



Office of Inspector General
United States Department of State

SEMIANNUAL REPORT TO THE CONGRESS

October 1, 2018, to March 31, 2019





OUR VISION

To be a world-class organization and a catalyst for effective management, accountability, and positive change in the Department, the U.S. Agency for Global Media, and the foreign affairs community.

OUR MISSION

To conduct independent audits, inspections, evaluations, and investigations to promote economy and efficiency and to prevent and detect waste, fraud, abuse, and mismanagement in the programs and operations of the Department and the U.S. Agency for Global Media.

OUR VALUES

ACCOUNTABILITY

We accept responsibility for our work products, services, and performance.

RESPECT

We promote diversity in the workplace and treat people with dignity and respect. We expect civility as we conduct our work and in our interactions with each other.

COMMUNICATION

We clarify expectations and encourage candor. We communicate with purpose and strive to align our words and our actions and to be aware of the effect we have on others. We look for ways to improve ourselves and our work by expressing appreciation and by giving and accepting constructive feedback.

TEAMWORK

We foster a diverse, inclusive, collaborative, and trusting culture where people can share their ideas and opinions. We empower and engage our colleagues to achieve outstanding organizational results.

INTEGRITY

We maintain our independence and act with courage, honesty, and professionalism. Our work is fact-based, objective, and supported by sufficient evidence that meets professional standards.

CURIOSITY

We are committed to learning about and listening to others' perspectives, objectives, and challenges. We seek new information to inspire creative and analytical thinking. We foster an environment that fuels innovation and results.

**Office of Inspector General Summary of Performance,
10/1/2018–3/31/2019**

	Issued during the reporting period	Management decision during the reporting period
Questioned Costs	\$4,794,381	\$11,117,034
Funds To Be Put to Better Use	\$235,758,981	\$34,247,719
Investigative Monetary Results	\$565,066	--
Total	\$241,118,428	\$45,364,753
<i>Additional monetary benefits achieved this period as the result of prior OIG recommendations</i>		\$1,159,028

Investigative Activities

Cases Opened	31
Cases Closed	29
Criminal Actions (arrests, indictments, convictions)	16
Civil Actions	0
Administrative Actions	33
Hotline Complaints Received	835

Reports

Office of Audits	18
Office of Enterprise Risk Management	1
Office of Evaluations and Special Projects	3
Office of the Executive Director	2
Office of Inspections	21
Overseas Contingency Operations Oversight ^a	7
Total	52

^a All jointly issued with Department of Defense OIG and U.S. Agency for International Development OIG.



MESSAGE FROM THE INSPECTOR GENERAL



Steve A. Linick

I am pleased to present this *Semiannual Report to the Congress*, covering the oversight activities of the Office of Inspector General (OIG) for the Department of State (Department) and the United States Agency for Global Media (USAGM) from October 1, 2018, to March 31, 2019. OIG is responsible for the oversight of more than \$70 billion in Department and USAGM programs and operations. The lapse in appropriations from December 22, 2018, to January 25, 2019, affected OIG during this reporting period. We have nonetheless produced work that has resulted in monetary and non-monetary benefits for the Department, USAGM, and the American public.

During this reporting period, we issued a total of 52 reports regarding the programs and operations of the Department and USAGM and identified more than \$240 million in questioned costs and funds to be put to better use. Additionally, our investigative activity led to approximately \$565,000 in monetary results and five debarments.

Much of our work this reporting period focused on the top management and performance challenges facing the Department and USAGM, including oversight of contracts and workforce management. We also addressed discrete but significant issues that affected particular programs and Department entities. Although we summarize all of our publicly issued audit, inspection, and evaluation reports and many of our investigations in this *Semiannual Report to the Congress*, I have included below some notable highlights from this reporting period.

Office of Audits: We conducted an [audit of the export licensing processes](#) of the Bureau of Political-Military Affairs' Directorate of Defense Trade Controls, which is charged with controlling the export of defense articles and services. Among other findings, we highlighted that licensing officers at times approved export license applications that lacked required information, and that the directorate did not always coordinate with other Department bureaus and offices to gain input when adjudicating applications. Additionally, our [audit of the Bureau of Near Eastern Affairs' selection and management of contract oversight personnel](#) illustrates how workforce management challenges contribute to contract oversight weaknesses at the Department. In that report, we found that the bureau did not consistently nominate Contracting Officer's Representatives with the required certification level and technical expertise to oversee contracts in Iraq and did not effectively evaluate the performance of contract oversight staff. As a result, we also found deficiencies in contract files and contractor performance monitoring.

Office of Evaluations and Special Projects: In a [review of passport seizures](#) at Embassy Sana'a, Yemen, we found that the Department failed to follow regulations and its own policies when taking the U.S. passports of individuals from 2012 to 2014. Moreover, we found that diffused and overlapping legal responsibilities at the Department—

particularly the lack of a single decision maker with clear authority for resolving differing viewpoints—substantially contributed to the prolonged and difficult search for a resolution. The report illustrates the challenge the Department faces in addressing instances of vague or dispersed authority, which we note are often at the root of some of the Department’s other challenges.

Office of Inspections: A large number of hotline complaints alleging misconduct, harassment, and retaliation at the National Passport Center led us to conduct a [targeted review of leadership and management](#) at that location. Our report concluded that a sustained failure of leadership fostered a culture where inappropriate conduct was permitted and employees were not held accountable for that conduct. We also issued several inspections of overseas posts this reporting period, including two large, complex missions. In our [inspection of Embassy Nairobi](#), we identified numerous but commonly found deficiencies related to Department management challenges, including financial and property management, contract and grant oversight, and information security. We also noted morale concerns, which management was attempting to address, that stemmed from a heavy workload associated with the Kenyan election and resulting post-election violence. In a [limited scope review of Mission Somalia](#), we found that travel restrictions made overseeing foreign assistance programs in Somalia difficult, highlighting the Department’s challenge in managing programs in conflict areas. Lastly, our [inspection of Mission India](#) identified a number of areas in which the embassy and its constituent posts were performing well, including executive leadership, and we specifically noted best practices in certain visa application processes and a resource tracking system. We also identified some weaknesses, including, for example, the fact that staff vacancies, workload, and coordination challenges limited the North India Office’s ability to fulfill its stated mission. We also noted that the mission had a history of modifying its buildings without first obtaining approval and conducting required technical reviews meant to ensure the modifications conformed to Department building codes.

Office of Investigations: We conducted several significant investigations involving a wide range of criminal, civil, and administrative allegations. In one case, we determined that a former Department employee had fraudulently applied for a Total and Permanent Disability discharge of over \$250,000 in student loan debt. In January, the former employee was sentenced to 15 months in prison and ordered to pay \$244,884 in restitution. Additionally, in an update to a case we highlighted in last period’s report, a former Department employee was sentenced in October to 26 years in prison for conspiring to produce more than 1,000 sexually explicit images and videos of minor children in Canada during a 2-year period.

OIG’s accomplishments reflected in this *Semiannual Report to the Congress* are a credit to the talented and committed staff that I have the privilege to lead.



Steve A. Linick
Inspector General
March 31, 2019

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OVERVIEW

1 OVERSIGHT STRATEGY

The primary mission of the Office of Inspector General (OIG) for the Department of State (Department) and the United States Agency for Global Media (USAGM) is to conduct independent audits, evaluations, inspections, and investigations to promote economy and efficiency and to prevent and detect fraud, waste, abuse, and mismanagement in the programs and operations of the Department and USAGM.

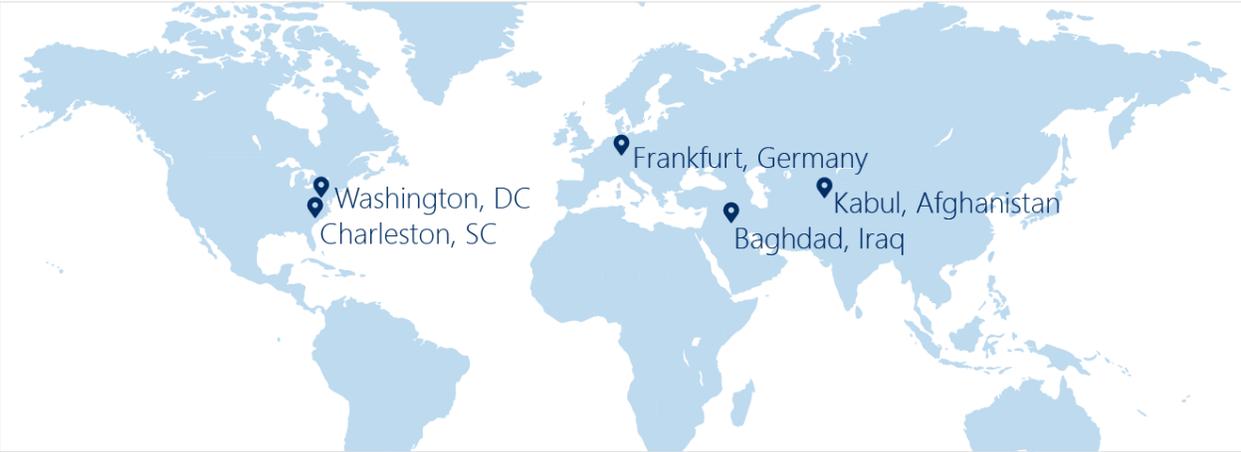
OIG’s mandate is broad and comprehensive, involving oversight of the full scope of Department and USAGM programs and operations, as well as the U.S. Sections of the International Boundary and Water Commission, United States and Mexico, and of the International Joint Commission, United States and Canada. OIG is responsible for overseeing more than \$70 billion in Department, USAGM, and foreign assistance resources.

In addition to its agency-specific responsibilities, OIG’s mandate expanded in August 2014 when Congress amended the Inspector General Act to provide for coordinated interagency oversight of overseas contingency operations (OCOs), including the designation of a Lead Inspector General for each OCO.

Currently, Inspector General Linick is the Associate Inspector General for six OCOs: Operation Inherent Resolve to degrade and defeat the Islamic State of Iraq and Syria (ISIS); Operation Freedom’s Sentinel to work with Afghan forces to combat terrorism and assist the Afghan Government in building its security forces’ capacity and self-sufficiency; Operation Pacific Eagle–Philippines to defeat ISIS affiliates and other terrorist organizations in the Philippines; and three classified OCOs.

To meet these and other statutory mandates, OIG maintains offices in Afghanistan, Iraq, and Germany. Offices in these locations help OIG oversee high-cost, high-risk Department programs and operations, and the Office of Audits’ Middle East Region Operations Directorate and the Office of Investigations dedicate on-the-ground resources, expertise, and oversight. Domestically, in addition to its Washington, DC, headquarters, OIG has strategically co-located investigative staff with the Department’s Global Financial Services Center and Human Resource Shared Services staff in Charleston, SC. Figure 1.1 shows the locations of OIG’s offices.

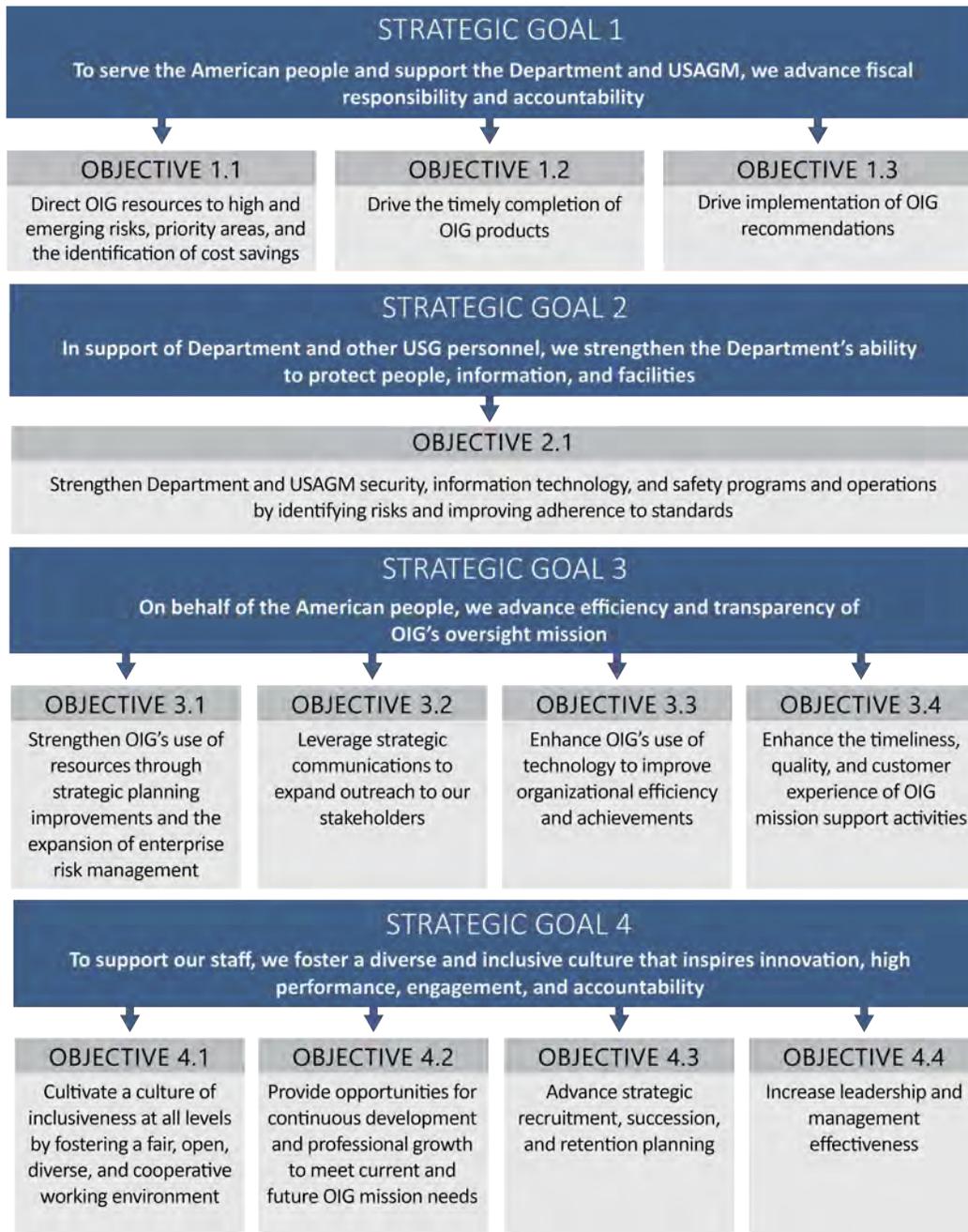
Figure 1.1
OIG Office Locations



OIG Strategic Plan

OIG’s FY 2019–2021 Strategic Plan affirmed its commitment to providing quality oversight to the agencies OIG serves and to informing the Office of Management and Budget (OMB), Congress, the public, and other stakeholders how OIG safeguards public resources. The plan also emphasized OIG’s continuing obligation to improve its own

operations and to ensure that its workforce is, and continues to be, highly motivated and well trained to carry out its responsibilities. The strategic goals and objectives outlined below provide the framework that will guide OIG’s work and activities for FYs 2019–2021.



2 COMMUNICATIONS AND OUTREACH

OIG communicates its global mission to Congress, Department and USAGM employees and contractors, peers in the oversight community, and the public in a variety of ways.

Communication with Congress

OIG regularly interacts with Members of Congress and their staff members by testifying at hearings, responding to congressional requests for information, and providing briefings to congressional staff on OIG work.

Hotline Complaints

During this reporting period, the OIG Hotline continued to serve as a vehicle through which Department and USAGM employees and contractors, as well as members of the public, reported suspected fraud, waste, abuse, and mismanagement in Department and USAGM programs and operations. OIG received hotline

complaints via the OIG website, mail, and telephone. For a summary of OIG Hotline complaints received during this reporting period, see Table 2.1.

Table 2.1
OIG Hotline Complaints, 10/1/2018–3/31/2019

Referred to Other Offices for Action	482
Held for Action Within OIG	136
No Action Required	217
Total Complaints Received	835

Figure 2.1 highlights the OIG Hotline’s global reach. 54 percent of the total number of complaints (453 of 835) received this reporting period concerned possible criminal, civil, and administrative violations occurring in other countries. The remainder of the complaints dealt with alleged violations in the United States.

