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**Office of Inspector General**  
**United States Department of State**

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ISP-I-20-03

Office of Inspections

October 2019

# **Inspection of Embassy Mbabane, Eswatini**

BUREAU OF AFRICAN AFFAIRS

UNCLASSIFIED



# HIGHLIGHTS

Office of Inspector General  
United States Department of State

ISP-I-20-03

## What OIG Inspected

OIG inspected the executive direction, program and policy implementation, resource management, and information management operations of Embassy Mbabane.

## What OIG Recommends

OIG made 3 recommendations: 2 to Embassy Mbabane and 1 to the Bureau of Information Resource Management.

In its comments on the draft report, the Department concurred with all 3 recommendations. OIG considers all 3 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.

October 2019

OFFICE OF INSPECTIONS

BUREAU OF AFRICAN AFFAIRS

Inspection of Embassy Mbabane, Eswatini

## What OIG Found

- The Ambassador and the Deputy Chief of Mission led Embassy Mbabane in a positive, inclusive, and professional manner. Employees especially praised the Front Office for its accessibility and attention to the well-being of the staff.
- The Ambassador led the embassy's efforts to achieve concrete foreign policy accomplishments, including helping Eswatini regain eligibility for trade benefits under the African Growth and Opportunity Act.
- Embassy Mbabane's Front Office established effective coordination and oversight of the funding provided to Eswatini under the President's Emergency Plan for AIDS Relief. With the help of that assistance, Eswatini achieved positive results in fighting the HIV/AIDS epidemic.
- The Management Section lacked internal controls on fuel deliveries for residential generators.
- The embassy did not have adequate means of emergency communications, as its high frequency radio had been inoperable for 18 months at the time of the inspection.
- The Information Systems Security Officer did not have the appropriate training to perform his duties.

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## CONTEXT

The Kingdom of Eswatini, a country slightly smaller than New Jersey, is a landlocked nation surrounded by South Africa and Mozambique. In 2018, King Mswati III renamed the country, which previously was known as the Kingdom of Swaziland. The new name derives from King Mswati II, who expanded and unified Swazi territory in the 19th century. The current king, who has considerable powers under the 2006 constitution, has ruled Eswatini since 1986. Although Eswatini has a parliament, the King appoints the majority of the members of the body's upper chamber as well as the prime minister. The status of political parties, which previously were banned, is unclear under the constitution.

With a population of 1.1 million, Eswatini has a weak economy, high unemployment, rapid population growth, and an uneven distribution of resources. In 2017, Eswatini had the world's highest HIV/AIDS prevalence rate, with more than 28 percent of adults having the disease. In 2017, Eswatini's life expectancy at birth—55.1 years for men and 59.3 years for women—was ranked 220 out of 224 countries. Agricultural production has declined due to HIV/AIDS, as households lose workers and sell livestock and other assets to pay for medicine and funerals.



**Figure 1:** Map of Eswatini. (Source: CIA World Factbook)

Swazis, mainly men, have been migrating to South Africa to work primarily in coal and gold mines since the 19th century. Cross-border movement has accelerated since the 1990s, as increasing unemployment pushed more Swazis to look for work in South Africa.

Embassy Mbabane's FY 2018 Integrated Country Strategy focuses on:

- Strengthening Eswatini's multi-sector HIV/AIDS response.
- Improving Eswatini's commitment to transparent and accountable governance, human rights, and the rule of law.
- Increasing participation by youth, women, and other disadvantaged groups in Eswatini's civil society and government.

In FY 2018, the U.S. Government provided \$66.8 million in funding to Eswatini for the President's Emergency Plan for AIDS Relief (PEPFAR).

At the time of the inspection, Embassy Mbabane had 41 American employees. Of these employees, 31 worked for the Department of State (Department), and 10 worked for other U.S. Government agencies, including the U.S. Agency for International Development and the Department of Health and Human Services' Centers for Disease Control and Prevention. The

embassy also had 4 eligible family member positions and 134 locally employed (LE) staff. The embassy occupies a new embassy compound that was completed in 2016.

OIG evaluated the embassy's policy implementation, resource management, and management controls consistent with Section 209 of the Foreign Service Act of 1980.<sup>1</sup> Using its risk-based approach to inspections, OIG inspected executive direction, PEPFAR, and management operations, including management controls and information management. A related classified inspection report discusses the embassy's security program.

## **EXECUTIVE DIRECTION**

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OIG assessed Embassy Mbabane's leadership based on interviews, staff questionnaires, and OIG's review of documents and observations of meetings and activities during the on-site portion of the inspection.

