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AND THE BROADCASTING BOARD OF GOVERNORS
OFFICE OF INSPECTOR GENERAL

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Office of Inspections

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Inspection of Embassy Manama, Bahrain

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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 cursive script that reads "Robert B. Peterson".

Robert B. Peterson
Assistant Inspector General for Inspections

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Key Judgments

- The embassy has two competing policy priorities: to maintain strong bilateral military cooperation and to advance human rights. The Ambassador has forged strong relationships with U.S. military leaders based in Bahrain to promote common goals.
- The Ambassador's failure to maintain a robust planning and review process has led to confusion and lack of focus among some staff members and sidelined economic/commercial activities and public diplomacy programs.
- The embassy has not developed a comprehensive strategy to improve the Ambassador's negative media image. The Ambassador has agreed to increase his participation in noncontroversial programs and events with potential to generate positive publicity.
- Public affairs activities suffer from a lack of strategic planning.
- The mission produces well-sourced and timely political reporting. Economic reporting has been sparse. The embassy does not have a strategy to support the President's National Export Initiative.
- Management controls processes are weak across the board, and the embassy should make resolving them a priority. The management officer has been given other duties that prevent him from giving his full time and energy to addressing these weaknesses. A lack of transparency in management policies exacerbates low morale.
- The embassy and the Department of State have not implemented local labor law provisions that went into effect in September 2012 and have not made a decision on a proposed 2011 locally employed staff bonus.
- The front office does not give adequate attention to mentoring, especially first- and second-tour employees.
- The embassy's innovative practice of providing mobile Internet routers in welcome kits makes the transition process for new employees more efficient.

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 correction.

The inspection took place in Washington, DC, between September 3 and 23, 2013, and in Manama, Bahrain, between September 25 and October 19, 2013. Ambassador Marianne Myles (team leader), Michael Hurley (deputy team leader), Alison Barkley, Beatrice Camp, Roger Cohen, David Davison, Shawn O'Reilly, Keith Powell II, Richard Sypher, Joyce Wong, and Roman Zawada conducted the inspection.

Context

The Kingdom of Bahrain is a small archipelago located off the eastern coast of Saudi Arabia, 150 miles across the Persian Gulf from Iran. Since the Arab Spring began in 2011, the government, led by the ruling Sunni Al Khalifa family, has faced large and frequent demonstrations calling for reform. These calls for change originate largely with the majority Shia population but also address concerns shared by Sunni opposition groups. Some protests have been violent, and the resulting government crackdowns have tarnished Bahrain's business-friendly image and reputation as a liberal Gulf country. Despite attempts to establish a national dialogue between the government and opposition groups, progress has been limited. The country remains divided along sectarian lines.

Bahrain's ongoing political crisis has forced the U.S. Government to strive for an effective balance between military objectives, reform, and human rights. Bahrain is headquarters for the U.S. Navy's Fifth Fleet, allows the United States to use two major airfields, and has backed U.S.-led military operations such as Desert Storm, Enduring Freedom, and Iraqi Freedom. Foreign Military Sales to Bahrain currently total \$1.4 billion a year, and close to 90 percent of Bahraini Defense Force equipment is of U.S. origin. In response to human rights concerns, the U.S. Government has put some military sales on hold, to the displeasure of the Government of Bahrain.

Embassy Manama is a medium-sized mission with 80 U.S. direct hires, 23 U.S. local hires and 85 locally employed (LE) staff members who oversee a \$14 million budget and manage 78 leased properties. The embassy building opened in 1991 and is nearing capacity. Manama is one of the Middle East missions that allow families, and assignments there continue to be 3-year tours. Continuing demonstrations and attacks against government and commercial targets have severely restricted the movement of staff and taken a toll on their morale.

Executive Direction

Embassy Manama faces significant challenges balancing U.S. military interests with U.S. human rights policies. These issues dominate the agenda of the front office, political section, and military components; this has led to an underuse of economic/commercial and public diplomacy resources. The consular section is capably conducting its work. The management section requires more oversight to correct weak procedures and controls. This report's most significant recommendations concern the need to improve planning, make better use of economic/commercial and public diplomacy resources, and standardize management processes.

The Ambassador has forged a strong relationship with the heads of U.S. Naval Forces Central Command and U.S. Marine Forces Central Command to promote consistent U.S. policy messaging. He is respected by many Bahraini officials and is well liked by mission staff. However, his lack of access to some key government officials, his poor media image, and the lack of an effective strategy to address these issues have created friction with principal officials in Washington.

The Ambassador has not focused sufficiently on planning processes and implementation as a way to keep staff focused during turbulent times. His belief that reactive "seat of the pants" leadership works best in Bahrain's challenging environment has left staff members who do not have access to him on a regular basis confused about mission goals. Disdain for planning has trickled down to section heads, leaving most sections without the tools to make the best use of their programs and resources. During the inspection, the Ambassador endorsed a new planning effort launched by the deputy chief of mission (DCM) to create a broad-based plan of action for all sections and agencies. The Ambassador needs to remain personally involved in this effort.

Recommendation 1: Embassy Manama should implement a planning effort that has broad participation by mission staff and includes all sections' programs. The effort should include quarterly reviews. (Action: Embassy Manama)

Lack of a clear commercial strategy has impeded the Ambassador's focus on export promotion. He should impart a vision to the economic/commercial section that will involve him in business issues, including making greater use of the Free Trade Agreement. His team executed a successful America Week program in 2012, focused in part on furthering U.S. business interests, and planned multiple embassy activities for Global Entrepreneurship Week in November 2013. With the recent revitalization of the local American Chamber of Commerce, the Ambassador has the opportunity to give greater support to business programs.

The Ambassador is intensely concerned about the security of mission employees, and they noted this favorably in OIG questionnaires. Despite that focus, he undermined the emergency action committee by allowing the former DCM to remain in a leased DCM residence in an unsafe red zone when other staff members living there were required to move. This decision required costly security measures to protect her and her family. When the new DCM arrived and moved into a new DCM residence, the Ambassador encouraged him to continue looking for yet another DCM residence, despite a 7-year lease and security upgrades that were

already in place. The Ambassador's practice of encouraging staff members to seek new housing is contrary to Department of State (Department) standard operating procedures.

The Ambassador has a well-received practice of walking around the embassy and dropping in on sections. He converses with staff on a frequent basis in the chancery cafeteria and at community functions. He holds "welcome breakfasts" at his own expense for newly arrived U.S. employees. However, he rarely meets with mission members in formal settings, such as town halls or LE staff committee meetings. There is a desire within the mission for greater engagement by the Ambassador.

Recommendation 2: Embassy Manama should conduct separate town hall meetings at least once a year with direct-hire staff, locally employed staff, and eligible family members. (Action: Embassy Manama)

The OIG team noted anomalies between the Ambassador's calendar and his time and attendance reports and brought them to his attention through a formal memorandum with an itemized attachment. The OIG team noted that having elected a senior Foreign Service pay plan, the Ambassador is required to account for all leave, as outlined in ALDAC 13 State 26982. The Ambassador challenged two of the team's assertions in the itemized attachment but declined to discuss other discrepancies, especially personal time spent out of the office on workdays. The issue merits further review, including examining time and attendance records and other documentation.

Recommendation 3: The Bureau of Near Eastern Affairs, in coordination with the Bureau of Human Resources and Embassy Manama, should address each time and attendance item cited in the Office of Inspector General memorandum on the subject and refer unresolved discrepancies to the Bureau of Human Resources for appropriate action. (Action: NEA, in coordination with DGHR and Embassy Manama)

The Ambassador has had a difficult time with the government-dominated media since his arrival. Early in his tenure he wrote some broad policy articles for the newspapers and conducted television interviews. Press reaction was negative and included personal criticism of him. Soon after, the Ambassador reduced his press exposure. The Ambassador agreed to consider OIG team suggestions that he increase his participation in noncontroversial events and programs as a way to gain positive publicity and improve his public image, as well as the image of the United States. He agreed to attempt blogging and to engage first- and second-tour (FAST) employees in the effort. He also agreed to work with the public affairs staff to draw up a media plan, including his engagement in cultural programs.

The Ambassador chose not to engage with the OIG team in the exit brief process that is the standard final part of a mission inspection. His decision deprived the embassy of the opportunity to offer clarifications and raise questions directly with the OIG team.

The DCM had been at the embassy for 6 months when the OIG team arrived. He has experience in the region and has earned the Ambassador's confidence. The Ambassador and the DCM work well together and divide their work along traditional lines, with the Ambassador

focused on outside networking and the DCM focused on internal management. The DCM has a sufficient host country network and has served effectively as chargé d'affaires. The DCM meets regularly with section and agency heads. However, he does not provide adequate support and guidance to FAST employees, the LE staff committee, the community liaison office (CLO), or eligible family member (EFM) employees. He also does not move about the embassy enough. Several employees reported never seeing him outside his office. The DCM agreed to circulate in the chancery more often.

The DCM has not focused sufficiently on key management issues, including several that affect morale. Lack of clarity in EFM hiring, LE staff hiring and promotions, and housing board decisions have led to perceptions throughout the community of favoritism and unfairness. In addition, the DCM supports allowing employees to move upon request, regardless of the reason, as a way of boosting morale. This approach leads to waste and does not conform to 15 FAM policies on housing.

The DCM needs to devote more attention to the FAST mentoring program. His approach has left the program largely without guidance. The DCM has not led an effort to establish a new structure for the program, identify a FAST volunteer to chair the program, and meet regularly with the group. The OIG team encouraged leadership and FAST employees to consider best practices used by other embassies with strong FAST programs.