Figure 2.1
Hotline Complaints Processed by Country, 10/1/2018–3/31/2019



Whistleblower Protection Coordinator Activities

The whistleblower protection coordinator, OIG’s Assistant Inspector General for Evaluations and Special Projects, educates Department and USAGM employees, as well as contractor and grantee employees, on the rights and protections available to whistleblowers. As required by the National Defense Authorization Act for Fiscal Year 2013 (41 U.S.C. § 4712), the coordinator oversees investigations of allegations of retaliation filed by employees of contractors, subcontractors, grantees, and subgrantees, as well as personal services contractors. Activities of the OIG whistleblower protection coordinator are detailed in Table 2.2. Additionally, the coordinator investigates complaints under Presidential Policy Directive 19, which prohibits whistleblower retaliation in the form of actions that affect an employee’s eligibility for access to classified information.

During this reporting period, OIG’s whistleblower protection coordinator completed one report under 41 U.S.C. § 4712, which substantiated allegations of whistleblower retaliation.

Department of State

OIG substantiated one allegation of whistleblower retaliation related to a Department personal services contractor. This case was referred to the Department, which is responsible for making a determination as to whether to grant or deny relief to the whistleblower. On March 25, 2019, the Department denied relief to the whistleblower because it believed that there was a lack of direct evidence of retaliation.

U.S. Agency for Global Media

OIG did not substantiate any instances of whistleblower retaliation related to USAGM contractors or grantees during the reporting period.

Table 2.2
Whistleblower Investigations Under 41 U.S.C. § 4712

	Reporting Period 10/1/2018–3/31/2019	Since Enactment
Complaints Received and Reviewed	8	82
Active Investigations	6	N/A
Investigations Completed	1	21

Source: Office of Investigations electronic case management system.

3 OVERSEAS CONTINGENCY OPERATIONS

OIG has both oversight and reporting responsibilities for overseas contingency operations under Section 8L of the Inspector General Act of 1978, as amended. Section 8L is triggered when the Department of Defense declares that a military operation constitutes an OCO or when an operation results in troops being called to or retained on active duty.

When an OCO is declared, Section 8L activates a “Lead Inspector General” mechanism that requires concerted action by the three OIGs of the Department of State, Department of Defense, and the U.S. Agency for International Development, with one of them designated as the Lead Inspector General.

In FY 2015, the Lead Inspector General mechanism went into effect for two OCOs: Operation Inherent Resolve, the U.S. counter-ISIS effort; and Operation Freedom’s Sentinel, the U.S. effort to develop Afghanistan’s security forces and to fight terrorism in that country. In September 2017, the

Lead Inspector General mechanism went into effect for Operation Pacific Eagle–Philippines, which is a counterterrorism campaign to defeat ISIS affiliates and other terrorist organizations in the Philippines. Since then, three other classified OCOs have gone into effect. During this reporting period, OIG fulfilled its oversight and reporting obligations for these ongoing OCOs.

OIG aligns its oversight responsibilities with the defined mission objectives of each OCO and focuses on the programs and processes that support the achievement of those objectives. In addition to the audit, inspection, and investigative efforts related to the ongoing OCOs, OIG worked with its Lead Inspector General counterpart agencies to publish quarterly reports to Congress on the ongoing OCOs. For a list of OIG activities in support of the Lead Inspector General-OCO mandate during the reporting period, see Table 3.1 below.

Table 3.1
OIG Oversight Activities in Support of the Lead Inspector General-OCO Mandate, 10/1/2018–3/31/2019

Completed Projects	Date
<i>Audit of Humanitarian Assistance Cooperative Agreements Supporting Internally Displaced Persons in Iraq (AUD-MERO-19-20)</i>	3/2019
<i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract II Task Order 2– Baghdad Protective Movement Security Services (AUD-MERO-19-18)^a</i>	2/2019
<i>Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq (AUD-MERO-19-10)</i>	11/2018
<i>Inspection of the Bureau of Democracy, Human Rights, and Labor’s Foreign Assistance Program Management (ISP-I-19-12)</i>	10/2018
<i>Inspection of the Bureau of Democracy, Human Rights, and Labor (ISP-I-19-11)</i>	10/2018
Joint Completed Projects	
<i>Lead Inspector General for Operation Freedom’s Sentinel Quarterly Report to the United States Congress October 1, 2018 – December 31, 2018</i>	2/2019

<i>Lead Inspector General for Operation Inherent Resolve and Other Overseas Contingency Operations Quarterly Report to the United States Congress October 1, 2018 – December 31, 2018</i>	2/2019
<i>Lead Inspector General for Operation Pacific Eagle-Philippines Quarterly Report to the United States Congress October 1, 2018 – December 31, 2018</i>	2/2019
<i>Lead Inspector General for Operation Freedom's Sentinel Quarterly Report to the United States Congress July 1, 2018 – September 30, 2018</i>	11/2018
<i>Lead Inspector General for Operation Inherent Resolve Quarterly Report to the United States Congress July 1, 2018 – September 30, 2018</i>	11/2018
<i>Lead Inspector General for Operation Pacific Eagle-Philippines Quarterly Report to the United States Congress July 1, 2018 – September 30, 2018</i>	11/2018
<i>FY 2019 Comprehensive Oversight Plan for Overseas Contingency Operations COP-OCO FY 2019</i>	10/2018

^a Report is Sensitive But Unclassified or classified and, therefore, included in the *Department of State Classified Annex to the Semiannual Report to the Congress*.

4 OIG ACCOUNTABILITY AND INDEPENDENCE

OIG has disclosed all unclassified audits, evaluations, and inspections issued from October 1, 2018, through March 31, 2019. Some reports are not publicly available, but OIG identifies on its website the titles of such reports unless the titles themselves are classified or Sensitive But Unclassified. The *Department of State Classified Annex to the Semiannual Report to the Congress* and the *U.S. Agency for Global Media Sensitive But Unclassified Annex to the Semiannual Report to the Congress* contain information regarding reports that are not publicly available. In addition, OIG provides all classified and Sensitive But Unclassified reports to appropriate committees in Congress and to other authorized individuals upon request.

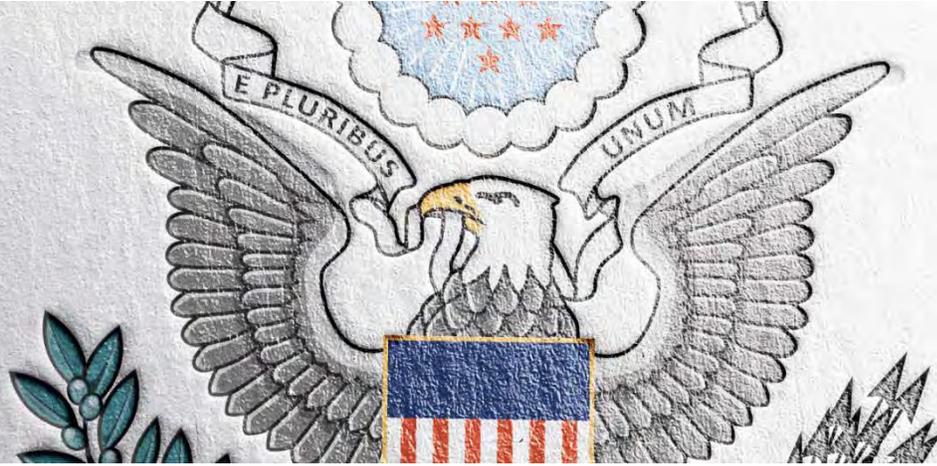
OIG did not encounter any attempts to interfere with Inspector General independence—whether through budgetary constraints designed to limit its capabilities or otherwise—for the reporting period from October 1, 2018, through March 31, 2019. During this reporting period, OIG identified no incidents in which the Department or USAGM resisted or objected to oversight activities or restricted or significantly delayed access to information.

5 CONSOLIDATED FINANCIAL RESULTS OF OIG WORK

OIG returns significant value to U.S. taxpayers through its audits, evaluations, inspections, and investigations. For the reporting period, OIG issued 52 reports and identified \$240.6 million in potential monetary benefits to the Department. Additionally, OIG's criminal, civil, and administrative investigations resulted in approximately \$565,000 in recoveries and other monetary results this reporting period.

From October 1, 2018, to March 31, 2019, the Department made management decisions on approximately \$45.4 million in potential monetary

benefits identified by OIG during the current and prior reporting periods. This reporting period, USAGM did not make management decisions on any recommendations involving potential monetary benefits identified by OIG in prior reporting periods. At the close of the reporting period, the Department and USAGM had not yet taken action on OIG recommendations totaling approximately \$723.9 million. This is an increase of more than \$195 million from the approximately \$528.7 million in questioned costs and funds to be put to better use pending management decision at the beginning of the reporting period.



OVERSIGHT OF DEPARTMENT OF STATE PROGRAMS AND OPERATIONS

6 OFFICE OF AUDITS

The Office of Audits supports the Department in improving management; strengthening integrity and accountability; and ensuring the most efficient, effective, and economical use of resources.

Audit work focuses on areas of concern such as physical security at overseas posts; financial management and IT security and management; contracts, acquisition, and grants management; human capital and administrative issues; and high-risk programs and operations in the frontline states. From October 1, 2018, to March 31, 2019, the Office of Audits issued 14 reports on Department programs and operations, 11 of which are summarized below. The *Department of State Classified Annex to the Semiannual Report to the Congress* includes summaries of three Sensitive But Unclassified reports the Office of Audits issued during this reporting period.

Contracts, Grants, and Infrastructure

Audit of the Department of State Purchase Card Program

(AUD-CGI-19-24, 3/2019)

OIG conducted this audit to determine whether (1) Department purchase cardholders used their Government card only for purchases allowed by laws and regulations; (2) Department purchase cardholders recorded purchases, documented purchases, and reconciled monthly statements, as required by Department policy; and (3) the Department administered the Purchase Card Program in accordance with established policies.

OIG found that Department purchase cardholders generally used their Government card for purchases allowed by laws and regulations and that the Department generally administered the Purchase Card Program in accordance with policies. However, purchase cardholders did not always record and document purchases or

reconcile monthly statements in accordance with Department policy. OIG made recommendations to the Bureau of Administration that were intended to strengthen internal controls over the Purchase Card Program.

Information Report: Department of State 2018 Charge Card Risk Assessment (AUD-CGI-19-15, 12/2018)

OIG conducted this review of the Department travel card program to assess the risk associated with the program. OIG reviewed the Department's FY 2017 travel card data and concluded that the risk of illegal, improper, or erroneous use in the Department travel card program is "medium." This conclusion is based on the Department travel card program size, internal controls, training, previous audits, and OIG Office of Investigations observations.

On the basis of the results of this assessment, OIG did not recommend an audit of the Department's travel card program be included in OIG'S FY 2020 work plan. However, OIG encouraged the Department travel card program manager to continue prudent oversight of the travel card program and ensure that internal controls intended to safeguard taxpayer funds are fully implemented and followed by Department travel cardholders.

Information Report: International Boundary and Water Commission, United States and Mexico, U.S. Section 2018 Charge Card Risk Assessment (AUD-CGI-19-14, 12/2018)

OIG conducted this review of the International Boundary and Water Commission, United States and Mexico, U.S. Section (USIBWC) purchase card program to assess the risk associated with the program. OIG reviewed USIBWC's FY 2017 purchase card data and concluded that the risk of

illegal, improper, or erroneous use in the USIBWC purchase card program is “very low.” This conclusion is based on the USIBWC purchase card program size, internal controls, training, previous audits, and OIG Office of Investigations observations.

On the basis of the results of this assessment, OIG did not recommend an audit of USIBWC’s purchase card program be included in OIG’s FY 2020 work plan. However, OIG encouraged the USIBWC purchase card program manager to continue prudent oversight of the purchase card program and ensure that internal controls intended to safeguard taxpayer funds are fully implemented and followed by USIBWC purchase cardholders.

Information Report: The Bureau of Administration Took Action To Address Expired Office of Facilities Management Services Contracts
(AUD-CGI-19-12, 12/2018)

Officials of the Bureau of Administration’s Office of Acquisitions Management (AQM) identified issues concerning acquisition planning, the “misuse” of Federal Acquisition Regulation (FAR) clauses for contract extensions, disregard for the Department of State Acquisition Regulation, and inadequate contract administration associated with 15 Facilities Management Services (FMS) contracts. In April 2018, OIG received information from AQM about FMS contract deficiencies that included a detailed assessment of 15 FMS contracts valued at approximately \$160 million. The information asserted that the Department issued, in most cases, multiple extensions for the contracts after the periods of performance had expired by “misusing” FAR clauses.

After evaluating the assessment, OIG confirmed that acquisition planning was lacking and that FMS contracts had been improperly extended multiple times by misusing FAR clauses. While OIG was engaged in evaluating the FMS contracts, AQM was in the process of

remediating the contract administration deficiencies identified. FMS developed and moved forward with an acquisition plan to address the expiring FMS contracts. The acquisition plan established two indefinite-delivery, indefinite-quantity contracts, and the acquisition plan was approved and fully implemented as of November 1, 2018.

Financial Management

Independent Auditor’s Report on the U.S. Department of State 2018 Closing Package Financial Statements
(AUD-FM-19-04, 11/2018)

An independent external auditor, working on behalf of and under the direction of OIG, audited the Department’s closing package financial statements as of, and for the year ended, September 30, 2018. The auditor found the closing package financial statements present fairly, in all material respects, the financial position of the Department as of September 30, 2018, and its net costs and changes in net position for the year then ended in accordance with accounting principles generally accepted in the United States of America. The auditor identified no material weaknesses in internal control over the financial reporting process for the closing package financial statements, and its tests of compliance with U.S. Department of the Treasury requirements disclosed no instances of noncompliance that were required to be reported.

Independent Auditor’s Report on the U.S. Department of State 2018 and 2017 Financial Statements
(AUD-FM-19-03, 11/2018)

An independent external auditor, working on behalf of and under the direction of OIG, audited the Department’s annual financial statements as of, and for the years ended, September 30, 2018, and 2017. The auditor found the consolidated financial statements present fairly, in all material

respects, the financial position of the Department as of September 30, 2018, and 2017, and its net cost of operations, changes in net position, and budgetary resources for the years then ended in conformity with accounting principles generally accepted in the United States of America.

The auditor found significant deficiencies in the internal control over property and equipment, budgetary accounting, unliquidated obligations, and IT. The auditor also found three instances of reportable noncompliance with laws, regulations, contracts, and grant agreements tested—specifically, the Antideficiency Act, the Prompt Payment Act, and the Federal Financial Management Improvement Act of 1996.

Independent Accountant’s Report on the Application of Agreed-Upon Procedures: Employee Benefits, Withholdings, Contributions, and Supplemental Semiannual Headcount Reporting Submitted to the Office of Personnel Management (AUD-FM-19-01, 10/2018)

Working on behalf of OIG, an independent external auditor performed agreed-upon procedures, as required by OMB. These procedures were performed to assist the Office of Personnel Management (OPM) in assessing the reasonableness of retirement, health benefits, and life insurance withholdings and contributions, as well as enrollment information submitted via the Semiannual Headcount Report to OPM by the Department. In general, the auditor identified no reportable differences that resulted from applying the majority of the procedures. However, the auditor reported some differences that resulted from applying procedures related to life insurance withholdings and enrollment.

Middle East Region Operations

Audit of Humanitarian Assistance Cooperative Agreements Supporting Internally Displaced Persons in Iraq (AUD-MERO-19-20, 3/2019)

OIG conducted this audit to determine whether the Bureau of Population, Refugees, and Migration (PRM) monitored assistance provided through cooperative agreements to nongovernmental organizations to support internally displaced persons in Iraq in accordance with Federal requirements and Department guidance. OIG found that PRM generally complied with criteria for monitoring.

OIG questioned 32 of 621 expenditures valued at \$64,706 (3 percent of the \$2.2 million reviewed). Although the instances of questioned costs were limited and not a material deficiency, OIG noted that 23 of the 32 questioned expenditures (72 percent) came from awards provided to two organizations. In addition, although PRM conducts spot checks of some award expenditures to determine if the expenditures comply with requirements, its practice of asking the award recipient to select the expenditures for review is ineffective in identifying unallowable and unsupported costs. OIG made recommendations intended to help PRM ensure award recipients in Iraq are using funds awarded through cooperative agreements as intended.

Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq (AUD-MERO-19-10, 11/2018)

OIG conducted this audit to determine whether (a) the Bureau of Near Eastern Affairs (NEA) nomination and selection process for Contracting Officer’s Representatives (COR) and Government Technical Monitors (GTM) in Iraq resulted in the designation of qualified personnel, (b) NEA established and implemented an effective process to hold CORs and GTMs accountable for their performance, and (c) CORs and GTMs documented contractor performance in the official contract file in accordance with Federal and Department requirements.

OIG found that NEA did not consistently nominate CORs and GTMs with the required certification level and technical expertise to oversee contracts in Iraq. In addition, oversight personnel did not always possess sufficient technical expertise relative to the contract's subject matter. OIG also found that NEA did not consistently establish work commitments or seek feedback from the Contracting Officers (CO) to effectively hold CORs and GTMs accountable for their performance. Furthermore, OIG found that CORs did not always maintain complete COR files.

OIG made recommendations to improve the process to nominate and select CORs and GTMs, promote accountability of oversight staff, and advance the completeness of COR files.

Security and Intelligence

Audit of Department of State Directorate of Defense Trade Controls Export Licensing Processes (AUD-SI-19-07, 2/2019)

OIG conducted this audit to determine whether the Directorate of Defense Trade Controls (DDTC) implemented sufficient internal controls to ensure that export license applicants provide complete and accurate information, Department bureaus and offices involved with the license application review process are effectually engaged, and the end-use and end-user of exports are appropriately vetted. OIG found that DDTC did not implement sufficient internal controls to ensure that permanent export license applications included all required information. Specifically, Licensing Officers approved applications despite the absence of required information. OIG also found that DDTC did not always provide Congress with certifications to ensure that proposed licenses met U.S. national security and foreign policy objectives. In addition, OIG found one instance in which the Licensing Officer did not have the authority to issue the license. Furthermore, OIG found instances in which Licensing Officers did not engage other Department bureaus in licensing

decisions. Finally, OIG observed an end-use/end-user check that was not conducted in accordance with guidance.

Management Assistance Report: Modification and Oversight of the Bureau of Medical Services' Contract for Aeromedical Biocontainment Evacuation Services Violated Federal Requirements (AUD-SI-19-11, 12/2018)

During an audit of the Department's aviation program, OIG found that the Bureau of Medical Services (MED) awarded a sole-source contract on the basis of one contractor's unique capability to conduct aeromedical biocontainment evacuations, but never used the unique capability for an actual aeromedical biocontainment evacuation. Instead, the aircraft was used exclusively for other activities, such as the deployment of hurricane response teams. Furthermore, the CO modified the contract to stipulate that the Africa-based aeromedical aircraft could be used as an air taxi to transport Department employees between Kenya and Somalia.

OIG determined that since the modification, the air taxi service was the aircraft's primary use. This use did not require the unique biocontainment evacuation capability upon which the justification for the sole-source procurement was based. To the contrary, this change in the purpose of the contract—from emergency, biocontainment evacuation services to providing essentially commercial air taxi services—constituted such a significant change in the scope of the contract that it required full and open competition under the Competition in Contracting Act, and therefore, OIG determined the modification was improper. OIG estimated the Department could put approximately \$24 million in taxpayer funds to better use by not exercising the contract's next 2 option years.

OIG also found that MED did not comply with Federal aviation regulations and Department policies that govern use of Commercial Aviation

Services. For example, MED lacks sufficient contract oversight officials with technical aviation expertise, which poses safety risks to Department personnel. MED also failed to appropriately report the costs of the aviation program and did not follow the requirement for establishing Flight Program Standards. OIG made seven recommendations to address the deficiencies identified in this report.

7 OFFICE OF EVALUATIONS AND SPECIAL PROJECTS

The Office of Evaluations and Special Projects strengthens OIG's oversight of the Department and improves OIG's capabilities to educate employees regarding whistleblower protections. This office also reviews allegations of administrative misconduct by senior officials and issues management alerts and management assistance reports to highlight urgent needs for corrective actions, as well as capping reports on thematic areas of concern. It also conducts special evaluations and reviews, including responses to congressional inquiries. This office's work complements the work of OIG's Offices of Audits, Inspections, and Investigations by developing a capacity to focus on broader systemic issues.

From October 1, 2018, to March 31, 2019, the Office of Evaluations and Special Projects issued three unclassified reports on Department programs and operations. During this period, the office also issued one whistleblower report, which is discussed in Section 2 of this report.

Evaluation of the Department of State's Use of Schedule B Hiring Authority (ESP-19-03, 2/2019)

OIG conducted an evaluation of Schedule B appointments by the Department from January 1, 2013, to January 1, 2018, to assess whether it complied with Department policies and OPM regulations. These appointments are a special type of hiring authority granted by OPM for individuals in scientific, professional, and technical positions not of a confidential or policy-determining nature when filled by persons having special qualifications in foreign policy matters.

OIG found that many of the Schedule B appointments to fill scientific, professional, and technical positions from 2013 to 2016 did not comply with Department policy and OPM regulations. Several individuals lacked special

qualifications in foreign policy matters, and, of the appointments reviewed, almost a fifth were appointments to positions that are inherently policy-determining or confidential. In addition, the Department used its Schedule B authority to convert current Department employees or to hire Department contractors as Schedule B employees.

OIG made two recommendations to the Bureau of Human Resources, including that it adopt a policy requiring consultation with the Office of Legal Adviser when making similar Schedule B hiring requests and that it amend the Department's Schedule B policy to detail in what circumstances Department career employee or contractor conversions are appropriate.

Management Assistance Report: Use of Personal Social Media Accounts to Conduct Official Business (ESP-19-02, 2/2019)

In response to allegations that certain ambassadors were violating Department policy by using their personal social media accounts to post about issues of Department concern, OIG conducted a review of Department social media policies and the personal Twitter accounts of all of the Department's ambassadors that OIG could locate. OIG found that some of those ambassadors have posted information that did not appear to comply with Department policies regarding social media.

OIG made three recommendations to the Department, including that it clarify its guidance on social media regarding the distinction between personal and official social media postings; issue periodic, regular notices to Department employees to remind them of the Department's social media policies; and review the personal Twitter accounts of ambassadors and other senior

Department officials and take appropriate action to remedy any violations of Department policy.

Review of Allegations of Improper Passport Seizures at Embassy Sana'a, Yemen
(ESP-19-01, 10/2018)

OIG undertook this evaluation after receiving a complaint alleging that an Assistant Regional Security Officer for Investigations at Embassy Sana'a, Yemen, failed to follow regulations and Department policies when, as part of an ongoing passport fraud investigation from 2012 through 2014, he took the passports of individuals holding citizenship from both Yemen and the United States. These U.S. citizens were unable to leave Yemen, which was in the midst of ongoing violent conflict. OIG found that the Department failed to follow relevant regulations and policies in taking, and in some cases ultimately revoking, the passports and that the Department could not determine how many passports had been taken

because it lacked a centralized system to track passport retentions and confiscations. OIG also found that the lack of a single legal authority within the Department led to significant difficulties in resolving key legal issues and that, although the Department has updated its policies, several issues remain unresolved, including conflicting interpretations of the Department's authority to take passports and uncertainty regarding eligibility for limited validity passports.

OIG made four recommendations to the Department: to develop databases to track and manage passport revocations, retentions, and confiscations; issue guidance on the procedures required to revoke and confiscate passports; clarify the circumstances in which individuals are entitled to limited validity passports to return to the U.S. if their documents are taken while they are abroad; and clarify the role of the Legal Adviser as the senior legal authority for the Department.

8 OFFICE OF INSPECTIONS

The Office of Inspections conducts independent assessments of the operations of the Department, its posts abroad, and related activities. OIG inspects each post and domestic bureau under the Foreign Service Act of 1980, which sets forth three broad areas for inspections: policy implementation, resource management, and management controls.

The office also conducts targeted reviews of Department programs and operations and compliance follow-up reviews on some posts, offices, and bureaus previously inspected to ensure implementation of key recommendations. From October 1, 2018, to March 31, 2019, the Office of Inspections issued 21 reports on Department programs and operations, 12 of which were unclassified and are summarized below. The *Department of State Classified Annex to the Semiannual Report to the Congress* includes the Sensitive But Unclassified and classified reports the Office of Inspections issued during this reporting period.

Program Reviews and Special Reports

Targeted Review of Leadership and Management at the National Passport Center
(ISP-I-19-13, 11/2018)

OIG conducted a targeted review of the National Passport Center to address a high volume of hotline complaints OIG received in early 2018. Staff alleged misconduct, harassment, retaliation, and misuse of Government systems and software applications. OIG found significant and credible evidence of ongoing and systemic leadership and management deficiencies that required the immediate attention of the Bureau of Consular Affairs. Specifically, OIG found that a sustained failure of leadership at the center fostered a culture that permitted, and did not hold employees accountable for, inappropriate conduct. Employees reported that retaliation,

harassment, and “bullying” created an abusive and threatening work environment, which nearly all levels of the center’s leadership either condoned or perpetrated. Ineffective communication throughout the center and organizational, administrative, and security issues exacerbated these problems.

Among OIG’s recommendations was one for the Bureau of Consular Affairs to develop a corrective action plan within 60 calendar days from the publication of the report to address the center’s leadership and management deficiencies. OIG will monitor the corrective action plan until all elements are implemented because of overwhelming evidence that senior leaders in both the bureau’s Office of Passport Services and the National Passport Center took no action or contributed to the serious longstanding problems that were identified as long ago as 2014.

Domestic Bureaus

Inspection of the Bureau of Democracy, Human Rights, and Labor’s Foreign Assistance Program Management
(ISP-I-19-12, 10/2018)

OIG found that the Bureau of Democracy, Human Rights, and Labor took steps to strengthen internal controls as bureau-managed assistance funds nearly doubled since 2013. However, 11 of 26 direct-hire positions in the Office of Global Programming, which manages the bureau’s foreign assistance, were vacant at the time of the inspection. This was due in part to the Department’s hiring freeze. (OMB first announced a Government-wide hiring freeze on January 23, 2017. While most positions were frozen and could not be filled if vacant, the Secretary approved specific exemptions to the hiring freeze to ensure the Department was able to meet critical needs. The Secretary lifted the hiring freeze in May 2018.) The bureau did not update risk assessments and

monitoring plans annually for 7 of the 13 grant files OIG reviewed. Moreover, the bureau did not systematically conduct and document site visits in accordance with monitoring plans. The bureau returned \$6.6 million in canceled funds to the U.S. Department of the Treasury in FY 2016 and FY 2017, despite having a statutory reclassification authority to extend the period of availability for most foreign assistance appropriations. Expenditures on the bureau's foreign assistance grants were not accurately recorded in the Department's financial system, creating the potential for violations of the Antideficiency Act.

OIG made recommendations to improve bureau management of foreign assistance, including to strengthen grants management and improve financial management practices related to foreign assistance.

Spotlight on Success: Through an innovative program, the Bureau of Democracy, Human Rights, and Labor delivered financial compliance training to its grant recipients.

Inspection of the Bureau of Democracy, Human Rights, and Labor
(ISP-I-19-11, 10/2018)

OIG found that stakeholders from other Federal agencies and Department offices described the Bureau of Democracy, Human Rights, and Labor as effective in advancing human rights issues. However, staffing shortfalls and the lack of an effective bureau strategic planning process increased internal controls risks for Leahy vetting, visa ineligibility determinations, and foreign assistance management—areas where the bureau faced an expanding workload. Insufficient staffing and oversight of information technology systems development increased risks of waste, fraud, and mismanagement and delays in modernizing the bureau's IT system used to conduct Leahy vetting. The bureau did not dedicate sufficient staff, training resources, or strategic direction to

prepare human rights assessments related to visa processing and sanctions functions. OIG made recommendations to improve embassy operations, including strategic planning and internal controls.

Spotlight on Success: The bureau's Office of Policy Planning and Public Diplomacy effectively used social media tools to conduct outreach on human rights issues. The bureau's Facebook page is the Department's second-most popular domestic page, with approximately 2.3 million followers.

Overseas Missions

Bureau of African Affairs

Inspection of Embassy Kigali, Rwanda
(ISP-I-19-15, 3/2019)

OIG found that the Ambassador and the Deputy Chief of Mission led Embassy Kigali in a professional, positive, and inclusive manner. The Ambassador's public outreach was enhanced by his study and use of Kinyarwanda, the principal language of Rwandans. The embassy identified a major deficiency in the residential safety program with multiple hazardous electrical incidents at embassy residences. The embassy did not manage the public diplomacy grants program in accordance with Department standards. In addition, the embassy did not ensure the American Corner at the Adventist University of Central Africa conformed to Department standards, nor did it properly document property transferred to the two American Corners in Rwanda. The embassy's consular crisis preparedness program had deficiencies, including inadequate disaster assistance kits and a backlog in enrolling U.S. citizens in the Smart Traveler Enrollment Program. OIG made recommendations to improve the embassy's residential safety program and its public diplomacy, consular, and information management operations.

Spotlight on Success: The embassy’s Coordination Office for the President’s Emergency Fund for AIDS Relief successfully promoted cooperation among interagency stakeholders. In addition, the embassy responded quickly and comprehensively to an Ebola outbreak in neighboring Democratic Republic of the Congo.

Inspection of Embassy Dakar, Senegal
(ISP-I-19-03, 11/2018)

OIG found that the Ambassador set a positive and professional tone, clearly communicating mission priorities and strategic goals to embassy staff. The Ambassador promoted the strategic goal of assisting Senegal’s political and economic development in order to make the country a more effective partner for the United States. However, internal controls for some general services and facility management functions did not comply with Department standards and procedures. Public diplomacy programs were integrated through physical and virtual platforms to promote a better public understanding of U.S. policy and to build relationships with Senegalese leaders, particularly among youth. The embassy continued to improve its management of foreign assistance and public diplomacy grants through deployment of the State Award Management System. Information systems security and telephone programs did not comply with Department requirements. The Ambassador also is accredited to neighboring Guinea-Bissau, and Embassy Dakar is responsible for U.S. Government operations there through its Bissau Liaison Office. Expanding engagement in Guinea-Bissau promoted U.S. interests, but also posed challenges to the embassy’s capacity for oversight and coordination.

The report includes recommendations to improve embassy operations and internal controls, including in general services, facility management, and IT operations.

Inspection of Embassy Banjul, The Gambia
(ISP-I-19-04, 11/2018)

OIG found that the Ambassador at Embassy Banjul established a generally positive relationship with the new government of The Gambia and emphasized U.S. interest in the promotion of economic, political, and social development, and outreach to the Gambian populace. However, a troubled relationship between the Ambassador and the recently departed Deputy Chief of Mission created morale problems and miscommunication within the embassy. Lengthy staffing gaps, curtailments of U.S. direct-hire staff, and the suspension and termination of locally employed staff for fraud adversely affected embassy operations. U.S. direct-hire vacancies in the Consular and Management Sections led to deficiencies in internal controls, including the procurement and financial management functions. In addition, the chancery’s physical plant deficiencies, structural limitations, and poor external and internal appearance presented a negative image of the United States. The embassy did not comply with Department visa referral procedures. Information systems security and information management contingency training and planning needed to be strengthened.

OIG made recommendations to improve management and information management functions and consular facilities.

Spotlight on Success: By making effective use of existing resources, the Public Diplomacy Section created Competitive College Clubs to provide educational advising and leadership training for Gambian youth.

Inspection of U.S. Mission to Somalia
(ISP-I-19-09, 10/2018)

OIG conducted a limited scope inspection of U.S. Mission Somalia’s executive direction, policy implementation—including political and economic reporting, public diplomacy, and foreign assistance

programs—and some aspects of information management. At the time of the inspection, due to the security situation in Mogadishu, all Mission Somalia personnel were assigned to Embassy Nairobi, but some traveled to Mogadishu frequently. Embassy Nairobi provides management and IT support as well as all consular services in Somalia.

OIG found that the Chargé d’Affaires and acting Deputy Chief of Mission effectively coordinated and executed U.S. policy, given the restrictions on the mission’s operations due to the security threats in Somalia, but could do more to foster collegial teamwork. Somalia’s restrictive operating environment, frequent travel between Nairobi and Mogadishu, and staffing difficulties impeded diplomatic activities, foreign assistance management, and internal controls. However, the mission conducted useful reporting and media outreach despite these constraints. Mission Somalia improved accountability and oversight of foreign assistance but needed to enhance monitoring and mitigate risk. In addition, its records management program did not comply with Department standards. OIG made recommendations to improve management controls, foreign assistance monitoring and risk management, and records management.

