a mission policy on roles and responsibilities for interactions with the press.

Under the information officer's supervision, LE staff members divide responsibility for monitoring the media by sector, including print, radio and television, and the Internet. The section produces a regular media brief that is disseminated throughout the mission and to Washington readers. Both American officers and LE staff maintain contact with Lebanese journalists.

Information Resource Center

Embassy Beirut operates a small Information Resource Center. Because of the limited availability of office space on the embassy compound, the Information Resource Center focuses its efforts on responding to queries, which typically come from students and professors, and on disseminating information electronically to targeted individuals. A more ambitious center, such as one that extends invitations to selected target audiences and conducts on-site programming, is not practical.

Internet and Social Media

PAS manages the embassy's Web page, and the section has a presence in social media. The OIG team reviewed the sites and found that they meet Department criteria.

American Corners

Embassy Beirut supports two relatively active American Corners. Given the limited ability of American personnel to travel off compound, PAS does a good job of visiting the Corners and staying in touch with the hosting organizations who oversee them. Partnerships exist on the books with two other organizations, but these Corners are not currently active. PAS is considering whether to dissolve these partnerships.

Educational and Cultural Affairs

The embassy's exchange programs function effectively. The DCM chairs the nominating committee for the International Visitor Leadership Program. The nominees reflect MSRP priorities and meet the criteria for selection. International Visitor Leadership Program staff in the Bureau of Educational and Cultural Affairs praised the quality of the program and PAS's communication with Washington.

PAS manages a Fulbright Program that also runs well. Given security concerns, the program brings U.S. scholars, rather than students, to Lebanon in the belief that adults have the maturity to comport themselves appropriately in a dangerous environment. The regional security office conducts a briefing for incoming American Fulbright fellows, and PAS stays in touch with them. The quality and level of preparation of Lebanese students who go to the United States are typically high.

PAS has successfully organized an alumni organization. Launched in 2010, the group has a membership of 3,500 alumni of U.S. Government exchange programs. One LE staff member has primary responsibility for alumni issues. Continued PAS involvement has been crucial to the organization's success; however, its long-term viability will depend on developing institutional independence and identifying projects that bring members together in a common cause. PAS staff members understand the need for their active engagement with the group for the foreseeable future.

PAS funds and oversees two programs that engage priority MSRP audiences. The Access program, funded by the Bureau of Educational and Cultural Affairs, teaches English to young people from disadvantaged communities. Teaching Women English, a Lebanon-specific program, engages rural women. Although hard metrics for evaluating success do not exist, anecdotal and informal feedback suggests that both programs warrant the investment.

Administration

PAS keeps track of its professional contacts by using a spreadsheet that is unwieldy and does not allow the embassy to track information useful for public diplomacy programs. The Regional Information Management Center in Frankfurt has developed contact management software that is designed to meet an embassy's needs. In the absence of such software, PAS is not operating as efficiently as it could be.

Recommendation 6: Embassy Beirut should acquire contact management software and train personnel on its use. (Action: Embassy Beirut)

The OIG team reviewed a selection of public diplomacy grants files and found that funds were properly expended. Activities supported by the grants meshed with MSRP priorities. However, at the time of the inspection, a number of public diplomacy grants files contained incomplete documentation. The public affairs officer had already identified these deficiencies, and the cultural affairs officer was overseeing a PAS-wide corrective action plan to address identified procedural deficiencies. In addition, a number of PAS employees enrolled in online grants training during the inspection.

Consular Operations

The consular section provides effective and efficient service under the leadership of an experienced consular officer. The section is appropriately staffed to meet workload demands. Local staff members are knowledgeable and professional. Although the visa and American citizens services units are located in separate buildings, the staff interacts frequently through scheduled meetings. The section complies with Department guidance on referrals, safeguarding consular equipment and supplies, cashiering guidelines, and Visas Viper reporting.

The consular section is represented in many of the mission meetings, such as country team and the emergency action committee. However, the consular section does not have a representative on the International Cooperative Administrative Support Services (ICASS) council. Consular section chiefs are responsible for reviewing and approving consular workload counts for completeness and accuracy, and consular section participation in ICASS budget committee meetings is essential.

Recommendation 7: Embassy Beirut should designate a consular representative to serve on the International Cooperative Administrative Support Services budget committee. (Action: Embassy Beirut)

In addition, consular priorities are not reflected in the MSRP. The U.S. citizen population in Lebanon is estimated to be approximately 100,000, about a fourth of whom are registered with the consular section. The largest single evacuation of American citizens in U.S. history occurred in Lebanon in 2006. The importance of protecting American citizens in such an environment merits consideration in the annual plan.

Informal Recommendation 2: Embassy Beirut should include consular representation on the Mission Strategic and Resource Plan working group.

American Citizens Services

The unit is managed by an experienced mid-level consular officer. In FY 2012, the unit processed more than 3,500 passport applications and nearly 400 reports of birth. The unit also provides services in cases of arrest, repatriation, and death.

The incumbent of this newly upgraded position does not speak Arabic because the position was not language designated when it was created. However, the unit chief must regularly interact with Arabic-speaking host country officials and professional contacts, for which language proficiency is essential. An ELO position is language designated, and this ensures basic coverage for routine and emergency services to the large American citizen population. Arabic language skills would greatly enhance the ability of the unit chief to operate in Beirut.

Recommendation 8: Embassy Beirut, in coordination with the Bureau of Human Resources and the Bureau of Consular Affairs, should request language designation for the American citizens services unit chief, position number 30358001, during the next language designation review. (Action: Embassy Beirut, in coordination with DGHR and CA)

The American citizens services unit maintains a robust warden notification system but, due to security restrictions on travel, has been able to conduct only one town hall meeting with wardens a year. As a result, the annual meeting has become purely a social event rather than an opportunity to better engage individuals who have volunteered to act as wardens.

Informal Recommendation 3: Embassy Beirut should prepare an agenda for annual warden meetings and use them as opportunities to solicit feedback and evaluate the program on an ongoing basis.