Recommendation 4: Embassy Manama should restructure the first- and second-tour officers program to provide better professional development opportunities. (Action: Embassy Manama)

The DCM has neglected some personnel duties, such as discussing performance expectations with direct-hire employees for whom he is the rating or reviewing officer.

Policy and Program Implementation

Political/Economic Section Reporting and Analysis

Embassy Manama has a combined political/economic section. The chief of the section is also the chief of the political unit. The section's deputy oversees the economic/commercial unit. Both the section chief and deputy had been at the embassy for 3 months or less prior to the start of the inspection. Since the advent of the Arab Spring in 2011, the Department has relied on the section to supply frequent updates on political unrest in country, including violent protests in February–March 2011 that led to the imposition of a 3-month period of martial law.

The political unit has generated a steady stream of timely reporting on government attempts to reach out to opposition groups through a “National Dialogue,” as well as on human rights issues related to the protests. Washington consumers expressed appreciation for reporting officers' efforts to diversify their sources. Most of the 2013 cables that the OIG team reviewed provided useful analysis.

In contrast, the volume of economic reporting has been low, with approximately 1 economic cable for every 10 drafted by the political unit. The lack of front office attention to economic matters has left the economic unit with little guidance on issues of potential interest to Washington. The frequent diversion of the economic specialist's attention to political issues, while the political specialist performs backup protocol duties, has also hurt economic reporting.

Recommendation 5: Embassy Manama should implement a comprehensive reporting plan to complement spot reporting with additional analytical economic and political reporting. (Action: Embassy Manama)

A few embassy sections expressed interest in greater collaboration among mission offices that have reporting responsibilities. Such cooperation would enhance the quality of reporting and increase staff's understanding of other offices' role in achieving U.S. policy objectives.

Informal Recommendation 1: Embassy Manama should establish a working group comprising all embassy elements that have reporting responsibilities.

For years, the section was able to hire and retain EFM administrative assistants with full security clearances to meet office management requirements, which include janitorial escort, making motor pool arrangements for official trips, delivering correspondence, and clerical aspects of preparing diplomatic notes. EFMs are not always available, however, and the section has faced gaps in administrative support. Office management tasks divert officers from their primary functions.

Recommendation 6: Embassy Manama should determine the need for a U.S. direct-hire office management specialist in the political/economic section. (Action: Embassy Manama)

Leahy Vetting

Embassy Manama has two Leahy Vetting officers, both in the political/economic section. Although only one of them has completed the Foreign Service Institute's distance learning course PP-410, INVEST: Leahy Vetting at Post, both are familiar with the vetting process and know how to use the INVEST system. In 2012, the embassy vetted 308 individuals.

Commercial Advocacy

Although the United States and Bahrain have a bilateral free trade agreement, the Ambassador has made it clear that economic and commercial issues take a back seat to political and defense-related matters on his list of priorities. The Ambassador does engage with Government of Bahrain officials and local business leaders on behalf of U.S. businesses, especially when there are specific advocacy issues, but otherwise leaves export promotion to the economic/commercial unit. To support the President's National Export Initiative to expand U.S. exports, relevant embassy offices should be actively involved in the mission's commercial advocacy efforts.

Recommendation 7: Embassy Manama should establish an interagency strategy to expand U.S. exports to Bahrain that is consistent with the National Export Initiative. (Action: Embassy Manama)

Records Management

The political/economic section has not maintained its electronic files properly. Officers keep too many work products in individual computer files. While the section's staff did not previously use State Messaging and Archive Retrieval Toolset (SMART) to send or preserve record emails, it started to do so after discussions with the OIG team. According to 5 FAM 433, 5 FAM 441, and 5 FAM 443, written material, including electronic mail, is to be organized as official records by traffic analysis and geography terms and retired in accordance with the appropriate records disposition schedule.

Recommendation 8: Embassy Manama should require the political/economic section to use a standardized filing system in shared section files. (Action: Embassy Manama)

Consular Affairs

The consular section is a small operation that provides a full range of consular services effectively and efficiently. Staffing is appropriate to the workload. Relations between officers and LE staff are good. All LE staff members have taken advantage of training opportunities in the region or in Washington. The section has a good working relationship with and receives appropriate support from the regional consular officer in Frankfurt.

Consular Management

The section's standard operating procedures are out of date and available only on a shared computer drive. Even with only two full-time consular officers and a small local support staff, it is important that internal processes be consistent, clearly understood, and readily accessible. The procedures should be posted on the section's SharePoint site.

Recommendation 9: Embassy Manama should update consular standard operating procedures and post them on the consular SharePoint site. (Action: Embassy Manama)

The consular section and applicant waiting areas are small but adequate. The section conducts visa interviews and routine American services at different times of the day and week, so the two groups of clients rarely interact.

The workload in all consular functions was essentially flat from FY 2012 to FY 2013. The section has proposed a renovation plan that would add interview space while addressing some line-of-site and security/safety issues. The executive office of the Bureau of Consular Affairs is reviewing the proposal.

Global Support Strategy

In August 2013 Manama joined the global support strategy program, which provides contracted consular services. The preparation and initial launch went smoothly. Interaction with the service provider is good. The advent of remote fee collection, as well as appointment and information services, has resulted in applicants spending less time waiting in the embassy.

American Citizens Services

With some 7,000 resident Americans in Bahrain, the American citizen services unit deals with a small volume of often-complex citizenship and emergency cases. The section is in the process of revitalizing the embassy's warden network. The section held its first warden conference in 2012 but has not held a followup conference.

Informal Recommendation 2: Embassy Manama should conduct warden meetings and training on an annual basis.

There are no clear instructions on how or when embassy employees can secure American citizen services for themselves. Embassy personnel who need passport or notarial services generally come to the section personally or send an email to one of the consular officers. If the office is too busy, the staff asks the person to come back later. This system is inefficient. The OIG team suggested the embassy use its SharePoint site to post new instructions for employees requiring American citizens services.

The consular section works closely with the nearby Naval Support Activity, particularly with regard to emergency notifications to the resident American community. Initial difficulties regarding prompt notification issuance have been resolved. The section also works with a

passport acceptance agent at the Naval Support Activity to provide passport services to U.S. staff.

Visas

After several years of 10–15 percent annual increases, the nearly 8,700 nonimmigrant visa applications in FY 2013 reflected a modest increase from FY 2012. More than 40 percent of applicants are third country nationals, most from other parts of the region, South Asia, and the Philippines. There is a properly maintained referral program. In FY 2013, the immigrant visa unit processed 97 applicants.

Bahrain charges U.S. citizens \$228 for a multiple-year visa. The United States charges Bahrain citizens only \$160. The embassy has not approached the Government of Bahrain to address the lack of reciprocity.

Recommendation 10: Embassy Manama, in coordination with the Bureau of Consular Affairs, should approach the Government of Bahrain to address lack of reciprocity in visa fees. (Action: Embassy Manama, in coordination with CA)

Visas Viper

The Visa Viper committee meets monthly. The consular chief prepares reports on time. Twenty-two names were submitted in the past year.

Public Affairs Section

The public affairs section has an experienced and dedicated staff conducting innovative programming and responding to intense front office interest in media reporting. The section manages programs, exchanges, and outreach to groups outside the traditional power structure, including youth and women. Access English programs, Fulbright scholarships, and the International Visitor Leadership Program are popular, despite some Government of Bahrain roadblocks.

Post public diplomacy programs would have greater impact if they were part of an overall strategy that included greater participation by the Ambassador. The public affairs officer (PAO) has not directed the section in establishing policies, defining goals, and prioritizing plans to achieve mission objectives. Internal processes for dealing with grants, speakers, and exchanges are not consistent, clearly understood, or readily accessible. The section posts only limited information about its processes and activities on its SharePoint site.

Recommendation 11: Embassy Manama should implement a missionwide public affairs strategy that clarifies key messages and priorities and integrates the Ambassador more closely into the full range of public diplomacy activities. (Action: Embassy Manama)

Media Engagement

Press and messaging duties have increased significantly since the political disturbances of February 2011. The Department's heightened focus on promoting human rights and greater political inclusiveness requires around-the-clock updates and media analysis. In addition to preparing a daily press summary for the Ambassador and other members of the embassy, the public affairs section sends updates on social media, supplemented by reports from the political/economic section.

The PAO works closely with Washington to develop press guidance on internal political developments in Bahrain. He coordinates with U.S. Naval Forces Central Command and the Navy base to ensure consistent messaging and positive coverage of security cooperation.

The public affairs section does not have a media plan but reacts to events as they happen. The PAO and the Ambassador meet daily but would better achieve mission goals by working from a comprehensive media plan.

Recommendation 12: Embassy Manama should establish a media plan to address mission priorities. (Action: Embassy Manama)

The government-controlled press is frequently highly critical of the Ambassador but the embassy is cautious about using social media to counter this, concerned that doing so often draws negative comments. The public affairs section posts the Ambassador's public appearances on Facebook but does not generally tweet his activities. The embassy does not use blogs. Officers adept at social media can help use these tools to improve the Ambassador's public image and to correct misinformation about U.S. policies.

The Information Resource Center director oversees social media sites, which include a Web site, Facebook, YouTube and Twitter. Embassy Manama boosted its follower base last spring through the Bureau of International Information Program's "20/100" project, which helped promote selected social media messages.

