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AND THE BROADCASTING BOARD OF GOVERNORS  
*OFFICE OF INSPECTOR GENERAL*

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Office of Inspections

September 2013

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## Inspection of Embassy Kyiv, Ukraine

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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 2012 by the Council of the 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 instances of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

### **METHODOLOGY**

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



United States Department of State  
and the Broadcasting Board of Governors

*Office of Inspector General*

## **PREFACE**

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

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

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

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

A handwritten signature in black ink, appearing to read "H. W. Geisel". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Harold W. Geisel  
Acting Inspector General

## Table of Contents

Key Judgments	1
Context	2
Executive Direction	3
Policy and Program Implementation	4
Reporting, Analysis, and Advocacy	4
Commercial Promotion	4
Innovative Practice: Protection of Intellectual Property	5
Law Enforcement and Rule of Law	6
Foreign Assistance	6
Political and Economic Section Staffing	8
Public Affairs Section	8
Consular Operations	12
American Citizens Services	12
Immigrant Visas	12
Fraud Prevention Unit	15
Resource Management	16
Management Section	17
Rightsizing	17
Financial Management	18
International Cooperative Administrative Support System	19
Human Resources	20
Tour of Duty	21
Post Language Program	22
Innovative Practice: Reorientation of Locally Employed Staff	22
General Services Operations	23
Facilities Management	24
Information Management	26
Quality Of Life	28
Management Controls	30
List of Recommendations	31
List of Informal Recommendations	33
Principal Officials	35
Abbreviations	36

## Key Judgments

- Embassy Kyiv has been processing Ukrainian diversity visas since March 2012. Indications of widespread fraud have emerged. The program requires urgent attention and corrective action from Washington.
- The Bureau of Overseas Buildings Operations and Embassy Kyiv are considering reconverting the former Marine House into a new residence for the deputy chief of mission. The project will cost approximately \$2.5 million, not counting the cost of reconversion of the current deputy chief of mission residence to separate quarters for several other families. A cost-benefit analysis is urgently needed to determine whether the former Marine House should be converted into multiple apartment units instead, a move that could yield cost savings of \$200,000 to \$300,000 annually.
- Eighty percent of Embassy Kyiv's grant recipients live outside the capital, making oversight difficult. A travel cap imposed by the Department of State in December 2012 does not include grants monitoring in the list of mission-essential travel. The guidelines defining travel to monitor grantee performance should be redefined as mission essential, and thus exempt from the travel cap.
- The OIG team identified two innovative practices. First, Embassy Kyiv sponsored a contest among university students to promote intellectual property protection. Second, Embassy Kyiv management officers realized that newly-hired local staff members receive an orientation briefing but no further briefings as their careers progress. To address this gap, Embassy Kyiv conducts a regular weekly program designed to inform locally employed staff about policy changes

All findings and recommendations in this report are based on conditions observed during the on-site review and the standards and policies then in effect. The report does not comment at length on areas where the OIG team did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between March 25 and April 12, 2013, and in Kyiv, Ukraine, between April 13 and May 7, 2013. Ambassador Robert M. Beecroft (team leader), Lavon Sajona (deputy team leader), Richard Behrend, David Davison, Dolores Hylander, Patricia Murphy, Shawn O'Reilly, Donna Roginski, Paul Smith, Alexandra Vega, and Tim Wildy conducted the inspection.

## Context

With a population of 46 million, abundant resources, and a strategic location between Russia and the member states of the European Union, Ukraine is a country of importance and potential. On one hand, Moscow continues to try to draw Ukraine closer; on the other, the United States and European Union hope to see Ukraine eventually integrate into Europe. The current Ukrainian Government, under President Viktor Yanukovich, plays both sides—attempting to keep the door open for closer relations with Moscow without making binding commitments, while at the same time expressing interest in closer relations with Europe without offending Moscow. Ukraine's heavy dependence on Russian energy makes it hard for President Yanukovich to maintain independence from Moscow, which leverages this relationship to draw Ukraine into the Russia-led Eurasian Customs Union. The European Union considers membership in this organization to be incompatible with European integration. A serious backsliding on democratic and economic reforms under President Yanukovich, best seen in the imprisonment of several key opposition political leaders, including former Prime Minister Yulia Tymoshenko, has jeopardized improved relations with the United States and Europe.

U.S. policy toward Ukraine has shifted from a goal in earlier years of achieving North Atlantic Treaty Organization (NATO) membership to one of cooperation, where possible, on security and nonproliferation. Ukraine participates in joint exercises with NATO and in a number of NATO peacekeeping operations, including in Kosovo, Afghanistan, and Liberia. The United States and Ukraine recently announced the removal of Ukraine's remaining highly enriched uranium in return for U.S. assistance constructing an alternative energy facility.

Since Ukraine's independence in 1991, U.S. assistance to the country has exceeded \$3.5 billion, with FY 2013 assistance at \$104 million. Ukraine is currently the 70th largest trading partner for the United States, with two-way trade in 2011 at \$3.6 billion. With some of the world's most fertile soil, Ukraine has attracted several U.S. agricultural firms to help increase production. Ukraine also has potentially important shale and offshore gas reserves, which, if developed, could provide some critically needed independence from other sources. A number of U.S. energy firms are working with Ukraine to develop this potential option.

Embassy Kyiv is the largest embassy in eastern Europe, after Moscow. It has 672 employees, including 165 U.S. direct hires, representing nine U.S. Government agencies. In 2012, all elements of the mission, with the exception of Peace Corps and the Office of Defense Cooperation, moved into a new embassy compound. The mission operating budget in FY 2012 was \$160.6 million.

## **Executive Direction**

Under the leadership of a widely admired Ambassador, Embassy Kyiv has benefited from 4 years of clear policy objectives, effective diplomacy, active public outreach, and skilled management. The country team operates with transparency, confidence, and mutual respect. The recent move into a new embassy compound has reinforced teamwork and operational coordination.

The Ambassador is vigorous and articulate in his advocacy of U.S. policies and defense of U.S. interests. Embassy operations run smoothly, with a high level of policy and operational unity. The inspectors noted high morale across all agencies and sections. The deputy chief of mission's (DCM) businesslike, no-nonsense approach effectively complements the Ambassador's more informal style.

In 2012, Embassy Kyiv served as a pilot post for the Department of State (Department) Integrated Country Strategy. The DCM chaired the Integrated Country Strategy working group, as well as the subsequent Mission Resource Request process. The Mission Resource Request exercise involved the mission as a whole and was based in part on Department planning documents, including the Bureau of European and Eurasian Affairs plan. Other agencies, particularly the U.S. Agency for International Development (USAID), played key roles. Public diplomacy is an integral part of Embassy Kyiv's Mission Resource Request process.

The embassy is updating its emergency preparedness program. It will be validated by a table-top crisis management exercise in June 2013 and an embassywide, full-scale exercise tentatively scheduled for fall 2013.

The DCM chairs the Equal Employment Opportunity (EEO) program. Under his leadership, the U.S. direct-hire and locally employed (LE) EEO counselors are well trained and motivated. EEO information is posted prominently throughout the embassy. There are no open or active cases at present.

The Ambassador is an enthusiastic advocate of public diplomacy and community outreach, with a personal focus on youth. He speaks at universities, citizen organizations, and media outlets across the country, emphasizing the need for new generations to press for greater democracy in a society with an authoritarian past and a tradition of corruption. OIG inspectors witnessed several well-received public presentations conducted by the Ambassador.

The first- and second-tour (FAST ) program is overseen by the DCM and managed by the assistant management officer. The embassy has some 40 FAST generalists and specialists. The FAST program offers them opportunities to develop a variety of professional skills, including note-taking, public speaking and outreach, drafting cables and speeches, briefing high-level contacts, and writing employee evaluation reports. FAST members also benefit from mentoring from senior employees, rotation among sections, control officer opportunities, country team participation, and community service.

## **Policy and Program Implementation**

### **Reporting, Analysis, and Advocacy**

Embassy Kyiv generates prolific high-quality and timely reporting. The political and economic sections produce most of the embassy's reporting. Both sections are well managed, have motivated, collaborative staff, and enjoy productive relations with the front office. The political section's reporting balances internal affairs and foreign relations keyed to U.S. interests, including elections, human rights, politically motivated prosecutions, and relations with the European Union and Russia. Economic reporting coverage includes business climate, energy, and intellectual property.

The embassy's analytical products reflect extensive relationships and deep knowledge of Ukrainian politics and institutions; finished products are clear and relevant. Reports typically contain embassy commentary and are often drawn from multiple sources, which helps explain the larger context and its significance. Embassy Kyiv makes clear what it thinks and where it stands. Its conclusive interpretation of events and proposals for U.S. positions distinguishes its analysis and enhances Washington's overall understanding. The OIG team shares Washington readers' uniformly high opinion of the embassy's reporting and analysis.

The Ambassador, DCM, and embassy staff advocate with Ukrainian counterparts across the spectrum of U.S. interests. Two examples are illustrative. For the 2012 parliamentary elections, the embassy mounted an election monitoring and reporting operation Ukraine's 27 administrative districts. The political section trained embassy staff and set up teams that included representatives from other embassies. The Department congratulated Embassy Kyiv for its coverage, which established a factual basis for expressing U.S. concerns and mapping post-election engagement. Although a cap on internal travel has not yet had an effect, if sustained it would prevent full coverage of the 2015 presidential elections.

