



UNITED STATES DEPARTMENT OF STATE
AND THE BROADCASTING BOARD OF GOVERNORS
OFFICE OF INSPECTOR GENERAL

ISP-I-15-08A

Office of Inspections

January 2015

Inspection of Embassy Niamey, Niger

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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 Findings

- The chargé d'affaires leads a well-coordinated interagency team focused on strengthening democracy and governance, countering regional security threats, and promoting economic and social development.
- Niger is a reliable, if fragile, counterterrorism partner in the volatile Sahel region. Its capacity to absorb security and development assistance is limited, as is the embassy's ability to provide adequate oversight of foreign assistance programs or support additional activities.
- The embassy is understaffed to accomplish its core functions in an unpredictable and dangerous environment. The cumulative effects of new Washington policy initiatives, expanded U.S. Department of Defense activities, and hiring and wage freezes for locally employed staff have resulted in stress and long hours for mission personnel. Nevertheless, morale is good within the mission.
- The Department of State designated Embassy Niamey as a high-threat program post in 2013, placing it among the 27 embassies at most critical security risk worldwide. A lack of secure office space over the next decade will constrain staffing. Ongoing disagreements between the embassy and the Department of State over staffing projections for a planned new embassy compound—currently slated for FY 2017—reflect uncertainty among agencies about future requirements.
- U.S. Department of Defense temporary duty personnel constitute nearly 20 percent of all U.S. direct-hire staffing, but they are not covered by all interagency cost-sharing agreements and have not been formally approved, as required by the Chief of Mission. The Department of State is not recovering support costs of about \$1.8 million annually.

The inspection took place in Washington, DC, between April 10 and 25, 2014, and in Niamey, Niger, between May 17 and June 3, 2014. Arne Baker (team leader), Ambassador Lawrence Butler (co-team leader), Timothy Wildy (deputy team leader), Georgienne Bednar, Pasquale Capriglione, Paul Cantrell, Calvin Carlsen, Darren Felsburg, Mark Jacobs, James Norton, and Joyce Wong conducted the inspection.

The OIG team interviewed 78 Washington-based officials from four agencies. At Embassy Niamey, the OIG team interviewed 35 members of the U.S. direct-hire staff and 43 members of the locally employed staff. The OIG team reviewed 19 OIG personal questionnaires, 19 OIG workplace and quality of life questionnaires, and 89 OIG locally employed staff questionnaires, along with documents submitted by the embassy. A classified annex to this report covers security and other issues.

Context

Niger is a French-speaking West African country with a population of 17.2 million, with more than half the population under the age of 15. Ranked last on the 2012 United Nations Human Development Index, Niger has the world's highest fertility rate and a per capita gross domestic product of \$800. Along with persistent food shortages caused by frequent droughts, the country has a history of political instability and military coups, including one in February 2010. Niger also faces spillover from ongoing political unrest in neighboring Mali, Nigeria, and Libya, including infiltration by Islamist terrorist groups and armed criminal groups. In May 2013, terrorists attacked a northern Niger mine that plays a significant role in the country's ranking as the world's fourth largest producer of uranium.

Niger returned to democratic rule in April 2011. The United States resumed foreign assistance and military cooperation shortly afterward. The United States supports Nigerien stability through the multiagency Trans-Sahara Counterterrorism Partnership, as well as a regional development initiative to promote Niger's ability to respond to chronic food insecurity. Niger is also at the epicenter of a broad regional terrorism problem for which President Obama has proposed a \$5-billion increase in security assistance. U.S. policy priorities include working to strengthen democratic governance and accountability, enhance Niger's ability to counter regional threats, and increase human development and socioeconomic opportunity.

Embassy Niamey is a mid-sized mission with 46 U.S. direct-hire employees and a locally employed (LE) staff of 531, 55 percent of whom are members of the embassy's local guard force. The embassy also hosts 14 long-term temporary duty personnel from other agencies and some 1,700 short-term temporary duty personnel. The embassy has not had an ambassador since September 2013. Designated a high-threat program post in May 2013, the embassy supports a rapidly growing number of Department of Defense (DOD) personnel assigned to Niger. The outdated chancery is no longer able to house all staff and offices. The Department of State (Department) is in the midst of reducing the scope of a \$42-million rehabilitation project for the chancery in light of its recent decision to fund construction of a new embassy compound in FY 2017.

Leadership

The deputy chief of mission (DCM), who has served as chargé d'affaires since September 2013, enjoys the respect and support of his small country team. Embassy morale is good, as evidenced by scores on OIG's leadership survey and interviews with mission personnel. In interviews with the OIG team, embassy section and agency heads described the chargé as being accessible and supportive of their activities. The chargé has transitioned from his initial role as an internally focused caretaker chief of mission to engaging more with the Nigerien Government and civil society. A fluent French speaker, he is appropriately stepping into the void caused by an unexpectedly prolonged gap between ambassadors. He has meetings with the Nigerien President, Foreign Minister, and others and engages in outreach with development and security assistance activities outside the capital. His engagement is consonant with the embassy's Integrated Country Strategy goals that reflect the Department's lead role in coordinating a whole-of-government approach to foreign policy.

The chargé has forged a strong partnership with DOD elements in country. The U.S. military maintains an important and growing presence in Niger. According to OIG interviews and observations of mission coordination meetings, embassy-military relations are excellent.

The chargé d'affaires has chosen not to designate an acting DCM, despite his extended period as acting Chief of Mission and no certainty as to the arrival of a new ambassador. He is capable of handling the additional workload, which spares his more senior subordinates, who are already stretched thin in handling their normal duties, from having to take on more work. However, this situation may not be sustainable over a longer period. The normally inward focus of DCM duties could act as a drag on the mission's need for robust external engagement. The OIG team counseled the chargé on ways to share some of his internal embassy management duties with colleagues without formally designating an officer as acting DCM.

Rightsizing

Mission staffing projections are uncertain because of Niger's political instability and expanding U.S. Government engagement. In 2013, the Department concluded an interagency rightsizing review that predicted a net increase of 30 positions. Other agencies predicted a combined staffing increase of 2 U.S. direct-hire and 6 LE staff positions, and the embassy predicted a net increase of 35 positions. Subsequent to completion of the report, other agency personnel reported significant differences in their expected staffing over the past 5 years. These discrepancies have led to disagreements between the embassy and Washington about the appropriate size of the new embassy compound, which the Department expects to fund in FY 2017.