Recommendation 13: Embassy Manama, in coordination with the Bureau of International Information Programs, should implement a broad-based social media plan. (Action: Embassy Manama, in coordination with IIP)

Cultural and Educational Exchanges

Public affairs programs reach audiences in culture, business, technology, and health. Many are targeted at youth. A music camp for girls led to contacts with a new cohort of young people. More than 6,000 Bahraini residents participated in the May 2012 America Week activities. In an environment in which the government withholds approval for some programs, the embassy branched out with events on diabetes, cartooning, and skateboarding. Speaker programs featured an astronaut, the writers of the TV series "Mad Men," and a women's basketball star.

The International Visitor Leadership Program sends approximately 20 participants to the United States annually. Two exchange alumni are members of the National Assembly. In the face of increased delays by the Government of Bahrain in approving participation of civil service employees, the embassy has nominated more contacts from outside government. Despite cooperation from other embassy sections, there is some friction due to a lack of clarity over each section's responsibilities, such as notifying nominees and debriefing returned travelers.

Recommendation 14: Embassy Manama should implement standard operating procedures to help all sections understand their responsibilities in the International Visitor Leadership Program process. (Action: Embassy Manama)

The embassy's educational adviser is also responsible for Fulbright programs; she spends less than half her time on educational advising. Since 2011, the Government of Bahrain has limited the embassy's ability to reach high school and college students. The regional educational advising coordinator, previously based in Morocco, gave considerable support to Manama's educational advisor, but the position is now vacant. The position is funded by the Bureau of Educational and Cultural Affairs.

Recommendation 15: The Bureau of Educational and Cultural Affairs, in coordination with the Bureau of Near Eastern Affairs, should fill the regional educational advising coordinator vacancy. (Action: ECA, in coordination with NEA)

The popular Fulbright Graduate Scholarship provides 2 years of graduate study in the United States. More than 80 applicants apply each year, as it is one of the few scholarships available for Bahrainis to study abroad. The Fulbright Language Teaching Assistant program, which sends young foreign teachers to the United States to assist in teaching their own language while taking English as a second language courses, drew only one candidate this year.

Informal Recommendation 3: Embassy Manama should recruit more widely for the Fulbright Language Teaching Assistant program.

Grants Management

The public affairs section works with multiple partners to extend the reach of its grants program. In FY 2013, public affairs issued \$271,000 in grants, including regional English language office grants. All three direct-hire public affairs officers hold grants warrants. The training that the LE specialist received in 2009 has expired. Although all public affairs grants are under the \$100,000 level required for certification, the grants specialist is responsible for explaining terms and conditions of grants and should receive training and certification for that role.

Recommendation 16: Embassy Manama should require the public affairs grants specialist to complete grants management training courses offered by the Foreign Service Institute. (Action: Embassy Manama)

Some grant files from FY 2012 and FY 2013 lack required receipts and contain minimal final program reports. No standardized written guidance exists for pursuing missing interim and final program reports. The public affairs section has placed several grantees on the excluded list for failure to comply with grant agreements. Grants officers need to work with LE staff acting as grants officer representatives to follow up after a grant has been awarded.

Recommendation 17: Embassy Manama should implement standard operating procedures for followup with noncompliant grantees. (Action: Embassy Manama)

Section Management and Staffing

With two U.S. direct hires, a Manama-based regional English language officer, and seven LE staff, the size of the public affairs staff is appropriate. The embassy has received approval to hire a social media/alumni coordinator. The OIG team examined position descriptions in the section and noted that several need reviewing, including for the press specialist (position no. 100264), director of the Information Resource Center (position no. 100041), educational advisor (position no. 100105), and program management specialist/media coordinator (position no. 100120).

Recommendation 18: Embassy Manama should update local employee position descriptions in the public affairs section. (Action: Embassy Manama)

Information Resource Center and American Corners

The Information Resource Center director is in charge of social media, information dissemination, and two American Corners. The center's former space, while still available for public affairs use, is now a multipurpose room under the control of the management section.

The American Corners at Isa Cultural Center and Bahrain Polytechnic are valued partners, although access to both is limited. Use of the Isa Center for meetings of the National Dialogue preempted public programs for a lengthy period. The center's 6 p.m. closing time precludes evening programs. Public access to the American Corner at Bahrain Polytechnic requires additional approval from the school. Access and scheduling limitations at both institutions make it difficult to meet new Department standards for use of American Spaces. The embassy works closely with two other partners, the GLOBE Science and Technology Center and the Al Riwaq Art Space, preferring to have the flexibility of maintaining these spaces outside of the structure and standards required by the Bureau of International Information Programs.

Informal Recommendation 4: Embassy Manama should seek a broader set of partners and make greater use of the American Corners and of program alumni in promoting U.S. educational opportunities.

English Language Programs

A regional English language officer who covers Bahrain and five other countries is based in Manama. Programs include Access (an English program targeted at disadvantaged youth),

English language specialists, and an English Language Fellow at Bahrain Teachers College. The embassy considers Access one of its top programs because it targets youth and prepares them for other programs. Access reaches about 150 young people each year. Although a number of Access alumni have gone on to achieve high scores on government tests, the Ministry of Education does not mention this fact in its publicity about high-test scorers. Identifying a way to recognize successful Access graduates publicly would be useful.

Resource Management

Agency	U.S. Direct- Hire Staff	U.S. Local- Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2012
Department of State					
Diplomatic & Consular Programs	36	3	9	48	\$2,116,175
International Cooperative Administrative Support Services	6	13	62	81	\$6,155,200
Public Diplomacy	2		6	8	\$762,898
Diplomatic Security	4	1	1	6	\$1,419,103
Marine Security	6			6	\$209,292
Manama Regional Diplomatic Courier Hub	4	2	3	9	\$172,403
Overseas Building Operations	1			1	\$2,215,256
Regional English Language Programs Office	1		1	2	\$256,157
Consular	3	2	2	7	\$290,776
Department of Defense					
Naval Criminal Investigative Service	1			1	
Army Corps of Engineers	1			1	
Office of Military Cooperation	10	2	1	13	
Defense Attaché Office	5			5	\$255,735
Totals	80	23	85	188	\$13,852,995

Management Overview

There is a need for better management planning across the board, including for staffing, real property acquisition, office space, housing, safety, and maintenance. Management controls are inadequate; in the procurement section, weak controls constitute a serious deficiency. The section requires outside help. Customer satisfaction scores from OIG questionnaires for most support services were low, reflecting a lack of basic processes and standard operating procedures. Embassy Manama should make improving management operations and internal controls a priority.

Mission Policies

A review of the mission's management policies revealed two issues. First, some management policies have not been updated in years. For example, the embassy last updated its housing policy in 2006.

Recommendation 19: Embassy Manama should review, update, and reissue all management policies and post them on the embassy Web site. (Action: Embassy Manama)

Second, management policies are difficult to locate on the embassy's intranet Web site. All are included beneath one heading entitled "embassy policies," without any organizational structure. A search of the management section Web site indicated that policies specific to each section were not included under the section headings. The OIG team counseled management leadership on the need to reorganize the Web site.

Staffing

According to a 2007 rightsizing report, Embassy Manama projected no growth through 2012 and determined it could reduce its LE staff by 9.5 positions. Conditions and embassy needs have changed. The rightsizing report suggested reducing the procurement section to one employee; the OIG team does not support that recommendation. Many other cuts recommended in the rightsizing report appear to be sound. For example, there is a large maintenance staff for only two government-owned properties. As employees retire, the mission should not fill vacant positions without further review. The mission faces a large number of retirements in the medium term. Post is not analyzing future LE staff retirements with a view to a succession plan that would align future staffing with operational needs. The failure to do so risks wasting U.S. Government resources.

Recommendation 20: Embassy Manama should review locally employed staffing and planned retirements and develop a hiring and succession plan to align future staffing with operational needs. (Action: Embassy Manama)

Real Property

The chancery and adjacent warehouse are government-owned. The chancery opened in 1990. Post is replacing major building systems. The chillers are new, the elevator will be replaced in FY 2014, and the fire pump is slated for replacement. Warehouse space is adequate. The DCM residence, the Marine security guard residence, and 68 staff residences are under short-term leases on commercial housing compounds. The chief of mission residence is on a short-term lease on its own compound.

Space Planning

Reconfiguration of consular office space is pending funding. Conversion of a conference room and offices to a multipurpose room is underway, with appropriate guidance and approvals

from the Department. The embassy anticipates being able to provide office space for two projected new regional security office LE staff positions.

Basement space is underused. There are unused cubicles in the general services office. Lack of clear staffing projections hampers comprehensive space planning and prevents maximizing use of current facilities.

Recommendation 21: Embassy Manama, in coordination with the Bureau of Overseas Buildings Operations, should conduct a space planning study based on future staffing projections. (Action: Embassy Manama, in coordination with OBO)

Land and Property Purchases

Embassy Manama has identified several sites for possible purchase, including a 15-acre site west of the embassy, a smaller lot to the east, and a housing compound. A strategic assessment of land and property purchases would contribute to ensuring the best use of U.S. Government funds.

The chief of mission residence costs \$272,000 per year (approximately \$22,500 per month) to rent. It is one of the Department's most expensive short-term leased properties, qualifying it for consideration to purchase. The embassy has requested the Department also consider purchase of a DCM residence and a Marine security guard residence.

The inspection team does not believe land acquisition is warranted for additional office space. The chancery office building has excess space for additional staff. It is no longer standard Department practice to construct chief of mission residences on embassy compounds. If the embassy, the Bureau of Diplomatic Security, and the Bureau of Overseas Buildings Operations agree that it is necessary to construct a Marine security guard residence on the embassy compound, the embassy should explore land acquisition for that purpose.