The consular section has developed a comprehensive written evacuation plan that addresses potential crises that might require the evacuation of U.S. citizens. (b) (5)

[REDACTED]

Recommendation 9: (b) (5)

[REDACTED]

The consular section chief has made it a priority to cross-train local staff in the preparation of emergency passports in the event of an American citizen emergency evacuation. Because all American consular officers live on the compound and would be able to respond quickly to most disasters, similar training for American consular officers would also be helpful.

Informal Recommendation 4: Embassy Beirut should provide training to all consular officers in the start-to-finish process of producing an emergency passport.

In the event of a crisis or disaster, the protection and welfare of U.S. citizens always takes priority over visa services. Nonimmigrant visa operations close first if there is a need to provide extra staff for the crisis. The process of closing nonimmigrant visas requires notifying applicants, rescheduling appointments, and reassigning staff in the event of an emergency and must be documented in a written standard operating procedure. The absence of such a procedure could diminish the effectiveness of the embassy's response.

Informal Recommendation 5: Embassy Beirut should develop a written standard operating procedure for closing the visa section in the event of a crisis.

The American citizens services unit has a full portfolio of active child abduction or custody cases. Despite security challenges, the unit has had good success in conducting visits and reporting back to the left-behind parents. The embassy has a signed memorandum of understanding with the Government of Lebanon that acknowledges the importance of resolving children's issues. Because Lebanon is not a signatory to the Hague Convention, the memorandum is the only tool available to consular officers in difficult cases. To date, the embassy has been able to carry out children-related visits without having to invoke the memorandum.

Visa Services

A mid-level officer manages the visa unit and oversees both nonimmigrant and immigrant visas. The embassy referral system for nonimmigrant visas meets the requirements of 9 FAM Appendix K, and the consular section chief provides briefings to all officers before accepting referrals.

The nonimmigrant visa unit processed nearly 20,000 applications in FY 2011, an increase of more than 10 percent over the prior fiscal year. Much of the increase can be attributed to political instability in neighboring countries, which has resulted in additional applications from third-country nationals. Two Arabic-speaking ELOs conduct most visa interviews, and the section chief also assists with interviews, as needed. A local bank collects the application fee and schedules nonimmigrant visa appointments. Wait times for appointments are well within the accepted limits and have never exceeded 20 days, even during periods of staffing shortages.

Visas Viper

In FY 2012, the embassy held timely monthly meetings, with all required participants in attendance, and submitted reporting cables on time. Name and visa issuance checks were performed on all submissions in accordance with Department guidelines.

Physical Space

Visa applicants who are required to pay additional fees prior to visa issuance are sent to the American citizens services building to pay. Officers report that receipts are not always given to the visa officers following payment. Applicants also go through security screening several times. During the inspection, the consular section chief drafted a standard operating procedure to address this complicated process.

Resource Management

Agency	U.S. Direct-Hire Staff*	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2011
Department of State					
Diplomatic and Consular Programs	49	0	23	72	\$3,421,081
ICASS	3	3	322	328	\$14,228,000
Public Diplomacy	3	0	9	12	\$1,186,510
Diplomatic Security	2	0	123	125	\$6,318,731
Representation					\$34,822
OBO	1			1	\$29,951,178
Department of Defense					
Defense Attaché Office	2	0	1	3	\$226,555
Office of Defense Cooperation	4	0	4	8	\$1,014,400
Other	2	0	0	2	\$63,000
Department of Justice					
Federal Bureau of Investigation	1			1	\$16,150
Department of Commerce					
Foreign Commercial Service	0	0	2	2	\$245,978
USAID	4	0	17	21	
Other Foreign Assistance**					
Economic Support Funds					\$109,000,000
International Narcotics Control and Law Enforcement					\$20,000,000
Nonproliferation and Disarmament					\$6,800,000
International Military Education and Training					\$2,500,000
Foreign Military Financing					\$100,000,000
Totals	70	3	501	574	\$295,006,405

Source: Embassy Beirut, Congressional Budget Justification FY 2011

*Authorized staffing

**FY 2010 actuals

Management Operations

OIG questionnaire and ICASS survey results indicate that the management section provides adequate services to its customers. The OIG team's on-site inspection of management operations supports this finding. Most OIG survey scores were equal to or greater than the averages for other posts. Below-average scores in some areas appear to be due to infrastructure deficiencies and a challenging operating environment. Beyond satisfactory day-to-day operations, the section achieved two significant objectives during the past year: approval for an LE staff salary increase just prior to the worldwide freeze, and purchase of land for a new embassy compound. The latter came after years of negotiation and will allow the Department to move forward with construction planning.

The management section has not benefited from intense front office attention to its operations. (b)(5)(b)(6)



The recent purchase of 43 acres of land adjacent to the current embassy as the future site of a new embassy compound holds great promise as the solution to deteriorating and dysfunctional facilities. Accelerating the construction of a new embassy compound also would reduce the need for investment in the current facility. Although Embassy Beirut is on the Top 80 list for new compounds for FY 2019, the OIG team noted the compelling security and functional arguments for moving construction forward in the Department's list of capital cost-sharing construction priorities.

Financial Management

The financial management office functions well. A second-tour financial management officer manages an experienced staff. Scores on both ICASS and OIG surveys for financial services are high.

With the expansion of USAID and Department of Defense operations in recent years, the ICASS council now includes five customer agencies. The embassy's ICASS council recently approved establishing 11 positions, mostly in the general services, facilities maintenance, and information management sections. The ICASS council meets regularly, but the OIG team could locate only a few records of recent meetings. The embassy also does not have an ICASS budget committee, as required by 6 FAH-5 H-012.7.

Informal Recommendation 6: Embassy Beirut should establish an International Cooperative Administrative Support Services budget committee.

The Class B cashier effectively manages cashier operations. He currently has a cash advance of (b) (5) which is appropriate. A cashier monitor from Bangkok visited post in June 2011 and left several recommendations that the embassy has addressed. An OIG inspector conducted a cashier reconciliation and found no discrepancies.