Inspection of Embassy Nairobi, Kenya
(ISP-I-19-08, 10/2018)

OIG found that leadership coordinated the foreign assistance and policy advocacy activities of the 31 U.S. Government agencies in Nairobi to ensure they were consistent with, and contributed to, Integrated Country Strategy goals. The 2017 Annual Chief of Mission Management Control Statement of Assurance did not identify multiple deficiencies in the Regional Security Office and in management and IT operations, including cybersecurity deficiencies that left IT systems vulnerable. The embassy did not follow Department requirements to monitor unliquidated obligations, resulting in up to \$1.7 million that

could be put to better use. Embassy Nairobi reported more than \$3.6 million in inventory shortages in the previous two fiscal years and had \$14 million in non-expendable inventory that should have been replaced or disposed of and the funds put to better use. The Consular Section delivered efficient services under challenging conditions. OIG made recommendations to improve internal controls and contract oversight.

Spotlight on Success: Embassy Nairobi implemented successful measures to solicit staff feedback, create a climate of intercultural respect, make effective use of the Integrated Country Strategy, improve crisis readiness, combat disinformation, deliver consular services in Somalia, and reduce vehicle accidents through the Drive-Cam driver safety program.

Bureau of East Asian and Pacific Affairs

Inspection of Embassy Majuro, Republic of the Marshall Islands
(ISP-I-19-07, 2/2019)

OIG found that the Ambassador and the Deputy Chief of Mission led Embassy Majuro in a professional and collaborative manner. However, the embassy lacked sufficient internal controls in consular, resource management, security, and information management operations. Embassy Majuro generally received good support from Embassy Manila, the Philippines, in information management and management operations. Nevertheless, embassy deficiencies in the implementation of its information management and information security programs could put Department computer systems at risk.

This report includes recommendations to Embassy Majuro to improve consular, resource management, and information management operations, and a recommendation to Embassy Manila to document Information Systems Security Officer reviews.

Inspection of Embassy Koror, Republic of Palau
(ISP-I-19-06, 2/2019)

OIG found that Embassy Koror, one of the smallest U.S. missions in the world, faced significant challenges because it is charged with coordinating the work of more than 40 U.S. agencies that regularly visit Palau. Despite leadership's laudable efforts, Embassy Koror remained understaffed with just two U.S. direct hire personnel—the Ambassador and Mission Deputy. Accordingly, the embassy was unable to adequately implement many Department-mandated internal controls to properly manage the security program, classified IT system, or management operations. A Department rightsizing review supported the need for an additional position at Embassy Koror. Based on its observations and findings, OIG supports Embassy Koror's request. The Ambassador did not conduct reviews of the Mission Deputy's nonimmigrant visa adjudications, a mandatory consular management control, nor did the embassy proactively plan and rehearse for emergencies. In addition, Embassy Koror did not follow Department requirements to monitor unliquidated obligations, resulting in up to \$823,547 that could be put to better use. Notwithstanding these deficiencies, Embassy Koror generally received adequate support from Embassy Manila, the Philippines, in security, IT, and management operations.

OIG made recommendations to improve Embassy Koror's consular, management, and information management operations.

Inspection of Embassy Kolonia, Federated States of Micronesia
(ISP-I-19-05, 2/2019)

OIG found that staffing gaps, curtailments, collateral duty assignments, and a lack of training contributed to management control deficiencies throughout the embassy, including in management, security, information management, and consular operations. In addition, the embassy did not meet Department guidance for consular

crisis preparation. Although the embassy met day-to-day computing and communications needs, OIG found significant deficiencies in the implementation of effective information management and information security.

Notwithstanding these deficiencies, Embassy Kolonia generally received good support from Embassy Manila, the Philippines, in security, information management, and management operations.

OIG made recommendations to improve Embassy Kolonia's consular, resource management, and information management operations.

Bureau of South and Central Asian Affairs

Inspection of Embassy New Delhi and Constituent Posts, India
(ISP-I-19-10, 12/2018)

OIG found that Mission India's management established clearly defined goals and priorities. 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; however, its internal review processes did not consistently identify management control deficiencies throughout the mission. 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. During the on-site portion of OIG's inspection, the mission corrected more than 25 specific deficiencies.

Mission India also had a history of modifying U.S. Government-owned buildings without Department approval. Nine unapproved modifications, made between approximately 2004 and 2016, lacked

technical reviews to ensure the projects conformed to the Department's building codes. The mission developed and used local IT applications without any required risk assessments and approvals.

OIG made recommendations to the embassy and Department offices to improve Mission India's operations.

Spotlight on Success: The mission's Consular Section created innovative programs for planning and managing nonimmigrant visa adjudication.

9 OFFICE OF INVESTIGATIONS

The Office of Investigations conducts worldwide investigations of criminal, civil, and administrative misconduct related to programs and operations of the Department.

The office refers investigative results to the Department of Justice for prosecution and to the Department's Bureau of Human Resources, the Bureau of Diplomatic Security, the Office of the Procurement Executive, and other entities for administrative or other appropriate action. OIG's involvement in complex investigations of crimes

affecting Department employees, programs, and operations has resulted in significant actions—including convictions, settlements, recoveries, suspensions, and debarments—and continues to promote integrity and accountability of personnel and programs.

For a summary of OIG investigative activity related to Department of State programs and operations this reporting period, see Table 9.1. For a breakdown of cases closed this reporting period, see Figure 9.1.

Table 9.1
OIG Investigative Activity Related to Department of State Programs and Operations,
10/1/2018–3/31/2019

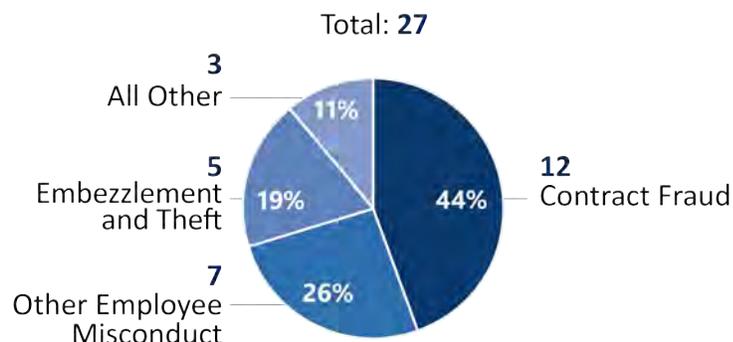
Preliminary Inquiries	
Opened	39
Closed	57
Investigations	
Opened	29
Closed	27
Pending (3/31/2019)	40
Reports Issued ^a	13
Criminal and Civil Actions	
Referrals to the Department of Justice	19
Referrals to Foreign, State, and Local Prosecuting Authorities	0
Arrests	3
Indictments/Informations ^b	6
Convictions	7
Civil Judgments/Settlements	0
Administrative Actions	
Removals (Resignation & Termination)	4
Suspensions/Revocations (Employee & Security Clearance)	3
Reprimands/Admonishments/Other	8
Investigative Monetary Results	
Civil Settlement	\$0
Cost Recovery	\$258,356
Criminal Forfeiture	\$7,600
Fines and Penalties	\$1,025
Funds Put to Better Use (Cost Savings)	\$0
Restitution	\$298,085
Suspension and Debarment	
Contractors/Grantees Suspended	0
Employees/Contractors/Grantees Debarred	5
Fraud Awareness Briefings	
	34

Note: The figures in this table were derived from a defined search of the Office of Investigations' electronic case management system for the period from October 1, 2018, through March 31, 2019, based upon specific administrative action categories.

^a The number represents final Reports of Investigation issued during the reporting period. The same Report of Investigation may have been issued to more than one Department bureau or office and may include multiple subjects for possible administrative actions.

^b The number represents all indictments and criminal informations that occurred during the reporting period. All indictments and criminal informations result from referral to prosecuting authorities. The referral may have occurred in a prior reporting period.

Figure 9.1
OIG Investigations Closed, 10/1/2018–3/31/2019



OIG’s investigative efforts span the globe. As shown in Figure 9.2 and Table 9.2, of the 84 cases and preliminary inquiries closed this reporting period, 63 percent concerned activity in the United States, and 37 percent concerned activity in other countries.

Figure 9.2
Department-Related Cases and Preliminary Inquiries Closed, by Country, 10/1/2018–3/31/2019



Source: Office of Investigations electronic case management system.

Table 9.2
Preliminary Inquiries and Cases Closed, 10/1/2018–3/31/2019

Type	Domestic	Overseas
Preliminary Inquiries Closed	40	17
Cases Closed	13	14

Source: Office of Investigations electronic case management system.

Investigations Involving Senior Government Employees

During the reporting period, OIG conducted a number of investigations involving senior Government employees. Table 9.3 details each such investigation where OIG substantiated allegations of misconduct. Other than the investigations described in Table 9.3, OIG has no investigations to report involving senior Government employees that were substantiated and closed during the reporting period but not disclosed to the public.

Table 9.3
Investigations Involving Senior Government Employees Where Allegations Were Substantiated, 10/1/2018–3/31/2019

Description	Status	DOJ Referral & Response	Closed Date
Case #C2015-037			
In February 2015, OIG opened an investigation into numerous allegations, including claims that an employee was misusing a Government vehicle.	The investigation revealed that the employee routinely misused Government vehicles to conduct personal business, failed to follow documentation procedures, and frequently transported non-Government personnel.	No referral to the Department of Justice was made, as there was no criminal violation. In October 2018, the employee received a written admonishment.	11/2018
Case #C2016-057			
In May 2016, OIG opened an investigation based on information that an employee was suspected of committing time and attendance fraud.	The investigation revealed that the employee did not request, document, and use annual and sick leave as required by Department policy.	2/13/2017 – The U.S. Attorney’s Office declined the case in lieu of administrative action. In November 2018, the employee received a proposal for discipline and subsequently retired, effective February 2019.	3/2019

Embezzlement and Theft

In March 2019, a former IT contractor for OIG pleaded guilty in U.S. District Court to theft and embezzlement of up to 16 Government computers. OIG special agents determined that from approximately July 2016 through February 2017, the employee sold the stolen computers on various Internet websites. Sentencing is pending.

In February 2019, a former Department employee was sentenced to 3 years of probation and was ordered to pay \$7,689 in restitution. OIG special agents determined the former employee submitted forged receipts for official travel while

assigned to a U.S. Embassy overseas. The former employee pleaded guilty to submission of false claims in October 2018.

In January 2019, a former Department employee was issued a notice of indebtedness to the Department in the amount of \$39,436 for misappropriating funds. OIG special agents determined the former employee stole funds and diverted materials, such as floor tile and air conditioning units, obtained through legitimate Government purchase orders to complete a family member’s home renovation project. The Bureau of Diplomatic Security revoked the employee’s security clearance, and the employee resigned.

In November 2018, a former Department contractor was sentenced to 5 months in prison followed by 3 years of supervised release and ordered to pay \$33,370 in restitution. In July 2018, the contractor, who worked in Kandahar, Afghanistan, was convicted of three counts of theft and unauthorized sale of government property and one count of interstate transportation of stolen property. OIG and Special Inspector General for Afghanistan Reconstruction special agents determined that the former contractor stole and resold approximately \$48,900 worth of equipment that was meant for excess under the Foreign Excess Personal Property Program.

In October 2018, a former Department employee pleaded guilty to submission of false claims. OIG special agents determined that the former employee submitted false claims that may have exceeded \$100,000 while assigned to a U.S. embassy overseas. As part of the scheme, the former employee submitted forged receipts for expenses related to official travel in the United States and abroad.

Employee Misconduct

In October 2018, a senior Department employee was issued a letter of admonishment for failing to adhere to a post's official government vehicle use policy. OIG special agents determined the employee used a government vehicle more than 40 times to conduct personal business without filling out the required "daily vehicle use record."

Other Cases

In March 2019, the Department issued a letter of reprimand to a management counselor for failure to notify the Department's property survey board of suspected theft of U.S. Embassy property. OIG special agents determined the employee's careless performance of duties as the property management officer contributed to the overall

lack of accountability at post. Previously, two other Department employees were issued letters of admonishment for their failure to comply with asset management protocols.

In March 2019, the Department debarred a former Department program manager and the former owner of a transportation company for 3 years each. Both individuals were previously convicted in U.S. District Court for conspiracy to commit theft of Government funds and honest services wire fraud.

In January 2019, a former Department employee was sentenced to 15 months in prison followed by a 3-year term of supervised release and ordered to pay \$244,884 in restitution for fraudulently discharging over \$250,000 in student loan debt. The former employee applied through the Department of Education for a Total and Permanent Disability discharge of student loan debt, affirming that he was disabled and unable to work. OIG special agents determined however, that he earned over \$331,000 from two full-time jobs from May 2013 through October 2016.

In December 2018, a Nigerian national was charged in a complaint for his role as the alleged ringleader of an international investment scheme. OIG and FBI special agents investigated this matter. As alleged in the complaint, perpetrators impersonated U.S. bank officials in person at U.S. embassies and over the internet and made false promises of investment funding. Proceeds of the scheme were allegedly laundered through U.S. bank accounts and diverted back to the scheme's perpetrators in Nigeria. Another Nigerian national was charged in a separate case in October 2018, and seven other individuals (six from the U.S. and one from the Philippines) have been charged as part of the same investigation.

Updates to Prior Cases

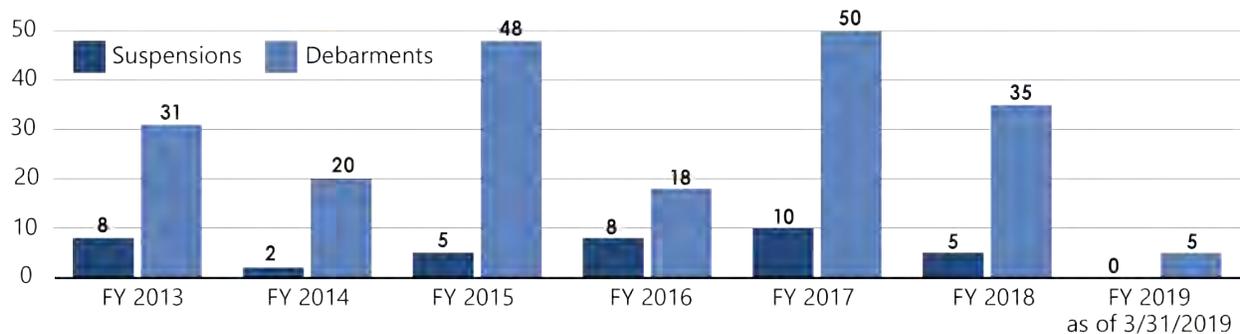
In October 2018, a former Department employee was sentenced to 26 years in Federal prison for

production of child pornography. OIG and FBI special agents, working with several law enforcement partners, determined that the employee conspired to produce more than 1,000 sexually explicit images and videos of minor children in Canada during a 2-year period. In July 2018, the former employee pleaded guilty to conspiring to produce child pornography and producing child pornography.

Suspensions and Debarments

OIG has enhanced its efforts to identify and refer appropriate cases to the Department for suspension and debarment. In the first 6 months of FY 2019, because of OIG referrals, 2 employees and 3 contractors were debarred from conducting business with the Federal Government. For a summary of suspension and debarment activity over the last several years, see Figure 9.3.

Figure 9.3
Suspension and Debarment Action Taken By the Department As A Result Of OIG Referrals, FY 2013–2019



10 FINANCIAL RESULTS OF OIG WORK RELATED TO THE DEPARTMENT OF STATE

In the reports it issued this reporting period, OIG identified approximately \$240.6 million in potential monetary benefits to the Department. Also during this reporting period, the Department made management decisions on approximately \$45.4 million in recommendations involving questioned costs or funds that could be put to better use. At the close of this reporting period, the Department had not yet made a management decision on more than \$717.6 million in questioned costs or funds that could be put to better use, as identified by OIG.

For the status of recommendations involving questioned costs in OIG reports on Department programs and operations, see Table 10.1. For the status of recommendations involving funds that could be put to better use, see Table 10.2. For a summary of consolidated Department and USAGM totals of potential monetary benefits identified by OIG during this reporting period, see Section 5 of this report.