Purchase of housing could benefit the mission. The decision to purchase a housing compound will depend first on a security assessment, then a cost-benefit analysis. The current lease costs for the DCM residence and the Marine security guard residences do not automatically qualify them for consideration for purchase, but the Department could consider purchase of properties for those residences, as well as purchase of a chief of mission residence.

Recommendation 22: Embassy Manama, in coordination with the Bureau of Overseas Buildings Operations, should produce a comprehensive action plan on land and property acquisition. (Action: Embassy Manama, in coordination with OBO)

Representational Residences

Embassy Manama determined in December 2011 that the former short-term leased DCM residence was located in a dangerous neighborhood and should be moved, along with 14 other residences. This information was reported to the Department in 11 Manama 767, dated December 22, 2011. By the end of October 2012, the embassy had deemed 13 possible

replacements for the DCM residence as unacceptable for reasons unrelated to security. In November 2012, a residence was selected, and it was leased in January 2013, coincident with the departure of the former DCM.

Inspectors judge the current DCM residence to have good representational space, convenient parking for at least 30 cars, and acceptable safety and security upgrades. Researching other options wastes U.S. Government funds. Inspectors concur with Embassy Manama's decision to cease its search for a new DCM residence.

Inspectors observed that the representational area of the new DCM residence is not furnished with Department-supplied furniture and furnishings. Per 15 FAM 733.1, the Department funds furniture, furnishings, refurbishment, and redecorating for the DCM residence. Using furniture not supplied by the Department requires approval.

Recommendation 23: Embassy Manama should seek Department of State approval to use non-Department of State furnishings in the deputy chief of mission residence. (Action: Embassy Manama)

General Services

The general services office suffers from poor communication up and down the chain of command. An accurate arrivals and departures list would enhance the efficiency of all general services sections. The embassy's internship program is not adequately coordinated with the general services office, creating adverse effects on housing, motor pool, and travel services. The OIG team advised the embassy to include the general services officer in planning for interns.

Housing

The housing assistant ably finds housing and maintains housing files, but coordination with facilities management and security offices in approving and terminating leases is deficient. Better leadership by the general services office would improve the housing assignments process.

Embassy records show that the housing board met nine times in FY 2013. Required attendees were not present at most meetings. The facilities manager attended only the most recent meeting. The management officer attended two meetings, and a community liaison office representative attended five. Guidance in 15 FAM 212.1 specifies that the single real property manager (the management officer) is responsible for all aspects of the real property program. It also specifies that required ex officio members of the board are the regional security officer and the mission's occupational safety and health officer (the facilities manager). Housing appeals are addressed by the board, but inspectors observed a lack of rigor in the board's analysis and documentation. Written records of housing board meetings must include justifications for decision. Guidance in 15 FAM 212.4 outlines the petitions and appeals process.

Recommendation 24: Embassy Manama should bring its housing program into compliance with the Foreign Affairs Manual with regard to attendance and record keeping. (Action: Embassy Manama)

In a spot check of embassy lease files, inspectors found deficiencies in housing selection and approval. Security reports outline security deficiencies, but make no determination on whether or not to lease the property. One security memorandum assessing the desirability of leasing a property was dated a month after the lease was signed. Safety checklists are not signed or dated, and no corrective action is indicated.

Guidance in 15 FAM 252.5a. requires that safety, health, and environmental hazards be identified in the selection of housing, that missions verify that the mission occupational safety and health officer has inspected residences under consideration for purchase or lease, and that those hazards have been effectively controlled or eliminated. Guidance in 15 FAM 252.4 requires the security office to conduct or supervise an inspection of prospective residential properties and determine whether the property can be secured in accordance with residential security guidelines. All relevant factors, with proper documentation, must be taken into account before a lease is signed.

Recommendation 25: Embassy Manama should bring its housing selection process into compliance with the Foreign Affairs Manual. (Action: Embassy Manama)

In one file, there was no indication of coordination with the facilities management or security office when a lease was terminated. Good practice and stewardship of funds requires coordination to help the mission recoup the cost of equipment and upgrades to the extent possible.

Informal Recommendation 5: Embassy Manama should require that the regional security and the facilities management offices be informed well in advance of terminating a lease.

The emergency action committee recommended in December 2011 that the former DCM residence and 14 other residences be moved immediately because of security concerns. All residences, except the DCM residence, were moved promptly. Despite the committee's recommendation, a lease for a new DCM residence was not signed until January 2013, coinciding with the departure of the DCM.

Recommendation 26: Embassy Manama should require the housing board to implement emergency action committee decisions expeditiously. (Action: Embassy Manama)

Trafficking in Persons

Two major embassy-managed contracts over the \$3,000 threshold do not comply with Federal Acquisition Regulation clause 52.222-50 pertaining to trafficking in persons. Both contracts use third country nationals and require monitoring of their labor conditions. The contract for janitorial services does not contain or reference the clause. The gardening/landscaping contract references clause 52.222-50, but contractor representatives are not familiar with trafficking in persons guidance and have not structured monitoring plans as outlined in procurement information bulletin no. 2011-09.

Recommendation 27: Embassy Manama should bring active contracts exceeding \$3,000 into compliance with Department of State regulations on trafficking in persons. (Action: Embassy Manama)

Warehouse and Supply Chain Management

Warehouse spaces are neat and equipped with good storage systems. Inspectors observed containers of furniture outside the warehouse, and warehouse staff noted there was a lack of storage space due to excess furniture holdings. U.S. direct-hire employees often bring personally owned furniture with them and ask the embassy to store government-owned household furniture. Per 6 FAH-5 H-512 b., beginning in 2015, at all furnished embassies, only furnished government-leased/owned housing will be offered. The embassy needs to prepare for this change.

Recommendation 28: Embassy Manama should implement and publish a policy restricting use of personally owned furniture and furnishings and include the new policy in the welcome and overseas briefing center materials. (Action: Embassy Manama)

Embassy Manama requires that direct-hire employees verify, sign, and return their residential furnishings inventory within 30 days of arrival. Some employees do not comply. Per 14 FAM 416.3, accountability for government-owned household property is vested in the employee using the property. Lack of enforcement invites misuse of government resources.

Recommendation 29: Embassy Manama should enforce its policy on residential inventories. (Action: Embassy Manama)

Customs and Shipping

The customs and shipping staff consists of one LE employee who expedites shipments and has a large contact base at the port and at the airport. This employee has not been able to take leave, even when he has scheduled it well in advance, because of emergencies that require his presence. Sound management requires backup for each critical function.

Recommendation 30: Embassy Manama should designate and train a backup shipping and customs employee. (Action: Embassy Manama)

Motor Pool

The motor pool has implemented the fleet management information system, but the motor pool supervisor often inputs clients' requests into the system on their behalf, an additional burden for him.

Informal Recommendation 6: Embassy Manama should require clients to submit motor pool requests through the automated system.

Inspectors observed that drivers do not enforce seat belt use and that signage in vehicles is inadequate. Lack of a clear seat belt policy and enforcement procedures compromises passenger safety.

Recommendation 31: Embassy Manama should adopt a policy that forbids drivers to put a car into gear until all passengers fasten their seat belts. (Action: Embassy Manama)

Travel

The travel clerk provides good customer service, but inspectors observed a blurring of roles between financial management staff and general services staff in the E2 travel services process. It is unclear from documentation in E2 that the general services officer is approving travel authorizations. Lack of definition of roles causes friction among staff members and inefficient operations. Lack of accountability for correct travel authorizations puts travelers at financial risk.

Recommendation 32: Embassy Manama should review and define the roles in its E2 process. (Action: Embassy Manama)

In addition to managing travel services, the travel clerk is responsible for general services petty cash, time and attendance, obtaining visas, reserving hotels, arranging logistics for VIP visitors, and arranging for catering services at representational events. This workload is excessive, especially since the travel clerk shares an office with the travel agent and is expected to be responsive to clients when they walk in for service. It is sound management practice to provide employees the time and environment needed to do their jobs. Having many responsibilities requiring different skills reduces employee effectiveness.

Recommendation 33: Embassy Manama should review and update the travel clerk's duties and work environment. (Action: Embassy Manama)

Facilities Management and Safety, Health, and Environmental Management

The facilities management section suffers from lack of clarity on roles and responsibilities. The facilities manager has initiated improvements by removing safety and supervisory responsibilities from the work order clerk's position. The OIG team counseled the facilities manager on empowering his subordinates and working with the human resources office to improve supervision in his sections.

The mission turned project and routine maintenance funds back to the Department at the end of FY 2013. Better coordination between the Bureau of Overseas Buildings Operations and the embassy might have enabled some of the projects to go forward.

In a review of scheduled and unscheduled work requests, inspectors found inconsistencies in prioritization of unscheduled work orders. The Facilities Maintenance Operations Handbook (15 FAH-1 H-100) describes an effective facilities operations and goes into detail on how best to plan and prioritize work.

Recommendation 34: Embassy Manama should implement standard operating procedures on how to prioritize facilities work in accordance with Department of State regulations. (Action: Embassy Manama)

The facilities manager is designated the mission's occupational safety and health officer. The safety and health committee had its first meeting in several years at the end of FY 2013, and minutes of that meeting indicate intent to meet quarterly in the future. Regulations in 15 FAM 933 require at least semiannual meetings. Without regular oversight of the safety program, employees risk injury. The embassy should continue to hold regular meetings of the safety and health committee.