### **Tone at the Top and Standards of Conduct**

The Ambassador, a career member of the Senior Foreign Service, arrived at Embassy Mbabane in January 2016 after an assignment as an office director in the Bureau of Democracy, Human Rights, and Labor. Previously, she served as Deputy Chief of Mission (DCM) at the U.S. Embassy in Yaoundé, Cameroon. The DCM arrived in August 2016. A career Diplomatic Security agent, his previous assignment was as Regional Security Officer at the U.S. Embassy in Dakar, Senegal.

OIG found that the Ambassador and the DCM set a positive, inclusive, and professional tone for the embassy consistent with Department leadership principles in 3 Foreign Affairs Manual (FAM) 1214. Embassy staff consistently praised the Front Office for conveying the importance of hard work while at the same time showing attention to the well-being of the staff. Several employees told OIG that working in the embassy felt like being part of a "family." Both leaders made a point of visiting embassy sections to thank the staff for their work. The DCM organized community activities to improve morale; such activities included both LE and American staff. The Ambassador regularly hosted dinners at her residence in which she invited a mix of LE staff and American employees—including Marine Security Guards—and their spouses to foster cross-cultural communications.

The Ambassador and the DCM divided their responsibilities along traditional lines: the Ambassador focused on policy formulation and advocacy, and the DCM concentrated on managing the embassy. Employees viewed the two leaders as a united team that spoke with one voice. They attributed this cohesiveness, in part, to the daily meeting between the Ambassador and the DCM at the beginning of each workday. Employees also praised the Front Office for being accessible. If the Ambassador and the DCM were not in closed-door meetings, they encouraged employees to visit their offices on an unscheduled basis to discuss matters of concern or interest. Staff consistently told OIG that the Front Office was open to differing

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<sup>1</sup> See Appendix A.

points of view, that it was fair and showed no favoritism, and that it made clear that it did not tolerate disrespect in the workplace.

The embassy had three Equal Employment Opportunity counselors. Employees told OIG they had no Equal Employment Opportunity or ethics concerns.

## **Execution of Foreign Policy Goals and Objectives**

### ***Ambassador Led Concrete Accomplishments That Furthered U.S. Interests***

The Ambassador led the embassy staff to concrete accomplishments in furthering U.S. policy interests. In 2015, Eswatini lost special trading benefits under the African Growth and Opportunity Act<sup>2</sup> due to its poor record on human rights. This hurt textile industry exports, and thousands of Swazis, most of them women, lost jobs as a result. The Ambassador worked for 2 years with the Government of Eswatini, the U.S. Department of Labor, the U.S. Trade Representative, and non-governmental organizations to help the host government change laws to improve human rights. In January 2018, based on its progress, the United States again afforded Eswatini the special trading benefits offered under the African Growth and Opportunity Act.

The Ambassador and her team also worked with the Government of Eswatini to help enact the Sexual Offenses and Domestic Violence Act in 2018 after this legislation had languished in Parliament for 9 years. This law created new legal protections for victims of trafficking, forced labor, and gender-based violence. It also established sweeping new penalties for several sex trafficking offenses, rape, and sexual assault.

### ***Embassy Effectively Coordinated PEPFAR Program***

Embassy Mbabane established effective interagency coordination and oversight for its PEPFAR program,<sup>3</sup> despite a vacancy in its PEPFAR Country Coordinator position from December 2015 to June 2018. During this period, the Ambassador, the DCM, and agency heads assumed responsibility for some of the coordinator's duties, such as engaging with the Department's Office of the U.S. Global AIDS Coordinator and Health Diplomacy (S/GAC) and managing budget and program processes. Employees interviewed by OIG said the Ambassador's strong command of PEPFAR program operations enabled her to constructively engage with health team members on the program. Employees also said the Ambassador's knowledge of the local political environment and access to Eswatini's senior political leadership facilitated the promotion of program priorities. Finally, employees reported that the Ambassador effectively

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<sup>2</sup> The U.S. Congress passed the African Growth and Opportunity Act in 2000 to give substantial trade preferences to African countries that meet certain criteria, including progress toward establishing a market-based economy, rule of law, economic policies to reduce poverty, protection of internationally recognized worker rights, and efforts to combat corruption.

<sup>3</sup> The Department's Office of the U.S. Global AIDS Coordinator and Health Diplomacy manages and leads PEPFAR. Seven U.S. Government departments and agencies implement the program.

used public outreach to increase understanding of PEPFAR as a U.S. Government initiative, consistent with Department guidance that requires such engagement.

