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Office of Inspector General

U.S. Department of State • Broadcasting Board of Governors

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February 2017

Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks

BROADCASTING BOARD OF GOVERNORS

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OIG HIGHLIGHTS

ISP-IB-17-09

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What OIG Found

- The Middle East Broadcasting Networks established the *Raise Your Voice* campaign to counter the influence and messaging of the Islamic State of Iraq and the Levant.
- Since the 2010 OIG inspection, the Middle East Broadcasting Networks improved the methods it uses to measure its effectiveness and impact of its programming.
- The International Broadcasting Bureau Office of Chief Financial Officer did not review the networks' past unliquidated obligations totaling \$6.2 million or close out expired grants.
- The Middle East Broadcasting Networks did not have robust disposal processes and internal controls for excess property.
- The Middle East Broadcasting Networks lacked formal information technology standards or policies.
- The Middle East Broadcasting Networks had not conducted a fire drill at its headquarters in Springfield, Virginia since occupying it in 2004.

What OIG Inspected

OIG inspected the Middle East Broadcasting Networks from May 9 to June 10, 2016. The inspection included the headquarters in Springfield, Virginia, the news bureau in Washington, DC, and the production center in Dubai, United Arab Emirates.

What OIG Recommended

OIG recommended that the International Broadcasting Bureau Office of Chief Financial Officer review the Middle East Broadcasting Networks' past unliquidated obligations and expired grants. OIG also recommended that the Middle East Broadcasting Networks strengthen property management operations and conduct a fire drill on an annual basis. OIG made other recommendations regarding compliance of the Middle East Broadcasting Networks' grant agreement in the areas of information technology and security.

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CONTEXT

The Middle East Broadcasting Networks (MBN) is a private, non-profit grantee corporation that receives Federal funding from the Broadcasting Board of Governors (BBG). BBG is a Federal agency with oversight responsibility for all civilian U.S. government-funded international broadcasting activities. Its broadcasters include the Federal entities of Voice of America and the Office of Cuba Broadcasting (with Radio and TV Marti). In addition to MBN, BBG's other non-profit grantee broadcasters are Radio Free Asia and Radio Free Europe/Radio Liberty. BBG's International Broadcasting Bureau (IBB) provides technical and administrative support to all BBG broadcasters.

As authorized by the U.S. International Broadcasting Act of 1994, BBG makes Federal awards through an annual grant agreement to non-profit broadcasting entities such as MBN to provide news and information to countries that have limited or no access to a free press and media. The grant agreement with MBN consists of 14 articles, including programming production and distribution, grant administration, compliance with Federal grant rules, consequences of non-compliance, limits on fundraising activities, personnel security, IT network security, and OIG audits and inspections.

MBN was created to provide objective, accurate, and relevant news and information¹ through television, radio, and the internet to 22 Arabic-speaking nations.² MBN's Arabic-speaking editorial staff, headquartered in Springfield, Virginia, produces much of the programming content. MBN has bureaus and production centers in Baghdad, Erbil, Dubai, Beirut, Cairo, Jerusalem, and Rabat, with correspondents and stringers elsewhere in the Middle East, Europe, and the United States. As of May 31, 2016, MBN had 762 full-time employees and 171 contractors.

MBN's television and radio productions include:

- *Alhurra* television, which primarily delivers news and information programming, hosts discussion programs that examine political and social issues of interest to audiences in the Middle East and viewpoints not often discussed freely in the region.
- *Alhurra-Iraq*, which is a television channel, provides local news, discussion and cultural programs to the Iraqi audience.
- *Radio Sawa* programming, which airs on FM and AM radio across the region and online, blends mainstream Western and Arabic popular music with news and information.
- *Afia Darfur*, which is a daily 30-minute shortwave broadcast to Darfur in Sudan.

¹ MBN was created pursuant to the Emergency Wartime Supplemental Appropriations Act, 2003 (P.L. 108-11) when Congress appropriated initial funding "for activities related to the Middle East Television Network broadcasting to the Middle East and radio broadcasting to Iraq."

² Morocco, Mauritania, Algeria, Tunisia, Libya, Egypt, Sudan, South Sudan, Djibouti, Somalia, Lebanon, Palestinian Territories, Jordan, Syria, Iraq, Kuwait, Saudi Arabia, Yemen, Oman, United Arab Emirates, Qatar, and Bahrain.

MBN also does original reporting and interactive posts on three websites, Facebook, Twitter, and YouTube, and uses social media to enhance its on-air broadcasts.