OIG Financial Lexicon

Questioned Costs

Costs that are questioned by OIG because of an alleged violation of a provision; costs not supported by adequate documentation; or a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.

Allowed:

A cost questioned by OIG that management has decided should be charged to the Government.

Disallowed:

A cost questioned by OIG that management has agreed should not be charged to the Government.

Funds Put to Better Use

Funds that could be used more efficiently if management took actions to implement and complete the recommendation.

Agreed:

The dollar value of recommendations that management agreed to implement.

Disagreed:

The dollar value of recommendations that management disagreed with implementing.

Table 10.1
Status of OIG Recommendations to the Department of State Including Questioned Costs,
10/1/2018–3/31/2019

		# Reports	Questioned Costs (\$ Thousands ^b)	Unsupported Costs ^a (\$ Thousands ^b)
A.	No management decision made by start of the reporting period	16	\$147,544	\$65,672
B.	Issued during the reporting period			
	<i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract II Task Order 2– Baghdad Protective Movement Security Services</i>		\$4,625	\$0
	<i>Inspection of Embassy Kigali, Rwanda</i>		\$115	\$0
	<i>Inspection of Embassy New Delhi and Constituent Posts, India</i>		\$52	\$52
	<i>Inspection of Embassy Banjul, The Gambia</i>		\$2	\$2
	Total Issued During the Reporting Period	4	\$4,794	\$54
	Total (A+B)		\$152,338	\$65,726
C.	Management decision made during the reporting period			
	(i) Disallowed Costs		\$1,231	\$466
	(ii) Costs Not Disallowed		\$9,886	\$8,686
	Subtotal	5	\$11,117	\$9,152
D.	Total remaining for decision as of the end of the reporting period [(A+B) – Subtotal C]	16 ^c	\$141,221	\$56,575
E.	Additional monetary benefits achieved as the result of prior OIG recommendations	1	\$207	\$0

^a “Unsupported Costs” is a subset of “Questioned Costs.”

^b Dollar amount may be affected by rounding.

^c Count of remaining reports cannot be directly derived from the preceding report counts above because some reports include more than one recommendation with monetary benefits. The 16 reports noted in the table contain 29 recommendations without a management decision at the end of the period.

Table 10.2
Status of OIG Recommendations to the Department of State Recommending Funds Be Put to Better Use, 10/1/2018–3/31/2019

	# Reports	Funds Put to Better Use (\$ Thousands ^a)
A. No management decision made by start of the reporting period	14	\$374,900
B. Issued during the reporting period		
<i>Management Assistance Report: Modification and Oversight of the Bureau of Medical Services' Contract for Aeromedical Biocontainment Evacuation Services Violated Federal Requirements</i>		\$24,000
<i>Inspection of Embassy New Delhi and Constituent Posts, India</i>		\$147
<i>Classified Inspection of Embassy New Delhi and Constituent Posts, India</i>		\$194,300
<i>Inspection of Embassy Nairobi, Kenya</i>		\$15,781
<i>Inspection of Embassy Koror, Republic of Palau</i>		\$824
<i>Inspection of Embassy Kolonia, Federated States of Micronesia</i>		\$707
Total Issued During the Reporting Period	6	\$235,759
Total (A+B)		\$610,659
C. Management decision made during the reporting period		
(i) Dollar Value of Recommendations Agreed to by Management		\$17,724
(ii) Dollar Value of Recommendations Not Agreed to by Management		\$16,523
Subtotal	6	\$34,248
D. Total remaining for decision as of the end of the reporting period [(A+B) – Subtotal C]	17 ^b	\$576,411
E. Additional monetary benefits achieved as the result of prior OIG recommendations	2	\$952

^a Dollar amount may be affected by rounding.

^b Count of remaining reports cannot be directly derived from the preceding report counts above because some reports include more than one recommendation with monetary benefits. The 17 reports noted in the table contain 23 recommendations without a management decision at the end of the period.

Office of Management and Budget Single Audits

OMB’s *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (2 CFR Part 200) establishes audit requirements for state and local governments, colleges and universities, and nonprofit organizations receiving Federal awards. Under 2 CFR Part 200, covered entities that expend \$750,000 or more a year in Federal funds must obtain an annual organization-wide “single audit” that includes the entity’s financial statements and compliance with Federal award requirements. These audits are conducted by non-Federal auditors, such as public accounting firms and state auditors.

OIG reviews selected audit reports for findings and questioned costs related to Department awards to ensure that the reports comply with the requirements of OMB related to single audits. OIG’s oversight of non-Federal audit activity informs Federal managers about the soundness of the management of Federal

programs and identifies any significant areas of internal control weaknesses, noncompliance, and questioned costs for resolution or follow-up.

During this reporting period, OIG’s Office of Audits reviewed 9 single audit reports covering \$1.5 billion in Federal funds. Of this amount, Department funds totaled \$617 million. Two of the 9 reports documented the awardee’s noncompliance with Federal requirements including internal control deficiencies related to unsupported transactions, untimely reconciliation of contract balances, and late reporting of financial information to the U.S. Government. OIG referred these findings to Department program officials for resolution or follow-up.

In addition, the Office of Audits conducted follow-up on prior year’s questioned costs of \$121,792 referred to Department program officials for resolution in prior periods. Table 10.3 summarizes the Department’s decisions during this period to allow or disallow the questioned costs.

**Table 10.3
Inspector General-Referred Single Audit Reports With Questioned Costs**

	# Reports	Questioned Costs (\$ Thousands ^a)
A. For which no management decision had been made by the commencement of the reporting period	3	\$122
B. Issued during the reporting period	0	\$0
Subtotal Questioned Costs (A+B)	3	\$122
C. For which a management decision was made during the reporting period		
(i) Disallowed Costs	1	\$92
(ii) Costs Not Disallowed	0	\$0
Total Management Decisions	1	\$92
D. For which no management decision has been made by the end of the reporting period [(A+B) – Subtotal C]	2	\$30

^a Dollar amount may be affected by rounding.

**Defense Contract
Audit Agency Audits**

The Bureau of Administration’s Office of Acquisitions Management (AQM) provided OIG information concerning Department contract awards. The bureau’s Business Operations Division initiates and coordinates audits with the Defense Contract Audit Agency (DCAA) to

support Contracting Officers (COs). Questioned costs that are identified represent the total of all questioned dollars in DCAA audit reports issued during this reporting period. The management decision captures the resolution of audit reports made by the CO during this reporting period to allow or disallow questioned costs. OIG did not verify, or otherwise audit, the values shown in Table 10.4 for the information AQM provided.

**Table 10.4
Defense Contract Audit Agency Audit Reports With Questioned Costs**

Recommendation Status	# Reports ^b	Questioned Costs (\$ Thousands ^a)
A. For which no management decision had been made by the commencement of the reporting period	11	\$152,983
B. Issued during the reporting period <i>Independent Audit Report on Proposed Amounts in International Development Solutions, (IDS) as part of Academi, LLC's Revised Termination Settlement Proposal, dated November 15, 2017, for the Termination of SAQMMA-11-F-2609 (Task Order 11) (2017A17100002, November 26, 2018)</i>		\$15,170
<i>Independent Audit Report on Janus Global Operations, LLC's Proposed Amounts on Unsettled Flexibly Priced Contracts for CFY 2015 (2015B10100033, March 21, 2019)</i>		\$3,833
Total Issued During the Reporting Period	2 ^c	\$19,003
Subtotal Questioned Costs (A+B)	13	\$171,985
C. For which management decision was made during the reporting period		
(i) Disallowed Costs		\$27,111
(ii) Costs Not Disallowed		\$34,376
Total Management Decisions	7^d	\$61,487
D. For which no management decision has been made by the end of the reporting period [(A+B) – Subtotal C]	10 ^e	\$110,498

^a Dollar amount may be affected by rounding.

^b Number excludes one audit report OIG issued in a prior period on behalf of the Bureau of Administration that was pending a management decision. This report and any respective decisions are accounted for in Table 10.1 Status of OIG Recommendations to the Department of State Including Questioned Costs.

^c Number excludes six additional DCAA reports issued during the reporting period that did not have questioned costs.

^d Number includes three reports with full management decision on all remaining questioned costs and four reports with partial management decision reported this period. The pending decision amounts for the four reports are reflected in Line D.

^e Count of remaining reports cannot be directly derived from the preceding report counts above because some reports include more than one recommendation with monetary benefits.

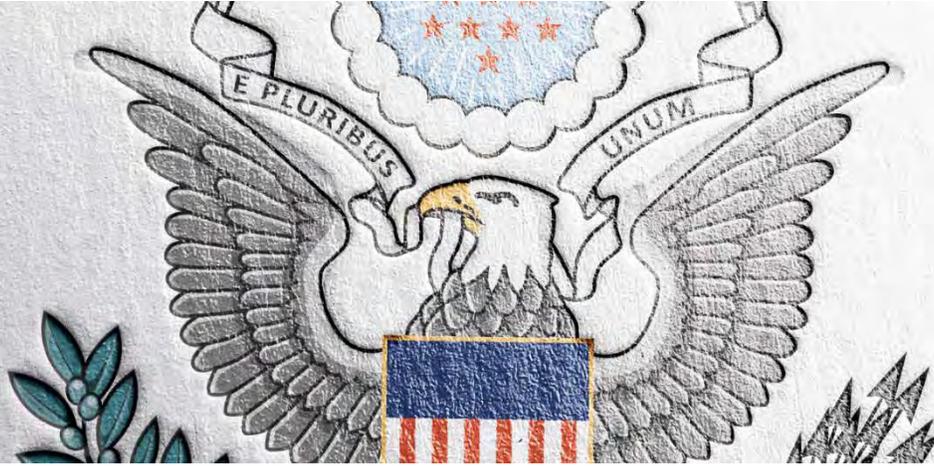
11 COMPLIANCE

OIG tracks and documents the status of OIG report recommendations and agency follow-up actions. OMB Circular A-50 requires prompt resolution and corrective action on OIG recommendations. Specifically, the circular states that resolution shall be made within 6 months after the final report is issued, with corrective action proceeding as rapidly as possible.

The tables in Appendix D provide detailed information about the status of OIG recommendations. Tables D.1 through D.4 identify resolved but unimplemented recommendations associated with unclassified reports issued prior to October 1, 2018.

These tables also identify recommendations designated as significant and associated potential monetary benefits. Table D.5 identifies recommendations that have been without management decision for more than 6 months.

Table D.6 shows reports issued in the previous reporting period that did not receive comments within 60 days of issuance. Table D.7 shows previous significant management decisions that the Department revised during this reporting period, and Table D.8 identifies significant management decisions with which OIG disagreed. Lastly, Table D.9 highlights a number of recommendations that were closed during the reporting period.



OVERSIGHT OF U.S. AGENCY FOR GLOBAL MEDIA PROGRAMS AND OPERATIONS

12 OFFICE OF AUDITS

The Office of Audits supports the United States Agency for Global Media (USAGM) by auditing its programs and operations and making recommendations to improve management, strengthen integrity and accountability, and ensure the most efficient, effective, and economical use of resources. Audit work focuses on such areas of concern as financial management and information security and management practices. From October 1, 2018, to March 31, 2019, OIG issued four audit reports related to USAGM programs and operations, three of which are unclassified and summarized below.

The United States Agency for Global Media Sensitive But Unclassified Annex to the Semiannual Report to the Congress summarizes one Sensitive But Unclassified report the Office of Audits issued during this reporting period.

Contracts, Grants, and Infrastructure

Information Report: United States Agency for Global Media 2018 Charge Card Risk Assessment (AUD-CGI-IB-19-13, 12/2018)

OIG conducted this review of the USAGM purchase card program to assess the risk associated with the program. OIG reviewed USAGM's FY 2017 purchase card data and concluded that the risk of illegal, improper, or erroneous use in the USAGM purchase card program is "low." This conclusion is based on the USAGM purchase card program size, internal controls, training, previous audits, and OIG Office of Investigations observations.

On the basis of the results of this assessment, OIG did not recommend an audit of USAGM's purchase card program be included in OIG'S FY 2020 work plan. However, OIG encouraged the USAGM purchase card program manager to continue prudent oversight of the purchase

card program and ensure that internal controls intended to safeguard taxpayer funds are fully implemented and followed by USAGM purchase cardholders.

Financial Management

Management Letter Related to the Audit of the United States Agency for Global Media 2018 Financial Statements (AUD-FM-IB-19-17, 3/2019)

During the audit of USAGM's FY 2018 financial statements, the independent external auditor identified weaknesses relating to obligation validity and accuracy.

Independent Auditor's Report on the United States Agency for Global Media 2018 and 2017 Financial Statements (AUD-FM-IB-19-06, 11/2018)

An independent external auditor, working on behalf of and under the direction of OIG, audited USAGM's annual financial statements as of, and for the years ended, September 30, 2018, and 2017. The auditor found the consolidated financial statements present fairly, in all material respects, the financial position of USAGM as of September 30, 2018, and 2017, and its net cost of operations, changes in net position, and budgetary resources for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

The auditor found two significant deficiencies in internal control over financial reporting. Specifically, the auditor identified internal control issues with grantee monitoring and information technology. The auditor also identified one instance of substantial noncompliance with provisions of laws, regulations, contracts, and grant agreements regarding Federal grant regulations.

13 OFFICE OF INVESTIGATIONS

The Office of Investigations conducts worldwide investigations of criminal, civil, and administrative misconduct related to USAGM programs and operations. From October 1, 2018, to March 31, 2019, the office’s work resulted in 18 administrative actions. Additionally, the office opened 2 preliminary inquiries, closed 2 preliminary inquiries, opened 2 investigations, and closed 2 investigations, including the following.

Employee Misconduct

Between October and November 2018, USAGM terminated employment of 15 direct hire and contract employees from Voice of America’s Hausa language international radio service for improper conduct, including the acceptance of improper payments from an official in their coverage area. OIG special agents determined

the employees accepted cash payments totaling up to \$5,000 from a state governor during a January 2018 visit to Washington, D.C.

Investigations Involving Senior Government Employees

During the reporting period, OIG conducted investigations involving senior Government employees that were closed during the reporting period. Table 13.1 details each such investigation in which OIG substantiated allegations of misconduct. Other than the investigations described in Table 13.1, OIG has no investigations to report involving senior Government employees that were substantiated and closed during the reporting period but not disclosed to the public.

Table 13.1
Investigations Involving Senior Government Employees Where Allegations Were Substantiated, 10/1/2018–3/31/2019

Description	Status	DOJ Referral & Response	Closed Date
Case #C2016-38	The investigation revealed that two employees converted Government-purchased computers for personal use and accepted gifts from the contract company. In addition, the contract company improperly billed the Government when it requested reimbursement of \$31,142 in equipment expenses that were not within the scope of the contract.	5/31/2016 – The U.S. Attorney’s Office declined the case in lieu of administrative action. In April 2017, the Government revoked one of the employee’s status as a COR, including all COR duties. The same employee was later suspended for a period of 30 days. The other employee retired from Federal service before the report of investigation was issued. The Government recovered the cost equivalent of items deemed not within the scope of the contract in the form of hardware and equipment.	3/2019

14 FINANCIAL RESULTS OF OIG WORK RELATED TO THE U.S. AGENCY FOR GLOBAL MEDIA

In the reports it issued this reporting period, OIG did not identify potential monetary benefits to USAGM, and the agency made no management decisions on recommendations involving questioned costs or funds that could be put to better use. At the close of this reporting period, USAGM had not yet made a management decision on \$6.2 million in funds that could be put to better use, as identified by OIG.

USAGM had no open recommendations involving questioned costs from this reporting period or previous reporting periods that required management decision. For the status of recommendations involving funds that could be put to better use, see Table 14.1. For a summary of consolidated Department and USAGM totals of potential monetary benefits identified by OIG during this reporting period, see Section 5 of this report.

OIG Financial Lexicon

Questioned Costs

Costs that are questioned by OIG because of an alleged violation of a provision; costs not supported by adequate documentation; or a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.

Allowed:

A cost questioned by OIG that management has decided should be charged to the Government.

Disallowed:

A cost questioned by OIG that management has agreed should not be charged to the Government.

Funds Put to Better Use

Funds that could be used more efficiently if management took actions to implement and complete the recommendation.