However, embassy employees described the process of preparing PEPFAR's 2019 primary strategic planning document—the Country Operational Plan—as particularly challenging. They told OIG that although the process improved programmatic focus, the time it took—more than 3 months—and the intensive coordination required between PEPFAR implementing agencies and S/GAC detracted from their ability to manage core programs. OIG advised, and the embassy agreed to consider, conducting an off-site meeting to review lessons learned from this year's planning process and assess long-term strategic planning priorities.

### **Adherence to Internal Controls**

The FY 2018 Chief of Mission Annual Management Control Statement of Assurance, submitted on October 1, 2018, stated that the embassy had no major internal control deficiencies. However, OIG found some section chiefs were unfamiliar with the Statement of Assurance process, during which all sections should review their internal controls and identify any deficiencies. OIG advised the Front Office to ensure all embassy sections participate in the FY 2019 review process. Because the Front Office agreed to do so, OIG did not make a recommendation to address this issue.

### **Security and Emergency Planning**

Employees told OIG that the Front Office made clear that everyone must follow the rules and participate in security drills and radio checks. The DCM worked with the Regional Security Officer to monitor employees' compliance with radio checks and counseled those who did not comply. Furthermore, the Ambassador and the DCM ensured that at least one of them was present whenever the Regional Security Office conducted drills. Security staff told OIG they appreciated the special attention the DCM (a career Diplomatic Security agent) paid to security issues but noted that he did not attempt to micromanage the office.

Employees expressed confidence that the embassy was as prepared as possible to handle political crises or natural disasters. The embassy held its own crisis preparedness training in years when the Department's Foreign Service Institute did not send professional trainers. However, as discussed in the Information Management section of this report, OIG identified an issue in the radio program that could affect the embassy's ability to communicate in a crisis.

OIG found that the Consular Section made good progress in transitioning from the previous warden system to the new American Liaison Network for maintaining contact with American citizens throughout Eswatini.<sup>4</sup> At the time of the inspection, the Consular Section had nine U.S. citizen liaison volunteers spread around the country. In addition, the embassy was in the midst

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<sup>4</sup> In 2018, the Department replaced its warden system with the American Liaison Network, a country-based network of volunteers composed of representatives from key U.S. citizen constituencies, including faith groups, business communities, retirees, and students. The American Liaison Network facilitates regular two-way communication between embassies and U.S. citizens on topics such as security, health, voting, and travel.

of planning a town hall meeting with American citizens, and the Ambassador was planning to meet with the volunteers and thank them publicly for their service.

### **Developing and Mentoring Foreign Service Professionals**

The Ambassador and the DCM regularly met one-on-one with employees they supervised. The Ambassador met monthly with the American staff she rated or reviewed. The DCM met with American staff he rated every 2 weeks and with those he reviewed, including First- and Second-Tour employees, every 4 weeks. American staff praised the DCM for helping them with professional development issues.

The DCM oversaw the development program for the embassy's four First- and- Second-Tour employees in accordance with 3 FAM 2242.4. Employees told OIG the DCM was supportive and shared information on issues such as assignments, career planning, and performance management. In addition, the DCM scheduled briefings by official visitors from the Department or other posts for the First- and Second-Tour employees, thus furthering their professional development.

## **POLICY AND PROGRAM IMPLEMENTATION**

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### **Foreign Assistance**

OIG reviewed PEPFAR interagency coordination, program performance, and selected internal controls relating to supply chain management, local partner transitions, and agencies' adherence to expenditure levels set in the PEPFAR Country Operational Plan. The inspection identified no issues that required corrective action in these areas.

#### ***Eswatini Close to Achieving Key HIV/AIDS Epidemic Control Goals***

OIG found that at the time of the inspection in April 2019, Eswatini was close to achieving HIV/AIDS epidemic control.<sup>5</sup> The country also met its 2018 goals set by S/GAC and the Joint United Nations Program on HIV and AIDS relating to testing, treatment, and viral suppression.<sup>6</sup> Since 2003, the U.S. Government has provided \$480.9 million in foreign assistance to Eswatini for testing, treatment, prevention, and comprehensive health and social services programs to combat HIV/AIDS. This funding enabled the country to significantly reduce the burden of HIV/AIDS. For example, between 2011 and 2016, Eswatini reduced new infections among adults by 44 percent. The country also made strides in improving performance in core program goals related to testing, treatment, and viral suppression since 2016.