For example, the U.S. Agency for International Development now predicts it may need 76 positions, but the rightsizing report includes only 3 positions. Fourteen long-term temporary duty DOD employees are not included in either the embassy's staffing pattern or the rightsizing report. Per 6 *Foreign Affairs Handbook* (FAH)-5 H-363.1-5 a. (2), these are permanent positions. The repercussions of inaccurate staffing prediction are serious and could result in inadequate secure office space, an embassy that is too large, and inequitable capital construction cost sharing among the Department and others agencies.

Interagency Coordination

Agency representatives gave the chargé d'affaires high marks for interagency coordination, though several noted the need for more intensive foreign assistance coordination. The OIG team observed internal embassy meetings at which the chargé appropriately coordinated the activities of the agencies on themes such as counterterrorism and emergency preparedness.

Foreign Assistance Programs Require Closer Coordination

The embassy does not have a regular working group to coordinate foreign assistance activities in the mission. Close coordination of assistance activities is necessary because regional or Washington offices that do not have full visibility on developments in Niger that may affect their programs fund most activities. Activities such as donor coordination, monitoring and evaluation, strategic planning, and reduction of program duplication or overlap require close embassy involvement on the ground with Washington agencies and regional offices.

Recommendation 1: Embassy Niamey should schedule regular foreign assistance working group meetings of Washington, regional, global, and mission agencies to review ongoing assistance programs and activities. (Action: Embassy Niamey)

Coordination with the Department of Defense

Embassy Niamey confronts two main challenges in supporting the growing DOD presence: recovering support costs from DOD temporary duty travelers who transit the embassy and regularizing the status of U.S. military personnel who occupy embassy desk space. The embassy provides desk space for 13 U.S. Africa Command (AFRICOM) members of the military not under chief of mission authority. Although AFRICOM pays International Cooperative Administrative Support Services (ICASS) invoices for services for these individual long-term temporary duty positions, the Department is not recovering all support costs, such as Capital Construction Cost Sharing program charges and new position startup charges. DOD does not pay annual charges for desk positions in classified space, which adds up to about \$1.8 million. The Department also cannot plan office space needs for the new chancery compound without accurate staffing numbers.

This arrangement bypasses chief of mission responsibility, per 2 FAH-2 H-114.1, to require a sending agency in this situation to submit a formal proposal to establish a permanent position within the mission as well as the President's instructions to chiefs of mission to exercise responsibility for balancing security, policy, and cost considerations in staffing.

On April 4, 2014, Embassy Niamey formally proposed converting some of these temporary duty positions into permanent positions through the National Security Decision Directive 38 process, allowing AFRICOM to continue to staff them with long-term temporary duty personnel. This proposal strikes a balance between financial responsibility and respect for AFRICOM authority over its personnel. AFRICOM had not yet responded to this proposal during the OIG inspection in Niamey.

Recommendation 2: Embassy Niamey, in coordination the Office of Management Policy, Rightsizing, and Innovation, should require U.S. Africa Command to identify and submit National Security Decision Directive 38 requests for all Department of Defense temporary duty positions that should be converted to permanent positions and deny country clearances to incoming temporary duty personnel identified to fill those positions. (Action: Embassy Niamey, in coordination with M/PRI)

Implementing the Status of Forces Agreement

The United States and Niger have signed a status of forces agreement, which will allow DOD to provide support services directly to military personnel, reducing the administrative burden on the embassy. However, implementation procedures for the agreement have not been put into effect. Providing services such as airport expediting, motor pool, cashiering, and information management place a burden on embassy resources. The embassy and DOD elements in the mission have not yet prepared a plan to migrate service support to AFRICOM under the status of forces agreement.

Recommendation 3: Embassy Niamey should develop and implement a plan with specific milestones to transfer responsibility for administrative support services for personnel under the authority of the combatant commander to the Department of Defense. (Action: Embassy Niamey)

Federal Bureau of Investigation Staffing Needs National Security Directive Decision 38 Approval

Embassy Niamey has hosted a series of temporary duty Federal Bureau of Investigation legal attachés since late 2012. Although the Federal Bureau of Investigation pays ICASS costs for a temporary duty legal attaché, it did not contribute an estimated \$76,017 for FY 2014 and \$138,541 for FY2015 to the Department's capital security cost-sharing program for use of the embassy's secure office space. This arrangement is contrary to 2 FAH-2 H-114.1, which requires a sending agency in this situation to submit a formal National Security Decision Directive 38 proposal to establish a permanent position.

Recommendation 4: Embassy Niamey should withhold approval for future Federal Bureau of Investigation requests to send temporary duty attachés to Niamey until the Federal Bureau of Investigation submits a request to establish the position as permanent. (Action: Embassy Niamey)

First- and Second-Tour Officers and Specialists

The embassy has eight first- and second-tour officers and specialists (FAST). Several are section heads and first-time supervisors. Collectively, the group's morale and performance are good. Although the embassy does not have a formal FAST development program, the chargé d'affaires personally coordinates the FAST group. The small size of the embassy and cohesiveness of the staff ensure that most FAST employees are exposed to a broader range of embassy functions, duties, and responsibilities than they would receive at a larger mission. The chargé d'affaires hosts a monthly luncheon, open to all FAST employees, in addition to having

weekly one-on-one meetings. In a meeting with the OIG team, the FAST group expressed satisfaction with their experience in Niamey.

Emergency Preparedness

The OIG team visited during a period of political unrest in Niamey and observed appropriate planning and preparations for crisis management. Although embassy Americans who responded to OIG's questionnaires rated the mission's emergency preparedness as below worldwide averages for other U.S. embassies, the OIG team observed one emergency action committee meeting, reviewed cables reporting previous ones, and interviewed the primary officers responsible for crisis response. The OIG team's assessment is that the embassy is appropriately postured to respond to likely contingencies.