Agreed:

The dollar value of recommendations that management agreed to implement.

Disagreed:

The dollar value of recommendations that management disagreed with implementing.

Table 14.1
Status of OIG Recommendations to the United States Agency for Global Media Recommending Funds Be Put to Better Use, 10/1/2018–3/31/2019

	# Reports	Funds Put to Better Use (\$ Thousands ^a)
A. No management decision made by start of the reporting period	1	\$6,227
B. Issued during the reporting period		
Total Issued During the Reporting Period	0	\$0
Total (A+B)		\$6,227
C. Management decision made during the reporting period		
(i) Dollar Value of Recommendations Agreed to by Management		\$0
(ii) Dollar Value of Recommendations Not Agreed to by Management		\$0
Subtotal	0	\$0
D. Total remaining for decision as of the end of the reporting period [(A+B) – Subtotal C]	1	\$6,227
E. Additional monetary benefits achieved as the result of prior OIG recommendations	0	\$0

^a Dollar amount may be affected by rounding.

Office of Management and Budget Single Audits

OMB's *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (2 CFR Part 200) establishes audit requirements for state and local governments, colleges and universities, and nonprofit organizations receiving Federal awards. Under 2 CFR Part 200, covered entities that expend \$750,000 or more a year in Federal funds must obtain an annual organization-wide "single audit" that includes the entity's financial statements and compliance with Federal award requirements. These audits are conducted by non-Federal auditors, such as public accounting firms and state auditors.

OIG's Office of Audits reviewed two single audit reports covering \$228 million in USAGM Federal

funds. One of the two reports documented the awardee's noncompliance with Federal requirements, including significant internal control deficiencies related to untimely reconciliation of asset and liability accounts, lack of internal controls over bank accounts, and failure to demonstrate terrorist screening of its contractors and vendors. OIG referred these findings to USAGM officials for resolution or follow-up.

During this reporting period, there were no audit reports with findings and questioned costs for which USAGM was required to issue management decisions.

15 COMPLIANCE

OIG tracks and documents the status of OIG report recommendations and agency follow-up actions. OMB Circular A-50 requires prompt resolution and corrective action on OIG recommendations. Specifically, the circular states that resolution shall be made within 6 months after the final report is issued, with corrective action proceeding as rapidly as possible.

The tables in Appendix E provide detailed information about the status of OIG recommendations. Tables E.1 and E.2 identify resolved but unimplemented recommendations associated with unclassified reports issued prior

to October 1, 2018. These tables also identify recommendations designated as significant and associated potential monetary benefits. Table E.3 identifies recommendations that have been without management decision for more than 6 months.

Table E.4 shows reports issued in the previous reporting period that did not receive comments within 60 days of issuance. Table E.5 shows previous significant management decisions that USAGM revised during this reporting period, and Table E.6 identifies significant management decisions with which OIG disagreed.



APPENDICES

APPENDIX A: OIG REPORTS RELATED TO DEPARTMENT OF STATE PROGRAMS AND OPERATIONS

Table A.1
OIG Reports Related to Department of State Programs and Operations,
10/1/2018–3/31/2019

Report #	Report Title	Date Issued
Office of Audits		
AUD-CGI-19-24	<i>Audit of the Department of State Purchase Card Program</i>	3/2019
AUD-MERO-19-20	<i>Audit of Humanitarian Assistance Cooperative Agreements Supporting Internally Displaced Persons in Iraq</i>	3/2019
AUD-SI-19-07	<i>Audit of Department of State Directorate of Defense Trade Controls Export Licensing Processes</i>	2/2019
AUD-CGI-19-15	<i>Information Report: Department of State 2018 Charge Card Risk Assessment</i>	12/2018
AUD-CGI-19-14	<i>Information Report: International Boundary and Water Commission, United States and Mexico, U.S. Section 2018 Charge Card Risk Assessment</i>	12/2018
AUD-CGI-19-12	<i>Information Report: The Bureau of Administration Took Action To Address Expired Office of Facilities Management Services Contracts</i>	12/2018
AUD-SI-19-11	<i>Management Assistance Report: Modification and Oversight of the Bureau of Medical Services' Contract for Aeromedical Biocontainment Evacuation Services Violated Federal Requirements</i>	12/2018
AUD-MERO-19-10	<i>Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq</i>	11/2018
AUD-FM-19-04	<i>Independent Auditor's Report on the U.S. Department of State 2018 Closing Package Financial Statements</i>	11/2018
AUD-FM-19-03	<i>Independent Auditor's Report on the U.S. Department of State 2018 and 2017 Financial Statements</i>	11/2018
AUD-FM-19-01	<i>Independent Accountant's Report on the Application of Agreed-Upon Procedures: Employee Benefits, Withholdings, Contributions, and Supplemental Semiannual Headcount Reporting Submitted to the Office of Personnel Management</i>	10/2018
Office of Enterprise Risk Management		
OIG-ERM-19-01	<i>Strategic Plan Fiscal Years 2019 - 2021</i>	12/2018
Office of Evaluations and Special Projects		
ESP-19-03	<i>Evaluation of the Department of State's Use of Schedule B Hiring Authority</i>	2/2019
ESP-19-02	<i>Management Assistance Report: Use of Personal Social Media Accounts to Conduct Official Business</i>	2/2019

Report #	Report Title	Date Issued
ESP-19-01	<i>Review of Allegations of Improper Passport Seizures at Embassy Sana'a, Yemen</i>	10/2018
Office of the Executive Director		
OIG-EX-19-01	<i>Fiscal Year 2018 Inspector General Statement on the Department of State's Major Management and Performance Challenges</i>	11/2018
Office of Inspections		
ISP-I-19-15	<i>Inspection of Embassy Kigali, Rwanda</i>	3/2019
ISP-I-19-07	<i>Inspection of Embassy Majuro, Republic of the Marshall Islands</i>	2/2019
ISP-I-19-06	<i>Inspection of Embassy Koror, Republic of Palau</i>	2/2019
ISP-I-19-05	<i>Inspection of Embassy Kolonia, Federated States of Micronesia</i>	2/2019
ISP-I-19-10	<i>Inspection of Embassy New Delhi and Constituent Posts, India</i>	12/2018
ISP-I-19-13	<i>Targeted Review of Leadership and Management at the National Passport Center</i>	11/2018
ISP-I-19-04	<i>Inspection of Embassy Banjul, The Gambia</i>	11/2018
ISP-I-19-03	<i>Inspection of Embassy Dakar, Senegal</i>	11/2018
ISP-I-19-12	<i>Inspection of the Bureau of Democracy, Human Rights, and Labor's Foreign Assistance Program Management</i>	10/2018
ISP-I-19-11	<i>Inspection of the Bureau of Democracy, Human Rights, and Labor</i>	10/2018
ISP-I-19-09	<i>Inspection of U.S. Mission to Somalia</i>	10/2018
ISP-I-19-08	<i>Inspection of Embassy Nairobi, Kenya</i>	10/2018

Table A.2
OIG Reports Related to Department of State Programs and Operations Summarized in the Department of State Classified Annex to the Semiannual Report to the Congress, 10/1/2018–3/31/2019

Report #	Report Title	Date Issued
Office of Audits		
AUD-MERO-19-18	<i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract II Task Order 2– Baghdad Protective Movement Security Services</i>	2/2019
AUD-IT-19-08	<i>Audit of the Department of State Information Security Program</i>	10/2018
AUD-IT-19-02	<i>Audit of the Department of State Sanitization of Information Technology Media Before Disposal</i>	10/2018
Office of Inspections		
ISP-S-19-06	<i>Classified Inspection of Embassy Koror, Republic of Palau</i>	2/2019
ISP-S-19-10	<i>Classified Inspection of Embassy New Delhi and Constituent Posts, India</i>	12/2018
ISP-S-19-05	<i>Classified Inspection of Embassy Kolonia, Federated States of Micronesia</i>	12/2018

Report #	Report Title	Date Issued
ISP-S-19-07	<i>Classified Inspection of Embassy Majuro, Republic of the Marshall Islands</i>	11/2018
ISP-S-19-08	<i>Classified Inspection of Embassy Nairobi, Kenya</i>	10/2018
ISP-S-19-04	<i>Classified Inspection of Embassy Banjul, The Gambia</i>	10/2018
ISP-I-19-01	<i>Inspection of the Bureau of Diplomatic Security's Office of Domestic Facilities Protection</i>	10/2018

Note: Two additional reports (titles classified) can be found in the *Department of State Classified Annex to the Semiannual Report to the Congress*.

APPENDIX B: OIG REPORTS RELATED TO U.S. AGENCY FOR GLOBAL MEDIA PROGRAMS AND OPERATIONS

Table B.1
OIG Reports Related to U.S. Agency for Global Media Programs and Operations, 10/1/2018–3/31/2019

Report #	Report Title	Date Issued
Office of Audits		
AUD-FM-IB-19-17	<i>Management Letter Related to the Audit of the United States Agency for Global Media 2018 Financial Statements</i>	3/2019
AUD-CGI-IB-19-13	<i>Information Report: United States Agency for Global Media 2018 Charge Card Risk Assessment</i>	12/2018
AUD-FM-IB-19-06	<i>Independent Auditor’s Report on the United States Agency for Global Media 2018 and 2017 Financial Statements</i>	11/2018
Office of the Executive Director		
OIG-EX-19-02	<i>Fiscal Year 2018 Inspector General Statement on the U.S. Agency for Global Media’s Major Management and Performance Challenges</i>	11/2018

Table B.2
OIG Reports Related to U.S. Agency for Global Media Programs and Operations Summarized in the United State Agency for Global Media Sensitive But Unclassified Annex to the *Semiannual Report to the Congress, 10/1/2018–3/31/2019*

Report #	Report Title	Date Issued
Office of Audits		
AUD-IT-IB-19-09	<i>Audit of the U.S. Agency for Global Media Information Security Program</i>	10/2018

APPENDIX C: PEER REVIEWS

The Office of Inspector General (OIG) conducts oversight activities to help ensure that the Department of State and the United States Agency for Global Media manage and execute programs and operations as efficiently and effectively as possible. To underscore the importance of operational efficiency and effectiveness, OIG is measured by industry standards and best practices set forth by the oversight community, represented by the Council of the Inspectors General on Integrity and Efficiency (CIGIE). As part of this shared internal control system, CIGIE requires OIGs to conduct and undergo periodic external peer reviews, and the Inspector General Act of 1978 requires the results of these peer reviews to be published in this *Semiannual Report to the Congress*.

Office of Audits

During this reporting period, the U.S. Nuclear Regulatory Commission OIG reviewed the system of quality control for OIG's Office of Audits. Based on its review, the U.S. Nuclear Regulatory Commission OIG determined that the Office of Audits' system of quality control in effect for the year ended September 30, 2018, was suitably designed to provide reasonable assurance that the Office of Audits is performing and reporting in conformity with applicable professional standards in all material respects. The Office of Audits received a peer review rating of pass, the best possible rating.

Office of Investigations

The Office of Investigations did not undergo a peer review during this reporting period. The Office of Investigations was last peer reviewed in July 2018 and has no outstanding recommendations.

APPENDIX D: DEPARTMENT OF STATE COMPLIANCE

Tables D.1 through D.9 report the status of open Office of Inspector General (OIG) recommendations to the Department of State

(Department) as of March 31, 2019, as well as certain recommendations that were closed during the reporting period.

OIG Compliance Lexicon

Open

Unresolved: No agreement between OIG and management on the recommendation or proposed corrective action.

Resolved: Agreement on the recommendation and proposed corrective action but implementation has not been completed.

Closed

Agreed-upon corrective action is complete.

Table D.1
Open Office of Audits Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 3/31/2019

Report Recommendation	Potential Monetary Benefits
Significant Open Recommendations	
<i>Audit of the Department of State’s Administration of its Aviation Program (AUD-SI-18-59, 9/2018)</i>	
Recommendation 1: OIG recommends that the Under Secretary for Management develop and implement a plan to enforce the centralized management and oversight of all Department aviation programs and assets, including oversight of and approval by the Aviation Governing Board, on all decisions related to providing aviation services, in accordance with the Foreign Affairs Manual.	N/A
Recommendation 3: OIG recommends that the Aviation Governing Board, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, develop and implement a detailed strategic plan for all of the Department of State’s aviation needs, including medical needs and country-specific needs like those of Embassy Bogota. The plan should have clear goals and attainable objectives, both at the headquarters level and for each country of operation.	N/A
Recommendation 4: OIG recommends that the Aviation Governing Board, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, develop and implement procedures requiring that a cost-benefit analysis is performed and its results considered before deciding whether to acquire an aircraft and begin or end aviation operations in a country.	N/A
Recommendation 8: OIG recommends that the Aviation Governing Board (AGB), in coordination with the Bureau of International Narcotics and Law Enforcement Affairs	N/A

Report Recommendation	Potential Monetary Benefits
(INL), revise Volume 2 of the Foreign Affairs Manual (FAM) 800 to clarify that INL is the sole provider of aviation services for the Department of State and any requests for exceptions to, or waiver of this policy, along with a written justification, must be submitted to and approved by the AGB. The FAM revision should include a requirement for a periodic review of the decision to determine whether it remains beneficial.	
Recommendation 9: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs (INL) update the “INL Financial Management Handbook” to include guidance related to recording assets purchased with INL project funding or transferred to INL from another agency that are not being donated to a host government in the Integrated Logistics Management System.	N/A
Recommendation 10: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs (INL) implement a process to ensure it performs Property Management System Analysis inspections of INL operations in all countries with aviation programs.	N/A
Recommendation 22: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs develop and implement policies and procedures requiring that all country-specific aviation programs use SeeSOR for quality assurance oversight.	N/A
Recommendation 23: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs develop and implement policies and procedures requiring that all foreign assistance aviation programs have documented nationalization plans with clear goals and attainable objectives, both at the headquarters level and for each country of operation.	N/A
<i>Audit of Foreign Assistance for Internally Displaced Persons in Iraq (AUD-MERO-18-56, 8/2018)</i>	
Recommendation 3: OIG recommends that the Bureau of Population, Refugees, and Migration obtain written clarification from the Director, Office of U.S. Foreign Assistance Resources, that approval of the PRM financial plan is in accordance with language included in Delegation of Authority 293-2 regarding approval of Migration and Refugee Assistance Act funding.	N/A
<i>Audit of Cost Controls Within the Baghdad Life Support Services Contract Food Services Task Order SAQMMA14F0721 (AUD-MERO-18-55, 8/2018)</i>	
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs incorporate requirements for food services cost controls and a contractor cost control plan into the new worldwide support services contract and develop an acquisition plan that addresses their implementation and comprehensive oversight.	N/A
Recommendation 3: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, assess the cause(s) of Contracting Officer noncompliance with definitization requirements—established in Federal Acquisition Regulation 16.603 and Memorandum 17–01, “Definitization of Letter Contracts/Undefinitized Contract Actions (UCA)” —and develop and implement a corrective action plan to prevent and deter future noncompliance.	N/A

Report Recommendation	Potential Monetary Benefits
<i>Management Assistance Report: Medical Personnel Assigned to Protective Movement Details at U.S. Embassy Baghdad, Iraq, Lack Access to Needed Medications</i> (AUD-MERO-18-53, 8/2018)	
Recommendation 1: OIG recommends that the Bureau of Diplomatic Security, in conjunction with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, assess the issues preventing the importation of the five controlled medications—Ketamine, Diazepam, Midazolam, Morphine, and Oxycodone—and take appropriate action to facilitate the acquisition of the medications necessary to support the efforts of paramedics assigned to protective movement details at U.S. Embassy Baghdad.	N/A
<i>Management Assistance Report: Department of State Has Not Implemented the Required Value Engineering Program for Contracts Exceeding \$5 Million</i> (AUD-CGI-18-52, 8/2018)	
Recommendation 1: OIG recommends that the Office of the Under Secretary for Management designate a Senior Accountable Official at a level with sufficient authority to coordinate, oversee, and ensure the appropriate consideration and use of value engineering for new projects, programs, activities, and contracts, in accordance with Office of Management and Budget Circular A-131 requirements.	N/A
Recommendation 2: OIG recommends that the Office of the Under Secretary for Management, once it has designated a Senior Accountable Official (Recommendation 1), consult with the designated official to develop and implement a Department-wide value engineering program and develop and implement guidelines and policies and procedures for the program, in accordance with Office of Management and Budget Circular A-131 requirements.	N/A
<i>Audit of the Bureau of European and Eurasian Affairs Administration and Oversight of Selected Contracts and Grants</i> (AUD-CGI-18-50, 8/2018)	
Recommendation 5: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement procedures detailing the required use of COR eFiling.	N/A
Recommendation 17: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement procedures to verify that Grants Officers are monitoring Grants Officer Representatives oversight activities and reviewing grant files to verify completeness, retention, and accessibility of required documentation within the grant file in accordance with the Department of State’s Federal Assistance Directive.	N/A
<i>Management Assistance Report: The Bureau of Diplomatic Security’s Office of Training and Performance Standards Should Improve Property Management Over Equipment Provided During High-Threat Training</i> (AUD-SI-18-49, 8/2018)	
Recommendation 3: OIG recommends that the Bureau of Diplomatic Security, Training Directorate, Office of Training and Performance Standards (TPS), in coordination with the Bureau of Diplomatic Security, Countermeasures Directorate, Office of Physical	N/A