Sustained embassy advocacy resulted in the passage of legislation in 2012 that enables foreign energy companies to obtain rights through a transparent tender process, thereby removing a prohibitive obstacle to investment. The embassy continues to assist individual U.S. firms.

### **Commercial Promotion**

Embassy Kyiv commits ample time and energy to support U.S. businesses. The Ambassador often hosts or speaks at embassy-sponsored and other events to promote U.S. exports. Through March of FY 2013, the embassy hosted 53 events attended by more than 1,500 individuals in support of the President's National Export Initiative. The OIG team encouraged economic section managers to schedule staff to take the Foreign Service Institute's new online course, *Introduction to Commercial Tradecraft*, to increase their skills in this area.

Ukraine has natural resources and an educated workforce, but weak rule of law and legal abuses create an inhospitable business climate. Ukraine ranks 137 out of 185 countries in the *World Bank 2013 Doing Business Report*. U.S. firms often ask for embassy assistance to work

through difficulties with authorities. Through engagement with Ukrainian officials and public diplomacy, the embassy provides excellent support for individual firms and for reforms designed to improve the business climate and increase commercial opportunities for U.S. businesses. Since 2012, the embassy has intervened with Ukrainian officials specifically on behalf of 23 U.S. firms. The Ambassador has personally made numerous representations to senior officials, including the president. Among its successes, the embassy obtained millions of dollars of overdue refunds of value added taxes owed to U.S. companies.

One shortcoming involves inadequate communication between the economic section and the U.S. Commercial Service section, which has led to confusion about the embassy's position on issues of interest to individual U.S. firms. The agreed procedure, that the U.S. Commercial Service handle exports and the economic section handle investment and market access, has not eliminated errors neither has monthly meetings of the embassy's interagency commercial working group, which is chaired by the DCM.

Better information sharing, such as mutual access to calendars and shared case logs, would improve the situation. Before the inspection, the economic section developed several measures to minimize risk of uncoordinated responses to requests from U.S. firms.

**Informal Recommendation 1:** Embassy Kyiv should implement measures to improve coordination between the economic and commercial sections.

### **Innovative Practice: Protection of Intellectual Property**

**Innovative Practice:** A contest among university students promotes protection of intellectual property rights.

**Issue:** Ukraine has inadequate intellectual property rights laws and weak enforcement. Piracy is rampant. Much of the public and officialdom see intellectual property rights protection as serving foreign commercial interests. The challenge for U.S. diplomacy is to help Ukrainians make a case that intellectual property rights protection will support indigenous innovation and economic growth.

**Response:** Embassy Kyiv successfully competed for a grant of \$10,940 from the Department's Fund for Innovation in Public Diplomacy to sponsor a contest among teams of students from Ukrainian universities. The teams wrote academic papers that assessed the impact on their country's economic growth should Ukraine adopt comprehensive intellectual property rights protection. The economic and public affairs sections collaborated in designing and implementing the project.

**Result:** Teams of five students from nine universities submitted papers. A panel of nine judges—four from the embassy and five from the local artistic and academic communities—selected one winning team from Kyiv and one from outside Kyiv. The Ambassador hosted a reception for the winning teams, with invited guests from the government, parliament, and intellectual property rights communities. The embassy awarded iPads to the winning students, and will disseminate their papers.

## **Law Enforcement and Rule of Law**

Law enforcement and rule of law rank high among U.S. interests in Ukraine. The country is a haven for cyber crime and criminal infiltration into the U.S. Diversity Visa program. U.S. assistance supports prosecutorial reform and enhancement of law enforcement capabilities.

Embassy Kyiv has two elements devoted to law enforcement and the rule of law: the office of the legal attaché and the international narcotics and law enforcement section. The legal attaché's principal objective is to develop liaison relationships with Ukrainian law enforcement agencies to aid investigations. The international narcotics and law enforcement section manages assistance programs to strengthen administration of justice and law enforcement. The sections' activities are complementary; collegial, productive relations are the rule, both between them and with other sections. The Bureau of International Narcotics and Law Enforcement-funded resident legal advisors from the Department of Justice, Office of Prosecutorial Development, Assistance, and Training, in collaboration with USAID, drafted Ukraine's new code of criminal procedure.

The DCM chairs the embassy's law enforcement working group, which meets every other month. Ongoing, informal collaboration among embassy sections, and the front office's practice of convening staff as necessary to deal with immediate issues, preempt the law enforcement working group. Coordination is sufficient, given front office attention to the issues and productive relations among different mission elements.

## **Foreign Assistance**

The \$104 million in assistance to Ukraine budgeted for FY 2013, encompasses a number of accounts, programs, and objectives, including democratic governance, justice sector reform, health, reform of the military, energy security and economic growth, and preventing proliferation of weapons of mass destruction. Washington and the embassy completed a strategic review of assistance in 2012. Congressional directives, presidential initiatives, and U.S. participation in the international commitment for Chernobyl safety account for about 25 percent of funding. The embassy's FY 2015 Mission Resource Request seeks to consolidate programs, mostly by reducing spending on economic growth initiatives, in anticipation of reduced assistance levels by about 9 percent.

USAID and several other foreign-assistance agencies and Department program bureaus have a presence at the embassy. Since USAID's move to the new embassy compound in 2012 and the arrival of a new USAID director, internal collaboration has significantly improved. The embassy coordinates activities and planning effectively with Washington through regular conference calls with the Bureau of European and Eurasian Affairs and USAID.

Program officers meet frequently with other donor embassies and international organizations. For example, the economic section and USAID have joined with other donors to challenge a government proposal that would add onerous requirements for providing aid.

The economic counselor serves as mission assistance coordinator, and the economic section prepares foreign assistance planning documents, including the operational plan and

performance plan and review. Participants meet monthly or as needed. This year, the embassy established several sector working groups to increase coordination.

### ***President's Emergency Plan for HIV/AIDS Relief***

The President's Emergency Plan for HIV/AIDS Relief (PEPFAR) program in Ukraine addresses a growing national epidemic. Funding has tripled in the past 3 years to about \$25 million. The program aims for sustainability by focusing on prevention and increasing the host government's capacity. The Department is in the process of hiring a PEPFAR coordinator for Ukraine. In the meantime, USAID coordinates among multiple PEPFAR implementing partners in country: the Centers for Disease Control and Prevention, Department of Defense, Office of Defense Cooperation, Peace Corps, and USAID, which collaborate well within their respective roles.

### ***Nonproliferation and Related Assistance Programs***

The United States furnishes assistance to Ukraine for several programs to prevent proliferation of weapons of mass destruction and to support other types of arms control, disarmament, and civilian nuclear security. These programs advance critical security interests for the United States, Ukraine, and the wider region. They include removal of Ukraine's highly enriched uranium (completed in 2012), destruction of ballistic missile motors, securing dangerous pathogens, development of an effective export control regime, containment of leakage at the Chernobyl nuclear site, and storage of spent reactor fuel. Embassy Kyiv's engagement with Ukrainian authorities has been instrumental in several successes.

Programs are dispersed across U.S. Government agencies and Department bureaus and are undertaken with a variety of Ukrainian counterparts, international organizations, and other third-party implementers. Some are funded outside the foreign assistance budget; there is no consolidated tally of all U.S. Government spending of these programs. The Department of Energy, Defense Threat Reduction Agency, and the Department's Export Control and Related Border Security program maintain resident American and local staff in the embassy to oversee their assistance. The Department manages other programs from Washington.

Although the responsible elements in Embassy Kyiv communicate well, the decentralized program structure and absence of a formal coordination mechanism pose a risk of duplicative activities or gaps. Different U.S. Government agencies work, in some instances, with the same Ukrainian agencies, or provide similar assistance. Semiannual meetings of the U.S.-Ukraine Nonproliferation Working Group do not review all pertinent U.S. assistance.

**Informal Recommendation 2:** Embassy Kyiv should establish a nonproliferation and arms control working group to share information on assistance programs.

### ***Leahy Vetting***

In recent months, the percentage of Embassy Kyiv's late submission of names for Leahy vetting had been running above the average for other embassies in Europe. In response, the

political section's office management specialist and an eligible family member provided training to submitting sections and revamped the procedures to expedite submission of names into the INVEST system. These two individuals are trained on the system and have coordinated the new procedure with vetting staff in the Bureau of Democracy, Labor, and Human Rights, and the Bureau of European and Eurasian Affairs.

### **Political and Economic Section Staffing**

All American positions are language designated for either Russian or Ukrainian. Very little English is spoken in Ukraine, even among government officials and business leaders. All staff reported that they use the two local languages; many participate in the post language program. Retaining all language designated positions for the sections is appropriate.

The embassy's Mission Resource Request for FY 2015 requests establishment of a mid-level officer position to handle the economic section's environment, science, health, and technology portfolio, in place of an eligible family member. Although several U.S. institutions have begun activities or shown interest in science and technology collaboration with Ukraine, the Department has not reciprocated the embassy's interest in developing this aspect of the relationship. The Bureau of Oceans and International Environmental and Scientific Affairs recently extended the interval between meetings of the bilateral science and technology working group from annual to biennial. The annual cost of an American officer position is some 10 times greater than that of an eligible family member. The OIG team concluded establishing of a new officer position is unwarranted, and that an eligible family member should continue to manage the science portfolio.

A scheduling conflict with language training prevented the embassy's labor officer from taking labor training at the Foreign Service Institute. It is important for officers to receive training in the functions they are expected to perform.