In FY 2015, MBN received \$3.3 million in supplemental funding to launch the *Raise Your Voice* campaign, which creates and distributes programming to counter violent extremism in response to the Islamic State of Iraq and the Levant (ISIL) influence in the region. The *Raise Your Voice* campaign is a multi-platform initiative over television, radio, and digital platforms to enable the broader Iraqi population to voice opinions and discuss issues relevant to their lives.

According to BBG estimates, MBN's *Alhurra* television and *Radio Sawa* reached an audience of 25.7 million across the Middle East and North Africa in FY 2015.³

MBN's work supports applicable strategic objectives included in BBG's Strategic Plan for 2014-2018, "Achieving Strategic Impact." This plan serves as a foundation for helping its entities fulfill its mission to inform, engage, and connect people around the world in support of freedom and democracy. BBG's strategic objectives are:

- Produce journalism of exceptional value that responds to the mission, meets audience interests, and expands alternatives in the marketplace.
- Reach the information-denied, underserved, and targets of extremist rhetoric and violence.
- Overcome censorship.
- Optimize the media mix and program delivery by market.
- Serve as a robust U.S. news bureau and cultural bridge.
- Empower citizen information gathering and exchange.

EXECUTIVE DIRECTION

MBN's leadership staff includes a President, two Vice-Presidents (administration and network news), three General Managers (Broadcast and Production, *Alhurra* Programming and Creative Services, and Digital and *Radio Sawa* programming) and a General Counsel. OIG based the following assessments of MBN's leadership on the results of 18 documented interviews that elicited comments on MBN's leadership; meetings in Washington and in the United Arab Emirates; 94 questionnaires completed by MBN employees (domestic and overseas); and OIG's review of documents and observations of MBN meetings and activities during the on-site inspection.

³ Iraq, Egypt, and Morocco account for almost two-thirds of MBN's audience. The estimate does not include Syria.

Tone at the Top

Communication

OIG found that MBN leadership had not met with all MBN employees in the past 3 years to discuss major organizational changes or celebrate successes. Instead, leadership relied on written all-hands notifications. The only meeting where all MBN employees met as a group with the leadership staff was when it hosted an annual BBG board meeting. OIG advised MBN's leadership on this topic.

Adherence to Internal Controls

OIG assessed MBN leadership's attentiveness to internal controls and found an effective internal control system in its administrative operations, with the exception of property management. In FY 2014, an independent audit report identified property management as a significant weakness. Although this issue was reported as corrected in the FY 2015 independent audit report, OIG concluded that property management control systems still needed to be strengthened. This is discussed in the Resources Management section of this report.

Security

OIG's assessment of the MBN leadership's attentiveness to security found several vulnerabilities. Over the past 3 years, MBN hired private security firms to conduct security assessments of its overseas operations. However, it had not corrected the vulnerabilities identified in these assessments. In addition, MBN had not conducted fire drills since occupying its headquarters in 2004. These issues and other vulnerabilities are described in the Security section of this report.

PROGRAM IMPLEMENTATION

OIG examined the effectiveness of MBN programming in supporting the BBG Strategic Plan for 2014-2018 and concluded that *Alhurra* programs align with BBG's strategic objective to "[p]roduce journalism of exceptional value that responds to the mission, meets audience interests, and expands alternatives in the marketplace." *Alhurra's* show *Al Youm* is a live 3-hour daily news magazine that originates simultaneously from Dubai, Beirut, Cairo, Jerusalem, and Springfield. The program provides coverage of the latest news from the Middle East, the United States, and around the world as well as topics such as health, entertainment, sports, technology, and social and cultural issues. The program also includes interviews with a wide range of subjects, including, politicians, athletes, and leaders in business and the arts. Another *Alhurra* show, *Rayheen ala Feen*, followed young Egyptians as they adjusted to a post-revolution Egypt. Its episodes addressed social issues such as sexual harassment, women's rights, jobs, and education.

MBN was in the process of adapting its content delivery methods to meet consumer needs. In support of BBG's strategic objective "[o]ptimizing the media mix and program delivery by market," MBN in the past 3 years shifted approximately 50 staff members from television and

radio to digital media, which facilitates two-way communication with greater audience interaction. MBN's digital media staff handled web, mobile, and social media sites, including Facebook, Twitter, and a YouTube channel, among others, for both *Alhurra* and *Radio Sawa*.