Cashier hours alternate on a daily basis. On Monday, Wednesday, and Friday, hours are 10:00–12:00; on Tuesday and Thursday, they are 1:00–3:00. This arrangement causes confusion among some embassy personnel, and many come when the cashier is not officially open. Instead of turning employees away, the cashier accommodates them during nonbusiness hours, reducing the time available for completing essential daily cashier internal controls.

Recommendation 10: Embassy Beirut should standardize its cashier hours so that they are the same every day. (Action: Embassy Beirut)

The financial management section began sending travel vouchers to the post support unit for processing in January 2011; however, additional vouchers could be processed offshore. The advantages of increased use of offshore voucher processing include lower costs and additional operational continuity in the case of evacuation or other disruptions to post operations.

Recommendation 11: Embassy Beirut should implement a policy to increase its use of the post support unit to process vouchers whenever possible. (Action: Embassy Beirut)

Human Resources

The human resources office will gain a U.S. direct-hire human resources specialist in summer 2012. In view of the rapid increase in embassy employee numbers and the insufficient regional human resources support in the past, this position is essential. The embassy has embarked on an effort to increase diversity in hiring local employees. Outreach to colleges and technical schools has increased the number of Muslim applicants for each job. This action is commendable and should continue. However, the embassy regularly addresses complex human resources problems that require periodic assistance from a regional human resources officer. Pending the arrival of the new human resources officer, a regional officer from Manama is scheduled to visit post in late November.

Recommendation 12: Embassy Beirut, in coordination with the Bureau of Near Eastern Affairs, should schedule quarterly human resources officer visits to Beirut until the arrival of the permanently assigned human resources officer. (Action: Embassy Beirut, in coordination with NEA)

Embassy Beirut's human resources office classifies LE staff positions, a time-intensive and technically complex activity. In October 2011, NEA concluded a memorandum of understanding to transfer LE staff position classification responsibilities to the Frankfurt Regional Support Center. This program allows the embassy to transfer a significant part of its human resources workload to a regional center, which will facilitate transparent and standardized position classification. The embassy has not yet taken steps to participate in this program.

Recommendation 13: Embassy Beirut, in coordination with the Bureau of European and Eurasian Affairs, should transfer local employee position classification responsibilities to the Frankfurt Regional Support Center. (Action: Embassy Beirut, in coordination with EUR)

There is a vacant LE staff position in the human resources office. With the shifting of the responsibility for position classification to Frankfurt, the section can reallocate duties and abolish the vacant LE staff position.

Recommendation 14: Embassy Beirut should abolish locally employed human resources assistant position number C54225. (Action: Embassy Beirut)

General Services

The general services office exceeded worldwide averages in all functional areas on the most recent ICASS customer service satisfaction survey. The OIG work and quality-of-life questionnaire yielded slightly lower but similar results. After a lengthy gap, U.S. direct-hire leadership has stabilized. LE staff is capable and, if ICASS funding allows, will expand by four additional positions to keep pace with program growth. The supply chain management process functions generally well, though the OIG team made recommendations to enhance performance in receiving and purchase order closeout.

Procurement

The procurement unit, composed of six employees, is adequately staffed and functions effectively, using a proper mix of acquisition means to support embassy needs. The unit implemented the Integrated Logistics Management System in April 2010 and has adapted well to its use. In response to unfamiliarity on the part of some requestors, the procurement unit developed and presented a PowerPoint briefing as additional training. This approach provided appropriate customer orientation and outreach. Procurement also manages the portfolio of 53 leased properties that comprise the embassy compound, a complex and time-consuming task.

The procurement unit cannot properly close out purchase orders, as it does not receive the notification of final payment to vendors that normally triggers the closeout procedure. Instead, the unit monitors receiving reports and moves purchase orders to a separate electronic folder when final receipt is registered. This procedure does not meet the requirement that final payment provide the basis for closeout.

Informal Recommendation 7: Embassy Beirut should implement procedures to close out purchase orders following final payments to vendors.

The embassy has engaged the services of a physician by using purchase orders, which is contrary to Department guidance in the Overseas Contracting and Simplified Acquisition Guidebook (Chapter 10, pp. 3, 8). Initially meant as a bridge mechanism to provide medical services on a short-term basis, employment of the embassy physician through purchase has stretched into a series of 11 procurement actions beginning in August 2009 and set to expire on December 31, 2011. The embassy's attempts to coordinate with the Office of Overseas Employment to establish an exception rate range for a physician position has failed. The embassy continues to seek a means within regulations to engage medical services.

Recommendation 15: Embassy Beirut should terminate the use of purchase orders to employ foreign nationals. (Action: Embassy Beirut)

Property Management

The property management unit maintains generally adequate control and accountability of personal property, but the OIG team found that receiving and storage functions require improvement. (b) (5)

Recommendation 16: (b) (5)

During a walkthrough of the Baaklini building, an OIG inspector noted large quantities of engine oil being stored among furniture and other items. Special cabinets for the storage of inflammable liquids were on order but had not yet arrived. A related issue, however, is the stock level the embassy should maintain of items that are readily available on the local market, such as engine oil. Reducing stock levels of such items would reduce the safety risk, obviate the need for special storage, and minimize possible pilferage.

Informal Recommendation 8: Embassy Beirut should store inflammable materials properly and minimize their stock levels based on market availability and usage.

The OIG inspector also noted that locally fabricated shelving in the warehouse is inadequate to accommodate the weight of stored items and therefore does not comply with 14 FAM 413.7 requirements for proper and safe storage of nonexpendable property. Although the shelving is an expedient way to maximize limited space, it poses a safety hazard should it collapse.

Recommendation 17: Embassy Beirut should store nonexpendable property on shelving that meets Department of State safety requirements. (Action: Embassy Beirut)

Housing

Housing consists of a mix of modular, temporary, and permanent structures. Embassy policy requires that all employees live on the compound and temporary duty personnel stay at the 18-room Tango Inn. The inventory consists of 14 units of short-term lease apartments and 31 U.S. Government-constructed modular residences. The absence of available housing constrains staffing growth and, in some cases, has led to months-long delays in filling positions.