**Informal Recommendation 3:** Embassy Kyiv should arrange for the successor to the current labor officer to take Foreign Service Institute course PL-103, *Labor Officer Skills*, and enable the incumbent to take this course if he has occasion to travel to Washington.

### **Public Affairs Section**

The public affairs section (PAS) enjoys the confidence of the front office, other embassy sections, and Washington consumers. The budget is sufficient for the multiple programs PAS manages. PAS works effectively to publicize the U.S. Government's extensive assistance programs in Ukraine. A travel cap imposed by the Department in December 2012 is eroding the section's ability to monitor public diplomacy grants and its extensive network of 29 American Spaces.

### *Information Unit*

The information unit has two American officers and six LE staff members. The senior information officer focuses on traditional media and direct support for the front office; his deputy oversees a unit that works on social media.

The information officer tracks and analyzes press reports on economic and political issues and examines trends in media and Internet freedom, including implications for democracy and the rule of law. He and his staff also conduct investigative journalism contests and design training programs to foster more independent and responsible journalism.

Senior LE press staff alternate with counterparts in the political and economic sections in watching Friday night political talk shows and providing written analyses for the front office. The effort requires overtime but does not merit the effort and expenditure because items of significance are also be carried by the news media.

**Informal Recommendation 4:** Embassy Kyiv should discontinue spending on overtime to monitor Friday evening talk shows.

The assistant information officer coordinates a missionwide social media effort to engage Ukraine's growing population of Internet users. He and his three-person team maintain the embassy's bilingual Web site, Facebook, YouTube, and Flickr pages. They also maintain an active embassy blog for policy discussion and an electronic mailing list for the distribution of policy materials to mission contacts. Almost every week, a different officer begins a new blog discussion with an initial entry on a policy-related subject, such as intellectual property rights or HIV/AIDS prevention, and coordinates the resulting discussion throughout the month.

In 2012 the unit initiated a series of regional "tech camps" to build social media capacities in the nongovernmental organization and education communities. Alumni are active in followup discussions with the embassy.

### *Cultural Unit*

The cultural unit has 3 American officers and 15 LE staff members and conducts multiple academic and short- and long-term exchange programs. The unit also hosts a wide range of cultural programs and invites experts, many recommended by the Ambassador, on topics of bilateral interest.

A registered foreign representative office of the Institute for International Education manages the Fulbright scholarship program. In a promising development, PAS and the Kyiv Fulbright office expect to sign a memorandum of understanding with the Ukrainian Ministry of Education and Science, under which Ukraine will fund a number of science- and technology-focused Fulbright scholarships for Ukrainian graduate students.

### *English-Language Programs*

A regional English language officer, whose portfolio includes Ukraine and five nearby countries, is based in Kyiv. His primary focus is improving the quality of English-language teacher training in Ukraine. He also oversees the post's small but expanding English Access program, which provides English-language instruction to disadvantaged youth. The officer works closely with the Peace Corps, which has shifted its focus to teaching English, especially in rural schools. As a consequence, the Fulbright English Teaching Assistant program uses resources that could be better employed elsewhere within the Fulbright portfolio.

**Informal Recommendation 5:** Embassy Kyiv should ask the Bureau of Educational and Cultural Affairs to eliminate the English Teaching Assistant program in Ukraine and reprogram funds to support other Fulbright student and scholar programs in Ukraine.

### *The American Spaces Network*

PAS closed its information resource center when it moved to the new embassy compound in 2012. It redirected the core focus of center staff to managing and improving a network of 29 American Spaces, most located in provincial libraries in Ukraine's 27 administrative districts. The Space represents a key public diplomacy platform in U.S. efforts to reach the more than 90 percent of Ukrainians who live outside the capital city. When PAS establishes its 30th American Space later this year in Zaporizhzhya, it will have the largest American Space network in the world. PAS Ukraine has the personnel and financial resources to sustain the network, and officers and staff are working to improve the system through greater financial support and training. In FY 2012, PAS committed more than \$286,000 to its Space operations. During the course of the inspection, PAS learned that Washington—in recognition of the embassy's previous success—had increased FY 2013 funding to nearly \$500,000.

Grants Policy Directive 16 requires that a grants officer representative “maintain contact with the award recipient through site visits and other liaison/oversight activities.” For PAS Kyiv, with 80 percent of its grant recipients living outside of the capital, monitoring grantee performance is difficult. According to post statistics, PAS staff was able to visit only 74 of 239 grantees outside Kyiv in FY 2012 because of the travel cap. The staff tries to visit each Space at least once a year, but the size of the network makes this difficult. In FY 2012, PAS staff visited only three-quarters of the Spaces. Maintaining this level will become even more difficult this year as a result of a Department-mandated travel cap.

**Recommendation 1:** Embassy Kyiv should send a formal request to the Office of the Under Secretary for Management to issue revised guidelines defining travel to monitor grantee performance as mission-essential and thus exempt from the travel cap laid out in 12 State 120785. (Action: Embassy Kyiv)

PAS Kyiv has an ambitious plan to establish, by mid-2014, a Kyiv American Center, which it envisions as a “tech-savvy, cutting-edge, and hyper-connected place” to engage young Ukrainians. Nearly \$3.5 million has been set aside to convert and furnish a centrally located building that formerly housed the consular section. The public affairs officer maintains that

additional staffing will be needed for the Center to remain open on evenings and weekends, when it can attract the largest audiences. In the current budget environment, funds for additional staff are unlikely.

**Informal Recommendation 6:** Embassy Kyiv should reexamine position descriptions and work hours for the public diplomacy locally employed staff to identify opportunities for existing staff members to provide needed coverage at the planned Kyiv American Center.

### *Grants Management*

PAS Kyiv has an extensive but small grants program. In FY 2011 and FY 2012, PAS spent nearly \$3.1 million on grants—some from its own budget and some from appropriations under the Assistance for Europe, Eurasia and Central Asia (AEECA) program.

AEECA's program in Ukraine had an FY 2012 budget of \$2.4 million, with \$800,000 designated for its Democracy Commission Small Grants program and \$400,000 for its Media Development Fund. Grantees undergo a competitive selection process. The remainder of the AEECA budget (excluding \$230,000 for salaries, travel, and training for the five-person grants staff) supports a variety of programs that PAS Kyiv develops and oversees.

The OIG team examined a random sampling of 16 grants files maintained by the AEECA grants staff and found them to be complete. The OIG team was impressed by the standardized formats developed by AEECA's LE staff for interim and final program reports. These formats provide grantees with a concrete guide on what they should report, thereby sparing staff the need to contact grantees to obtain missing information. Another useful innovation was a grantee performance evaluation, completed by the grants officer representative, including a recommendation on whether to accept further applications from the grantee.

**Informal Recommendation 7:** Embassy Kyiv should share the program and budget formats developed by its grants staff with other missions that receive Assistance for Europe, Eurasia and Central Asia funds.

A random sampling of FY 2012 and FY 2013 public diplomacy grants produced mixed results. Files on the American Corner grants program were excellent, but those on other public diplomacy grant programs were unsatisfactory. Documentation was random, authorization and appropriation data was frequently missing or incorrect, and evidence of followup with grantees was hit-and-miss. Grants officers need to require public diplomacy LE staff acting as grants officer representatives to fulfill their responsibilities after a grant has been awarded. The public affairs officer is aware of the deficiencies, many of which occurred before his arrival. He has arranged for LE staff to take online training offered by the Foreign Service Institute.

**Informal Recommendation 8:** Embassy Kyiv should provide additional grants training to all locally employed staff members in the public affairs section who serve as grants officer representatives.

## **Consular Operations**

Embassy Kyiv's mid-sized consular section is well managed, productive, and enjoys excellent morale. The move to the new embassy compound in March 2012 provided the section with a well-designed facility that enables efficient work at the highest professional standard. The section is adequately staffed for the current workload, but continued increases in visa workloads will likely require an increase in staff within the next few years. The section chief and deputy chief provide FAST officers with opportunities to rotate through a number of different functions and participate in consular outreach trips and similar activities. The section does not have a formal training program, and the staff would benefit from more training, especially on visa fraud.

**Informal Recommendation 9:** Embassy Kyiv should implement a training program for consular section staff.

## **American Citizens Services**

The American citizens services unit, managed by a mid-level consular officer, handles complex cases competently and with compassion. The consular chief assists with politically sensitive issues. The Social Security Administration classifies Ukraine as a country that requires exceptional processing. Each beneficiary must register each month in person at the consular section in order to receive benefits. The unit undertakes frequent outreach trips to support the American citizen population in this large country, often combining this outreach with other embassy priorities in a cost-effective manner.

## **Immigrant Visas**

The immigrant visa unit is productive and handles a diverse caseload. The recent addition of a second interviewing consular officer has enabled the unit to handle the case volume with minimal delays.

## ***Diversity Visas***

In March 2012, Embassy Kyiv began processing Ukrainian diversity visas previously handled by Embassy Warsaw. The program allows citizens of eligible countries to enter a lottery for a chance to apply for a U.S. immigrant visa. The consular section has scheduled approximately 2,000 diversity visas for interviews in 2013. Painstaking work by the fraud prevention unit and the assistant regional security officer for investigations has produced a detailed portrait of a pervasive and sophisticated fraud scheme affecting the Diversity Visa program in Ukraine.