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Security Programs, Defensive Equipment and Armored Vehicle Division, complete its joint effort to develop and implement a process to manage accountable property in the high-threat kits in accordance with requirements in Volume 14 of the Foreign Affairs Manual, Sections 420 and 426, and the Property Accountability requirements in Section 5-25 of TPS's Standard Operating Procedures. This process should (a) identify and record all accountable property in high-threat kits when the kits have been received and issued and returned and (b) provide steps for performing annual inventories.	
<i>Audit of Food Safety Controls Under Baghdad Life Support Services Task Order SAQMMA14F0721</i> (AUD-MERO-18-38, 5/2018)	
Recommendation 5: OIG recommends that the Bureau of Near Eastern Affairs develop a comprehensive quality assurance surveillance plan for food services task order SAQMMA14F0721 in accordance with Federal Acquisition Regulation 46.4, "Government Contract Quality Assurance" and implement the quality assurance surveillance plan upon the review and approval of the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management. The plan should, at a minimum, include measurable and structured performance standards and align with the key performance indicators and metrics defined in the Baghdad Life Support Services contract.	N/A
Recommendation 6: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management review the quality assurance surveillance plan for food services task order SAQMMA14F0721 that is to be developed by the Bureau of Near Eastern Affairs in response to Recommendation 5 and approve it if the quality assurance surveillance plan complies with Federal Acquisition Regulation 46.4, "Government Contract Quality Assurance."	N/A
<i>Management Assistance Report: Cost Controls for Food Services Supporting Department of State Operations in Iraq Require Attention</i> (AUD-MERO-18-31, 3/2018)	
Recommendation 1: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (a) determine whether the \$3.55 million in questioned basic daily food allowance costs that OIG identified under the base year of Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721 was allowable per the contract terms and conditions, and (b) recover all costs determined to be unallowable.	\$3,550,000
Recommendation 2: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (a) determine whether the \$37.4 million in questioned basic daily food allowance costs paid to PAE Government Services, Inc. during option years 1, 2, and 3 of Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721 as identified by OIG are allowable, and (b) recover any costs determined to be unallowable.	\$37,400,000
Recommendation 8: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management use contractual remedies	N/A

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under Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721 and seek adjustment from PAE Government Services, Inc. for relieving them of the requirement to implement the point-of-sale cafeteria system, pending the viability assessment from Recommendation 6.	
Recommendation 12: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (a) determine whether the \$4.1 million in questioned costs for unauthorized meals paid to PAE Government Services, Inc. under Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721 as identified by OIG are allowable and (b) recover any costs determined to be unallowable.	\$4,100,00
Recommendation 13: OIG recommends that, if the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management does not seek reimbursement for \$4.1 million in unauthorized meals paid to PAE Government Services, Inc. in response to Recommendation 12, the Procurement Executive at the Bureau of Administration, Office of the Procurement Executive implement ratification procedures in accordance with Department of State Acquisition Regulations 601.602-3-70, “[Ratification] Procedures,” for Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721.	N/A
<i>Audit of the Bureau of International Narcotics and Law Enforcement Affairs Invoice Review Process for Contracts in Afghanistan (AUD-MERO-18-30, 2/2018)</i>	
Recommendation 1: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs fill the permanent Contracting Officer’s Representative vacancies in Kabul, Afghanistan, to ensure adequate oversight of its Afghanistan contracts.	N/A
<i>Audit of the Administration of Selected Cooperative Agreements Awarded to the Institute of International Education by the Bureau of Educational and Cultural Affairs (AUD-CGI-18-15, 2/2018)</i>	
Recommendation 4: OIG recommends that the Bureau of Educational and Cultural Affairs (a) determine whether the unsupported cost-sharing contributions of \$14,829,120 for cooperative agreement S-ECAGD-14-CA-1017 (October 1, 2013, through September 30, 2016) are supported and (b) reduce, for any cost-sharing contribution determined to be unsupported, the Department of State’s funding for the agreement accordingly, as stipulated in the agreement.	\$14,829,120
Recommendation 6: OIG recommends that the Bureau of Educational and Cultural Affairs (a) determine whether the unsupported cost-sharing contributions of \$19,153,955 for cooperative agreement S-ECAGD-15-CA-1015 (December 11, 2014, through September 30, 2016) are supported and (b) reduce, for any cost-sharing contribution determined to be unsupported, the Department of State’s funding for the cooperative agreement accordingly, as stipulated in the agreement.	\$19,153,955

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<i>Audit of Bureau of Overseas Buildings Operations' Oversight of New Construction Projects at the U.S. Embassy in Kabul, Afghanistan</i> (AUD-MERO-18-17, 1/2018)	
Recommendation 2: OIG recommends the Bureau of Overseas Buildings Operations require project directors to certify that all required building equipment and systems are fully commissioned prior to issuing the certificate of substantial completion.	N/A
<i>Audit of the Department of State's Information Technology Configuration Control Board</i> (AUD-IT-17-64, 9/2017)	
Recommendation 1: OIG recommends that the Bureau of Information Resource Management develop and implement a detailed program plan for the Information Technology Configuration Control Board process that includes clear goals and attainable objectives and defines areas of authority and responsibility.	N/A
Recommendation 5: OIG recommends that the Bureau of Information Resource Management remove the default proceed ability for Technical Reviewers in the Virtual Information Technology Configuration Control Board application.	N/A
<i>Audit of the Department of State's Efforts to Detect and Address the Use of Unapproved Portable Devices</i> (AUD-IT-17-61, 9/2017)	
Recommendation 3: OIG recommends that the Bureau of Information Resource Management enforce its authority to administer the use of portable devices in the Department of State, as well as the policies, standards, and procedures related to portable devices.	N/A
<i>Audit of the Bureau of Consular Affairs Fee-Setting Methodology for Selected Consular Services</i> (AUD-FM-17-53, 9/2017)	
Recommendation 1: OIG recommends that the Bureau of Consular Affairs immediately set the fee amounts charged for Machine Readable Visas in accordance with Office of Management and Budget Circular A-25 and applicable fee statutes.	N/A
Recommendation 3: OIG recommends that the Bureau of the Comptroller and Global Financial Services determine whether the Bureau of Consular Affairs violated the Antideficiency Act, 31 U.S. Code § 1341, for each year in which it spent funds from any fee collections in excess of cost, and report any violations as required by 31 U.S. Code § 1351 and in accordance with Office of Management and Budget Circular A-11, Section 145.	N/A
Recommendation 6: OIG recommends that the Bureau of Consular Affairs remit unobligated balances that exceed the carry forward threshold (Recommendation 4), which OIG reported as \$284 million in funds that could be put to better use for FY 2017, to the Department of the Treasury.	\$284,000,000
<i>Management Assistance Report: The Process to Authorize and Track Information Technology Systems Needs Improvement</i> (AUD-IT-17-56, 8/2017)	
Recommendation 7: OIG recommends that the Bureau of Information Resource Management develop and implement a corrective action plan that addresses how the Department will comply with Department policy on the Systems Authorization Process.	N/A

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The corrective action plan should identify the root cause of compliance failures, action steps to resolve such compliance failures, improvement benchmarks and a timeframe for completion, and an escalation process to hold system owners accountable.	
<i>Audit of Select Cost-of-Living Allowances for American Employees Stationed in Foreign Areas (AUD-FM-17-51, 8/2017)</i>	
Recommendation 1: OIG recommends the Bureau of Administration develop and implement a plan to use independent economic data to determine post allowance rates where such data for post exist.	N/A
Recommendation 2: OIG recommends the Bureau of Administration re-determine and update by the end of FY 2018 post allowance rates using independent economic data where such data for post exist. Once the rates have been updated, the Bureau of Administration should determine the amount saved by implementing the new rates. OIG determined that using independent, economic data would have saved the Department approximately \$18.2 million between FY 2013 and FY 2015 for six posts tested (that is, funds that could have been put to better use).	\$18,200,000
Recommendation 14: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement uniform guidance for use by overseas posts to identify education allowance payments by student to comply with Department of State Standardized Regulations. This process, at a minimum, should include setting up individual obligations by student for the education allowance and include documentation requirements. The process instructions should be disseminated to all posts and then formalized in relevant Foreign Affairs Manual or Foreign Affairs Handbook sections, accordingly.	N/A
<i>Compliance Follow-Up Audit of Bureau of International Narcotics and Law Enforcement Affairs Programs in Pakistan (AUD-MERO-17-46, 7/2017)</i>	
Recommendation 2: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs develop and implement new program descriptions, goals, objectives, and performance measures for the Law Enforcement and Border Security program to be inserted as Amendments to the Letter of Agreement and the Project Implementation Letters between the U.S. Government and the Government of Pakistan.	N/A
Recommendation 3: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs develop and implement new program descriptions, goals, objectives, and performance measures for the Counternarcotics and Rule of Law Programs for future Amendments to the Letter of Agreement and Project Implementation Letters between the U.S Government and the Government of Pakistan.	N/A
<i>Management Assistance Report: Building Deficiencies Identified at U.S. Embassy Kabul, Afghanistan Need Prompt Attention (AUD-MERO-17-44, 6/2017)</i>	
Recommendation 8: OIG recommends that the Bureau of Overseas Buildings Operations develop and implement protocols to verify that its water treatment programs are in compliance with industry best practices, including (a) determining the	N/A

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best possible treatment to effectively protect copper piping, (b) conducting regular testing based on the specialized requirements of each system, (c) conducting quarterly quality-assurance testing performed by an independent industrial water treatment lab, and (d) installing a corrosion testing system.	
<i>Management Assistance Report: Challenges Remain in Monitoring and Overseeing Antiterrorism Assistance Program Activities in Pakistan</i> (AUD-MERO-17-37, 5/2017)	
Recommendation 1: OIG recommends that the Bureau of Counterterrorism, in coordination with the Bureau of Diplomatic Security, implement a monitoring and evaluation system to include measuring performance in accordance with the requirements outlined in the Department’s Performance Management Guidebook and the Memorandum of Agreement executed between the Bureaus of Counterterrorism and Diplomatic Security’s Office of Antiterrorism Assistance.	N/A
<i>Aspects of the Invoice Review Process Used by the Bureau of Near Eastern Affairs to Support Contingency Operations in Iraq Need Improvement</i> (AUD-MERO-17-33, 3/2017)	
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs, in coordination with the Bureau of Administration, provide sufficient resources to the Contract Management Office-Frankfurt to ensure all unallowable costs are identified and recovered in a timely manner. This review should begin with those invoices provisionally approved beginning in September 2014 and already identified as awaiting post-payment review and then going back to identify and review those provisionally approved invoices submitted before September 2014 that did not receive full review.	N/A
Recommendation 7: OIG recommends that the Bureau of Near Eastern Affairs develop reliable, objective, clear, and measurable performance metrics and include these metrics in all current and future Bureau of Near Eastern Affairs Iraq contracts.	N/A
Recommendation 8: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement a) a methodology to calculate the cost associated with the contractor not meeting performance metrics and b) a process to reduce payment to the contractor when contractual requirements are not being met. This methodology and process should be included in all current and future Bureau of Near Eastern Affairs Iraq contracts.	N/A
<i>Audit of the Bureau of Diplomatic Security’s Administration of the Armored Vehicle Program</i> (AUD-SI-17-21, 2/2017)	
Recommendation 5: OIG recommends that the Bureau of Diplomatic Security develop a methodology to determine the recommended number of armored vehicles needed at overseas posts. This guidance should provide baselines established using a variety of factors, such as the number of individuals under Chief of Mission authority and local threat ratings.	N/A
Recommendation 6: OIG recommends that the Bureau of Diplomatic Security develop and implement a process to periodically perform an independent validation of the adequacy of each post’s armored vehicle fleet size.	N/A

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Recommendation 8: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Administration, develop and implement a methodology to facilitate the armored vehicle request process. The methodology should include metrics relating to response times, fulfillment of requests, and status updates for the requesting post or bureau.	N/A
Recommendation 9: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Administration, develop and implement a centralized tool to track requests for armored vehicles. This tool should be able to maintain a complete list of requests and the status of the efforts to fulfill the requests.	N/A
Recommendation 20: OIG recommends that the Bureau of Diplomatic Security, in conjunction with the Overseas Security Policy Board, develop an action plan to modify or replace the non-Overseas Security Policy Board standard armored vehicles currently in use at overseas posts so that the vehicles meet Overseas Security Policy Board standards.	N/A
Recommendation 21: OIG recommends that the Bureau of Diplomatic Security develop and implement a policy requiring Regional Security Officers to perform and document a review of all armored vehicles arriving at post, regardless of agency, to ensure that each one meets Overseas Security Policy Board standards.	N/A
<i>Audit of the Oversight of Fuel Acquisition and Related Services Supporting Department of State Operations in Iraq</i> (AUD-MERO-17-16, 12/2016)	
Recommendation 5: OIG recommends that the Bureau of Near Eastern Affairs conduct a study to determine the appropriate numbers of trained, technically experienced, and certified oversight personnel required to oversee the Baghdad Life Support Services and Operations and Maintenance Support Services contracts, to include specific consideration of 2-year assignments, required Federal Acquisition Certification for Contracting Officer's Representatives certification levels, and appointment of additional assistant Contracting Officer's Representatives.	N/A
Recommendation 9: OIG recommends that the Bureau of Near Eastern Affairs, a) in coordination with the contracting officer in the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, contractually require PAE Government Services, Inc., to obtain operation and maintenance manuals for all fuel storage and distribution equipment and machinery, to include the manufacturers' recommended maintenance schedules; and b) include steps for inspecting these requirements in the corresponding quality assurance surveillance plans.	N/A
<i>Management Assistance Report: Department of State Conference Reporting</i> (AUD-CGI-17-07, 10/2016)	
Recommendation 1: OIG recommends that the Under Secretary for Management, Office of Management Policy, Rightsizing, and Innovation, develop and disseminate formal guidance regarding registering, approving, and reporting conferences in compliance with Federal requirements.	N/A

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Recommendation 3: OIG recommends that the Under Secretary for Management, Office of Management Policy, Rightsizing, and Innovation, develop and implement a communications strategy to periodically keep Department of State personnel informed of conference registration, approval, and reporting requirements to ensure the integrity of the data is accurately reported and errors are corrected in a timely manner.	N/A
<i>Audit of the Department of State Travel Card Program</i> (AUD-CGI-16-48, 9/2016)	
Recommendation 1: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop, implement, and publish policies in the Foreign Affairs Manual and/or Foreign Affairs Handbook governing cash advances on Department-issued travel cards, specifically regarding the timing and dollar value of cash advances that may be obtained.	N/A
Recommendation 3: OIG recommends that the Office of the Director General for Human Resources, in conjunction with the Bureau of the Comptroller and Global Financial Services, develop and implement administrative and disciplinary procedures related to the Travel Card Program to include misuse, non-usage, and abuse.	N/A
Recommendation 4: OIG recommends that the Bureau of the Comptroller and Global Financial Services establish controls to identify Department employees eligible to receive a travel card who travel more than two times in a 12-month period and verify that they obtain and use a Department-issued travel card for all official travel-related expenses.	N/A
Recommendation 5: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement split disbursement procedures as required by the Office of Management and Budget for all Department-issued travel card holders.	N/A
<i>Improvements Needed To Strengthen Vehicle-Fueling Controls and Operations and Maintenance Contract at Embassy Kabul, Afghanistan</i> (AUD-MERO-16-35, 4/2016)	
Recommendation 6: OIG recommends that Embassy Kabul procure a new vehicle-fueling system (hardware and software) to replace the current outdated system.	N/A
<i>Audit of the Department of State Process To Select and Approve Information Technology Investments</i> (AUD-FM-16-31, 3/2016)	
Recommendation 5: OIG recommends that the Bureau of Information Resource Management develop and implement a strategy to enforce the requirement that bureaus and offices must consult with and receive guidance from the Bureau of Information Resource Management prior to initiating an IT investment.	N/A
Recommendation 11: OIG recommends that the Bureau of Information Resource Management develop and implement policies and procedures to oversee and enforce requirements for bureaus and offices to avoid duplicative IT investments.	N/A
Recommendation 12: OIG recommends that the Bureau of Information Resource Management develop and implement a process to perform periodic, but no less than annual, reviews of the entire agency IT portfolio to enforce bureau accountability and identify potential duplicative systems.	N/A