Policy and Program Implementation

Foreign Assistance

The Department, the U.S. Agency for International Development, and DOD support the Trans-Sahara Counterterrorism Partnership—a program to train security forces to degrade extremist groups’ ability to operate in the region. Niger-focused funding for this program from FYs 2009 to 2013 was about \$30.7 million. Other Department-funded assistance programs include those from the Bureau of Population, Refugees, and Migration (\$9.5 million) to support Malian refugees and Nigerien returnees; the Bureau of International Narcotics and Law Enforcement (\$3 million); the Bureau of Diplomatic Security (\$2 million); and small grants pertaining to anticorruption, women’s issues, and the Special Self-Help Program, among others.

Operations Plans Do Not Include Full Range of Assistance Activities

Neither Embassy Niamey nor Department offices were able to provide definitively the amount of foreign assistance funding in Niger, in part because assistance is provided regionally and by multiple agencies. For example, the U.S. Agency for International Development manages 27 programs supported from offices in Senegal; Ghana; and Washington, DC. It operates a \$130-million Sahel regional program to address food emergencies and support development objectives. The Trans-Sahara Counterterrorism Partnership also is funded regionally and in addition contains funding from DOD, outside Chief of Mission authority.

The Department requires embassies with significant foreign assistance activities to prepare annual operational plans coordinated with the Department’s Office of U.S. Foreign Assistance Resources. Although Niger also prepares an operational plan, the bilateral assistance in that plan does not encompass the much larger regional funding streams. Embassies use these plans to provide transparent information on funded program activities for each country. Without comprehensive funding information on the scope, purpose, and composition of programs funded from regional offices, the embassy could duplicate efforts and be unable to assess the impact of its assistance programs.

Recommendation 5: The Bureau of African Affairs, in coordination with the U.S. Office of Foreign Assistance and Embassy Niamey, should identify the total amount of foreign assistance programs and funding managed by Embassy Niamey (Action: AF, in coordination with F and Embassy Niamey)

Limited Capacity to Monitor and Evaluate Foreign Assistance Program

Officials from the Bureaus of African Affairs, International Narcotics and Law Enforcement Affairs, and Counterterrorism expressed concern about Embassy Niamey’s limited capacity to monitor and evaluate foreign assistance programs. Embassy employees identified a lack of capacity in Niger’s military and civilian government as a key operating constraint. Given staffing limitations, host-country capacity issues, and Niger’s fragile political and security environment, foreign assistance activities in this environment present elevated program management risks. In the absence of comprehensive information at the mission level, waste, fraud, and mismanagement can occur.

Political and Economic Sections

The political and economic section chiefs serve as backup officers for each other. The two officers have a heavy workload and are unable to carry out fully their respective reporting objectives. When one of the incumbents is out, his backup must juggle three portfolios as well as manage the respective staffs of the three offices. The Bureau of Consular Affairs recently agreed to fund a full-time consular position. The elimination of consular duties from the economic chief's portfolio will provide more time for reporting and management duties.

Reporting

The political and economic sections produced approximately 40 reporting cables during the September 2013–April 2014 period. Washington consumers lauded the quality of the reporting. One Washington agency told the OIG team that when it comes to reporting, Niamey “is punching far above its weight compared with other posts.” In addition, the Bureau of Economic and Business Affairs selected two Niamey reports as cables of the week in October and April.

The OIG team reviewed a broad selection of the cables and confirmed that nearly all provided good analysis on priority issues. Some reported only public remarks political leaders made and did not contain comments from embassy contacts who could provide insight into the leaders' thinking. The OIG team counseled reporting staff on the importance of including firsthand perspectives from multiple sources to broaden Washington's understanding of the local environment.

The political section has been updating its electronic biographic files in preparation for the new ambassador's arrival. The economic section's biographic files are outdated. The OIG team encouraged the economic chief to store biographic information on section contacts in a shared electronic drive, rather than in hard copy.

Need for Leahy Vetting Coordinator

The Leahy amendment prohibits foreign assistance to security forces where credible evidence shows they have committed gross human rights violations. Leahy vetting determines whether such evidence exists. The embassy has not designated primary and backup Leahy vetting coordinators. The lack of a designated coordinator is contrary to 9 *Foreign Affairs Manual* (FAM) 40.213 and the Bureau of Democracy, Human Rights, and Labor's 2012 Leahy Vetting Guide. Although embassy offices submit names of training nominees for vetting, individual sections circulate the names of their nominees among the embassy's Leahy committee and forward the nominees' information in the International Vetting and Security Tracking system on their own, rather than through a single coordinator. They also maintain direct contact with Department vetting offices. Without proper oversight, the embassy runs the risk of failing to maintain records of approved and denied cases and may subsequently approve nominees who have committed human rights abuses or other violations.

Recommendation 6: Embassy Niamey should designate and train primary and backup coordinators for the Leahy vetting program. (Action: Embassy Niamey)

Trade Promotion Efforts on Track

Embassy Niamey has used the Bureau of Economic and Business Affairs' Business Facilitation Incentive Fund to recruit and accompany Nigerien delegations to International Buyer Programs in the United States. At their first embassy-escorted program in Chicago, Nigerien participants placed purchase orders worth \$1.6 million. The OIG team encouraged economic staff to reach out to other embassies in West Africa for mentoring and collaboration.

Public Diplomacy

The public affairs section functions effectively, considering the small number of staff and the increasing U.S. Government presence in country. Problems and shortcomings are largely a function of understaffing. Leadership of the section will continue to require a combination of efficiency, motivation, and a realistic appraisal of how much work can be achieved at the current staff level. The public affairs officer was aware of the challenge and was addressing it. In 2015, the section will move from its current off-campus location onto the embassy compound. Directing the move, which has both drawbacks and opportunities, will require strong leadership on the part of the public affairs officer.

The OIG team interviewed all public affairs section employees, reviewed files, observed regularly scheduled meetings and informal interactions, and visited the Information Resource Center. It found that public diplomacy activities were consonant with mission priorities and that staff understood these priorities. The team found no problems in the conduct of the exchange and cultural programs that would warrant a recommendation.