Human Resources

International Cooperative Administrative Support Services (ICASS) scores for direct-hire human resources services are below worldwide and bureau averages. Human resource service scores for the LE staff improved this year and now exceed worldwide and bureau averages. Work and quality of life questionnaires administered by the OIG team report scores significantly below prior embassy averages in human resources support and services, administration of the awards program, and fairness of family member hiring. Poor leadership, lack of adequate processes, and the absence of transparency and communication have hampered the staff. The human resources officer needs to reinvigorate the section and regain the trust of the mission's direct-hire employees, LE staff, and eligible family members.

Inspectors encountered a number of shortcomings in the office. The retail price survey had not been completed since 2009. Personnel cables were not being sent using the proper template and each message was being created from scratch. Supervisors were not being notified 6 months prior to LE subordinates' retirement dates. Staffing patterns contained numerous mistakes.

Third Country National Policy and Locally Employed Staff Hiring

Embassy Manama does not have a policy on third country nationals. The embassy employs Bahraini nationals and locally recruited citizens from other countries. Until recently, all LE staff members were either Bahraini citizens or possessed a Bahraini Government work or residency permit. Job vacancy announcements reflect that policy. The LE handbook is silent on whether the mission can recruit employees without work or residency permits. However, the mission hired three such employees from outside the country recently. These actions were not transparent, and many members of the mission questioned the need to recruit employees from outside Bahrain.

Recommendation 35: Embassy Manama should cease hiring non-Bahrainis without government work or residency permits or clarify under what circumstances this practice will continue. (Action: Embassy Manama)

Locally Employed Staff Committee

Inspectors met with the LE staff committee, whose members expressed concerns about compensation and benefit issues, hiring policy, discrimination and favoritism, unfair dismissals, and a lack of cultural sensitivity displayed by some direct-hire employees. They said their primary points of contact are the management officer and the human resources officer. They occasionally have access to the DCM, but not to the Ambassador. It would be helpful for embassy management to respond to LE staff concerns in writing.

Benefits

The LE staff has two main concerns regarding benefits. One is the payment of a 1-month salary bonus that is prevailing practice among most companies in Bahrain. The LE staff committee has been working with embassy management for more than 2 years to implement the bonus. In the past year, there has been correspondence with the Office of Overseas Employment about the appropriate comparators. The embassy asserts that the Office of Overseas Employment is using the wrong comparators.

Recommendation 36: Embassy Manama should send the Bureau of Human Resources a new list of appropriate comparator firms to help determine whether a 1-month bonus is warranted. (Action: Embassy Manama)

The second benefit issue relates to changes to the local compensation plan brought about by a new Bahraini labor law implemented in September 2012. The law grants additional benefits to Bahraini employees in the areas of annual and sick leave, maternity benefits, and pilgrimage leave. As with the bonus, too much time was wasted—this time trying to get an English translation of the labor law that was issued in Arabic. The embassy sent the plan to the Office of Overseas Employment in March 2013; it remains under review.

Recommendation 37: The Bureau of Human Resources should complete its analysis of Embassy Manama's request to update the local compensation plan. (Action: DGHR)

Cultural Sensitivity

The LE committee cited several examples of culturally insensitive behavior by American employees. It is unclear whether the words and actions were spiteful or occurred because the employees lacked knowledge of Bahraini culture and norms. To guard against such events, it would be helpful for the embassy to incorporate a cultural sensitivity component into its orientation programs for U.S. direct-hire and locally employed staff.

Job Classification

Embassy Manama has two position classifiers—the direct-hire human resources officer and the senior LE human resources specialist. The specialist prepares the majority of the classifications and is the point person for clients unhappy with what they considered low

classifications. This practice subjects the specialist to undue pressure. A U.S. officer should be in charge of this process.

Informal Recommendation 7: Embassy Manama should require the human resources officer to classify positions, and in his absence, another embassy officer.

Local Employee Hiring Procedures

Inspectors received numerous complaints about how the embassy recruits and hires local staff. Issues included recruiting from overseas without conveying changes in guidelines to the LE staff committee, hiring unqualified employees who are put on performance improvement plans shortly after they are hired, hiring employees who do not meet all qualifications in the vacancy announcement, and unfair dismissals.

Hiring policy is included in Manama's LE handbook, but it is vague and not detailed. A post recruitment policy is dated July 2008, but it mostly defines categories of employment rather than the process of hiring, causing confusion for LE staff.

Recommendation 38: Embassy Manama should update the hiring portion of its locally employed handbook and its 2008 recruitment policy. (Action: Embassy Manama)

Eligible Family Members

Embassy Manama is to be commended for creating numerous EFM positions. At the time of the inspection, it employed 18 EFMs; additional positions were pending.

But fairness in family hiring scored low on OIG inspection questionnaires. Transparency and communication were two areas of concern. Post does not have an EFM hiring policy. Instead, it relies on generic, non-specific policy prepared by the Department. The Office of Overseas Employment recently published an EFM guide that could serve as a reference for updating post policy. In addition, the embassy's human resources office has created a matrix that details the EFM application, review, and hiring process. This matrix should be included in the new policy.

Recommendation 39: Embassy Manama should update its policy on hiring eligible family members. (Action: Embassy Manama)

Inspectors attended one EFM job interview at which no voting members of the mission employee committee were present. Committee membership is sufficiently broad to allow one or more committee members to attend EFM job interviews. Their attendance would increase the transparency of the process and elicit more views on how applicants performed during interviews.

Recommendation 40: Embassy Manama should require at least one voting member of the employment committee to participate in all job interviews for eligible family member positions. (Action: Embassy Manama)

Holidays

Embassy Manama's 2013 holiday calendar indicates the embassy celebrates 10 U.S. Government holidays, along with 12 local Bahraini holidays. Guidance in 2 FAM 115.2d. states that embassies should endeavor to limit the number of local holidays to the number of U.S. holidays, if necessary by observing only the most important local holidays.

Recommendation 41: Embassy Manama should limit the number of American and Bahraini holidays to 20 or fewer per calendar year. (Action: Embassy Manama)

Regional Responsibilities

The Manama human resources officer position is designated as having regional responsibilities. The previous officer serviced both Yemen and Lebanon, but both embassies now have resident human resources officers. The Manama human resources officer no longer needs regional responsibilities.

Recommendation 42: Embassy Manama, in coordination with the Bureau of Near Eastern Affairs and the Bureau of Human Resources, should eliminate the regional designation of Manama's human resource officer. (Action: Embassy Manama, in coordination with NEA and DGHR)

Domestic Employees

One local staff member spends a considerable amount of time working with the host government on issues related to domestic servants. Contracting a local employment company to handle these issues might be more efficient and warrants consideration.

Language Designated Positions

Embassy Manama has 10 language designated positions: the DCM; 4 political/economic officers, 2 consular officers, 2 public diplomacy officers, and the management officer. As half the population of Bahrain is expatriate, many from South Asia, the common language of the country is English. Six of the 10 officers in language designated positions reported to inspectors that they do not use Arabic in their jobs. The number of language designated positions makes finding qualified candidates for embassy jobs more challenging. Moreover, it costs the Department approximately \$500,000 to train an officer to speak proficient Arabic.

Recommendation 43: Embassy Manama should review its language designated positions and submit resulting changes for the Department of State's 2014 triennial review. (Action: Embassy Manama)

Equal Employment Opportunity

The embassy has identified an Equal Employment Opportunity (EEO) counselor and a Federal Women's Program coordinator. The EEO counselor has completed appropriate training.

Some EEO information is posted on a bulletin board near the cafeteria but it is incomplete. One document dates from 1997. The information needs to be updated. There is no LE EEO liaison at post. There have been no town halls to discuss EEO. Holding one would help stress the importance of this issue.

Financial Management

Scores from ICASS and OIG questionnaires indicate the financial management unit is performing well. ICASS scores for vouchering and payroll increased significantly this year. Justifications provided by post for obligations not yet liquidated were valid.

The relationship between the financial management office and the procurement and travel sections has deteriorated over the years. There needs to be a concerted effort by both sections to overcome past disagreements and work as a cohesive team. The financial management officer and the general service officer should actively participate in this effort. Developing a process map to document responsibilities and timeframes for completing work would be helpful.

Informal Recommendation 8: Embassy Bahrain should establish a training workshop for financial management and general service employees in the procurement and travel units to improve communication among them.

Budgeting/Accounting

Embassy Manama has returned a significant amount of funds to the Department for each of the past 3 years. On the program side, \$400,000 was returned in FY 2011, \$80,000 in FY 2012, and \$200,000 in FY 2013. ICASS funds totaling \$1.5 million were returned at the end of FY 2013. A review of the deobligation list from May 2013 indicates that numerous obligations were canceled because contracts were not initiated or procurements were not made.

Informal Recommendation 9: Embassy Manama should reduce the number of obligations established and then canceled.

International Cooperative Administrative Support Services

Embassy Manama is an ICASS-lite post with only four voting members on its ICASS council, two of whom represent small agencies at post. Meetings are infrequent. While no major issues exist, meeting minutes are brief and the embassy does not post them on its intranet site. Doing so would make the ICASS process more transparent.