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<sup>5</sup> Epidemic control is defined as the point at which new HIV infections have decreased and fall below the number of AIDS-related deaths.

<sup>6</sup> These goals call for ensuring by 2020 that 90 percent of people living with HIV know their status, that 90 percent of those tested are on antiretroviral treatment, and that 90 percent of those under antiretroviral treatment are virally suppressed and thus less able to transmit the virus.



***Despite Overall Progress, Operational Challenges Remained in Some Areas***

Despite the country's progress in addressing the HIV/AIDS epidemic, OIG identified three ongoing PEPFAR operational challenges: inconsistent data quality; a need to expand testing of partners and children of people living with HIV ("index testing"); and a need to improve performance of the voluntary medical male circumcision program, which achieved only 62 percent of its targeted performance level in FY 2018. In an effort to improve the voluntary medical male circumcision program's performance, S/GAC in May 2019 directed that program management responsibilities be transferred from the U.S. Agency for International Development to the Centers for Disease Control and Prevention. As this change occurred during the inspection, it was too soon for OIG to assess its effect.

***PEPFAR Program Also Faced Long-Term Challenges Related to Sustainability***

OIG also identified sustainability as a long-term PEPFAR program challenge, since host country budget constraints could affect its ability to fund future HIV/AIDS programs. To promote long-term sustainability, the Government of Eswatini convened a committee on financial sustainability; the embassy participates in this program. The embassy increased assistance delivered through local partners from \$4.6 million in 2018 to \$11.4 million in 2019, consistent with S/GAC policy guidance to increase the percentage of aid delivered through local partners in order to promote long-term sustainability. Health country team members told OIG they were taking an incremental approach to building capacity among Eswatini's limited pool of local implementers. The embassy also planned to add additional positions to provide enhanced oversight for local partners, whose operations are at increased risk of waste, fraud, and mismanagement and thus require closer monitoring by U.S. Government agencies.

## RESOURCE MANAGEMENT

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OIG reviewed Embassy Mbabane's Management Section operations, including internal controls in financial management, human resources, general services, facilities management, and the health unit. OIG found the section generally implemented required processes and procedures in accordance with applicable laws and Department guidance, with the exception noted below.

***Embassy Lacked Internal Controls on Fuel Deliveries***

Embassy Mbabane did not have a standard operating procedure for internal controls on fuel deliveries for residential generators. An LE staff technician entered delivery amounts into a database, but no one reviewed the entries. This is inconsistent with 14 FAM 411.2-2b(1) and (3),<sup>7</sup> which states that the Accountable Property Officer is responsible for safekeeping all property under embassy control and for reconciling physical inventories. Embassy staff told OIG they were unaware of this requirement. Failure to implement proper internal controls left the embassy vulnerable to fraud or theft.

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<sup>7</sup> According to 14 FAM 411.4, accountable property is "personal property that must be tracked on property records," and includes fuel. See 14 FAM 411.4, "Definitions."

**Recommendation 1:** Embassy Mbabane should implement internal controls for residential generator fuel deliveries in accordance with Department standards. (Action: Embassy Mbabane)

## INFORMATION MANAGEMENT

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OIG reviewed the embassy's Information Management Section operations, including classified, unclassified, and dedicated internet network computer operations; classified communications security; emergency communications preparedness; radio and telephone programs; and mail and pouch services. OIG found the section generally functioned well and met the needs of embassy users. The section benefitted from the updated physical and telecommunications infrastructure of the new embassy compound but continued to face limitations associated with the host country infrastructure. While one officer arrived at post 3 months prior to this inspection, staffing gaps in the two American officer positions affected leadership continuity, especially in planning, documentation, and oversight functions.

OIG found deficiencies in the high frequency radio program and performance of Information Systems Security Officer (ISSO) duties, as detailed below. Additionally, OIG advised the section on issues related to mail screening, contingency plan testing, records management, and general documentation requirements, which the section resolved during the on-site portion of the inspection.