Motor Vehicle Operations

Motor vehicle operations are divided into separate categories of nonarmored and armored transport. The general services office maintains operational control of the former, the regional security office the latter. The general services office, however, is responsible for maintaining and keeping records on all vehicles. Customers express general satisfaction with vehicle services, which the embassy provides for personal and official use as justified by security requirements

and determined by the chief of mission. During the inspection, the Ambassador approved an updated vehicle policy memorandum per 14 FAM 432.5, but it did not adequately address appropriate charges for services per 14 FAM 433.4 a. For example, the motor pool provides food delivery services from downtown restaurants and shuttles guests from perimeter gates to residences, although neither function is permissible under the category of other authorized use in the regulations.

Recommendation 18: Embassy Beirut should implement a policy that details the appropriate charges for other authorized use of government-owned vehicles. (Action: Embassy Beirut)

The unit performs vehicle dispatching and maintenance functions well. Operators consistently use the Daily Vehicle Use Record (Form OF-108) to record mileage, destination, vehicle checks, and refueling. The maintenance crew performs relatively high levels of service, such as replacing transmission assemblies, that are beyond the norm in embassy garages. The shop is well equipped with adequate tools, diagnostic instruments, and equipment, including a heavy-duty lift capable of handling fully armored vehicles.

Customs and Shipping

The customs and shipping unit performs well and provides its customers with the full range of customs clearance, visitor support, and travel services. In 2012, the embassy began using the Department-standard method of shipping via the International Through Government Bill of Lading. Door-to-door handling of shipments by the contractor, which is a fundamental feature of this mode of transport, is interrupted by a security requirement that precludes lift vans containing personal effects from being stored at contractor facilities. The embassy therefore must provide temporary storage for household effects and unaccompanied air baggage pending their transfer to shipping contractors. The 2005 OIG report recommended review of this policy, which remains in effect.

Facilities Management

With the exception of the U.S. Government-owned Baaklini building, which was heavily damaged in the 1984 embassy bombing, the embassy leases all properties on the 18-acre compound. The compound's steep incline and limited infrastructure have imposed constraints on its use. As a result, the compound is now a hodgepodge of prefabricated buildings interspersed among existing villas that together provide office and residential space to embassy staff.

Until the construction of a new embassy compound, the facilities management section is fully engaged in planning and executing 49 projects that include construction of modular residences costing \$4.5 million and an electrical and telephone upgrade totaling \$2.9 million. Other projects run the gamut from waterproofing to renovation to office reconfigurations. The section is challenged to provide the necessary number of escorts and contracting officer representatives to oversee projects. Processing security clearances for contractor personnel can also be problematic. Scheduling and sequencing, therefore, play a critical role in project planning and execution.

At the transactional level, the facilities management section functions adequately. The ICASS council approved the addition of six positions pending availability of funds. The section manages its day-to-day workload using the Department-standard Work Orders for Windows application. An OIG inspector determined that most data were current and that the clerk used the application to manage basic workflow, such as requests and labor hours expended. Other features of the software, however, remain unused, such as preventive maintenance tasks and schedules and equipment data.

Recommendation 19: Embassy Beirut should implement a policy to use the required functions of the Department of State-standard Work Orders for Windows facilities maintenance management application. (Action: Embassy Beirut)

Safety, Health, and Environmental Management

Embassy Beirut's safety program is active but requires improvement. The post occupational safety and health officer and his assistant, trained in March 2011, are knowledgeable and have implemented 83 percent of the Priority 1 recommendations made following the June 2007 Synergy visit. However, the embassy is not consistently holding safety, health, and environmental management committee meetings as required by 15 FAM 933.2 a. Embassy records document one meeting in January 2011; records were unavailable for prior years. The embassy recorded 41 vehicular accidents and a substantial number of workplace mishaps between October 2010 and June 2011. Safety, health, and environmental management committee meetings that are chaired by the DCM could focus more attention on safety issues, develop solutions to reduce accidents, and create a safer work environment for embassy staff.

Recommendation 20: Embassy Beirut should establish a schedule for conducting safety, health, and environmental management committee meetings at least semiannually. (Action: Embassy Beirut)

Information Management and Information Security

Embassy Beirut's information management office supports more than 600 computer users spread over the embassy compound. The information management program includes the unclassified and classified networks, classified and unclassified pouch, local mail, radio, telephone, and switchboard operations. Twelve LE staff members and three U.S. direct-hire employees support these operations. The program meets essential Department guidelines and provides adequate support. (b) (5)

[REDACTED] In addition, the jumble of office buildings situated along a hillside compound makes customer service a challenge.

(b) (5) [REDACTED]

Information Management Staff Oversight

The information systems officer responsible for unclassified systems operations is not providing close oversight of the LE staff responsible for systems administration and customer support. The officer sits in the information programming center, located in the controlled access area, and is thus too physically isolated from LE staff members to provide them with regular oversight and mentoring.