Organized fraud rings masquerading as travel agencies have taken control of the Diversity Visa program in Ukraine. They buy, steal, or obtain from public sources personal information about Ukrainian citizens, especially those living in western Ukraine. They use this information to enter these citizens' names in the online Diversity Visa program Web site, often without their permission or awareness. In addition, other Ukrainian citizens willingly provide

personal information to the fraud rings for entry into the program but are usually unaware that the fraudulent “agencies” continue to enter them year after year.

Department practice is to provide applicants with a confirmation number once they complete the diversity visa entry form online on the Department-run electronic diversity visa Web site. The instructions state that the applicant should use this number to check on the status of the entry, typically after May 1 of the program year. In Ukraine, since the fraud ring makes the entry into the online system, only the fraud ring has the confirmation number and can check to see if the entry was selected to participate in the Diversity Visa program. The fraud ring then contacts hundreds of Ukrainian selectees and requires them to sign a contract promising to pay up to \$15,000 to obtain the confirmation number and to pursue an immigrant visa application. If the selectee is interested but cannot pay, the fraud ring may insist that he or she enter into a sham marriage with a person who has expressed interest in immigrating to the United States. In such a case, the “spouse” pays the agency a substantial amount of money to be paired with a diversity visa selectee.

A fraud ring may also require legitimately married diversity visa winners to obtain divorce certificates, engage in a sham marriages, and leave minor children behind in order to emigrate to the United States. Eventually, the diversity visa winners may petition for the real spouse and children to join them. Kyiv’s immigrant visa unit sees many similar cases, indicating that this practice has been occurring for years. The fraud ring enters the names of a significant percentage of the population of western Ukraine (Embassy Kyiv estimates as much as 80 percent), effectively preventing interested individuals from filing their own applications, since the Diversity Visa program prohibits duplicate entries, a function partially performed by the Department’s computer system that can automatically search for and delete duplicate applications.

The fraud ring's involvement continues after the selectee enters the United States. The fraud ring applies for the selectee’s social security card and retains both the card and the social security number for misuse. Selectees are required to sign a contract (legally binding in Ukraine) with the fraud ring, stipulating a continuing obligation to pay the fraud ring or to work essentially as an indentured servant to repay what is “owed.” Failure to pay has led to threats against family members in Ukraine.

The consular section, in coordination with the Bureau of Consular Affairs, has taken a number of steps to combat this fraud. The embassy’s fraud prevention unit investigates all diversity visa cases. The assistant regional security officer for investigations keeps a file of Internet protocol addresses associated with fraud rings, but the organizations continually change their Internet protocol addresses to foil these efforts. In order to provide less time for fraud rings to arrange sham marriages, the consular section no longer allows applicants for diversity visas to reschedule the appointment set for them by the Kentucky Consular Center.

Interviews of diversity visa applicants are detailed and lengthy and follow a frequently-varied script, in an effort to stay one step ahead of the fraud rings’ careful coaching of the applicants. Despite these efforts, which have had a significant deleterious effect on the efficiency

of the section, fraud continues. The Diversity Visa program is reviewed yearly by the Bureau of Consular Affairs resulting in a number of changes to the program in an attempt to deter fraud.

Fraud rings have exploited the automated process used to notify applicants that they have been selected for the Diversity Visa program in the Ukraine. One possible solution would be for the Department to send confirmation numbers only to the consular section in Kyiv for Ukrainian selectees, with the consular section then notifying those selected for the program. This process would add work for the consular section but less than is now required to combat fraud. The consular section estimates that between 50 and 80 percent of applicants do not have their correct address listed on their application (because of the fraud rings' actions), but the section can use existing online resources in Ukraine to locate and notify selectees.

**Recommendation 2:** The Bureau of Consular Affairs should implement a program to address widespread diversity visa fraud in Ukraine in time for the 2015 Diversity Visa program. (Action: CA)

The nonimmigrant visa unit adjudicates a growing volume of visas of various categories, some of which are rife with fraud. Wait times for appointments are minimal. The unit handles a large volume of crew visas and summer work travel visas in addition to the more common visa categories. The visa referral process works well. The consular section chief briefs new embassy officers and maintains excellent records related to referrals. The Visas Viper committee meets regularly and submits reporting cables on time.

### ***Global Support Strategy Contract***

The nonimmigrant visa unit's most significant challenge is managing the Global Support Strategy contract, a worldwide contract to provide services such as fee collection, appointments, and document distribution for consular sections. This contract was implemented in Kyiv in September 2012. The consular section has a sound strategy to address problematic passport delivery and information provision issues under the contract, but the summer work travel issue is difficult to resolve. The Summer Work Travel program allows qualified post-secondary students residing outside the United States to come to the United States to work and travel during their summer vacation.

Because of the high level of fraud in Ukrainian summer work travel visa applications, all summer work travel documents are reviewed by the fraud prevention unit. Ideally, and until the inception of the Global Support Strategy contract, this review took place prior to the interview. When the Global Support Strategy contract started, the consular section worked with the contractor for several months in an attempt to have the contractor provide the required documents for summer work travel applicants in advance of the interview.

The protracted discussions did not lead to the desired outcome, which forced the consular section to develop a new method of handling summer work travel applications immediately prior to the program start. This method requires the nonimmigrant visa staff to scan the documents into the automated system when the applicants arrive for interview. The applicant is interviewed, and the case is passed to the fraud prevention unit for a post-interview fraud check, which takes 2

weeks. Only after the fraud checks are completed does the adjudicating officer have adequate information to adjudicate the case. If the fraud check reveals information requiring clarification, the applicant must return for a second interview. Officers and staff have to open and review each case at least twice, seriously impairing the efficiency of the busy unit.

**Recommendation 3:** The Bureau of Consular Affairs should engage with Embassy Kyiv to document their exact requirements for summer work travel visas and develop a process to ensure that documents for summer work travel visa applicants are entered into the nonimmigrant visa system prior to visa interview. (Action: CA)

### **Fraud Prevention Unit**

The fraud prevention manager leads an adept staff that concentrates its efforts on large-scale fraud rings, many of which operate with impunity. Fraudulent documents are inexpensive and easily obtained. Working closely with the assistant regional security officer for investigations, the fraud prevention unit strives to counter fraud. The unit produces detailed validation studies that pinpoint programs or populations of concern and provide valuable analysis of fraudulent activities and travel patterns to the consular section and the Department. In 2012, the Bureau of Consular Affairs downgraded the fraud prevention manager position to entry-level. The complexity and pervasiveness of fraud in Ukraine and the need to supervise seven LE staff members requires the expertise of an experienced mid-level manager. The consular chief concurs.

**Recommendation 4:** The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should return the fraud program manager position to the FS-03 level. (Action: CA, in coordination with DGHR and EUR)

**Resource Management**

<b>Agency</b>	<b>U.S. Direct-Hire Staff</b>	<b>U.S. Local-Hire Staff</b>	<b>Foreign National Staff</b>	<b>Total Staff</b>	<b>Total Funding FY 2012</b>
<b>Department of State</b>					
Diplomatic & Consular Program	55	14	61	130	\$5,731,377
ICASS	9	9	284	302	\$16,255,900
Public Diplomacy	7	1	26	34	\$1,687,800
Diplomatic Security	8	1	11	20	\$1,833,129
Marine Security	6	0	4	10	\$161,686
Representation	0	0	0	0	\$55,045
International Narcotics & Law Enforcement	3	0	7	10	\$5,940,590
OBO	0	0	2	2	\$8,293,911
<b>Department of Agriculture</b>					
Foreign Agriculture Service	1	0	3	4	\$260,900
<b>Department of Defense</b>					
Defense Attaché Office	14	0	7	21	\$1,744,545
Office of Defense Cooperation	3	0	3	6	\$501,340
Bilateral Affairs Office	1	0	6	7	\$800,600
Maritime Affairs Officer	1	0	0	1	\$2,000
Partnership for Peace	0	0	1	1	\$30,000
<b>Department of Justice</b>					
Federal Bureau of Investigation	4	0	0	4	\$202,000
<b>U.S. Commercial Service</b>	1	0	9	10	\$513,631
PEPFAR ICASS	0	0	0	0	\$10,000
CDC PEPFAR Funds	2	0	5	7	\$4,585,000
Other PEPFAR Funds		0			\$11,553,000
<b>USAID Operations</b>	37	0	40	77	\$7,337,852
<b>USAID Programs</b>		1	40	41	\$77,261,003
<b>Department of Energy</b>	1	0	2	3	\$8,634,600
<b>Force Protection Detachment</b>	1	0	1	2	\$391,939
Travel					\$70,000
Operations & Maintenance					\$180,000
ICASS					\$65,939
New Embassy Compound Construction Billet					\$76,000

<b>Department of Treasury</b>	1	0	0	1	\$467,481
<b>Peace Corps</b>	3	0	2	5	\$5,270,000
<b>Centers for Disease Control and Prevention</b>	2	0	5	7	\$412,500
<b>Defense Threat Reduction Agency</b>	2	0	3	5	\$273,360
<b>Totals</b>	162	26	522	710	\$160,603,128

Source: Embassy Kyiv

### **Management Section**

Embassy Kyiv’s management section provides very good services to a large Department contingent and to 15 other agencies. In 2013, the embassy’s International Cooperative Administrative Support Services (ICASS) scored above 4.0, on a 1-5 scale, in all categories except three. The 2013 ICASS scores for residential operations maintenance, the community liaison office, and leasing were only a few tenths of a percentage point below 4.0.

