

February 2018
OFFICE OF INSPECTIONS
Domestic Operations and Special Reports

Inspection of the Bureau of South and Central Asian Affairs

What OIG Found

- Stakeholders from other Federal agencies and Department of State offices and bureaus described the Bureau of South and Central Asian Affairs as effective in the interagency policy formulation and implementation process.
- The Special Representative for Afghanistan and Pakistan Office integrated successfully into the Bureau of South and Central Asian Affairs, but the bureau's reorganization plan required further refinement.
- Bureau leadership, structure, and staffing were in transition throughout the inspection as the reorganization plan was designed to take effect in stages spanning several months.
- The bureau had addressed chronic problems in filling its overseas positions with some success, but recruiting for Embassy Dhaka remained especially difficult.
- The bureau lacked senior-level oversight of strategic planning and foreign assistance, as well as a process for measuring performance against goals and objectives.
- Spotlight on Success: The Bureau of South and Central Asian Affairs' Office of Press and Public Diplomacy used a multi-track training and support program to maintain effective grants administration in Afghanistan and Pakistan despite high turnover of U.S. officers and locally employed staff. In addition, the bureau's customized risk assessment template for overseas public diplomacy grants monitoring merited consideration for Department-wide replication.

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What OIG Inspected

OIG inspected the Bureau of South and Central Asian Affairs' executive direction, program and policy implementation, resource management, and management controls.

What OIG Recommended

This report includes 7 recommendations. OIG made 2 recommendations to build on the Bureau of South and Central Asian Affairs' reorganization plan and 5 recommendations to improve strategic planning, foreign assistance tracking, Government Technical Monitor training, and completion of Civil Service employee performance appraisals.

In its comments on the draft report, the Bureau of South and Central Asian Affairs concurred with all seven recommendations. OIG considers the recommendations resolved. The bureau's response to each recommendation, and OIG's reply, can be found in the Recommendations section of this report. The bureau's formal written responses are reprinted in their entirety in Appendix B.