Recommendation 21: Embassy Beirut should relocate the information systems officer to the information systems center to facilitate closer oversight of the local employee systems administration staff. (Action: Embassy Beirut)

(b) (5)

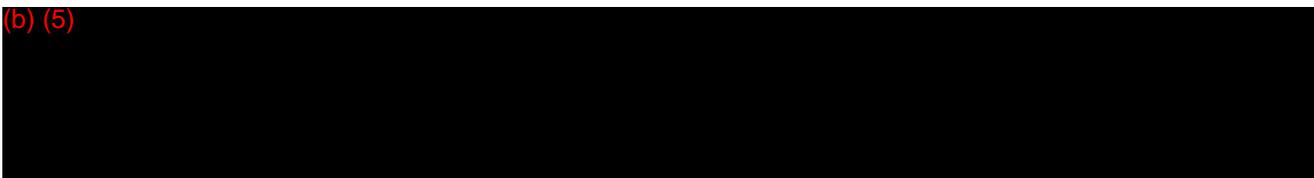


Telephone Infrastructure Upgrade

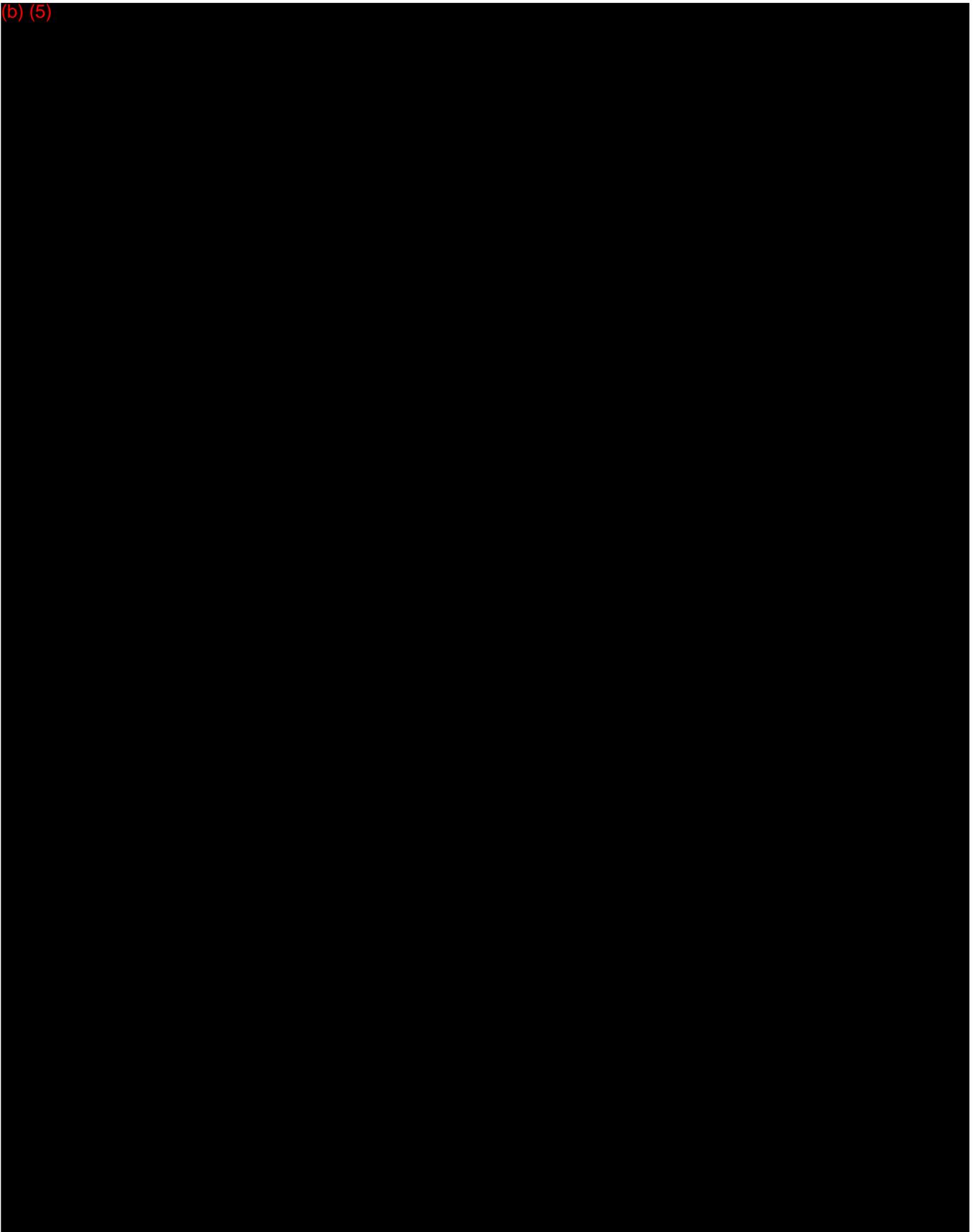
Embassy Beirut is preparing to execute a major OBO-funded project to upgrade the telephone system and replace old wiring. The same conduit infrastructure supports information system data lines and the telephone system. However, the embassy's plan does not include a data line upgrade, which is an essential infrastructure requirement that should be addressed concurrently to reduce costs and meet operational needs. Although the information management officer is concerned that incorporating the data line upgrade will delay the much-needed project, it is more efficient and cost effective to perform both upgrades simultaneously. Until the embassy upgrades its data lines, the chancery will continue to suffer intermittent network outages and disruptions to vital operations.

Recommendation 23: Embassy Beirut, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Information Resource Management, should develop a project plan for the cable infrastructure upgrade that incorporates data and telephone lines. (Action: Embassy Beirut, in coordination with OBO and IRM)