Better Planning Needed for Colocation of Public Affairs Section on Embassy Compound

In May 2013, Embassy Niamey was designated a high-threat program post. Because of the change in security regulations, the Department directed the embassy in 2013 to move the public affairs section onto the embassy compound. The Bureau of Overseas Buildings Operations (OBO) and the embassy had not identified funding to make the move. The proposed location in the warehouse lacked the information technology infrastructure that public affairs sections require. An ongoing rehabilitation and construction contract did not include completing office space for the public affairs section. Guidance from OBO, the Bureau of Diplomatic Security, and the Bureau of African Affairs was contradictory.

Recommendation 7: The Bureau of African Affairs, in coordination with the Bureau of Overseas Buildings Operations and Embassy Niamey, should identify funding and space to move the public affairs section onto the embassy compound. (Action: AF, in coordination with OBO and Embassy Niamey)

Privatizing the English-Language Program

The Department is directing embassies to discontinue embassy-run English-language instruction programs and instead sponsor such programs through grants or cooperative agreements with local partners. Embassy Niamey is in the process of doing so and has identified potential organizations capable of running an adequate program. The embassy had not yet issued a request for a proposal, the next step required to divest itself of the operation. Because the

English-language program has been an embassy fixture since 1976, anxiety about the impending change—along with concerns about job losses related to the pending move to the chancery—was high. The OIG team counseled the public affairs officer about managing employees' expectations through the process.

Media Summary a Drain on Staff Time

The section produces a daily media summary distributed within the mission and to Washington readers. Three people work on the product, spending in total 7 hours a day on it, which is a major time commitment given the staff size. The summary often is not completed until mid-afternoon. The time spent on the summary detracts from other tasks, including contact work with journalists. The OIG team reviewed with the public affairs officer ways to decrease the amount of time required to produce the summary.

Information Resource Center Shortcomings

An April 2013 visit by the regional information resource officer identified shortcomings in the Information Resource Center, including insufficient outreach, too few open hours, superfluous materials, and a failure to take full advantage of the center's resources. Moving the center to the embassy compound provides an opportunity to rethink its role and increase outreach, including electronic outreach. The public affairs officer was aware of the center's failings and intended to use the impending move to strengthen its operation.

American Corners: Oversight and Liaison Are Problematic

Security considerations complicate liaison with the three American Corners.¹ Travel restrictions prevent American staff from regularly visiting the institutions, which are located in cities distant from the capital.

The Information Resource Center director is responsible for liaison with the American Corners directors but is not the grants officer representative for those grants. In 2013, the Department introduced standards that American Corners must meet to qualify for operating funds, per cable 12 STATE 29739. These standards establish criteria such as the number of outreach programs, Internet connectivity, and access to the public. The public affairs section provides these funds through grants to the organizations responsible for liaison with the American Corners directors, ensuring that grant funds are properly expended and accounted for. The Information Resource Center director should act as the grants officer representative for those grants.

Recommendation 8: Embassy Niamey should designate the Information Resource Center director as grants officer representative for all American Corners grants. (Action: Embassy Niamey)

¹ Venues for activities related to the United States, located in hosting institutions.

Inadequate Monitoring of Public Diplomacy Grants

Interviews and a review of files disclosed problems with some of the public diplomacy grants. In some cases, documentation—including program and financial reports, excluded parties checks, and close-out data—was incomplete. More broadly, the embassy was insufficiently monitoring activities funded by some grants; receipts for expenses served as proof that the project was carried out. These deficiencies could result in overpayments to grantees and insufficient information about programs. The OIG team discussed with the public affairs officer the advisability of requesting temporary duty support from an embassy in the region to assist in completing open grants files.

Recommendation 9: Embassy Niamey should implement procedures to comply with grants directives the Department's Federal Assistance Division publishes. (Action: Embassy Niamey)

Consular Services

The consular officer is also responsible for the economic portfolio and serves as backup political officer. His position description states that he should devote 60 percent of his time to consular work. Although the officer works an average of 15 hours of overtime each week, he is unable to meet all his duties and responsibilities. In 2014, the Bureau of Consular Affairs approved funding to create a new full-time consular position for Niamey.

Insufficient Backup Consular Officers

The consular section does not have sufficient backup consular officers to staff the section. Several times over an 18-month period, the two backup officers were not available. This included a 2-week period when the consular chief left Niger on rest and recuperation travel. Because neither of the backup consular officers was in country, the Bureau of Consular Affairs advised the embassy to close the consular section until the consular chief's return. According to 2014 Department cable 36020, consular posts, such as Niamey, which are managed by one consular officer, must have strong backup officers to provide coverage when the sole officer is away from post. In counseling, the OIG team suggested designating additional officers to serve as backup consular officers to ensure coverage during unanticipated absences.

Consular Facilities

The consular facility is inadequate, according to 7-FAH-1 H-282, which discusses requirements for consular facilities, and 7-FAH-1 Exhibit H-740.1, which describes requirements for the collection of consular fees. The facility lacks sufficient windows for efficient processing of visa cases, has no privacy booth for discussing sensitive information with clients, and does not have a service window at the appropriate height to accommodate customers in wheelchairs. The facility does not have an enclosed cashier's booth, and the facility's layout does not permit the consular chief to visually monitor cashier operations. OBO will address these deficiencies when it completes the renovation of the consular section in October 2014.

Insufficient Liaising Consular Crisis Management

The consular staff has a limited understanding of the role the U.S military in Niger would play in a crisis or how the consular section could assist the military. The consular staff does not conduct liaison activities with DOD personnel. According to 7 FAM 1813.2-4, consular crisis planning should include liaising with DOD officials in country.

Recommendation 10: Embassy Niamey should conduct regular liaison activities with Department of Defense personnel and develop joint standard operating procedures for dealing with crises. (Action: Embassy Niamey)

Enrollment in the Pre-Approved Security Message Plan

The Bureau of Consular Affairs has not approved the embassy's request to use the Department's Pre-Approved Security Message Plan, which would enhance the embassy's ability to alert private U.S. citizens about demonstrations on a short notice. The consular section issued 19 security and emergency messages to U.S. citizens in 2013. With approval of the plan, the consular section could send text messages to U.S. citizens to provide precise time and place information about security and emergency subjects, without going through the Department's time-consuming clearance process.