Use of the Post Support Unit

In FY 2011, Embassy Manama used the Bangkok post support unit extensively and processed over 1,350 vouchers through that unit. This number dropped to 340 in FY 2012 and to 122 in FY 2013; the majority of those were travel vouchers. Embassy Manama's average cost to process a voucher is \$38.65 per strip code; regional post support units charge \$12 per strip code. Guidance from the Global Financial Services office in Charleston, SC, is that outsourcing voucher processing is optional and should be determined locally. Not choosing the appropriate voucher processing method is costly to the U.S. Government.

Recommendation 44: Embassy Manama, in coordination with the Bureau of the Comptroller and Global Financial Services, should perform a cost-benefit analysis to determine the most cost effective location to process financial vouchers. (Action: Embassy Manama, in coordination with CGFS)

Use of Fund Transfers to Pay Official Residence Expenses Staff

A review of official residence expenses staff files indicated one employee on the Ambassador's staff receives an electronic funds salary payment directly to his bank account from the Ambassador via the U.S. Government disbursing system. This practice is counter to 3 FAM 3257a., which states that permanent and part-time official residence expenses staff are employees of the principal representative, not of the U.S. Government.

Recommendation 45: Embassy Manama should cease electronic funds transfer salary payments to official residence expenses staff. (Action: Embassy Manama)

Representation

A review of the representation budget and vouchers indicated that funds were being spent appropriately, but there is no representation plan that allocates the monies to various sections.

Informal Recommendation 10: Embassy Manama should implement a representation plan.

Information Management

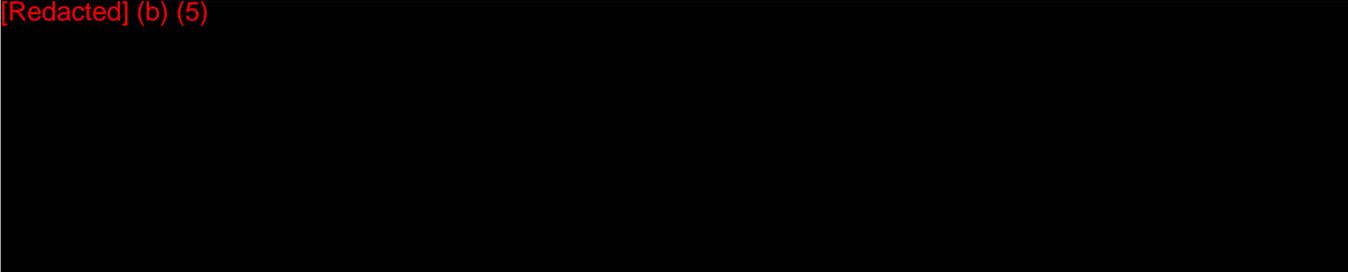
The information programs and information systems centers meet the mission's basic requirements. When all positions are encumbered, the embassy's information management (IM) staffing level is appropriate to current operational requirements. Two consecutive curtailments in the IM officer position have left two untenured first-tour officers largely on their own for much of their tours. The OIG team commends these two employees for their dedication and success in managing post's IM infrastructure. The section received above average scores in almost all categories in both ICASS and OIG surveys.

The inspection team found a number of shortcomings and counseled IM staff on requirements to mark computer hardware and removable media to its highest level of

classification; to encrypt laptop computers lacking encryption; to use maintenance and visitor logs for the server and telephone frame rooms; to post current access lists for the server, telephone frame, and mail and pouch rooms; and to change combination locks in IM spaces in a timely way. These infractions were addressed and mitigated during the inspection.

Information Systems

[Redacted] (b) (5)



Information Programs

The embassy has not performed the quarterly drills outlined in its emergency destruction plan.

Informal Recommendation 11: Embassy Manama should conduct drills outlined in its emergency destruction plan.

Radio Operations

Post files show host government approval for VHF/UHF frequencies that are no longer used by the embassy. The embassy has not requested formal approval for the frequencies it currently uses. The embassy's citywide radio coverage is also inadequate, which may be a result of new building construction that surrounds the current repeater site.

Recommendation 47: Embassy Manama, in coordination with the Frankfurt Regional Information Management Center, should conduct a survey to determine whether to relocate or augment VHF/UHF radio repeaters and dispose of equipment no longer used or needed. (Action: Embassy Manama, in coordination with RIMC Frankfurt)

Informal Recommendation 12: Embassy Manama should request host government approval for the VHF/UHF radio frequencies it currently uses.

Mail and Pouch Operations

The mission does not have standard operating procedures for mail and pouch room operations. Standard information management practice dictates having written standard operating procedures as a reference guide for others to follow should the locally employed mailroom clerk be absent.

Informal Recommendation 13: Embassy Manama should implement mailroom standard operating procedures. (Action: Embassy Manama)

Mail screening facilities are adequate, but mailroom staff can improve screening procedures by disposing of the Plexiglas bubble in the external screening facility and using a biological safety cabinet in its place.

Quality of Life

Embassy Manama direct-hire employees receive a 10-percent hardship differential and a 15-percent cost of living allowance. Negative conditions in Bahrain include heavy traffic, frequent tire burnings in the streets, oppressive summer heat, and the lack of social and travel opportunities within the country. On the positive side, Manama is a family post and there are many opportunities for spousal employment. Employees have several school options for their children. The health unit adequately services the needs of the staff.

Overseas Schools

Most embassy children attend the [Redacted] (b) (5), [Redacted] (b) (6) [Redacted]. The relationship between the embassy and the school is long-standing, with the DCM serving as the Ambassador's representative on the school board. A growing number of embassy dependents, however, now use other schools, including the [Redacted] (b) (5), [Redacted] (b) (6) [Redacted].

[Redacted] In each case, embassy dependents form a small percentage of the school enrollment and some families have expressed concern over a perceived lack of attention to the needs of embassy families. The participation of embassy families in schools other than the [Redacted] (b) (5), [Redacted] (b) (6) [Redacted] is a recent phenomenon. There is little interaction between the embassy and the leadership of these schools. Strengthening formal contact with the administration of all schools where embassy dependents are enrolled would be helpful.

Invoicing and tuition procedures recently adopted by the [Redacted] (b) (5), [Redacted] (b) (6) [Redacted] have caused hardship as recent arrivals have had to pay tuition in cash before their children could attend class. The demand for large sums of cash has created complications for the Embassy Manama cashier.

Informal Recommendation 14: Embassy Manama should establish clear tuition and billing arrangements with the [Redacted] (b) (5), [Redacted] (b) (6) [Redacted] and convey these to incoming families.

Security practices observed by the OIG team appear appropriate to the environment.

Community Liaison Office

The community liaison office has an active program with two half-time coordinator positions. Neither of the current coordinators has completed training from the family liaison office but both of them plan to do so at an early opportunity.

A coordinator attends the weekly country team meeting. Because of delays in obtaining a security clearance, neither coordinator attends the senior staff meeting. For similar reasons, the coordinators do not participate in meetings of the emergency action committee. One coordinator recently received her interim clearance after an extended delay. Given heightened security awareness in Bahrain and the importance of the coordinators in emergency preparation, communication, and rumor control, participation by a coordinator is a vital element in emergency planning.

Recommendation 48: Embassy Manama should require that a community liaison office coordinator attend emergency action committee meetings. (Action: Embassy Manama)

The Family Liaison Office offers excellent materials to guide an emergency preparedness seminar. Department guidance encourages embassies to hold such a seminar at least annually to prepare U.S. direct-hire employees and their families for different types of emergencies.

Recommendation 49: Embassy Manama should conduct an emergency preparedness seminar at least annually. (Action: Embassy Manama)

The coordinators meet on a weekly basis with the management counselor but have no direct meetings with the DCM. The DCM should have the benefit of unfiltered insight into the embassy community that coordinators can provide. Meeting regularly with them would help to provide that insight.

Innovative Practice: Welcome Kit Hot Spots

Innovative Practice: Mobile Internet Routers in the Welcome Kits

Issue/Challenge: New arrivals move directly into permanent quarters rather than staying temporarily in a hotel. It can take up to a month to obtain the necessary local documentation and make arrangements to secure residential Internet connectivity. During this time, lack of connectivity complicates communications, including emergency notifications. Most families now do online banking and bill paying, schools communicate by email, and homework assignments presume Internet access. An extended period without Internet access is a hardship.

Background: Creating a smooth transition for newly arrived employees increases efficiency.

Response: Embassy Manama purchased a number of mobile Internet routers and includes one in each newcomer's welcome kit. The community liaison office purchases a local SIM card for the device for each incoming employee with sufficient credit for several days' use. Employees can add additional credit at their own expense. The mission makes the initial SIM card purchases using community liaison office funds raised through bake sales and similar events.

The decision to use mobile routers allows up to five devices per family and takes into account that smart phones and other mobile devices may not have plug-in ports. New arrivals can use the mobile router for up to a month, after which, they must return it to the GSO for inclusion in the next welcome kit.

Benefit: New arrivals are able to connect to the Internet upon arrival and during their first month. This contributes to a smooth transition and increases productivity.

Management Controls

Management controls at Embassy Manama are inadequate. Despite the embassy's positive responses to the OIG functional questionnaires, and the positive information provided by the regional bureau, the OIG team determined the breakdown in procurement processes reaches the level of a significant deficiency. A significant deficiency is defined in 2 FAM 021.3 as a deficiency, or combination of deficiencies, that represents significant weaknesses in the design or operation of internal control that could adversely affect the organization's ability to meet its internal control objectives, and which could significantly weaken safeguards against waste, loss, unauthorized use, or misappropriation of funds, property, other assets, or conflict of interest. The annual message to chiefs of mission explaining their role in assuring strong management controls and oversight over the embassy contains an abbreviated definition of a significant deficiency. The deficiency was not addressed in Manama's chief of mission annual statement of assurance.