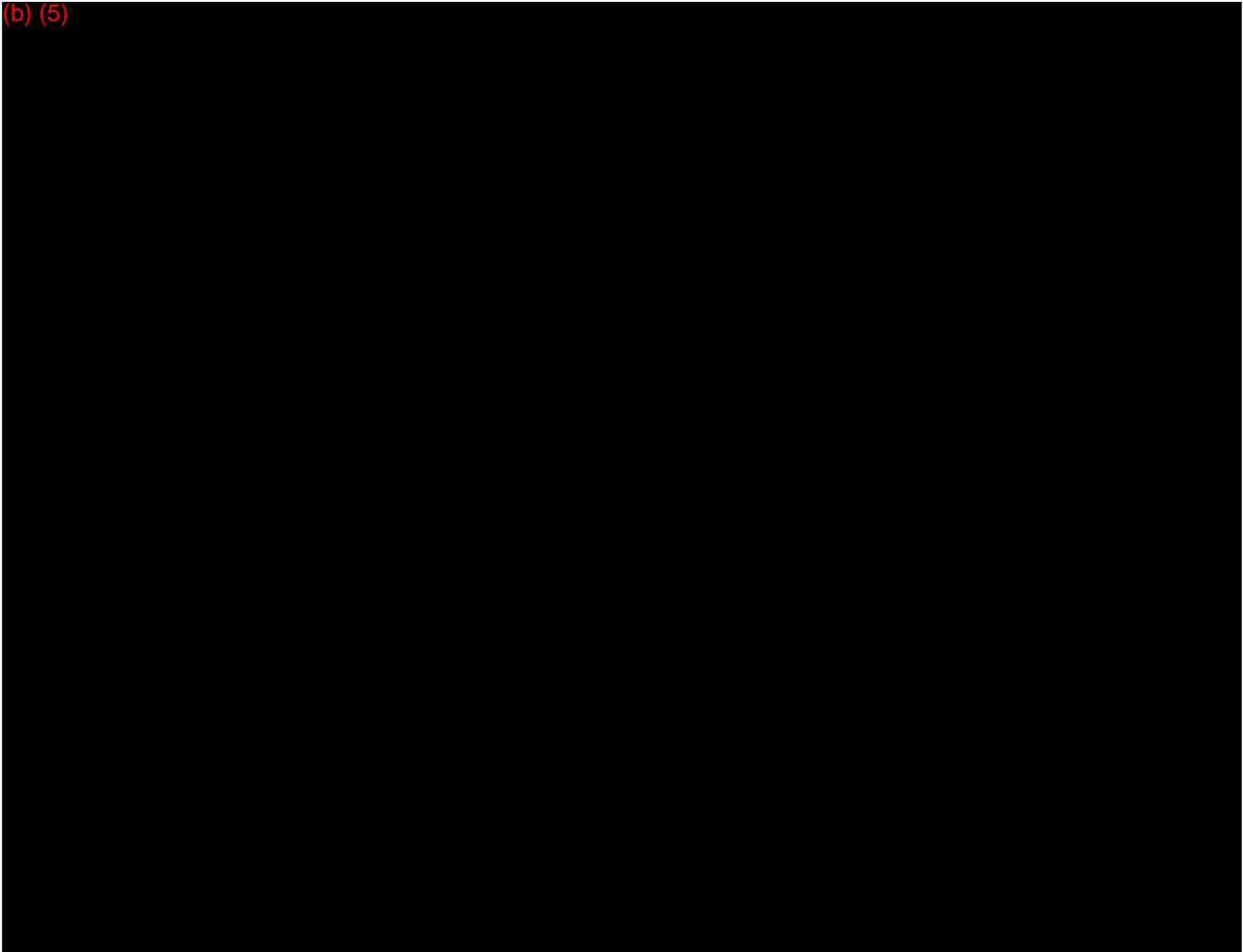
(b) (5)



(b) (5)



(b) (5)



Customer Service

Information management staff meets the mission's day-to-day operational needs but fails to document and track customer service requests routinely. Customers submit requests by phone, email, and in person, but rarely via eServices, which is a Department-provided Web application for tracking a wide range of support requests. The staff also does not have an established standard operating procedure for handling customer service requests. As a result, the mission cannot identify trends that would guide resource allocation and identify staff training needs.

Recommendation 28: Embassy Beirut should implement a standardized procedure to manage information technology service requests. (Action: Embassy Beirut)

Quality of Life

Community Liaison Office

The CLO coordinator provides a robust schedule of short outings to supplement regular trips off the embassy compound. (b) (5) strict security restrictions make last-minute substitutions impossible. In addition to organizing two to three outings a week, the CLO coordinator publishes a newsletter twice a month and coordinates the new employee sponsor program. The Beirut Recreation Association funds some CLO activities. The incumbent CLO coordinator began working during the inspection. Because Beirut is an adults-only post and sometimes has few eligible family members seeking employment, it is difficult to fill the CLO coordinator position. In addition, many eligible family members are accompanying their spouses on their first overseas assignment, and the learning curve for the CLO position can be steep. Given these circumstances, it would be prudent to hire an additional American or LE staff position to support the office.

Informal Recommendation 10: Embassy Beirut should review the community liaison office workload with its Interagency Cooperative Administrative Support Services budget committee and establish an additional position in the office.

Employee Association

The Beirut Recreation Association's charter, by-laws, financial statements, and license agreement are in compliance with regulations. The association manages considerable resources, which include approximately \$600,000 in assets, earned primarily from renting 18 rooms in the Tango Inn, an on-compound lodging facility that houses official visitors. OBO authorization to operate this housing is current. Nine of the 18 rooms are permanently reserved in advance by tenant agencies. A memorandum of understanding exists with only one of these agencies. Payments for the other six rooms are guaranteed by two other agencies, but no advance payment is required and no memorandum of agreement exists. With only nine other rooms available, official visitors frequently are unable to obtain reservations in order to perform essential embassy operations.

The OIG team found the administration of the Tango Inn reservations process to be inconsistent. There is a need to develop, in a cooperative and consultative interagency discussion, a more equitable arrangement for assigning rooms in the Tango Inn. The front office, in coordination with the Ambassador's representative to the association and its board, needs to determine appropriate reservations policies for all 18 rooms in the Tango Inn, laying out specific criteria for their usage.

Recommendation 29: Embassy Beirut should implement an interagency policy for reserving and occupying the temporary duty quarters at the Tango Inn. (Action: Embassy Beirut)

While acknowledging the need for increased attention to the Tango Inn reservations policy, inspectors found that the front office interposed itself in operating matters relating to the Beirut Recreation Association, which is contrary to 6 FAM 522 and 6 FAM 514.1 c. For

example, the management officer is the Ambassador's designated representative to the board of directors, but he is frequently excluded from emails and the decisionmaking process concerning association issues. Instead, the DCM tends to deal directly with the general manager of the association, the chairperson of the board, or both. In recent board elections, two mission employees were barred from running for the board. Department regulations at 6 FAM 539 allow eligible U.S. direct-hire employees to serve on embassy association boards.