Countering the Violent Extremism of ISIL's Messaging

MBN delivered programming to the people of Iraq and Syria to counter ISIL's influence and messaging. In the FY 2015 BBG Budget Amendment Funding Request, MBN received \$3.3 million in supplemental funding to launch the *Raise Your Voice* campaign. According to the funding request, the purpose of the campaign was to "target influencers active in civil society, the rebuilding of the economy, and the formation of workable national coalitions." Another campaign goal was to create a non-sectarian arena for political and religious leaders as well as regular citizens to discuss their hopes for the future of their communities.

OIG found that MBN programs, as part of the *Raise Your Voice* campaign, were reaching out to the targeted audience. BBG's Performance and Accountability Report for FY 2015 reported that MBN weekly programming reached 41 percent of the Iraq adult population in FY2015, and that 85 percent of that audience said that *Alhurra-Iraq* and *Radio Sawa's* content was credible. BBG also reported that audiences in Iraq praised the *Raise Your Voice* websites for being uncensored and encouraging dialogue among users with differing opinions.

The *Raise Your Voice* campaign included television, radio, internet, and mobile digital platforms with guests, debates, and call in/social media segments. The campaign included *Delusional Paradise*, a weekly documentary series highlighting first-hand accounts of families that were impacted by ISIL recruitment and attacks. *Irfaa Sawtak*, a website and an interactive Facebook page, had a weekly theme, such as how to protect children from extremist ideology and how the lack of reforms in Arab countries contributed to extremism.

As part of the *Raise Your Voice* campaign, MBN reported that one *Alhurra TV* video contradicting ISIL's ideology received more than 300,000 views on its Facebook page. Another video compiling the views of religious clerics who debunk ISIL's ideology and interpretation of Islam was viewed 160,000 times, shared by 1,400 people, and "liked" 3,900 times. These programs are examples of how MBN supported BBG's strategic objective to reach the information-denied, underserved, and targets of extremist rhetoric and violence.

Measuring Program Effectiveness

OIG found that MBN improved the methods it uses to measure the effectiveness and impact of its programming since the OIG's last inspection in 2010.⁴ A key judgment of that inspection was that "expanding the research mix could enhance MBN's understanding of its impact and ways to be more effective in the region."⁵ Established after the 2010 OIG inspection, MBN's research

⁴ OIG, *Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks, Inc.* (ISP-IB-10-28, March 2010).

⁵ ISP-IB-10-28, p.1.

unit worked with Gallup, a private audience research organization, on the quantitative and qualitative national surveys it conducted on the networks' behalf. The surveys were conducted annually in large media markets such as Egypt and Iraq, and every other year in countries such as the United Arab Emirates and Tunisia. Since 2012, 16 country-specific surveys have measured MBN's audiences and analyzed whether audiences found its content trustworthy, objective, unique, and informative, especially regarding ISIL, U.S. foreign policy and society, and current events.

RESOURCE MANAGEMENT

OIG reviewed MBN's administrative operations in human resources, procurement, travel, and the purchase card program in MBN's headquarters in Springfield and production center in Dubai. OIG found that these operations complied with applicable Federal regulations, MBN policies, and internal controls. OIG also inspected MBN's technical security program and the contract guard force and found no deficiencies.

OIG found that IBB's Office of the Chief Financial Officer (CFO) did not review MBN's past unliquidated obligations⁶ nor did it close out previously issued MBN grants. OIG also found operational weaknesses in property management and IT. Specifically, MBN lacked a control system for missing property items, comprehensive disposal procedures for excess property, and formal written IT policies. These issues are discussed below.

Financial Management

MBN Did Not Review Unliquidated Obligations

The IBB CFO did not fully review MBN's approximately \$6,226,940 unliquidated obligations between FYs 2009 and 2012 because it did not have anyone responsible for grantee monitoring. According to the BBG Grantee Handbook, based on the Federal Grant and Cooperative Agreement Act of 1977 and the Federal Financial Assistance Management Improvement Act of 1999, "grantee monitoring seeks to ensure that the grantee is using the funds for intended purpose, is charging appropriate costs at appropriate times, and is meeting any goals that were articulated in the financial assistance agreement." In accordance with the MBN Grant Agreement Article VI (g) (1), "grantee shall return to BBG at the conclusion of the fiscal year any portion of Grant Funds that are not required for a legally binding transaction or designated by the Grantee for a purpose and in an amount consistent with the Approved Financial Plan." Without a monitoring program in place, IBB is unable to determine if the grantee meets programmatic or fiscal responsibilities. Unliquidated obligations increase the risk of over-budgeting Federal funds and non-compliance with the grant agreement. Reviewing and deobligating its

⁶ Unliquidated obligations means, for financial reports prepared on a cash basis, obligations incurred by the non-Federal entity that have not been paid (liquidated). (Title 2 Code of Federal Regulations, Subtitle A, Chapter II, Part 200 §200.97-Unliquidated obligations)

unliquidated obligations would allow the IBB CFO to recover these funds and put them to better use.