Recommendation 11: The Bureau of Consular Affairs should expedite Embassy Niamey's approval for enrollment into the Pre-Approved Security Message Plan. (Action: CA)

Online Consular Appointment System

The Department's online appointment system, which the consular section uses to schedule visa appointments, is not functioning properly. The section is often unable to offer timely appointments for nonimmigrant visa interviews because of software problems that have created artificially long wait times for visa appointments.

Recommendation 12: The Bureau of Consular Affairs should repair the systems problem that creates artificially long wait times for visa appointments on the online appointment system. (Action: CA)

Panel Physician Tuberculosis Screening for Immigrant Visa Applicant

Because of inadequate laboratory services in Niger, the panel physician is unable to comply with Department requirements that immigrant visa applicants undergo tuberculosis screening. The panel physician has explored sending test samples to laboratories in neighboring countries but concluded that this is not viable due to logistical challenges. Panel physicians are responsible for performing a complete physical examination in accordance with the Centers for Disease Control and Prevention's technical instruction in 9 FAM 40.11 N7. Panel physicians follow procedures contained in 9 FAM 40.11 N9.2 in evaluating patients for tuberculosis.

Recommendation 13: Embassy Niamey should implement procedures for a panel physician to perform tuberculosis screening of immigrant visa applicants, in accordance with Department of State guidance. (Action: Embassy Niamey)

Resource Management

Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2013
U.S. Department of State					
Diplomatic and Consular Programs	12	2	7	21	\$2,092,574
International Cooperative Administrative Support Service	6	5	156	167	\$4,419,200
Public Diplomacy	2	1	36	39	\$913,989
Diplomatic Security	3	1	293	297	\$2,692,081
Marine Security	12		3	15	\$183,000
Bureau of Overseas Buildings Operations	1	2	23	26	\$2,029,347
Other Agencies:					
U.S. Department of Defense					
Defense Attaché Office	4		1	5	\$197,363
Office of Defense Cooperation	2		2	4	N/A
U.S. Department of Justice	1		1	2	N/A
Peace Corps			1	1	N/A
U.S. Agency for International Development	3	2	8	13	N/A
Totals	46	13	531	590	\$12,527,554

Source: Embassy Niamey

Management Operations

The management section reports that its administrative support platform is under strain from other agency staffing growth because of increased U.S. Government interest in Africa's Sahel Region. From 2009 to 2014, 29 U.S. direct-hire positions were added to embassy staffing. During the same period, the number of temporary duty personnel increased. For FY 2014, the embassy estimates that it will have about 1,700 temporary duty employees, five times the number in FY 2010. These increases coincided with lengthy staffing gaps in units and the Department's 2:1 hiring freeze, in effect from March 2013 to March 2014, which prevented the embassy from filling 35 vacancies and adding positions to support staffing growth and the increased number of visitors. The embassy is also in the midst of major construction, which is disruptive to mission operations.

Customer Satisfaction

Despite staffing vacancies, the embassy received good customer satisfaction scores. In 2014, ICASS scores exceeded 4 on a 5-point scale in 22 of 30 services. Procurement,

reproduction services, vehicle maintenance, payroll, accounting, and vouchering were slightly below 4. American and LE staff human resources services scores were below the regional and worldwide averages.

Real Property

Embassy Compound

Embassy buildings, including the chancery, general services office/consular annex, and multipurpose annex, do not meet all Department standards, as discussed in the classified annex to this report. Built in the 1970s, buildings have antiquated support systems. The embassy's building deficiencies and inadequate office space issues will not be resolved until the completion of a new embassy compound.

Contract Descope of the \$42-Million Rehabilitation Project

A multiphase \$42-million OBO renovation and building project is being partly descoped because of the Department's decision to fund construction of a new embassy compound in FY 2017. OBO and the embassy differ on the most productive way to conclude Phase 3.0 of the project. The OBO project manager estimates that Phase 1.0, which includes a new warehouse, structural shell of the chancery addition, site improvements, utility buildings, and service entrance, is 70-percent complete. Phase 2.0 includes renovation of the general services office/consular annex and is 20-percent complete. Phase 3.0 includes the interior fitout of the chancery addition and complete renovation of the chancery.

Because of the planned construction of a new embassy compound, OBO decided it would not renovate the chancery. OBO estimates that it will save \$10 million and that it does not make economic sense to invest this amount into a building that it will demolish in 6 to 8 years. The OBO project manager presented three options to close out the Phase 3.0 portion of the contract: (1) no staff occupancy in the chancery addition with minimal interior fitout; (2) minimal staff occupancy and usage—fitout of a phone room on the first floor of the chancery addition; and (3) modified occupancy and usage—interior fitout of chancery addition with access between the addition and existing chancery. The contract is 8 months behind schedule because of logistical issues, contract modifications, and staffing issues. OBO will complete the project in October 2014.

The embassy does not agree with OBO's decision to leave the chancery addition largely unfinished. Although the original contract scope did not address the embassy's inadequate space and staffing growth of 16 U.S. direct hires, the complete interior fitout of the chancery addition would have provided additional office space for 6 U.S. direct-hire employees. Embassy management believes that the costs to finish the addition's interior are minimal, given that the interior fit out materials and contractor are already on site.

Recommendation 14: The Bureau of Overseas Buildings Operations should conduct a cost-benefit analysis to determine the most operationally practical and cost-effective way to phase out the Embassy Niamey construction contract and implement the result. (Action: OBO)

General Services

Short-term leased housing is adequate, administered equitably, and in accordance with cost and space standards. The total annual lease cost for 42 short-term leased properties is \$1,048,360.

The travel unit is compliant with the Fly America Act. In 2013, the travel unit issued one business class ticket for the Ambassador, in accordance with Department cable 10 State 106665. The travel unit issued rest and recuperation travel in accordance with 14 FAM 531.5.

The procurement unit partners well with other management units. All contracts included Federal Acquisition Regulation clause 52.222-50, "Combating Trafficking in Persons." A review of selected procurement actions showed the staff follows competition and documentation regulations.