The management section has good leadership and a skilled LE staff. Funding is adequate, communication is effective, and office morale is good. LE staff job satisfaction is high but LE morale is lower because of inflation and the continued loss of purchasing power. A Department wage freeze is still in effect and prohibits annual wage increases.

Completed in 2012, the new embassy compound includes the chancery, Marine House, warehouse, facilities and maintenance workshops, USAID annex, and a parking garage. There is ample office space for all agencies. The office space is functional and meets Department standards. The new chancery project, which cost \$244 million, was completed on time and under budget.

The Department and USAID management platform consolidation was implemented in 2012. Approximately 24 USAID administrative positions were crosswalked to the embassy’s ICASS platform. There were a few residual items, including USAID’s cashiering services, a designated driver for the USAID director, and two USAID vehicles used for the director’s transportation, that had not been consolidated.

Management controls are in place and working properly in the management units. Prior to the inspection, a team from the Regional Support Center Frankfurt conducted a review in March 2013 and August 2012. The Frankfurt team found no major issues with management operations. The management section implemented most of the review team’s recommendations and suggestions for improvement.

### **Rightsizing**

Embassy Kyiv is scheduled for a 5-year rightsizing study. The last rightsizing study was completed in 2006 and revised in 2009 when USAID expanded its presence in Kyiv. Since the 2007 OIG inspection, U.S. direct-hire staffing increased by 42 USAID positions. The number of LE staff positions increased by nine.

## **Financial Management**

The financial management office operates effectively. The financial specialist is designated as an LE staff certifying officer with authority to certify vouchers up to \$50,000. Vouchers are processed in a timely manner.

Two unliquidated obligations on the books need to be removed. They relate to value-added tax collections on the chancery and USAID annex during the construction of both facilities. Since October 2012, there has been no activity with these obligations, which together total \$5.5 million. The chancery value-added tax reimbursement account contains over \$4.3 million and the USAID annex building account contains almost \$1.2 million. Embassy-provided documentation indicates that ongoing conversations with the Bureau of Overseas Buildings Operations (OBO) since January 2013 have not led to any action.

**Recommendation 5:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should deobligate funds maintained in the chancery and U.S. Agency for International Development annex accounts related to the construction of these facilities on the new embassy compound. (Action: OBO, in coordination with Embassy Kyiv)

A review of the Ambassador's representation and official residence expense vouchers indicated that overtime payments, which should be charged to representation events, are being charged to the official residence expense account. As noted in Department telegram 188617 (October 1998), "when official residence household staff serve at representation functions, any extra pay over their regular salary is charged to representation, not official residence expense."

**Recommendation 6:** Embassy Kyiv should charge official residence staff overtime worked during representational events to the representation account. (Action: Embassy Kyiv)

## ***Cashiering***

During the OIG inspection the financial management officer performed an unannounced cashier reconciliation on the Class B cashier and the alternate. While the cash accounts reconciled, several issues require attention.

Ukrainian currency is not easily sold or purchased and subject to government restrictions. The Ukrainian local banking system is antiquated. Embassy Kyiv is one of the few missions in the world to operate without a U.S. disbursing officer account, which means that most payments are made in cash, because electronic funds transfer payments are not possible. As a result, the embassy's cash accountability is [Redacted] (b) (5) with more than [Redacted] (b) (5) in cash available during the cash reconciliation, which is a reduction from a recent authorization of [Redacted] (b) (5). Despite this reduction, the actual accountability of the cashier at the time of the inspection was approximately [Redacted] (b) (5) including [Redacted] (b) (5) in a local bank account. The dollar portion of the bank account is used to accept dollar transfers from Global Financial Services in Charleston. The transfers are then converted to local currency. The local account also contains funds from on-site and off-site consular fee collections. Some in-country fund transfer payments can be made from this local currency account.

Ukrainian banking laws prohibit the local bank used by the embassy from establishing a branch location inside the chancery. To illustrate the need for cash, the cashier had a [Redacted] (b) (5) voucher for transportation expenses that needed to be paid out the next day to a group of Ukrainian military students traveling to the United States. The mission is taking steps to reduce its need for cash and recently began issuing debit travel cards, instead of cash travel advances, to the LE staff for travel outside Ukraine.

Global Financial Services is trying to find a way to make a U.S. disbursing officer's operation work in Kyiv.

Subcashier advances are held appropriately to a minimum, and temporary advances are returned and cleared promptly to the cashiers. The cash reconciliation revealed that an excessive number of Ukrainian coins are maintained by the alternate and the Class B cashiers.

**Informal Recommendation 10:** Embassy Kyiv should reduce the amount of Ukrainian coinage maintained by the cashiers.

Despite consolidation on a single compound, USAID continues to maintain its own cashier operation. USAID personnel expressed the desire to consolidate their operation with the embassy's operation, but the embassy cashiers' current workload precludes consolidation at present. The Department's cashiering system will be replaced in June 2013 with a new, more flexible system. This change would allow for consolidation of embassy and USAID cashiering operations.

**Recommendation 7:** Embassy Kyiv should consolidate the U.S. Agency for International Development cashier operation into the embassy cashier operation once a new cashiering system is installed. (Action: Embassy Kyiv)

### **International Cooperative Administrative Support System**

ICASS and its components, including the council, the budget committee, and working groups, operate effectively. The ICASS chairperson is serving her third year. She should not be asked to extend for a fourth year due to the requirement that the job rotate among agencies.

**Informal Recommendation 11:** Embassy Kyiv should elect an International Cooperative Administrative Support System council chairperson from a different agency during the next election.

ICASS council meeting minutes are well maintained but were not posted on the embassy's intranet site until after the inspection began. The budget committee minutes also need to be posted to the site. ICASS information is located under the financial management icon on the intranet site; it does not have its own location.

**Informal Recommendation 12:** Embassy Kyiv should move the International Cooperative Administrative Support Services information to a section of its own on the intranet site.

## **Human Resources**

The human resources office is an effective operation.

### ***Wage and Benefit Reviews***

The embassy is in the process of requesting a waiver to the Departmentwide LE staff wage freeze. The embassy doubted the inflation statistics provided by the Ukrainian Government and asked the economic section to review the “real” inflation rate in Kyiv. Based on this information, the embassy drafted a cable to the Office of Overseas Employment in Washington, stating that local inflation exceeds the 31 percent inflation threshold established by the Department in February 2013. If validated, the embassy’s request could be sent to the wage board to determine whether the LE staff in Kyiv is eligible for a pay increase. At the time of the inspection, the Department was reviewing the request.

The embassy is taking action on other LE staff benefit issues. These include the conversion from an American-style leave plan to the Ukrainian leave plan, as well as a new life and disability insurance solicitation. The embassy worked with the Office of Overseas Employment to convert to the local leave plan before the end of 2012, but it did not receive final approval for implementation in time for the new leave year, which began January 2013. Consequently, the conversion cannot be implemented until January 2014.

Under the current leave plan, when a local employee’s sick leave balance has been depleted, his or her advanced sick leave has been exhausted, and no other paid leave category is available, the employee is moved into a non-pay status (leave without pay), which also stops medical insurance coverage. Unless the local employee pays the monthly medical premium, he or she will be without medical coverage. This problem needs to be rectified on an urgent basis.

**Recommendation 8:** Embassy Kyiv, in coordination with the Bureau of Human Resources, should reach agreement on a local leave plan during calendar year 2013 and put it into effect at the beginning of 2014. (Action: Embassy Kyiv, in coordination with DGHR)

### ***Local Employee Association***

The OIG inspection team met with the local employee association. The association members expressed general satisfaction about their relationship with management. They cited the proposed wage increase, efforts to implement the local leave plan, and the disability payment plan as examples of cooperative efforts.

### ***Overtime***

The LE staff worked more than 23,000 hours of overtime between April 2012 and March 2013. ICASS overtime alone accounted for over 15,000 hours, or \$162,000. This amount is excessive.

**Informal Recommendation 13:** Embassy Kyiv should implement measures to reduce overtime payments. (Action: Embassy Kyiv)

Embassy Kyiv was unable to distinguish between the amount of overtime attributable to mission needs and overtime performed to support visiting dignitaries, whose fiscal data would be used to reimburse the embassy for the overtime.

**Informal Recommendation 14:** Embassy Kyiv should track overtime in support of visits and obtain appropriate reimbursements.

Although the Regional Support Center Frankfurt performs job classification for the European region, since 2008 a LE human resources assistant has classified the embassy's LE staff positions. There were 102 classifications performed in Kyiv between 2008 and 2013. Forty-eight were for new position classifications. The remaining 54 resulted in 36 upgrades, 4 downgrades, and 14 whose grade level did not change. LE staff classifiers are frequently subjected to pressure from their colleagues and supervisors. The Regional Support Center Frankfurt is able to provide rigorous reviews without employee pressure.

**Recommendation 9:** Embassy Kyiv should refer all grade reclassification requests to the Regional Support Center Frankfurt. (Action: Embassy Kyiv)

### **Tour of Duty**

Department employees serving in Kyiv are assigned for a 2-year tour. Embassy Kyiv is a 20 percent hardship differential post. The Department and the embassy would be better served by 3-year assignments. Seven embassies with 20 percent hardship differential have 3-year tours, including Manila, New Delhi, Accra, Dakar, and Santo Domingo. Employees, including those from the Departments of Commerce, Energy, and Agriculture, all serve 3-year tours in Kyiv. USAID employees have the option of serving 4 years. Cost savings would accrue to the Department if Embassy Kyiv moved to a 3-year tour. The facilities maintenance staff would be required to prepare fewer make-readies each year. Transportation of household effects and personal vehicles would be required every 3 years, rather than two, for each employee. Other cost efficiencies would also be realized.