Recommendation 1: The International Broadcasting Bureau Office of the Chief Financial Officer, in coordination with the Middle East Broadcasting Networks, should implement a schedule to review the approximately \$6,226,940 in unliquidated obligations and deobligate those funds that are no longer required. (Action: IBB, in coordination with MBN)

Lack of MBN Expired Grants Closeout

The IBB CFO had not closed out expired MBN grants since MBN's inception in 2003, resulting in noncompliance with Title 2 of the Code of Federal Regulations (CFR),⁷ §200.343, which states: "The Federal awarding agency or pass-through entity will close-out the Federal award when it determines that all applicable administrative actions and all required work of the Federal award have been completed by the non-Federal entity." Furthermore, 2 CFR §200.343(a) states that "the non-Federal entity must submit, no later than 90 calendar days after the end date of the period of performance, all financial, performance, and other reports as required by the terms and conditions of the Federal award."

At the time of the inspection, the IBB CFO was updating its Grantee Handbook, which included closeout controls and activities. Without these procedures in place, there is an increased risk of noncompliance with Federal grant oversight regulations and an inability to account for U.S. Government funds and to determine if the funds were spent in accordance with the grant agreement. Without close-outs of expired grants, BBG increases the risk of ineligible or unsupported grant award funds not being returned to BBG to be put to better use or returned back to the U.S. Treasury.

Recommendation 2: The International Broadcasting Bureau Office of Chief Financial Officer should implement an action plan to close out expired Middle East Broadcasting Networks grants. (Action: IBB, in coordination with MBN)

Safeguarding MBN Petty Cash in Dubai

The MBN production center in Dubai kept its petty cash of \$1,500 in a locked drawer instead of a combination safe as required by MBN's financial management policy. OIG advised MBN to use the production center's combination safe to safeguard the petty cash.

Property Management

MBN Inventory Standard Operating Procedures Lack a Control System

⁷ Title 2 CFR Subtitle A, Chapter II, Part 200. "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards."

MBN inventory standard operating procedures did not include a control system and safeguards to prevent loss, damage, or theft of equipment, as required in 2 CFR §200.313(d)(3). That provision also states that any loss, damage, or theft must be investigated. MBN leadership and property management staff were unaware of this requirement. More robust standard operating procedures and a property control system would decrease the risk of loss, damage, or theft of the MBN property items.

Recommendation 3: The Broadcasting Board of Governors should require the Middle East Broadcasting Networks to ensure its property standard operating procedures are compliant with relevant regulations. (Action: BBG, in coordination with MBN)

Missing Property From Past MBN Inventories Not Addressed

MBN did not take any action on 2,802 missing items in the FY 2013 inventory and 2,737 missing items in the FY 2015 inventory. These items included desktop computers, laptops, telephones, and televisions. OIG also found that MBN did not document the value of property items as part of its inventory records. MBN leadership and property management staff were unaware that the contract firm that conducted the inventory also had prepared a list of missing assets until OIG brought it to their attention. In accordance with 2 CFR §200.313(d)(2) "A physical inventory of the property must be taken and the results reconciled with the property records at least once every two years." MBN cannot determine whether missing items were stolen or misplaced without reconciling its property records.

Recommendation 4: The Broadcasting Board of Governors should require the Middle East Broadcasting Networks to report and reconcile property records from the last two inventories and document the cause and value for its missing property items. (Action: BBG, in coordination with MBN)

Procedures and Controls for Disposal of Excess Property Were Insufficient

MBN did not have robust disposal processes and internal controls for excess property. Specifically, MBN disposal records, completed as part of the established disposition, did not document property cost and the market value method for disposal, including sale, donations to charity, or destruction, nor did they contain receipts from the party receiving the disposed items. MBN's policies and procedures for disposal did not align with requirements in 2 CFR §200.313(d)(1) for documenting property records and detailing the approval process. Without effective procedures and internal controls over property disposal, MBN increases the risk of mismanagement and lack of accountability.