No Designated Contracting Officer's Representative

The embassy has not formally designated a contracting officer's representative for cellular telephone services and virtual private network contracts. Per 14 FAH-2 H-141 b. (4) and 14 FAH-2 H-143, a contracting officer's representative must be formally designated. The lack of this formal designation could lead to billing and contractual errors.

Recommendation 15: Embassy Niamey should designate a contracting officer's representative to oversee the mobile telephone and virtual private network contracts. (Action: Embassy Niamey)

Personal Property Management

The property management unit manages \$7.85 million in expendable and \$1.04 million in nonexpendable inventories. The FY 2014 certificate of inventory reconciliation reported shortages of \$11,893 in expendable and \$259 in nonexpendable inventories, which are below the Department's 1-percent threshold for reported losses.

Repair Costs Are Not Entered into Personal Property Records

The embassy does not enter repair costs into the personal property records, in accordance with 14 FAM 124.4 and 14 FAM 412.4-1 b. (1). Without the inclusion of all repair costs, the personal property records do not reflect the actual cost of maintaining assets. Actual asset costs are also important in helping the property management unit decide whether it should repair or dispose of furniture and appliances.

Recommendation 16: Embassy Niamey should modify its personal property management procedures to enter repair costs in personal property files, in accordance with Department of State regulations. (Action: Embassy Niamey)

Residential Inventory Records Are Incomplete

Six residential inventory files do not have occupant statements acknowledging the receipt and the general condition of household items, in accordance with 14 FAM 416.3. This regulation stipulates that an occupant must sign such a statement within 30 days of arrival. Absent such statements, the embassy may be unable to hold occupants financially liable for missing or damaged items.

Recommendation 17: Embassy Niamey should obtain from each resident of embassy housing a signed statement of receipt and condition of residential household inventory. (Action: Embassy Niamey)

Incomplete Vehicle Maintenance/Repair Work Order Form DS-1777 and Vehicle Repair Cost Record Form DS-1778

The motor pool unit does not complete vehicle maintenance and repair work order forms and vehicle repair cost record forms, in accordance with 14 FAM 437, 14 FAH-1 H-816.2-1, and 14 FAH 1 H 816.2-3. The unit records the cost of parts and the number of labor hours but not the hourly rate or total labor cost. Without the inclusion of all costs, vehicle records will not reflect the total cost of maintaining the motor pool fleet.

Recommendation 18: Embassy Niamey should modify its motor vehicle procedures to enter all repair costs related to maintaining a vehicle, in accordance with Department of State regulations. (Action: Embassy Niamey)

Facilities Maintenance

The facilities maintenance unit maintains the embassy compound and the government-owned chief of mission residence. It follows prescribed preventive maintenance practices for the embassy compound and is attentive to occupational health and safety guidelines.

Safety, Health, and Environmental Management

The Department's Office of Safety, Health, and Environmental Management conducted its most recent site visit in September 2013. Its report identified 65 deficiencies; the unit has corrected all but 15 of these recommendations. OBO plans to correct the remaining deficiencies through a series of renovation projects, including a chancery secondary egress project and the construction of a new chancery.

Financial Management

The OIG team found anomalies in accounts receivable and cash operations. The team advised the financial management officer to designate employees who require cash advances to pay local military stipends and the official residence staff as occasional money holders, in accordance with 4 FAH-3 H-394.2-8 a., and to issue a cash movement policy, as 4 FAH-3 H-393.4-6 requires.

Subcashier and Occasional Money Holder Controls

The Class B cashier's files do not contain all letters of designation and cash reconciliation for some subcashiers. Per 4 FAH-3 H-393.2-5(6), Class B cashiers are required to keep copies of all alternate cashier and subcashier designations, pertinent correspondence, and documents relating to the accountability of alternate cashiers and subcashiers.

Recommendation 19: Embassy Niamey should review cashier files for missing documents and comply with Department of State guidelines. (Action: Embassy Niamey)

Supervisors do not perform cash verifications, in accordance with 4 FAH-3 H-397.2-3. This regulation requires supervisors to conduct cash verifications monthly for advances of \$1,000 and higher and quarterly for advances less than \$1,000. The financial management officer is responsible for the verifications. Without this management control, errors and misuse of funds may go undetected.

Recommendation 20: Embassy Niamey should require that all subcashier supervisors conduct unannounced cash verifications and monitor compliance, in accordance with Department of State regulations. (Action: Embassy Niamey)

Control of English-Language Program Registration Fees

The subcashier responsible for collecting English-language fees does not deposit collections daily and has retained up to \$56,000 in cash awaiting deposit. The authorized advance of \$1,000 is the maximum amount of funds a subcashier may hold, per the Cashier User Guide, Chapter 1.

Recommendation 21: Embassy Niamey should require the subcashier responsible for collecting English-language fees to make daily deposits. (Action: Embassy Niamey)

The subcashier does not have a safe that is not under his exclusive control, as 4 FAH-3 H-393.4-3 b. requires. Without these controls in place, theft or loss of funds could occur.

Recommendation 22: Embassy Niamey should provide a safe that is exclusively under the subcashier's control. (Action: Embassy Niamey)

Accounts Receivables – Inadequate Record Keeping and Billing Procedures

The financial management unit does not maintain up-to-date records bills. It cannot identify the money owed for personal calls. The unit sends cell phone bills to sections for review, without logging the date sent or the date the employee returns the bill with personal calls identified. The annotated bills arrive late or not at all, according to the staff. The spreadsheet shows 64 staff-identified personal calls from October 2013 to January 2014. Guidance in 4 FAM 492.1 requires post to manage and collect debts owed to the Department.

Recommendation 23: Embassy Niamey should establish an accounts receivable system for tracking and billing staff members' personal expenses, including personal phone calls. (Action: Embassy Niamey)

Recommendation 24: Embassy Niamey should publish a management notice explaining procedures for billing embassy employees. (Action: Embassy Niamey)

Costs for Temporary Duty Personnel

Temporary duty personnel place a burden on the ICASS platform. The embassy estimates it will have about 1,700 temporary duty personnel in FY 2014, primarily other-agency personnel. No mechanism is in place to capture all the indirect costs of these personnel. Department policy prevents the mission from charging the actual cost of providing service to these users. This policy states that embassies cannot charge temporary duty personnel until they consume \$500 in services. In Niger, given the operating environment, it is impossible to charge costs directly or contract out services such as motor pool services. The only options the embassy has are to absorb the costs, refuse to provide services, or have the agency perform its own administrative services in house.