There have been numerous extensions in Kyiv in recent years. In 2011, 19 employees extended; 12 of them were from the Department. In 2012, 4 of 8 extensions were Department employees. In 2013, there have been 5 Department extensions thus far; 4 other individuals, including one from the Department, have extension requests in progress. During the same period, no Department employee has curtailed, except for those requiring very minor tour adjustments to coincide with a summer departure. The overall (and unintended) impact of these extensions will be difficult to manage: in summer 2014, the political counselor, the economic counselor, the consul general, the regional affairs officer, the management counselor, and the public affairs officer, will depart post. The management section will also see the turnover of the human resources officer, the financial management officer, the information management officer, and the health practitioner. A 3-year assignment cycle would avoid such turnovers and save money.

**Recommendation 10:** Embassy Kyiv, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should evaluate whether to assign Department of State employees to 3-year tours in Kyiv. (Action: Embassy Kyiv, in coordination with DGHR and EUR)

### **Post Language Program**

The embassy has a successful post language program in both Ukrainian and Russian. Courses are offered in a one-on-one class environment. A few group classes are also offered. Twelve spouses participate.

Mission policy excludes one small group of spouses: those who tested at a 2/2 or higher level in Washington. Spouses who have tested at less than 2/2, or those who have never been tested even though they may have a 2/2 or better, are not eligible for post language training. This policy is inconsistent and counterproductive in its effect on the morale of the affected spouses. Guidelines in the *Foreign Affairs Handbook*, 13 FAH-1 H-251 (3), state, “The post is authorized to extend training up to a total of 240 hours for those family members who have satisfactorily completed 100 hours of instruction, and who have a need for a higher proficiency in a primary language of the post to meet representational requirements and to participate in community activities.”

**Informal Recommendation 15:** Embassy Kyiv should revise its post language program policy to allow spouses who tested at 2/2 or better in Washington to enroll in post language program classes.

### ***Staff Orientation Briefings***

#### **Innovative Practice: Reorientation of Locally Employed Staff**

**Innovative Practice:** Reacquainting LE staff with mission policies after their original employment briefings.

**Issue:** Human resources offices generally brief LE staff when they begin their careers at the embassy. Issues such as performance management, salary and benefit policies, awards, training, and EEO activities are on the agenda. After this original briefing, the LE staff members are not briefed again and instead are told to read the local employee staff handbook if they have questions. If they are proactive, they may reach out to the human resources office but, unfortunately, most do not.

**Response:** Embassy Kyiv began a program to reorient the LE staff with new policy information. Orientation is done once a week in small groups and will continue until all are briefed.

**Result:** Inspectors frequently encountered LE staff members during interviews who did not understand aspects of the policies and procedures they are required to follow. These small group briefings refocus LE staff members on policies and procedures and generally preclude their misunderstanding of these documents.

The embassy does not include USAID LE staff in reorientation briefings. One employee stated that USAID “had their own personnel section.” This is an indication, noted in the rightsizing and consolidation section that, although significant progress has been made on the consolidations front, there is still some work to do regarding the intricacies of implementation.

**Informal Recommendation 16:** Embassy Kyiv should include the local U.S. Agency for International Development staff in its policy and procedure reorientation briefings.

## **General Services Operations**

General services units, including customs and shipping, housing, motor pool, personal property, procurement, and travel, are well run. The supervisory general services officer, who arrived in August 2012, is an experienced and capable officer who provides good leadership to the LE staff.

### ***Procurement***

The procurement unit does not have a written standard operating procedure for secure procurements. This deficiency, identified by a Regional Support Center Frankfurt review team, has not been resolved. A secure procurement policy is needed to avoid misunderstanding on the part of the U.S. staff on how to procure items for classified areas.

**Recommendation 11:** Embassy Kyiv should issue a secure procurement policy and post it on the embassy SharePoint site. (Action: Embassy Kyiv)

### ***Personal Property Management***

The personal property management section does a good job managing the mission’s property, which is valued at about \$16.2 million. Shortages are low, at 0.33 percent or below. In 2012, a furniture pool was implemented. The on-site warehouse and leased warehouses are well organized. The leased warehouse is located 45 minutes from the embassy, but it can take general services staff up to 90 minutes to reach it. The general services office is in the process of leasing a smaller warehouse, located 10 minutes away.

### ***Motor Pool Operations***

A missionwide vehicle utilization review conducted in 2012 resulted in directing the motor pool unit to dispose of 23 vehicles to reduce its current fleet of 72 vehicles. In 2013, the embassy held a public sale to dispose of 15 vehicles. Only 5 vehicles were sold, all to other embassies and diplomats with tax-exempt status. Ukrainian residents are not allowed to purchase diplomatic vehicles without first paying taxes that equal or exceed the current sale price. The Office of Foreign Missions, in coordination with the embassy, sent three diplomatic notes to the Government of Ukraine, requesting an exemption or waiving of the taxes and duties. At the time of the inspection, the Government of Ukraine had not responded.

**Informal Recommendation 17:** Embassy Kyiv should advertise to U.S. embassies its vehicles available for sale.

### ***Motor Pool Consolidation***

The USAID director has a program-funded motor pool, including a designated driver and 2 vehicles. In accordance with the *Foreign Affairs Manual*, 14 FAM 430, the chief of mission has jurisdiction over all official vehicles for business purposes and must approve vehicles for other authorized uses. Guidelines in 14 FAM 434.2 list those types of vehicles that can be assigned for exclusive use; these do not include the DCM or USAID director. In addition, the Department-USAID Joint Management Board requires USAID to obtain advance approval from the Joint Management Board and ICASS Service Center before operating a separate program-funded motor pool. USAID motor pool guidance allows the USAID director a designated vehicle.

**Recommendation 12:** Embassy Kyiv should obtain approval from the Chief of Mission, the Department of State-U.S. Agency for International Development Joint Management Board, and International Cooperative Administrative Support Services Center, if the U.S. Agency for International Development director wishes to continue to use a designated driver and 2 vehicles. (Action: Embassy Kyiv)

### ***Customs and Shipping***

The time required to register personal vehicles in Ukraine is an issue for the customs and shipping staff and officers. It takes 4 to 6 weeks to complete the registration. The Government of Ukraine will not register personal vehicles for U.S. direct hires at the embassy before receipt of their final accreditation and identification card. The embassy does not authorize the shipment of U.S. direct-hire personal vehicles and household effects until after receipt of accreditation and issuance of an identification card because the Government of Ukraine does not have customs warehouse facilities to store overseas shipments. The Office of Foreign Missions has sent several diplomatic notes to the Government of Ukraine about this situation. Embassy Kyiv believes it will be able to improve the process and shorten the time it takes to import a vehicle.

### **Facilities Management**

An experienced facilities manager effectively maintains 20 U.S. Government-owned properties. These include the chief of mission residence, a long-term lease at \$144,833 annually; 15 government-owned apartments; and the new embassy compound, including the chancery, the USAID annex, the Marine House, and the warehouse which houses facilities and maintenance workshops. There is a funded \$3.4 million OBO project to convert the decommissioned old consular building into an American Center. There is also a \$2.3 million OBO project to convert the former Marine House into a DCM residence. Construction has not started on either project. The completion dates for both projects is 2014.

### ***U.S. Government-Owned Properties***

The embassy has 15 government-owned residences whose conditions vary from poor to good. The roof in one building that houses three government-owned apartments and other tenants is in need of repair. The OIG inspector observed patched water leaks in the living and dining room, kitchen, master bedroom, and master bedroom closet of one of the top-floor units. The master bedroom smells of mold and mildew. This winter, an officer had to vacate an apartment while the facilities maintenance unit patched the leaks. This is the second officer that has had to vacate the unit because of leaks. The adjacent top-floor unit also had water damage in the living room. There is no elevator and residents must climb 90 steps to reach top-floor units. The management counselor stated that there were 4 more apartments with similar concerns.

Proper maintenance of these properties is difficult as costs exceed the routine maintenance and repair budget. Many of the buildings are over 100 years old and have outdated electrical and plumbing systems. The ownership and maintenance of the common areas, including entryways, stairwells, roofs, and facades, are assigned to a city office that does not exercise its maintenance responsibility. As a result, the condition of common areas is poor to fair. The condition of common areas is also an issue in short-term leased units.

Non-ownership of building common areas falls into a grey area about the funding responsibilities of residential properties found in 15 FAM 633. Neither the landlords, the city office with titular responsibility, nor OBO has a solution to address the common areas. The embassy often faces a prolonged negotiation and bureaucratic process to get common area deficiencies addressed. Frustrations and the resulting impact on morale are a serious concern.