Notes from a late October 2011 meeting indicate that the Ambassador urged the board to reconsider an earlier decision not to construct a \$50,000 storage facility under the swimming pool as part of an overall renovation project. Earlier, the board had studied and then rejected the idea of adding this storage facility because of its excessive cost. As chief of mission, the Ambassador is responsible for ensuring that the association's operations are managed prudently and in accordance with regulations contained in 6 FAM 520. The association's board is elected to oversee day-to-day operations and make decisions on the use of association funds. Voting rights for employee associations are limited to eligible U.S. direct-hire members, as noted in 6 FAM 539. Although the Ambassador has broad discretion to monitor the association's operations, care must be taken to avoid the appearance of making decisions concerning project funding that properly belong to the association's board. The best way to accomplish this is by conveying the Ambassador's concerns through a designated intermediary with the board.

Recommendation 30: Embassy Beirut should invest in the Ambassador's representative the responsibility for coordinating and interfacing with the Beirut Recreation Association and its board on day-to-day operations. (Action: Embassy Beirut)

In 2010, the association reported a loss of more than \$100,000. In reality, this was due to a \$200,000 renovation of many of the Tango Inn rooms. The association used operating funds, as opposed to a reserve fund, to pay for these renovations. A new license agreement with the association was signed on May 5, 2011. Paragraph five established a requirement that a reserve fund be established to cover the replacement of furniture and equipment. Recent board notes also indicate that bathroom renovations need to be completed. Financial records indicate the association has a reserve fund of almost \$300,000. However, that reserve fund is being held to finance the construction of a new lodging facility at the future new embassy compound site. The establishment of a second reserve fund is necessary to comply with accounting requirements.

Recommendation 31: Embassy Beirut should establish a second reserve fund to use for any future equipment or furniture purchases for or renovations to the Tango Inn. (Action: Embassy Beirut)

The absence of a commissary is a hindrance to compound residents and temporary duty employees, as movements off the compound are restricted for security reasons. Small sundry items and snacks that a commissary normally would provide are not available.

Informal Recommendation 11: Embassy Beirut should establish a small commissary on the embassy grounds.

The Tango Inn serves breakfast, lunch, and dinner to its temporary visitors and to employees living on the compound. Customers pay for food when served, but bar drinks are

handled separately and are provided mostly on an honor system. The result is that the board cannot be assured that it is capturing all the revenue from liquor sales. A beer vending machine is readily available to customers but with no association employee oversight.

Informal Recommendation 12: Embassy Beirut should eliminate use of the honor system to pay for bar drinks and implement a cash-only sale mechanism, similar to that established for meal purchases, to collect the funds for drinks sales.

Embassy Beirut has established a Beirut Recreation Association site on the post intranet page but is not using the site to its fullest capacity. The charter, by-laws, and meeting minutes, among other things, could be placed on the site to improve transparency of operations.

Informal Recommendation 13: Embassy Beirut should post significant Beirut Recreation Association documents on its intranet page.

Medical Unit

The medical office is staffed by a full-time LE nurse practitioner and a part-time contract physician. The physician also serves as the post medical adviser. A Foreign Service health practitioner will arrive in summer 2012. In the meantime, the LE staff nurse will reach mandatory retirement age in February 2012. Despite the fact that both the Ambassador and the regional medical officer recommended that the local nurse stay on board until the health practitioner arrives, there is no practical hiring mechanism to extend the nurse's term of employment.

Recommendation 32: Embassy Beirut should implement a plan to staff the medical unit until the arrival of the Foreign Service health practitioner. (Action: Embassy Beirut)

Equal Employment Opportunity

The embassy has designated an Equal Employment Opportunity (EEO) counselor and an LE staff liaison. The counselor has completed all required training. The LE staff liaison position was created a month prior to the inspection, and the incumbent has not yet received training. The embassy has identified a second EEO counselor, who is scheduled to attend training in December. Information about the EEO program and how to contact the counselor is prominently posted throughout the embassy compound. A December 2010 management notice explaining the Department's position on the EEO program is also posted. Just prior to the inspection, the Ambassador hosted a town hall meeting to discuss EEO principles and the formation of a code of conduct committee. Attendance at the meeting was mandatory, and arrangements have been made to show a video of the meeting to those who could not attend. No EEO cases have been formally filed with the EEO counselor, but requests for information about EEO principles have increased significantly since the town hall meeting.

Management Controls

On July 11, 2011, Embassy Beirut transmitted to Washington its most recent annual chief of mission management control statements of assurance, in which the Ambassador identified no significant weaknesses. The inspectors' review of documents, policies, and processes generally confirms this assessment, although improvements are needed in several areas. The DCM serves as the mission's management controls coordinator.

(b) (5)



List of Recommendations

Recommendation 1: (b) (5)

Recommendation 2: (b) (5)

Recommendation 3: Embassy Beirut should establish a formal mentoring and professional development program for entry-level officers and specialists that emphasizes personal mentoring by mission leaders. (Action: Embassy Beirut)

Recommendation 4: Embassy Beirut should implement standard procedures to document the progress of grantees in meeting their stated objectives. (Action: Embassy Beirut)

Recommendation 5: The Bureau of International Narcotics and Law Enforcement Affairs, in coordination with Embassy Beirut, should terminate the Internal Security Forces secure radio program and reprogram funds for other use, if appropriate. (Action: INL, in coordination with Embassy Beirut)

Recommendation 6: Embassy Beirut should acquire contact management software and train personnel on its use. (Action: Embassy Beirut)

Recommendation 7: Embassy Beirut should designate a consular representative to serve on the International Cooperative Administrative Support Services budget committee. (Action: Embassy Beirut)

Recommendation 8: Embassy Beirut, in coordination with the Bureau of Human Resources and the Bureau of Consular Affairs, should request language designation for the American citizens services unit chief, position number 30358001, during the next language designation review. (Action: Embassy Beirut, in coordination with DGHR and CA)