Human Resources

The human resources unit is understaffed, and customer satisfaction is below average. The human resources officer, who also provides regional assistance to Embassy Cotonou, Benin, supported a large mission staff with only 2.5 of 5 positions filled from March 2013 to September 2013. The senior human resources specialist was on extended leave and worked part time. The unit has four vacancies. Two of these vacancies were new LE staff positions created in March 2014. An eligible family member will fill one vacancy in June 2014. The unit is also recruiting to fill one long-term vacant LE staff position. Because of these vacancies, the unit has fallen behind on some duties. The human resources officer identified several deficiencies: personnel policies and procedures, position descriptions, and the training plan are all out of date. The unit's filing system is also outdated. The OIG team advised the human resources officer on ways to improve the unit's performance.

Recommendation 25: Embassy Niamey should establish an action plan for the human resources unit that identifies priorities, assigns responsibilities, and establishes milestones for completing goals. (Action: Embassy Niamey)

Locally Employed Staff Handbook is Out of Date

The embassy last updated the LE staff handbook in 2009, and some local labor laws have changed. Guidance in 3 FAM 7224.2-1 requires that handbooks be kept current and explain conditions of employment, ethical standards, and disciplinary processes. Absent accurate policies and procedures, American and LE staff members may not be in compliance with local labor laws.

Recommendation 26: Embassy Niamey, in coordination with the Bureau of Human Resources, should update its locally employed staff handbook. (Action: Embassy Niamey, in coordination with DGHR)

Position Descriptions Are Inaccurate

According to the OIG LE staff survey, approximately 26 percent of LE staff members believe their position descriptions are inaccurate. The unit last updated the information technology specialist and financial management staff positions in 2004. Because of significant changes in information technology and financial systems and employees' major duties, the stated work responsibilities do not match these positions and the employees' actual duties.

American supervisors are responsible for ensuring that position descriptions accurately describe staff positions under their direction, as required in 3 FAH-2 H-441. The human resources officer is responsible for requesting amendments to position descriptions in cases where existing descriptions might be inaccurate and is responsible for administering an annual review of all positions, per guidance in 3 FAH-2 H-443.

Recommendation 27: Embassy Niamey should issue an administrative notice to mission staff, outlining responsibility for ensuring that employee position descriptions are accurate. (Action: Embassy Niamey)

Recommendation 28: Embassy Niamey should update locally employed staff position descriptions and reclassify them accordingly. (Action: Embassy Niamey)

Information Management

The information resource management unit is overwhelmed with technology projects, including telephone, radio, network, upgrades, and increased customer demand. The unit also provides support to a large contingent of U.S. military personnel, many of whom are not ICASS customers. The OIG team counseled staff on completing recommendations from a recent computer security assessment, improving records and inventory management, and ensuring contingency communications readiness.

Need to Improve Maintenance and Retire Official Files

The embassy does not maintain and retire official records in accordance with 5 FAM 414.4. The embassy has not issued guidance and procedures for maintaining and retiring official records. Staff members store official records on shared electronic drives but do not organize records by year or according to traffic analysis by geography and subject or specified terms. Good records management reduces vulnerabilities and enables the Department to perform its functions and recover from a disaster.

Recommendation 29: Embassy Niamey, in coordination with the Bureau of Administration, should implement procedures to maintain and retire official records in accordance with Department of State standards. (Action: Embassy Niamey, in coordination with A)

Embassy Not Performing Monthly Contingency Communications Tests

The embassy does not perform monthly tests of portable satellite equipment, per 5 FAH-2 H-653.2, and has not trained personnel on how to operate and maintain this equipment. Portable

contingency communications are essential during telephone and data circuit outages. The embassy also uses these devices to support remote emergency field operations.

Recommendation 30: Embassy Niamey should perform monthly tests on all portable satellite terminals and associated contingency equipment. (Action: Embassy Niamey)

Recommendation 31: Embassy Niamey should train locally employed staff members to operate and maintain portable satellite terminal and associated contingency equipment. (Action: Embassy Niamey)

Expired Information Systems Security Officer Credentials

The appointed alternate information systems security officer has not completed required training. Information systems security officers must maintain their technical skills and subject knowledge to safeguard the confidentiality, integrity, and availability of Department information systems. Per 5 FAM 845 b., the Diplomatic Security Training Center suite of information assurance role-based training courses is valid for 3 years.

Recommendation 32: Embassy Niamey should require the alternate information systems security officer to attend refresher information assurance training. (Action: Embassy Niamey)

Installation of Mobile Radios in Official Vehicles

Emergency and evacuation radios are essential to enhance security and protect mission staff. Although the equipment is in stock, the embassy is not installing or effectively using mobile radios in official vehicles, per 5 FAH-2 H-713.1 and 5 FAH-2 H-731.

Recommendation 33: Embassy Niamey should install mobile radios in all official vehicles. (Action: Embassy Niamey)

Fixed Cellular Terminal Gateway Saves Money

The embassy could realize significant telephone cost savings and efficiency by installing fixed cellular gateways that meet 12 FAH-6 H-651.5-2 guidelines. The global system for mobile communications fixed cellular gateways provides an inexpensive means of placing calls from private branch exchange telephones to mobile phones and allows convenient cellular-to-cellular calls directly through a switchboard.

Recommendation 34: Embassy Niamey, in coordination with the Bureau of Information Resource Management, should install fixed cellular gateways. (Action: Embassy Niamey, in coordination with IRM)

Quality of Life

According to the OIG survey, morale is average. Hardship factors include intense heat, road conditions, and residential crime. U.S. direct-hire employees receive a 20-percent post allowance, a 25-percent hardship differential, and a 15-percent service needs differential for a third-year extension; two rest and recuperation trips for a 2-year assignment; and a 2,500-pound consumables allowance.