**Recommendation 13:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should implement a plan to identify and resolve building common area health, safety, and maintenance deficiencies in short-term leased and government-owned apartments. (Action: OBO, in coordination with Embassy Kyiv)

**Recommendation 14:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should schedule a visit to Embassy Kyiv to assess of all U.S. Government-owned properties and implement a plan to reuse, renovate, or dispose of them. (Action: OBO, in coordination with Embassy Kyiv)

### ***Future Use of the former Marine House***

The U.S. Government-owned former Marine House consists of three floors and a basement. It is in poor condition and is used sporadically for short-term visitors. A proposed \$2.5 million OBO project, now in the planning stage, would repurpose the building by converting it into a new DCM residence, plus two separate top-floor apartments. As part of the renovation, the first and second floors would become the DCM's representational and living quarters. The top-floor apartments could be used as quarters for temporary duty personnel. The front yard and large back lot would be landscaped.

The inspection team believes that a second option merits exploration. The current DCM residence is also U.S. Government-owned. It has ample representational space and comfortable living quarters. The DCM could continue to occupy it, while the former Marine House could be converted into multiple apartment units. If, under the OBO proposal, the current DCM residence were returned to its original configuration of three separate apartments for use as officer housing, OBO would be required to fund the reconversion. Among other things, this reconversion could require reconfiguring interior walls and removing a circular staircase between floors.

The former Marine House served for decades as a multiple-unit apartment building. Embassy demographics are changing as Kyiv becomes a more attractive post for families. The embassy currently lacks units suitable for larger families and spends more than \$70,000 annually on such units. OIG inspectors estimate that configuring the former Marine House for multiple apartments could yield lease cost savings of \$200,000 to \$300,000 annually.

In the two scenarios below, the former Marine House would require major reconstruction. In only one instance, would reconstruction of the current DCM residence be required.

**Recommendation 15:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should conduct a cost-benefit analysis to compare converting the former Marine House into a deputy chief of mission residence and two apartments while restoring the current deputy chief of mission residence to its original configuration, or retaining the current deputy chief of mission residence for use by the deputy chief of mission and converting the former Marine House into multiple apartments. (Action: OBO, in coordination with Embassy Kyiv)

### *Townhouse Project*

Rental costs are high for a proposed OBO option to lease 50 townhouses from a local builder. The project's proposed rent of \$103,900 per year per unit far exceeds current unit lease costs of \$31,200 to \$72,000. Given the substantial difference in lease costs, the OIG team believes it is prudent that OBO renegotiate its agreement, based on local market conditions.

**Recommendation 16:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should renegotiate proposed rental charges per unit in its option to lease agreement, based on current local market conditions. (Action: OBO, in coordination with Embassy Kyiv)

### **Information Management**

The information management office is well managed and provides effective, professional service to the mission, as evidenced by high marks in ICASS and OIG questionnaires. Internal operations are solid, and the section is up to date on all standard operating practices. The information management team successfully transitioned all employees to new systems in the new embassy compound in less than half a day. The team is establishing the technical infrastructure for the new American Center planned for 2014. The OIG team identified the proliferation of dedicated Internet networks and Web sites as areas for improvement. The classified annex to this

report also contains recommendations concerning information management contingency planning, radio program management, and physical security.

### ***Dedicated Internet Networks***

Embassy Kyiv has 10 dedicated Internet networks that require service and support and that cost \$17,820 annually to maintain. The move to the new chancery and centralization of agencies provide an opportunity to reduce the number of networks. According to information management staff, all but a few can be eliminated without affecting operations. Per 5 FAM 872.1, the embassy is required to reduce the number of dedicated Internet networks wherever possible. Reducing the number of terminals could save approximately \$15,420 in annual operating expenses and reduce management workload associated with running a large number of independent networks.

**Recommendation 17:** Embassy Kyiv should review its dedicated Internet network operations and consolidate or close redundant networks where possible. (Action: Embassy Kyiv)

### ***Web Site***

The information management team is focused on migrating from local SharePoint to the Bureau of Information Resource Management's Washington-hosted SharePoint Web site. The present Web site is an excellent grass-roots effort, but the mission has no project plan that identifies the implementation steps, timeline, or opportunity for peer review. There is no designers' group and several links were inoperable.

**Informal Recommendation 18:** Embassy Kyiv should designate a project manager to oversee design, content, and maintenance of the mission's SharePoint Web site.

## Quality Of Life

Morale among the American staff in Kyiv is good. The new embassy, and the colocation of personnel from six buildings around the city, enhances camaraderie. The post language program, the embassy employee association, schools, and the embassy dining area and snack bar scored high on the OIG quality of life questionnaires. The medical unit and the community liaison office received average scores.

### *Community Liaison Office*

The community liaison office provides adequate support to the mission community. ICASS and OIG survey scores indicated that programming should include more activities for families with young children. Based on customer feedback, the office changed its programming and now provides a wider variety of activities.

### *Medical Unit*

The medical unit is adequately staffed and generally responsive. There were complaints about customer service, accessibility to the medical unit, and the number of visits from the regional medical officer. In 2012, the medical unit received customer service training in response to customer complaints.

**Informal Recommendation 19:** Embassy Kyiv should include quality of customer service as a criterion for medical unit staff employee evaluations. (Action: Embassy Kyiv)

Mission employees are concerned about the availability of the medical unit staff during lunch hours. The medical unit receptionist conducts aerobics during lunchtime and the medical unit staff is sometimes unavailable. A mission management notice, listing hours of medical personnel availability, was sent out several months ago but did not indicate how to contact a medical unit staff member during lunch hours.

**Informal Recommendation 20:** Embassy Kyiv should reissue a management notice that provides instructions on how to contact a medical unit staff member at any hour of the workday.

Regional medical officer visits are insufficient. Most regional medical officers are required to visit their assigned embassies at least quarterly. In the past 20 months, the regional medical officer, based in Warsaw, Poland, has visited only once. There have been 30 medical evacuations and 12 patients hospitalized at local hospitals. Given that this is the fourth largest mission in the Bureau of European and Eurasian Affairs, more visits are needed.

**Recommendation 18:** The Office of Medical Services, in coordination with Embassy Kyiv and Embassy Warsaw, should implement a regional medical officer visitation schedule to conduct visits on a more frequent basis. (Action: MED, in coordination with Embassy Kyiv and Embassy Warsaw)

### *Schools*

The embassy categorizes its relationship with the schools in Kyiv as excellent. Survey scores show that parents are generally satisfied with the quality of education, the curriculum, and extracurricular activities.

### *American Embassy Employee Association*

The American Embassy Employee Association works well and is adequately serving the needs of the community. Board tours are for 18 months, and elections are staggered to provide flexibility and training for incoming board members. The charter and by-laws were recently revised and are current. There are more than 300 members of the association, including American teachers, other diplomatic missions, and some LE staff are members with different purchasing privileges, but all conform with Department regulations.

The financial statements of the association are current. The association made a profit of over \$50,000 in 2011 but only \$1,000 in 2012. According to the association treasurer, the enactment of health and life insurance benefits for the association staff and the unexpected markup of a bulk order from Ramstein Air Base that was not passed on to the membership were the reasons for the decreased profit.

The association rents two temporary duty apartments located on the top floor in the former Marine House in downtown Kyiv. As noted earlier, the building is in disrepair, although some efforts have been made to keep the temporary duty apartments habitable. The profit from the rentals has decreased in each of the last 3 years as fewer temporary duty personnel are staying in these apartments. The association could turn over the operation of these apartments to the embassy to accommodate employee transfers if permanent housing is not ready upon their arrival.

**Recommendation 19:** Embassy Kyiv should assume responsibility for maintaining and assigning employees to the two temporary duty quarters until such time as the building undergoes renovation. (Action: Embassy Kyiv)

The commissary has been unprofitable for several years. Without the income from the temporary duty quarters, the association will incur a loss. The association relies on the services offered to members and the temporary duty apartments to maintain profitability. The commissary profit center lost \$16,909 last year. Department guidance requires all profit centers to be profitable.

**Informal Recommendation 21:** Embassy Kyiv, through its employee association, should establish a plan to make the commissary operations profitable.

## Management Controls

The annual chief of mission management controls statement of assurance, dated June 2012, shows that Embassy Kyiv completed a 62-page risk assessment questionnaire. The housing program complies with FAM requirements, and all assets including vehicles were inventoried and included in the Integrated Logistics Management System to ensure accountability and accuracy of Department financial statements. The embassy has an effective safety, health, and environmental program. The facilities manager conducts safety and health assessments and abates hazards. The general services officer ensures motor pool vehicles meet Department requirements and investigates reportable mishaps and takes corrective action. The mission meets the Federal Managers Financial Integrity Act of 1982 management control review requirements, which include a copy of the property management report, vehicles inventory, and a memorandum certifying the controlled substances inventory.

The 2012 statement of assurance identified and reported one material reportable weakness. The emergency action plan was not up to date at the time of statement of assurance certification. This deficiency was corrected during the inspection. The management controls coordinator provided the inspectors with a list of 2012 reviews performed to support the statement of assurance. Section heads discussed the results of the risk assessment and management controls review with the Ambassador.

### *Travel*

Since 2009, the embassy has not issued tickets for business- or premium-class air travel. In few instances, actual costs for lodging were properly authorized. Some business-class train tickets were issued because of the nonavailability of coach-class tickets.

### *Cashiering*

[Redacted] (b) (5)

Although the cash verification conducted by the inspectors and a verification recently conducted by a team from the Regional Support Center Frankfurt uncovered no indication of abuse, [Redacted] (b) (5)

[Redacted] Embassy Kyiv and the Department are striving to allow the U.S. Disbursing Office to make direct payments to Ukrainian vendors, but until this occurs, the embassy will need to be vigilant in cash management.