Recommendation 50: Embassy Manama should update the process by which the chief of mission reviews the annual statement of assurance. (Action: Embassy Manama)

Procurement

Understaffing and lack of staff competence have plagued the procurement section for at least 2 years. Files are incomplete and in some cases nonexistent. Goods and bills arrive at the embassy without explanation. LE staff attempt to reconstruct records from purchase requests to receiving reports. Because general service and management officers pressured staff to reconstruct records from FY 2010 forward, the staff has been unable to keep up with its current workload or establish sound procurement practices.

Recommendation 51: Embassy Manama, in coordination with the Bureau of Near Eastern Affairs and the Bureau of Administration, should implement an action plan to correct deficiencies in procurement operations. (Action: Embassy Manama, in coordination with NEA and A)

Warehouse Operations

Receiving and maintenance storage suffer from weak procedures. The warehouse function lacks adequate supervision. Though the general services officer visits the warehouse occasionally, it would be helpful if he spent more time there and conducted announced and unannounced visits.

Inspectors observed that, though the receiving area is locked and fenced off, [Redacted] (b) (5), [Redacted] (b) (6). Staff members use the receiving cage for routine storage. The receiving clerk has limited space to perform his duties and limited secure file space. A general in-box for warehouse staff is located near the receiving clerk's workstation, inviting mixing and loss of documents. The receiving clerk escorts vendors to the requester's office, where receiving and issuance take place simultaneously. For expendable supplies, vendors often deliver supplies and stock the shelves. This practice constitutes

inappropriate access to the warehouse by unauthorized personnel, leaving inadequate time to properly receive and inventory the supplies.

Guidance in 14 FAM 413 outlines property receipt requirements and procedures. Not following these procedures blurs procurement and property accountability functions, risking mismanagement and waste of U.S. Government goods and services.

Recommendation 52: Embassy Manama should bring its receiving function into compliance with Foreign Affairs Manual requirements. (Action: Embassy Manama)

Although the maintenance storekeeper seems to be performing his duties at the maintenance storage container, two other storage containers are regularly accessed by maintenance employees to obtain needed supplies and equipment with no property accountability oversight. One container holds hazardous material. 14 FAM 413.7 outlines sound storage practices, and 14 FAM 414.1 describes property accountability procedures.

Recommendation 53: Embassy Manama should bring its maintenance storage and accountability functions into compliance with Foreign Affairs Manual requirements. (Action: Embassy Manama)

Locally Employed Staff Overtime

Though adequately staffed, Embassy Manama paid 2,000 hours of overtime compensation to general services employees and 1,000 hours to facilities management employees in FY 2013. According to the Foreign Affairs Handbook, (FAH) 4 FAH-3 H-525.1-2 the management officer must establish controls for accurate and timely recording and reporting of time and attendance. The mission delegates responsibility for overtime authorization to each section supervisor and time and attendance to the financial management officer. Nobody monitors LE staff overtime, resulting in anomalies and improper overtime approvals.

Recommendation 54: Embassy Manama should designate a single officer to oversee locally employed staff overtime compensation. (Action: Embassy Manama)

Informal Recommendation 15: Embassy Manama should complete an overtime analysis for FY 2013 and share the results with supervisors and with the International Cooperative Administrative Support Services council.

Motor Pool

Although motor pool recordkeeping is generally good, no detailed records of vehicle usage exist for maintenance, supply, and front office vehicles. Drivers obtain signatures on trip tickets produced by requests entered into the automated system but do not keep detailed logs and get signatures from passengers who are not required to submit motor pool requests. Because no logs of times and locations traveled exist, it is impossible to establish accountability for time and kilometers traveled in those vehicles.

Recommendation 55: Embassy Manama should require all drivers to complete a trip ticket from the automated system, or Official Form-108, and obtain passenger signatures for every trip. (Action: Embassy Manama)

Maintenance and supply staff members have access to and regularly use embassy vehicles. Mailroom employees do not have a designated vehicle, and their operations may be disadvantaged as a result.

Personal Use of Government Vehicles

The embassy's motor pool policy spells out procedures and sets specific charges for "other authorized use" of government vehicles. Lack of enforcement of this policy invites inappropriate use of government resources. The OIG team identified instances of nonpayment for services provided to an employee's family member. Manama has safe and reliable expediting and taxi services, making use of an embassy expeditor and driver unnecessary.

Recommendation 56: Embassy Manama should cease providing expeditor and motor pool services for personal trips. (Action: Embassy Manama)

Cafeteria Contract

A cafeteria is located in the embassy basement and operates Sunday through Thursday from 9:30 a.m. to 1:30 p.m. Two employees who work for the morale, welfare, and recreation office at the local American Navy base staff it. There is no contract or license agreement between the embassy and the Navy that addresses or documents services provided, liability, or hours of operation.

In early 2013, the general services office drafted a proposed license agreement and forwarded it to the base. The Navy responded by preparing its own memorandum of agreement to the embassy for signature. When contacted about this alternative document, the Office of the Procurement Executive suggested that both parties sign a service level agreement to detail the relationship. At the time of the inspection, the parties had not agreed on the proper format to document the relationship.

Informal Recommendation 16: Embassy Manama should determine the correct contract to use in hosting the cafeteria operation and implement the appropriate agreement.

Gifts

The management officer is designated the gifts officer, but the embassy does not have a standard operating procedure for disposing of gifts in accordance with Department regulations. Per 3 FAM 4122.1, the designated officer for receiving gifts is the management officer. Because gifts are used and disposed of in accordance with Department regulations governing property management and disposal, management offices often delegate this role to the general services office. The absence of a clear standard operating procedure for gifts disposition places gift

recipients at risk of ethics violations by either keeping disallowed gifts or not documenting their disposal.

Informal Recommendation 17: Embassy Manama should implement a standard operating procedure for gifts disposition.

Cashiering

The inspectors conducted a cash reconciliation and found the cashier office to be in order and the advance balanced. The cashier's workload increased in March 2013 when an outside entity that had provided accommodation exchange for the embassy ceased providing that service. Embassy Manama now provides accommodation exchange even though automatic teller machines are available and safe. Per 4 FAH-3 H-361.2 a., each ambassador is authorized to decide whether to authorize the Class B cashier to provide accommodation exchange services after considering the availability of U.S.-owned foreign currency in the country and satisfactory local banking and/or automatic teller machine facilities for obtaining the currency. Per 4 FAH-3 H-361.2 c., having the Class B cashier provide accommodation exchange increases the amount of the cashier's advance and places the cashier at greater risk of receiving an uncollectible check.

Recommendation 57: Embassy Manama should conduct a management review to determine whether to continue to provide cash accommodation exchange services. (Action: Embassy Manama)

Consular

Access to the consular section is properly controlled. The section appropriately maintains its inventories of accountable items. [Redacted] (b) (5)

The OIG team reviewed consular accountability and found that the consular chief is reviewing subordinate officers' adjudications properly. However, the DCM is not reviewing those of the consular chief. He should do so.

The consular cashier and backup cashier have their own cash advance. The accountable consular officer for fees supervises cashier operations correctly and without discrepancy. There is line-of-site supervision of the consular cashier. The consular cashier turns the fees over to the financial management office on a daily basis.

List of Recommendations

Recommendation 1: Embassy Manama should implement a planning effort that has broad participation by mission staff and includes all sections' programs. The effort should include quarterly reviews. (Action: Embassy Manama)

Recommendation 2: Embassy Manama should conduct separate town hall meetings at least once a year with direct-hire staff, locally employed staff, and eligible family members. (Action: Embassy Manama)

Recommendation 3: The Bureau of Near Eastern Affairs, in coordination with the Bureau of Human Resources and Embassy Manama, should address each time and attendance item cited in the Office of Inspector General memorandum on the subject and refer unresolved discrepancies to the Bureau of Human Resources for appropriate action. (Action: NEA, in coordination with DGHR and Embassy Manama)

Recommendation 4: Embassy Manama should restructure the first- and second-tour officers program to provide better professional development opportunities. (Action: Embassy Manama)

Recommendation 5: Embassy Manama should implement a comprehensive reporting plan to complement spot reporting with additional analytical economic and political reporting. (Action: Embassy Manama)

Recommendation 6: Embassy Manama should determine the need for a U.S. direct-hire office management specialist in the political/economic section. (Action: Embassy Manama)

Recommendation 7: Embassy Manama should establish an interagency strategy to expand U.S. exports to Bahrain that is consistent with the National Export Initiative. (Action: Embassy Manama)

Recommendation 8: Embassy Manama should require the political/economic section to use a standardized filing system in shared section files. (Action: Embassy Manama)

Recommendation 9: Embassy Manama should update consular standard operating procedures and post them on the consular SharePoint site. (Action: Embassy Manama)

Recommendation 10: Embassy Manama, in coordination with the Bureau of Consular Affairs, should approach the Government of Bahrain to address lack of reciprocity in visa fees. (Action: Embassy Manama, in coordination with CA)

Recommendation 11: Embassy Manama should implement a missionwide public affairs strategy that clarifies key messages and priorities and integrates the Ambassador more closely into the full range of public diplomacy activities. (Action: Embassy Manama)

Recommendation 12: Embassy Manama should establish a media plan to address mission priorities. (Action: Embassy Manama)

Recommendation 13: Embassy Manama, in coordination with the Bureau of International Information Programs, should implement a broad-based social media plan. (Action: Embassy Manama, in coordination with IIP)