### ***Embassy Did Not Effectively Implement its Radio Program***

The embassy's radio program, which included high frequency radio and the emergency and evacuation radio network, did not provide effective emergency communications. At the time of the inspection, the high frequency radio had been inoperable for approximately 18 months. The embassy had no records of attempts to repair the high frequency radio until April 11, 2019, when they sent a cable requesting service from the Regional Information Management Center in Johannesburg. As for the emergency and evacuation radio network, it provided insufficient coverage among those embassy residences located in the Ezulwini Valley. In April 2019, the embassy and the Bureau of Information Resources Management agreed to install residential antennas in an attempt to solve this issue; however, at the time of the inspection, no antennas had been installed. Guidance in 5 FAM 541b requires embassies to maintain operational high frequency and emergency and evacuation radio systems, while 5 FAM 542 outlines the roles and responsibilities of the information management officer and the Bureau of Information Resource Management in managing radio networks. The lack of attention to disrepair in the radio program left the embassy with inadequate means of emergency communications.

**Recommendation 2:** The Bureau of Information Resource Management, in coordination with Embassy Mbabane, should repair or replace equipment to restore effective radio communications at the embassy. (Action: IRM, in coordination with Embassy Mbabane)

### ***Information Systems Security Officer Did Not Perform All Duties***

The ISSO did not perform all required duties, such as the review and analysis of information systems audit logs for inappropriate or unusual activity, as required by 12 FAM 613.4 and 12 FAM 623.2a. Since his arrival in February 2019, the ISSO performed basic information systems security functions, such as new user briefings and access request reviews. However, the embassy told OIG that the ISSO had not received ISSO training and, therefore, was unfamiliar with many of the oversight responsibilities.

OIG issued a Management Assistance Report in May 2017<sup>8</sup> that highlighted widespread Department failures to perform ISSO duties. In a subsequent Department cable,<sup>9</sup> the Bureau of Information Resource Management requested that embassy management work with ISSOs to ensure performance of their duties by prioritizing resources to ensure cyber security needs are met and documented.

After an inquiry by OIG during the inspection, the Bureau of African Affairs made arrangements for temporary coverage at Embassy Mbabane to allow the ISSO to receive training. However, it still will be difficult for the ISSO to perform all required tasks until the other American position is filled later in 2019. OIG notes that this is an issue of particular importance, as inadequate attention to ISSO duties can place the security of Department computer systems at risk.

**Recommendation 3:** Embassy Mbabane should require that the Information Systems Security Officer perform information systems security duties in accordance with Department guidance. (Action: Embassy Mbabane)

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<sup>8</sup> OIG, *Management Assistance Report: Non-Performance of Information Systems Security Officer Duties by Overseas Personnel* (ISP-17-24, May 2017).

<sup>9</sup> Cable 17 STATE 104970, "Documenting Information Systems Security Officer (ISSO) Duties," October 18, 2017.

## RECOMMENDATIONS

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OIG provided a draft of this report to Department stakeholders for their review and comment on the findings and recommendations. OIG issued the following recommendations to Embassy Mbabane and the Bureau of Information Resource Management. The Department's complete responses can be found in Appendix B. The Department also provided technical comments that were incorporated into this report, as appropriate.

**Recommendation 1:** Embassy Mbabane should implement internal controls for residential generator fuel deliveries in accordance with Department standards. (Action: Embassy Mbabane)

**Management Response:** In its September 23, 2019, response, Embassy Mbabane concurred with this recommendation. The embassy noted an expected completion date of January 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Mbabane implemented internal controls for residential generator fuel deliveries in accordance with Department standards.

**Recommendation 2:** The Bureau of Information Resource Management, in coordination with Embassy Mbabane, should repair or replace equipment to restore effective radio communications at the embassy. (Action: IRM, in coordination with Embassy Mbabane)

**Management Response:** In its September 30, 2019, response, the Bureau of Information Resource Management concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the bureau repaired or replaced equipment to restore effective radio communications at Embassy Mbabane.

**Recommendation 3:** Embassy Mbabane should require that the Information Systems Security Officer perform information systems security duties in accordance with Department guidance. (Action: Embassy Mbabane)

**Management Response:** In its September 23, 2019, response, Embassy Mbabane concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Information Systems Security Officer duties are performed in accordance with Department standards.

## PRINCIPAL OFFICIALS

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<b>Title</b>	<b>Name</b>	<b>Arrival Date</b>
<b>Chiefs of Mission:</b>		
Ambassador	Lisa J. Peterson	1/2016
Deputy Chief of Mission	Michael R. Lombardo	8/2016
<b>Chiefs of Sections:</b>		
Management	Marc Trahan	6/2016
Consular	Jeff R. Rotering	8/2016
Political/Economic	Michael "Mich" Coker	10/2017
Public Affairs	Joia Starks	10/2016
Regional Security	Matthew Perry	10/2018
<b>Other Agencies:</b>		
U.S. Agency for International Development	Wendy Benzerga	8/2012
Centers for Disease Control and Prevention	Caroline Ryan	4/2015
Peace Corps	Glenda Green	12/2015

**Source:** Embassy Mbabane

## APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

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This inspection was conducted from April 29 to July 10, 2019, 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 (OIG) for the Department and the U.S. Agency for Global Media (USAGM).