Community Liaison Office

Mission employees ranked the community liaison operation high in OIG surveys. The current community liaison office coordinator organizes many activities, briefings, events, and social outings. Mechanisms are in place to assess the program's effectiveness. The coordinator participates in the emergency action committee, the country team, the housing board, and the post employment committee. The chargé d'affaires meets regularly with the coordinator and demonstrates support for community activities, which the embassy sees as essential to maintaining morale.

Health Unit

A Foreign Service health practitioner manages the health unit, which also received high marks in OIG and ICASS surveys. The unit maintains records in accordance with Department regulations and provides personnel with information on preventive health services. The unit has management controls in place for procurement, storage, and disbursement of medical equipment. A regional medical officer based at Embassy Bamako and regional medical office/psychiatrist based at Embassy Ghana provide regional coverage.

Schools

[Redacted] (b) (6) the American International School of Niamey. The school is located on a U.S. Government-owned compound adjacent to the embassy. The school receives Department grants for education and security upgrades. The chargé d'affaires is the embassy's representative on the board of trustees. Five other embassy officers serve on the school's board of trustees. [Redacted] the Ecole International Alliance.

Management Controls

The annual chief of mission management controls statement of assurance, signed on July 16, 2013, stated that the embassy completed all required internal management control reviews. The evaluation of the systems of management controls provided reasonable assurance that the embassy achieved the referenced management control objectives. The evaluation disclosed no potential material weaknesses and/or significant deficiencies.

Out-Of-Date Consumables Justification

The embassy submitted its most recent consumables justification in June 2009. Per 14 FAM 613.6-2, consumables weight allowance posts are required to submit a new justification every 2 years. The Department could be paying an unauthorized allowance and incurring an additional expense.

Recommendation 35: Embassy Niamey should submit a new justification for its consumables weight allowance. (Action: Embassy Niamey)

List of Recommendations

Recommendation 1: Embassy Niamey should schedule regular foreign assistance working group meetings of Washington, regional, global, and mission agencies to review ongoing assistance programs and activities. (Action: Embassy Niamey)

Recommendation 2: Embassy Niamey, in coordination the Office of Management Policy, Rightsizing, and Innovation, should require U.S. Africa Command to identify and submit National Security Decision Directive 38 requests for all Department of Defense temporary duty positions that should be converted to permanent positions and deny country clearances to incoming temporary duty personnel identified to fill those positions. (Action: Embassy Niamey, in coordination with M/PRI)

Recommendation 3: Embassy Niamey should develop and implement a plan with specific milestones to transfer responsibility for administrative support services for personnel under the authority of the combatant commander to the Department of Defense. (Action: Embassy Niamey)

Recommendation 4: Embassy Niamey should withhold approval for future Federal Bureau of Investigation requests to send temporary duty attachés to Niamey until the Federal Bureau of Investigation submits a request to establish the position as permanent. (Action: Embassy Niamey)

Recommendation 5: The Bureau of African Affairs, in coordination with the U.S. Office of Foreign Assistance and Embassy Niamey, should identify the total amount of foreign assistance programs and funding managed by Embassy Niamey (Action: AF, in coordination with F and Embassy Niamey)

Recommendation 6: Embassy Niamey should designate and train primary and backup coordinators for the Leahy vetting program. (Action: Embassy Niamey)

Recommendation 7: The Bureau of African Affairs, in coordination with the Bureau of Overseas Buildings Operations and Embassy Niamey, should identify funding and space to move the public affairs section onto the embassy compound. (Action: AF, in coordination with OBO and Embassy Niamey)

Recommendation 8: Embassy Niamey should designate the Information Resource Center director as grants officer representative for all American Corners grants. (Action: Embassy Niamey)

Recommendation 9: Embassy Niamey should implement procedures to comply with grants directives the Department's Federal Assistance Division publishes. (Action: Embassy Niamey)

Recommendation 10: Embassy Niamey should conduct regular liaison activities with Department of Defense personnel and develop joint standard operating procedures for dealing with crises. (Action: Embassy Niamey)

Recommendation 11: The Bureau of Consular Affairs should expedite Embassy Niamey's approval for enrollment into the Pre-Approved Security Message Plan. (Action: CA)

~~SENSITIVE BUT UNCLASSIFIED~~

Recommendation 12: The Bureau of Consular Affairs should repair the systems problem that creates artificially long wait times for visa appointments on the online appointment system. (Action: CA)

Recommendation 13: Embassy Niamey should implement procedures for a panel physician to perform tuberculosis screening of immigrant visa applicants, in accordance with Department of State guidance. (Action: Embassy Niamey)

Recommendation 14: The Bureau of Overseas Buildings Operations should conduct a cost-benefit analysis to determine the most operationally practical and cost-effective way to phase out the Embassy Niamey construction contract and implement the result. (Action: OBO)

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Principal Officials

	Name	Arrival Date
Ambassador	Vacant	
Deputy Chief of Mission (CDA)	Richard K. Bell	09/2012
Chiefs of Sections:		
Management	Michael Chung	12/2013
Consular	Brian Hall	11/2012
Political	Adam Weise	01/2013
Economic	Brian Hall	11/2012
Public Affairs	Marissa Scott	03/2012
Regional Security	Barrett Bishop	07/2013
Other Agencies:		
U.S. Department of Defense	Victor Osweiler	08/2013
U.S. Department of Justice	Brian Morgan	12/2012
U.S. Agency for International Development	Sean Osner	01/2013

Abbreviations

AFRICOM	U.S. Africa Command
DCM	Deputy chief of mission
Department	U.S. Department of State
DOD	Department of Defense
FAH	<i>Foreign Affairs Handbook</i>
FAM	<i>Foreign Affairs Manual</i>
FAST	First- and second-tour
ICASS	International Cooperative Administrative Support Services
LE	Locally employed
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General



**FRAUD, WASTE, ABUSE,
OR MISMANAGEMENT
OF FEDERAL PROGRAMS
HURTS EVERYONE.**

CONTACT THE
OFFICE OF INSPECTOR GENERAL
HOTLINE
TO REPORT ILLEGAL
OR WASTEFUL ACTIVITIES:

202-647-3320
800-409-9926
oighotline@state.gov
oig.state.gov

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