Recommendation 14: Embassy Manama should implement standard operating procedures to help all sections understand their responsibilities in the International Visitor Leadership Program process. (Action: Embassy Manama)

Recommendation 15: The Bureau of Educational and Cultural Affairs, in coordination with the Bureau of Near Eastern Affairs, should fill the regional educational advising coordinator vacancy. (Action: ECA, in coordination with NEA)

Recommendation 16: Embassy Manama should require the public affairs grants specialist to complete grants management training courses offered by the Foreign Service Institute. (Action: Embassy Manama)

Recommendation 17: Embassy Manama should implement standard operating procedures for followup with noncompliant grantees. (Action: Embassy Manama)

Recommendation 18: Embassy Manama should update local employee position descriptions in the public affairs section. (Action: Embassy Manama)

Recommendation 19: Embassy Manama should review, update, and reissue all management policies and post them on the embassy Web site. (Action: Embassy Manama)

Recommendation 20: Embassy Manama should review locally employed staffing and planned retirements and develop a hiring and succession plan to align future staffing with operational needs. (Action: Embassy Manama)

Recommendation 21: Embassy Manama, in coordination with the Bureau of Overseas Buildings Operations, should conduct a space planning study based on future staffing projections. (Action: Embassy Manama, in coordination with OBO)

Recommendation 22: Embassy Manama, in coordination with the Bureau of Overseas Buildings Operations, should produce a comprehensive action plan on land and property acquisition. (Action: Embassy Manama, in coordination with OBO)

Recommendation 23: Embassy Manama should seek Department of State approval to use non-Department of State furnishings in the deputy chief of mission residence. (Action: Embassy Manama)

Recommendation 24: Embassy Manama should bring its housing program into compliance with the Foreign Affairs Manual with regard to attendance and record keeping. (Action: Embassy Manama)

Recommendation 25: Embassy Manama should bring its housing selection process into compliance with the Foreign Affairs Manual. (Action: Embassy Manama)

Recommendation 26: Embassy Manama should require the housing board to implement emergency action committee decisions expeditiously. (Action: Embassy Manama)

Recommendation 27: Embassy Manama should bring active contracts exceeding \$3,000 into compliance with Department of State regulations on trafficking in persons. (Action: Embassy Manama)

Recommendation 28: Embassy Manama should implement and publish a policy restricting use of personally owned furniture and furnishings and include the new policy in the welcome and overseas briefing center materials. (Action: Embassy Manama)

Recommendation 29: Embassy Manama should enforce its policy on residential inventories. (Action: Embassy Manama)

Recommendation 30: Embassy Manama should designate and train a backup shipping and customs employee. (Action: Embassy Manama)

Recommendation 31: Embassy Manama should adopt a policy that forbids drivers to put a car into gear until all passengers fasten their seat belts. (Action: Embassy Manama)

Recommendation 32: Embassy Manama should review and define the roles in its E2 process. (Action: Embassy Manama)

Recommendation 33: Embassy Manama should review and update the travel clerk's duties and work environment. (Action: Embassy Manama)

Recommendation 34: Embassy Manama should implement standard operating procedures on how to prioritize facilities work in accordance with Department of State regulations. (Action: Embassy Manama)

Recommendation 35: Embassy Manama should cease hiring non-Bahrainis without government work or residency permits or clarify under what circumstances this practice will continue. (Action: Embassy Manama)

Recommendation 36: Embassy Manama should send the Bureau of Human Resources a new list of appropriate comparator firms to help determine whether a 1-month bonus is warranted. (Action: Embassy Manama)

Recommendation 37: The Bureau of Human Resources should complete its analysis of Embassy Manama's request to update the local compensation plan. (Action: DGHR)

Recommendation 38: Embassy Manama should update the hiring portion of its locally employed handbook and its 2008 recruitment policy. (Action: Embassy Manama)

Recommendation 39: Embassy Manama should update its policy on hiring eligible family members. (Action: Embassy Manama)

Recommendation 40: Embassy Manama should require at least one voting member of the employment committee to participate in all job interviews for eligible family member positions. (Action: Embassy Manama)

Recommendation 41: Embassy Manama should limit the number of American and Bahraini holidays to 20 or fewer per calendar year. (Action: Embassy Manama)

Recommendation 42: Embassy Manama, in coordination with the Bureau of Near Eastern Affairs and the Bureau of Human Resources, should eliminate the regional designation of Manama's human resource officer. (Action: Embassy Manama, in coordination with NEA and DGHR)

Recommendation 43: Embassy Manama should review its language designated positions and submit resulting changes for the Department of State's 2014 triennial review. (Action: Embassy Manama)

Recommendation 44: Embassy Manama, in coordination with the Bureau of the Comptroller and Global Financial Services, should perform a cost-benefit analysis to determine the most cost effective location to process financial vouchers. (Action: Embassy Manama, in coordination with CGFS)

Recommendation 45: Embassy Manama should cease electronic funds transfer salary payments to official residence expenses staff. (Action: Embassy Manama)

[Redacted] (b) (5)

Recommendation 47: Embassy Manama, in coordination with the Frankfurt Regional Information Management Center, should conduct a survey to determine whether to relocate or augment VHF/UHF radio repeaters and dispose of equipment no longer used or needed. (Action: Embassy Manama, in coordination with RIMC Frankfurt)

Recommendation 48: Embassy Manama should require that a community liaison office coordinator attend emergency action committee meetings. (Action: Embassy Manama)

Recommendation 49: Embassy Manama should conduct an emergency preparedness seminar at least annually. (Action: Embassy Manama)

Recommendation 50: Embassy Manama should update the process by which the chief of mission reviews the annual statement of assurance. (Action: Embassy Manama)

Recommendation 51: Embassy Manama, in coordination with the Bureau of Near Eastern Affairs and the Bureau of Administration, should implement an action plan to correct deficiencies in procurement operations. (Action: Embassy Manama, in coordination with NEA and A)

Recommendation 52: Embassy Manama should bring its receiving function into compliance with Foreign Affairs Manual requirements. (Action: Embassy Manama)

Recommendation 53: Embassy Manama should bring its maintenance storage and accountability functions into compliance with Foreign Affairs Manual requirements. (Action: Embassy Manama)

Recommendation 54: Embassy Manama should designate a single officer to oversee locally employed staff overtime compensation. (Action: Embassy Manama)

Recommendation 55: Embassy Manama should require all drivers to complete a trip ticket from the automated system, or Official Form-108, and obtain passenger signatures for every trip. (Action: Embassy Manama)

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Recommendation 57: Embassy Manama should conduct a management review to determine whether to continue to provide cash accommodation exchange services. (Action: Embassy Manama)

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 Manama should establish a working group comprising all embassy elements that have reporting responsibilities.

Informal Recommendation 2: Embassy Manama should conduct warden meetings and training on an annual basis.

Informal Recommendation 3: Embassy Manama should recruit more widely for the Fulbright Language Teaching Assistant program.

Informal Recommendation 4: Embassy Manama should seek a broader set of partners and make greater use of the American Corners and of program alumni in promoting U.S. educational opportunities.

Informal Recommendation 5: Embassy Manama should require that the regional security and the facilities management offices be informed well in advance of terminating a lease.

Informal Recommendation 6: Embassy Manama should require clients to submit motor pool requests through the automated system.

Informal Recommendation 7: Embassy Manama should require the human resources officer to classify positions, and in his absence, another embassy officer.

Informal Recommendation 8: Embassy Bahrain should establish a training workshop for financial management and general service employees in the procurement and travel units to improve communication among them.

Informal Recommendation 9: Embassy Manama should reduce the number of obligations established and then canceled.

Informal Recommendation 10: Embassy Manama should implement a representation plan.

Informal Recommendation 11: Embassy Manama should conduct drills outlined in its emergency destruction plan.

Informal Recommendation 12: Embassy Manama should request host government approval for the VHF/UHF radio frequencies it currently uses.

Informal Recommendation 13: Embassy Manama should implement mailroom standard operating procedures. (Action: Embassy Manama)

Informal Recommendation 14: Embassy Manama should establish clear tuition and billing arrangements with the Bahrain School and convey these to incoming families.

Informal Recommendation 15: Embassy Manama should complete an overtime analysis for FY 2013 and share the results with supervisors and with the International Cooperative Administrative Support Services council.

Informal Recommendation 16: Embassy Manama should determine the correct contract to use in hosting the cafeteria operation and implement the appropriate agreement.

Informal Recommendation 17: Embassy Manama should implement a standard operating procedure for gifts disposition.

Principal Officials

	Name	Arrival Date
Ambassador	Thomas Krajeski	10/11
Deputy Chief of Mission	Timothy Pounds	03/13
Chiefs of Sections:		
Management	Daniel Stoian	08/11
Consular	Daniela DiPierro	05/12
Political	Stephanie Hallett	08/13
Economic	Rebecca Seweryn	06/13
Public Affairs	Bradley Niemann	08/10
Regional Security	Robert Helm	09/12
Other Agencies:		
Department of Defense	Col John West	04/12

Abbreviations

CLO	Community liaison office
DCM	Deputy chief of mission
Department	Department of State
EEO	Equal Employment Opportunity
EFM	Eligible family member
FAH	Foreign Affairs Handbook
FAST	First- and second-tour
ICASS	International Cooperative Administrative Support Services
IM	Information management
LE	Locally employed
PAO	Public affairs officer
SMART	State Messaging and Archive Retrieval Toolset



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