Recommendation 5: The Broadcasting Board of Governors should require Middle East Broadcasting Networks to implement property disposal procedures and controls in accordance with Federal regulations. (Action: BBG, in coordination with MBN)

Information Technology

Lack of Formal, Written Information Technology Policy

BBG's grant agreement with MBN does not specify that the grantee's IT operations—which typically involve running the network infrastructure, ensuring system security, server and device management, computer operations, and provision of help desk services—should meet any particular standards. The grant agreement references the "Grantee's IT network security policies" (Article XI "IT Network Security Policy") but contains no requirement for what those policies should contain. OIG's review of MBN's IT standard operating procedures showed they did not contain standards or establish responsibility for any IT operations, nor did they include version control or any indication of senior management approval for the procedures. The International Organization for Standards⁸ defines a standard as "a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose." Without policy documents establishing standards for IT operations, MBN has no criteria for measuring success, which creates risks of waste, mismanagement, and inefficiencies in its IT operations.

MBN also had no formal, written policies regarding information security, no system security plan, and no designated employee with the assigned responsibility for information systems security. MBN's only relevant policies affecting information security were described in the user behavior handbook, which prohibited the use of private devices such as external thumb drives. A lack of formal policies and procedures increases the risk that the security program is ineffective.

Recommendation 6: The Broadcasting Board of Governors should revise its grant agreement with the Middle East Broadcasting Networks to require formal policies with standards to govern information technology operations and information systems security. (Action: BBG)

SECURITY

Lack of Fire Drills

MBN had not conducted a fire drill at its Springfield headquarters since occupying it in 2004. OIG found no evidence of an approved fire evacuation plan or that employees were always trained regarding their roles and responsibilities during a fire evacuation. MBN's leadership said it had not conducted fire drills to avoid interference with the networks' 24/7 broadcasting operations. According to chapter 4, sections 404 through 406, of the Virginia Fire Code, all business commercial buildings must have an approved fire evacuation plan, hold at least one fire drill annually for all employees, and provide employee training. While MBN's Springfield headquarters building is not subject to some portions of the Code due to the number and floor

⁸ The International Organization for Standardization website (<http://www.iso.org/iso/home/standards.htm>). August 2016.

placement of its occupants, OIG believes a fire evacuation plan and regular drills are a good management practice to decrease the risk of injury or death of its employees during a fire.

Recommendation 7: The Broadcasting Board of Governors should require the Middle East Broadcasting Networks to prepare a fire evacuation plan, conduct a fire drill, and train all headquarters employees on all shifts on an annual basis. (Action: BBG, in coordination with MBN)

Personnel Security Policy

MBN and the IBB Office of Security were not complying with the MBN grant agreement's Article X on Personnel Security Policy. As a result, employees and vendors going to the MBN headquarters facility were not being properly vetted. Article X, sections a and b, require that BBG and MBN establish a written protocol to cover "categories of persons for whom such investigations and/or clearances are required." Without a protocol, MBN requested that BBG vet all MBN employees, which affected BBG's limited capabilities to complete personnel security investigations in a timely manner. At the time of the inspection, there were 173 pending personnel security investigations, 138 of which had been pending for more than 90 days. Moreover, 4 cases were from 2013. Neither BBG nor MBN senior management could explain why the Article X protocol requirement had never been established. This security vulnerability increases the risk of uncleared personnel having access to MBN facilities without proper vetting.

Recommendation 8: The International Broadcasting Bureau Office of Security, in coordination with the Middle East Broadcasting Networks, should establish a written protocol to comply with Article X of the grant agreement. (Action: IBB, in coordination with MBN)

Administration of Overseas Security Program

In the 3 years prior to this inspection, MBN spent \$53,696 on security assessments conducted by third party security contractors for its overseas operations. However, the MBN Director of Security had not corrected the vulnerabilities identified in these assessments because MBN had not established a process for doing so. OIG advised MBN's leadership to establish a process to address the security assessments' recommendations.

Memorandum of Agreement Concerning Overseas Support for Grantees

MBN's leadership lacked a clear understanding of the memorandum of agreement between the Department of State and BBG concerning overseas security support for Federally funded grantees and how the Department of State could support and assist in providing security at MBN overseas operations.

OIG received conflicting information from the IBB Office of Security and MBN's leadership concerning whether they had discussed the requirements for overseas support outlined in the memorandum of agreement. As a result, MBN did not know whether it was legally covered by the memorandum of agreement and was uncertain about the availability of security

assistance for its overseas facilities. The memorandum of agreement grants the IBB Office of Security director authority to request from the Department of State's Bureau of Diplomatic Security the threat information, intelligence, physical, technical, and procedural security assistance, and security surveys for MBN. OIG advised the IBB Office of Security to brief MBN on the memorandum of agreement and how it can assist MBN's overseas security programs.