### Objectives and Scope

The Office of Inspections provides the Secretary of State, the Chief Executive Officer of USAGM, and Congress with systematic and independent evaluations of the operations of the Department and USAGM. 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 and U.S. interests are 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; and whether instances of fraud, waste, or abuse exist and whether adequate steps for detection, correction, and prevention have been taken.

### Methodology

In conducting inspections, OIG uses a risk-based approach to prepare for each inspection; reviews pertinent records; circulates surveys and compiles the results, as appropriate; conducts interviews with Department and on-site personnel; observes daily operations; and reviews the substance of the report and its findings and recommendations with offices, individuals, and organizations affected by the review. OIG uses professional judgment, along with physical, documentary, testimonial, and analytical evidence collected or generated, to develop findings, conclusions, and actionable recommendations.

## APPENDIX B: MANAGEMENT RESPONSES

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Embassy of the United States of America  
U.S. Embassy Mbabane

September 23, 2019

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TO: OIG – Sandra Lewis, Assistant Inspector General for Inspections

CC: AF – Assistant Secretary Tibor P. Nagy

FROM: Embassy Mbabane – Ambassador Lisa Peterson

SUBJECT: Response to Draft OIG Report – Inspection of Embassy Mbabane

Embassy Mbabane has reviewed the draft OIG inspection report. We provide the following comments in response to the recommendations provided by OIG:

**OIG Recommendation 1:** Embassy Mbabane should implement internal controls for residential generator fuel deliveries in accordance with Department standards. (Action: Embassy Mbabane)

**Management Response:** Embassy Mbabane concurs with the recommendation. Post has implemented management internal controls for receiving and re-fueling residential generators. Standard operating procedures (available in writing) have been established and a log book started for recording and tracking amounts and dates of fuel deliveries to residences. Post will also conduct quarterly reviews and reconciliation of the data. The expected completion date is January 2020, after the first quarterly review.

**OIG Recommendation 2:** The Bureau of Information Resource Management, in coordination with Embassy Mbabane, should repair or replace equipment to restore effective radio communications at the embassy. (Action: IRM, in coordination with Embassy Mbabane)

**Management Response:** Embassy Mbabane concurs with the recommendation and will work with IRM to address the issues. The expected completion date is August 2020.

**OIG Recommendation 3:** Embassy Mbabane should require that the Information Systems Security Officer perform information systems security duties in accordance with Department guidance. (Action: Embassy Mbabane)

**Management Response:** Post's Information Management team is now sufficiently staffed with a permanent IMO, IMS/ISSO, and EPAP Information Management Assistant. Mbabane's ISSO is conducting the systems audits and duties as required by Department guidance. This task is completed.

The point of contact for this memorandum is GSO Marjorie Rapp.





**United States Department of State**  
*Washington, D.C. 20520*

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September 30, 2019

TO:           OIG – Sandra Lewis, Assistant Inspector General for Inspections

FROM:        IRM – Michael H. Mestrovich (signed)  
Principal Deputy Chief Information Officer

SUBJECT:     Inspection of Embassy Mbabane, Eswatini Bureau of African Affairs  
(ISP-I-19-30)

The Bureau of Information Resource Management (IRM) has reviewed the draft OIG inspection report. We provide the following comments in response to the recommendation provided by OIG:

**OIG Recommendation 2:** The Bureau of Information Resource Management, in coordination with Embassy Mbabane, should repair or replace equipment to restore effective radio communications at the embassy. (Action: IRM, in coordination with Embassy Mbabane)

**Management Response:** The Bureau of Information Resource Management concurs with recommendation 2. A site visit has been scheduled for November 12 thru 14 to install HF, and perform a survey for the new repeater system.

The point of contact for this memorandum is Craig S. Hootselle.

## ABBREVIATIONS

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DCM	Deputy Chief of Mission
FAM	Foreign Affairs Manual
ISSO	Information Systems Security Officer
LE	Locally Employed
PEPFAR	President's Emergency Plan for AIDS Relief
S/GAC	Office of the U.S. Global AIDS Coordinator and Health Diplomacy

## OIG INSPECTION TEAM MEMBERS

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