



HIGHLIGHTS

Office of Inspector General
United States Department of State

ISP-I-19-10

What OIG Inspected

OIG inspected the executive direction, program and policy implementation, and resource management operations of Embassy New Delhi. The inspection included Consulates General Mumbai, Chennai, Hyderabad, and Kolkata.

What OIG Recommended

This report includes 39 recommendations. OIG made 35 recommendations to improve Mission India's operations. OIG also made one recommendation to the Office of Policy, Planning, and Resources for Public Diplomacy and Public Affairs to address position classification; two to the Bureau of Overseas Buildings Operations to address facilities management issues; and one to the Bureau of South and Central Asian Affairs to establish clear roles for the supervision of the Kabul Support Unit.

In its comments on the draft report, the Department concurred with 36 recommendations and neither agreed nor disagreed with 3 recommendations. OIG considers all 39 recommendations resolved. The Department's response to each recommendation, and OIG's reply, can be found in the Recommendations section of this report. The Department's formal written responses are reprinted in their entirety in Appendix B.

December 2018

OFFICE OF INSPECTIONS

Bureau of South and Central Asian Affairs

Inspection of Embassy New Delhi and Constituent Posts, India

What OIG Found

- The Ambassador, the Deputy Chief of Mission, and the Consuls General established clearly defined goals and priorities for Mission India. They effectively employed a wide variety of mechanisms to communicate and coordinate their activities across the spectrum of internal operations and external engagements with the Government of India and other stakeholders.
- Mission India generally implemented required processes and procedures in accordance with applicable laws and Department of State guidance. However, the embassy's internal review processes did not consistently identify management control deficiencies throughout the mission. The mission corrected more than 25 specific deficiencies during the on-site portion of OIG's inspection.
- Human capital management weaknesses, such as lack of training and accurate position descriptions, hindered operations, efficiency, and accountability throughout the mission.
- Staff vacancies, workload, and coordination challenges limited the North India Office's ability to fulfill its stated mission.
- Mission India had a history of making modifications to U.S. Government-owned buildings without first obtaining approval from the Bureau of Overseas Buildings Operations. A total of nine unapproved modifications, made between roughly 2004 and 2016, did not receive the benefit of a technical review to ensure the projects conformed to the Department's building codes.
- The mission developed and used local information technology applications without any required risk assessments and approvals.
- Spotlight on Success: The mission's Consular Section created innovative programs for planning and managing nonimmigrant visa adjudication.