Recommendation 9: (b) (5)

Recommendation 10: Embassy Beirut should standardize its cashier hours so that they are the same every day. (Action: Embassy Beirut)

Recommendation 11: Embassy Beirut should implement a policy to increase its use of the post support unit to process vouchers whenever possible. (Action: Embassy Beirut)

Recommendation 12: Embassy Beirut, in coordination with the Bureau of Near Eastern Affairs, should schedule quarterly human resources officer visits to Beirut until the arrival of the permanently assigned human resources officer. (Action: Embassy Beirut, in coordination with NEA)

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Recommendation 14: Embassy Beirut should abolish locally employed human resources assistant position number C54225. (Action: Embassy Beirut)

Recommendation 15: Embassy Beirut should terminate the use of purchase orders to employ foreign nationals. (Action: Embassy Beirut)

Recommendation 16: Embassy Beirut should construct a designated area that secures property from theft and deterioration pending proper receipt and further disposition. (Action: Embassy Beirut)

Recommendation 17: Embassy Beirut should store nonexpendable property on shelving that meets Department of State safety requirements. (Action: Embassy Beirut)

Recommendation 18: Embassy Beirut should implement a policy that details the appropriate charges for other authorized use of government-owned vehicles. (Action: Embassy Beirut)

Recommendation 19: Embassy Beirut should implement a policy to use the required functions of the Department of State-standard Work Orders for Windows facilities maintenance management application. (Action: Embassy Beirut)

Recommendation 20: Embassy Beirut should establish a schedule for conducting safety, health, and environmental management committee meetings at least semiannually. (Action: Embassy Beirut)

Recommendation 21: Embassy Beirut should relocate the information systems officer to the information systems center to facilitate closer oversight of the local employee systems administration staff. (Action: Embassy Beirut)

Recommendation 22: (b) (5)

Recommendation 23: Embassy Beirut, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Information Resource Management, should develop a project plan for the cable infrastructure upgrade that incorporates data and telephone lines. (Action: Embassy Beirut, in coordination with OBO and IRM)

Recommendation 24: (b) (5)

Recommendation 25: (b) (5)

Recommendation 26: (b) (5) [Redacted]

Recommendation 27: (b) (5) [Redacted]

Recommendation 28: Embassy Beirut should implement a standardized procedure to manage information technology service requests. (Action: Embassy Beirut)

Recommendation 29: Embassy Beirut should implement an interagency policy for reserving and occupying the temporary duty quarters at the Tango Inn. (Action: Embassy Beirut)

Recommendation 30: Embassy Beirut should invest in the Ambassador's representative the responsibility for coordinating and interfacing with the Beirut Recreation Association and its board on day-to-day operations. (Action: Embassy Beirut)

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Recommendation 33: (b) (5) [Redacted]

Recommendation 34: (b) (5) [Redacted]

List of Informal Recommendations

Informal recommendations cover operations 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.

Informal Recommendation 1: Embassy Beirut should discontinue translation of open-source press and media that are available to Washington consumers from other sources.

Informal Recommendation 2: Embassy Beirut should include consular representation on the Mission Strategic and Resource Plan working group.

Informal Recommendation 3: Embassy Beirut should prepare an agenda for annual warden meetings and use them as opportunities to solicit feedback and evaluate the program on an ongoing basis.

Informal Recommendation 4: Embassy Beirut should provide training to all consular officers in the start-to-finish process of producing an emergency passport.

Informal Recommendation 5: Embassy Beirut should develop a written standard operating procedure for closing the visa section in the event of a crisis.

Informal Recommendation 6: Embassy Beirut should establish an International Cooperative Administrative Support Services budget committee.

Informal Recommendation 7: Embassy Beirut should implement procedures to close out purchase orders following final payments to vendors.

Informal Recommendation 8: Embassy Beirut should store inflammable materials properly and minimize their stock levels based on market availability and usage.

Informal Recommendation 9: (b) (5)



Informal Recommendation 10: Embassy Beirut should review the community liaison office workload with its Interagency Cooperative Administrative Support Services budget committee and establish an additional position in the office.

Informal Recommendation 11: Embassy Beirut should establish a small commissary on the embassy grounds.

Informal Recommendation 12: Embassy Beirut should eliminate use of the honor system to pay for bar drinks and implement a cash-only sale mechanism, similar to that established for meal purchases, to collect the funds for drinks sales.

Informal Recommendation 13: Embassy Beirut should post significant Beirut Recreation Association documents on its intranet page.

Principal Officials

	Name	Arrival Date
Ambassador	Maura Connelly	9/10
Deputy Chief of Mission	E. Candace Putnam	6/11
Chiefs of Sections:		
Consular	Adrien L. Harchik	7/10
Management	Christian Charette	8/09
Political/Economic	Danielle N. Garbe	9/11
Public Affairs	Amanda L. Johnson	8/11
Regional Security	David Brown	TBD
Other Agencies:		
Department of Defense	LTC Don Hall	TBD
US Agency for International Development	Jim Barnhart	9/10
International Narcotics and Law Enforcement Affairs	Vincent Carver	9/11
Federal Bureau of Investigation	Tery Scott	10/10

Abbreviations

CLO	Community liaison office
DCM	Deputy chief of mission
Department	U.S. Department of State
EEO	Equal Employment Opportunity
ELO	Entry-level officer
ICASS	International Cooperative Administrative Support Services
ISSO	Information systems security officer
LE	Locally employed (staff)
MEPI	Middle East Partnership Initiative
MSRP	Mission Strategic and Resource Plan
NEA	Bureau of Near Eastern Affairs
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
PAS	Public affairs section
USAID	U.S. Agency for International Development

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OR MISMANAGEMENT**
of Federal programs hurts everyone.

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Office of Inspector General
HOTLINE
to report illegal or wasteful activities:

202-647-3320
800-409-9926

oighotline@state.gov

oig.state.gov

Office of Inspector General
U.S. Department of State
P.O. Box 9778
Arlington, VA 22219

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