RECOMMENDATIONS

Recommendation 1: The International Broadcasting Bureau Office of the Chief Financial Officer, in coordination with the Middle East Broadcasting Networks, should implement a schedule to review the approximately \$6,226,940 in unliquidated obligations and deobligate those funds that are no longer required. (Action: IBB, in coordination with MBN)

Recommendation 2: The International Broadcasting Bureau Office of Chief Financial Officer should implement an action plan to close out expired Middle East Broadcasting Networks grants. (Action: IBB, in coordination with MBN)

Recommendation 3: The Broadcasting Board of Governors should require the Middle East Broadcasting Networks to ensure its property standard operating procedures are compliant with relevant regulations. (Action: BBG, in coordination with MBN)

Recommendation 4: The Broadcasting Board of Governors should require the Middle East Broadcasting Networks to report and reconcile property records from the last two inventories and document the cause and value for its missing property items. (Action: BBG, in coordination with MBN)

Recommendation 5: The Broadcasting Board of Governors should require Middle East Broadcasting Networks to implement property disposal procedures and controls in accordance with Federal regulations. (Action: BBG, in coordination with MBN)

Recommendation 6: The Broadcasting Board of Governors should revise its grant agreement with the Middle East Broadcasting Networks to require formal policies with standards to govern information technology operations and information systems security. (Action: BBG)

Recommendation 7: The Broadcasting Board of Governors should require the Middle East Broadcasting Networks to prepare a fire evacuation plan, conduct a fire drill, and train all headquarters employees on all shifts on an annual basis. (Action: BBG, in coordination with MBN)

Recommendation 8: The International Broadcasting Bureau Office of Security, in coordination with the Middle East Broadcasting Networks, should establish a written protocol to comply with Article X of the grant agreement. (Action: IBB, in coordination with MBN)

PRINCIPAL OFFICIALS

Title	Name	Arrival Date
Principal Officers:		
President	Brian Conniff	6/2006
Vice President for Administration/Corporate Treasurer	Kelley Sullivan	8/2006
Vice President for Network News	Daniel Nassif	6/2007
General Manager for Digital and Radio Sawa	William Sabatini	12/2008
General Manager for Broadcast and Production Operations	Kelly Alford	10/2009
General Manager for Ahurra Programming and Creative Services		
General Counsel/Corporate Secretary	Anne Noble	5/2004

Source: The Middle East Broadcasting Networks

APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

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 OIG for the Department of State and BBG.

Objectives and Scope

The Office of Inspections provides the Secretary of State, the Chairman of BBG, and Congress with systematic and independent evaluations of the operations of the Department and 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 instance 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, circulates, and compiles the results of survey instruments; conducts interviews; and reviews the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by the review.

OIG conducted 138 documented interviews in Springfield, Virginia, Washington, DC, and Dubai, United Arab Emirates. OIG also reviewed 507 documents and 94 personal questionnaires.

APPENDIX B: FY 2016 STAFFING AND FUNDING

Location	Full-Time Employees as of 5/31/2016	Contractors (i.e. freelancers /stringers) as of 5/31/2016	Total FY 2016 (enacted) including Overseas Contingency Operations funding (\$)
United States, Springfield, VA, and Washington, DC	528	20	109,600,000
Iraq, Baghdad	106	17	
Lebanon, Beirut	26	6	
Egypt, Cairo	N/A	75	
U.A.E. Dubai	65	3	
Iraq, Erbil	13	2	
Israel, Jerusalem	16	2	
Morocco, Rabat	8	10	
Other locations ⁹		36	
TOTAL	762	171	109,600,000

Source: FY 2017 Budget Request and Middle East Broadcasting Networks.

⁹ Afghanistan, Belgium, Darfur, France, Gaza, Jordan, Kuwait, Mauritania, Palestinian Territories, Somalia, Spain, Sudan, Turkey, United Kingdom, and Yemen.

ABBREVIATIONS

BBG	Broadcasting Board of Governors
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
IBB	International Broadcasting Bureau
ISIL	Islamic State of Iraq and the Levant
MBN	The Middle East Broadcasting Networks

OIG INSPECTION TEAM MEMBERS

Robert Torres, Team Leader

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Richard Astor

John Milkiewicz

Matthew Ragnetti



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