## List of Recommendations

**Recommendation 1:** Embassy Kyiv should send a formal request to the Office of the Under Secretary for Management to issue revised guidelines defining travel to monitor grantee performance as mission-essential and thus exempt from the travel cap laid out in 12 State 120785. (Action: Embassy Kyiv)

**Recommendation 2:** The Bureau of Consular Affairs should implement a program to address widespread diversity visa fraud in Ukraine in time for the 2015 Diversity Visa program. (Action: CA)

**Recommendation 3:** The Bureau of Consular Affairs should engage with Embassy Kyiv to document their exact requirements for summer work travel visas and develop a process to ensure that documents for summer work travel visa applicants are entered into the nonimmigrant visa system prior to visa interview. (Action: CA)

**Recommendation 4:** The Bureau of Consular Affairs, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should return the fraud program manager position to the FS-03 level. (Action: CA, in coordination with DGHR and EUR)

**Recommendation 5:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should deobligate funds maintained in the chancery and U.S. Agency for International Development annex accounts related to the construction of these facilities on the new embassy compound. (Action: OBO, in coordination with Embassy Kyiv)

**Recommendation 6:** Embassy Kyiv should charge official residence staff overtime worked during representational events to the representation account. (Action: Embassy Kyiv)

**Recommendation 7:** Embassy Kyiv should consolidate the U.S. Agency for International Development cashier operation into the embassy cashier operation once a new cashiering system is installed. (Action: Embassy Kyiv)

**Recommendation 8:** Embassy Kyiv, in coordination with the Bureau of Human Resources, should reach agreement on a local leave plan during calendar year 2013 and put it into effect at the beginning of 2014. (Action: Embassy Kyiv, in coordination with DGHR)

**Recommendation 9:** Embassy Kyiv should refer all grade reclassification requests to the Regional Support Center Frankfurt. (Action: Embassy Kyiv)

**Recommendation 10:** Embassy Kyiv, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should evaluate whether to assign Department of State employees to 3-year tours in Kyiv. (Action: Embassy Kyiv, in coordination with DGHR and EUR)

**Recommendation 11:** Embassy Kyiv should issue a secure procurement policy and post it on the embassy SharePoint site. (Action: Embassy Kyiv)

**Recommendation 12:** Embassy Kyiv should obtain approval from the Chief of Mission, the Department of State-U.S. Agency for International Development Joint Management Board, and International Cooperative Administrative Support Services Center, if the U.S. Agency for International Development director wishes to continue to use a designated driver and 2 vehicles. (Action: Embassy Kyiv)

**Recommendation 13:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should implement a plan to identify and resolve building common area health, safety, and maintenance deficiencies in short-term leased and government-owned apartments. (Action: OBO, in coordination with Embassy Kyiv)

**Recommendation 14:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should schedule a visit to Embassy Kyiv to assess of all U.S. Government-owned properties and implement a plan to reuse, renovate, or dispose of them. (Action: OBO, in coordination with Embassy Kyiv)

**Recommendation 15:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should conduct a cost-benefit analysis to compare converting the former Marine House into a deputy chief of mission residence and two apartments while restoring the current deputy chief of mission residence to its original configuration, or retaining the current deputy chief of mission residence for use by the deputy chief of mission and converting the former Marine House into multiple apartments. (Action: OBO, in coordination with Embassy Kyiv)

**Recommendation 16:** The Bureau of Overseas Buildings Operations, in coordination with Embassy Kyiv, should renegotiate proposed rental charges per unit in its option to lease agreement, based on current local market conditions. (Action: OBO, in coordination with Embassy Kyiv)

**Recommendation 17:** Embassy Kyiv should review its dedicated Internet network operations and consolidate or close redundant networks where possible. (Action: Embassy Kyiv)

**Recommendation 18:** The Office of Medical Services, in coordination with Embassy Kyiv and Embassy Warsaw, should implement a regional medical officer visitation schedule to conduct visits on a more frequent basis. (Action: MED, in coordination with Embassy Kyiv and Embassy Warsaw)

**Recommendation 19:** Embassy Kyiv should assume responsibility for maintaining and assigning employees to the two temporary duty quarters until such time as the building undergoes renovation. (Action: Embassy Kyiv)

## List of 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.

**Informal Recommendation 1:** Embassy Kyiv should implement measures to improve coordination between the economic and commercial sections.

**Informal Recommendation 2:** Embassy Kyiv should establish a nonproliferation and arms control working group to share information on assistance programs.

**Informal Recommendation 3:** Embassy Kyiv should arrange for the successor to the current labor officer to take Foreign Service Institute course PL-103, *Labor Officer Skills*, and enable the incumbent to take this course if he has occasion to travel to Washington.

**Informal Recommendation 4:** Embassy Kyiv should discontinue spending on overtime to monitor Friday evening talk shows.

**Informal Recommendation 5:** Embassy Kyiv should ask the Bureau of Educational and Cultural Affairs to eliminate the English Teaching Assistant program in Ukraine and reprogram funds to support other Fulbright student and scholar programs in Ukraine.

**Informal Recommendation 6:** Embassy Kyiv should reexamine position descriptions and work hours for the public diplomacy locally employed staff to identify opportunities for existing staff members to provide needed coverage at the planned Kyiv American Center.

**Informal Recommendation 7:** Embassy Kyiv should share the program and budget formats developed by its grants staff with other missions that receive Assistance for Europe, Eurasia and Central Asia funds.

**Informal Recommendation 8:** Embassy Kyiv should provide additional grants training to all locally employed staff members in the public affairs section who serve as grants officer representatives.

**Informal Recommendation 9:** Embassy Kyiv should implement a training program for consular section staff.

**Informal Recommendation 10:** Embassy Kyiv should reduce the amount of Ukrainian coinage maintained by the cashiers.

**Informal Recommendation 11:** Embassy Kyiv should elect an International Cooperative Administrative Support System council chairperson from a different agency during the next election.

**Informal Recommendation 12:** Embassy Kyiv should move the International Cooperative Administrative Support Services information to a section of its own on the intranet site.

**Informal Recommendation 13:** Embassy Kyiv should implement measures to reduce overtime payments. (Action: Embassy Kyiv)

**Informal Recommendation 14:** Embassy Kyiv should track overtime in support of visits and obtain appropriate reimbursements.

**Informal Recommendation 15:** Embassy Kyiv should revise its post language program policy to allow spouses who tested at 2/2 or better in Washington to enroll in post language program classes.

**Informal Recommendation 16:** Embassy Kyiv should include the local U.S. Agency for International Development staff in its policy and procedure reorientation briefings.

**Informal Recommendation 17:** Embassy Kyiv should advertise to U.S. embassies its vehicles available for sale.

**Informal Recommendation 18:** Embassy Kyiv should designate a project manager to oversee design, content, and maintenance of the mission's SharePoint Web site.

**Informal Recommendation 19:** Embassy Kyiv should include quality of customer service as a criterion for medical unit staff employee evaluations. (Action: Embassy Kyiv)

**Informal Recommendation 20:** Embassy Kyiv should reissue a management notice that provides instructions on how to contact a medical unit staff member at any hour of the workday.

**Informal Recommendation 21:** Embassy Kyiv, through its employee association, should establish a plan to make the commissary operations profitable.

## Principal Officials

	<b>Name</b>	<b>Arrival Date</b>
Ambassador	John Tefft	12/2009
Deputy Chief of Mission	Eric Schultz	07/2010
<b>Chiefs of Sections:</b>		
Political	Alexander Kasanof	07/2012
Economic	David Meale	08/2012
Consular	Henry Hand	08/2011
Public Affairs	Eric Johnson	08/2011
Regional Security	Karen Lass	08/2012
Law Enforcement	William Henderson	07/2011
Export Control and Related Border Security	James Kelly	12/2010
Regional Affairs	Raymond Davidson	08/2011
Management	Katherine Munchmeyer	08/2011
Human Resources	Christopher Newton	10/2012
Financial Management	David Howard	08/2011
General Services	Gregory MacDonald	08/2012
Facilities Maintenance	Onder Durmus	08/2011
Health Unit	Susan Stewart	09/2011
Information Management	Steven Engert	08/2011
<b>Other Agencies:</b>		
Foreign Agricultural Service	Randall Hager	08/2011
Defense Attaché	Joseph Hickox	08/2012
Defense Cooperation	Tracey Rueschhoff	06/2011
Bilateral Affairs	Sven Olson	10/2010
Defense Threat Reduction Agency	Luke Kluchko	08/2006
U.S. Commercial Service	Cheryl Dukelow	08/2010
U.S. Agency for International Development	Jed Barton	08/2012
Department of Energy	Laura Smiley	09/2011
Federal Bureau of Investigation	Vacant	
Department of Justice – Resident Legal Advisor	Mary Butler	06/2011
Force Protection Detachment	Carlos Vargas	12/2010
Peace Corps	Douglas Teschner	02/2010
Centers for Disease Control and Protection	Charles Vitek	08/2010

## **Abbreviations**

AEECA	Assistance for Europe, Eurasia and Central Asia
DCM	Deputy chief of mission
Department	U.S. Department of State
EEO	Equal Employment Opportunity
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAST	First- and second-tour
ICASS	International Cooperative Administrative Support Services
LE	Locally employed (staff)
NATO	North Atlantic Treaty Organization
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
PAS	Public affairs section
PEPFAR	President's Emergency Plan for HIV/AIDS Relief
USAID	U.S. Agency for International Development



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