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Recommendation 13: For duplicative systems that are identified by the new process implemented to perform periodic reviews of the entire agency IT portfolio (Recommendation 12), OIG recommends that the Bureau of Information Resource Management develop and implement a strategy to combine, eliminate, or replace duplicative systems, as practicable.	N/A
Recommendation 25: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, develop and implement a process to validate the completeness of the data in iMatrix. At a minimum, this process should include an analysis of IT expenditures in the financial management system to ensure expenditures are reported in iMatrix, as needed.	N/A
Recommendation 26: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, develop and implement a process to validate the accuracy of data in iMatrix. This could include developing and implementing analytical procedures to identify anomalies in iMatrix data.	N/A
<i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract Task Order 8 — Security Services at U.S. Consulate Erbil</i> (AUD-MERO-16-30, 3/2016)	
Recommendation 1: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (a) determine whether the \$10.8 million in questioned costs related to Worldwide Protective Services Task Order 8 expenses as identified in this audit are allowable or supported and (b) recover any costs determined to be unallowable or unsupported.	\$10,800,000
<i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract Task Order 3 — Baghdad Embassy Security Force</i> (AUD-MERO-16-28, 2/2016)	
Recommendation 1: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, recover the \$13.6 million in deferred assessments from SOC.	\$13,600,000
Recommendation 2: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, determine the allowability of and recover, as appropriate, the \$652,061 in unallowed costs identified in this report.	\$252,855*
Recommendation 3: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, determine whether unsupported costs are allowable and recover, as appropriate, the \$6.5 million in unsupported costs identified in this report.	\$247,539*
<i>Compliance Follow-up Audit of the Process To Request and Prioritize Physical Security-Related Activities at Overseas Posts</i> (AUD-ACF-16-20, 12/2015)	
Recommendation 7: OIG recommends that the Bureau of Overseas Buildings Operations, in coordination with the Bureau of Diplomatic Security, develop and implement formal standardized processes to prioritize physical security-related	N/A

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<p>deficiencies at posts by category, such as major physical security upgrades, forced-entry/ballistic-resistant projects, and minor physical security upgrades. The prioritizations should be performed based on a comprehensive list of all physical security needs and should be periodically updated based on changes in risk factors or posts' needs. The processes used to perform the prioritizations should be documented and repeatable. In addition, in developing the processes, consideration should be given to how the Overseas Security Policy Board standards will be utilized, what risk factors will be considered, and what impact upcoming major rehabilitation projects or new construction would have on the prioritized rankings.</p>	
<p><i>Audit of the Bureau of International Narcotics and Law Enforcement Affairs Aviation Support Services Contract in Iraq</i> (AUD-MERO-15-35, 7/2015)</p>	
<p>Recommendation 9: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management provide to the OIG its rationale and all documentation (e.g., written legal opinions, written business cases, emails, meeting minutes, and decision papers and memos) used to support the decisions to authorize and obligate \$25,886,861 for reimbursements to DynCorp International (DynCorp) for (1) the payment of DynCorp's employees' personal income and Social Security tax liabilities to the Government of Iraq and (2) DynCorp's employer contributions to Iraq Social Security.</p>	\$25,886,861
<p><i>Management Assistance Report—Termination of Construction Grants to Omran Holding Group</i> (AUD-CG-14-37, 9/2014)</p>	
<p>Recommendation 1: OIG recommends that the Bureau of South and Central Asian Affairs immediately terminate grant agreements S-AF200-13-CA-012 and S-AF200-13-CA-014 with Omran Holding Group and deobligate the \$5,092,874 in remaining funds.</p>	\$5,092,874
<p>Recommendation 2: OIG recommends that the Bureau of South and Central Asian Affairs direct Omran Holding Group to reimburse the Department for the \$1,203,426 in unspent funds related to grant agreements S-AF200-13-CA-012 and S-AF200-13-CA-014, and verify that the Department has received reimbursement for all unspent funds.</p>	\$1,203,426
<p>Recommendation 3: OIG recommends that the Bureau of South and Central Asian Affairs require the grants officer to determine the allowability of \$502,890 in potentially unallowable costs identified by OIG, direct Omran Holding Group to refund the Department any costs determined to be unallowable, and verify that funds have been refunded.</p>	\$502,890
<p><i>Audit of the Contract Closeout Process for Contracts Supporting the U.S. Mission in Iraq</i> (AUD-MERO-14-06, 12/2013)</p>	
<p>Recommendation 9: OIG recommends that the Bureau of Administration, Office of the Procurement Executive, in conjunction with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement an e-Filing policy and document management system to provide effective contract file inventory control and documentation standards while allowing for ready accessibility through a central locator system. The policy should include minimum guidance over the</p>	N/A

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completeness of data contained in the files and a schedule of milestones identifying mandatory implementation dates.	
<i>Audit of Bureau of East Asian and Pacific Affairs Compliance With Trafficking in Persons Requirements (AUD-IP-12-02, 10/2011)</i>	
Recommendation 1: We recommend that the Office to Monitor and Combat Trafficking in Persons include, in the Foreign Affairs Manual, the U.S. Government policy regarding trafficking in persons (TIP) to include the definition of TIP activity and information on the prohibition against involvement in acts of TIP for Department of State personnel and contractors, the associated penalties for violations, and the mechanism to report such violations.	N/A
Recommendation 2: We recommend that the Office to Monitor and Combat Trafficking in Persons, in consultation with the Office of the Legal Adviser and the Director General of Human Resources, develop and include a trafficking in persons policy in the Department of State Standards of Conduct.	N/A
Other Open Recommendations	
<i>Audit of the Department of State’s Administration of its Aviation Program (AUD-SI-18-59, 9/2018)</i>	
Recommendation 11: OIG recommends that Embassy Bogota, Colombia, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, identify all Department-owned aviation assets in Colombia that meet the definition of accountable property and record them in the Integrated Logistics Management System.	N/A
Recommendation 12: OIG recommends that Embassy Lima, Peru, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, identify all Department-owned aviation assets in Peru that meet the definition of accountable property and record them in the Integrated Logistics Management System.	N/A
Recommendation 13: OIG recommends that the Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, develop updated formal policies, procedures, and implementing guidance to ensure that Department of State aviation assets, including assets donated by other agencies, are accurately valued when initially obtained and the correct value is recorded in the accounting system.	N/A
Recommendation 14: OIG recommends that the Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, develop policies, procedures, and implementing guidance to update the valuation of an aircraft after undergoing other-than-routine maintenance, including both programmed depot maintenance and phase maintenance.	N/A
Recommendation 15: OIG recommends that the Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, develop and implement policies, procedures, and implementing guidance to determine when an aircraft should be considered “In Service” and “Not in Service” and to update the status of the aircraft in the Integrated Logistics Management System.	N/A

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Recommendation 16: OIG recommends that the Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, review and update all aircraft valuations, including accumulated depreciation, taking into account the acquisition value, the amount of any refurbishments, and the impact of any periods the aircraft was not in service.	N/A
Recommendation 17: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs, in coordination with the Bureau of Administration, develop and implement a policy and implementing guidance on the process for overseas aviation asset disposal, which should include clear instructions on the appropriate forms and approvals that are needed.	N/A
Recommendation 18: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs, in coordination with the Bureau of Administration, develop and implement a policy and implementing guidance on the process for domestic aviation asset disposal, which should include clear instructions on the appropriate forms and approvals that are needed.	N/A
Recommendation 20: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs, in coordination with the Bureau of the Comptroller and Global Financial Services, develop and implement guidance to use proceeds of sale from aviation assets for replacement property.	N/A
Recommendation 21: OIG recommends that the Bureau of International Narcotics and Law Enforcement Affairs develop and implement a methodology for obtaining systematic input from each Senior Aviation Advisor and Government Technical Monitor when developing statements of requirements, performance standards, and the quality assurance plan for contractors performing maintenance of aircraft and incorporating, as appropriate, the input into the new worldwide aviation support services contract.	N/A
Recommendation 24: OIG recommends that Embassy Panama City, Panama, develop and implement a documented nationalization plan with clear goals and attainable objectives for the aviation program.	N/A
Recommendation 25: OIG recommends that Embassy Lima, Peru, develop and implement a documented nationalization plan with clear goals and attainable objectives for the aviation program.	N/A
<i>Audit of Foreign Assistance for Internally Displaced Persons in Iraq (AUD-MERO-18-56, 8/2018)</i>	
Recommendation 1: OIG recommends that the Bureau of Population, Refugees, and Migration provide training to its program officers responsible for managing voluntary contributions for internally displaced persons in Iraq on adhering to its guidance on uploading and managing files in the State Assistance Management System Domestic.	N/A
Recommendation 2: OIG recommends that the Bureau of Population, Refugees, and Migration develop and implement a process to validate periodically, at least annually, that the required documentation associated with the voluntary contributions for internally displaced persons in Iraq is recorded and maintained in the State Assistance Management System Domestic.	N/A

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<i>Audit of the Bureau of Overseas Buildings Operations' Value Engineering Program (AUD-CGI-18-54, 8/2018)</i>	
Recommendation 1: OIG recommends that the Bureau of Overseas Buildings Operations develop and implement a communications strategy to periodically keep Bureau of Overseas Buildings Operations personnel informed of the purpose and requirements of the value engineering program and respective roles in maintaining value engineering program data.	N/A
Recommendation 2: OIG recommends that the Bureau of Overseas Buildings Operations (a) develop standards to assess adherence to value engineering program requirements and (b) insert those standards into the work commitments and annual performance evaluations of all personnel substantially involved with the value engineering program.	N/A
Recommendation 3: OIG recommends that the Bureau of Overseas Buildings Operations develop and implement a quality assurance process to periodically (and no less than bi-annually) validate that it is: (a) implementing value engineering study recommendations that are considered reasonable and that offer a potential for cost savings, cost avoidances, and expenditures; (b) considering all value engineering study recommendations offered and documenting the basis for rejecting recommendations; and (c) informing the Director of the Bureau of Overseas Buildings Operations about the results of the quality assurance review.	N/A
Recommendation 4: OIG recommends that the Bureau of Overseas Buildings Operations develop and implement procedures to verify that the current value engineering database is updated with accurate and current value engineering information when value engineering documentation and data are received.	N/A
Recommendation 5: OIG recommends that the Bureau of Overseas Buildings Operations develop and implement a central repository to maintain complete and accurate value engineering program information to include, at a minimum: value engineering studies, implementation spreadsheets, implementation memoranda, requests for and approval of waivers, calculations regarding value engineering cost savings and cost avoidances for recommendations implemented, and the justifications for rejecting value engineering study recommendations.	N/A
Recommendation 6: OIG recommends that the Bureau of Overseas Buildings Operations annually post to its public internet site the results of the value engineering program to highlight successful uses of value engineering and to demonstrate that the Bureau of Overseas Buildings Operations is committed to identifying and removing nonessential capital and operating costs from its construction projects and is prudently using U.S. taxpayer funds to advance its mission.	N/A
<i>Management Assistance Report: Further Department Attention Needed to Address Overdue Responses on Selected Open Recommendations (AUD-ACF-18-51, 8/2018)</i>	
Recommendation 1: OIG recommends that the Under Secretary for Management direct the applicable Department entity to notify OIG of the status of actions taken to	N/A

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implement the recommendations identified in this report and provide evidence demonstrating that the entity has taken actions that justify closing the recommendations. Department entities are to submit the status of actions taken and documented evidence to support closing the recommendations to audcompliance@stateoig.gov within 30 days.	
<i>Audit of the Bureau of European and Eurasian Affairs Administration and Oversight of Selected Contracts and Grants</i> (AUD-CGI-18-50, 8/2018)	
Recommendation 1: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement procedures to monitor and verify the completeness, accessibility, retention, and review of Contracting Officer’s Representatives files in accordance with the Federal Acquisition Regulation 1.604(c), the Foreign Affairs Handbook 14 FAH-2 H-142(b), and 14 FAH-2 H-517(a-b).	N/A
Recommendation 2: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement procedures to verify that Contracting Officers are monitoring Contracting Officer’s Representatives files in accordance with Procurement Information Bulletin No. 2014-10.	N/A
Recommendation 3: OIG recommends that the Bureau of European and Eurasian Affairs, in coordination with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement a communications strategy to ensure that Contracting Officer’s Representatives are aware that a quality assurance surveillance plan is required for contracts and task orders.	N/A
Recommendation 6: OIG recommends that the Bureau of European and Eurasian Affairs, in coordination with Bureau of Administration, Office of the Procurement Executive, develop and implement procedures for Contracting Officer’s Representatives and Government Technical Monitors for (a) reviewing various types of invoices, (b) obtaining sufficient supporting documentation, (c) confirming that labor hours billed are supported by contractor timesheets and charged to the corresponding task order, and (d) verifying that expense reports are included and are supported by attached receipts.	N/A
Recommendation 7: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement procedures to ensure that it complies with the Bureau of Administration, Office of the Procurement Executive’s guidance to nominate eligible Federal Acquisition Certification for Contracting Officer’s Representative candidates to the Contracting Officer (CO) for official designation as a Contracting Officer’s Representative (COR), Alternate Contracting Officer’s Representative (A/COR), and Government Technical Monitor (GTM) and ensure that other COR, A/COR, or GTM candidates do not fulfill this role without the CO’s concurrence and written designation.	N/A
Recommendation 8: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement procedures to verify the formal designation and authorization of Contracting Officer’s Representatives (COR) and Alternate CORs or Government Technical Monitors as	N/A

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necessary for each task order in writing and that the designation memoranda are tailored, as necessary, to identify specific duties, responsibilities, and limitations for each contract or task order administered.	
Recommendation 9: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, require Contracting Officers to use the Contracting Officer's Representative Certification and Appointment Criteria Matrix in Volume 14 of the Foreign Affairs Handbook (FAH)-2 Exhibit H-143 to document their analyses of the training and experience of Contracting Officer's Representative nominees and their decision of the appropriateness of the Federal Acquisition Certification for Contracting Officer's Representative level needed for oversight of the Bureau of European and Eurasian Affairs task orders, as required by 14 FAH-2 H-143(b).	N/A
Recommendation 10: OIG recommends that the Bureau of European and Eurasian Affairs, in coordination with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement guidelines requiring supervisors of Contracting Officer's Representatives (COR) and Government Technical Monitors (GTM) to obtain formal feedback from Contracting Officers regarding employee performance and incorporate this feedback into COR and GTM performance evaluations.	N/A
Recommendation 11: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement standard operating procedures to require and verify that grant awards include appropriate and clearly defined performance indicators with all required components to measure the progress of a grant award in accordance with the Department of State's Federal Assistance Directive.	N/A
Recommendation 12: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement a process to verify that Grants Officer Representatives develop and use monitoring plans that include all required elements to conduct surveillance activities in accordance with the Department of State's Federal Assistance Directive.	N/A
Recommendation 13: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement a process to verify Grants Officer Representatives compliance with requirements to perform and document reviews of performance and financial reports within 30 days of receipt of reports, which is consistent with the Department of State's Federal Assistance Directive.	N/A
Recommendation 14: OIG recommends that the Bureau of European and Eurasian Affairs develop and implement a process to require and verify that Grants Officer Representatives perform and document site visits for each grant recipient commensurate with the complexity and value of the grant and as outlined in the monitoring plan for the grant.	N/A
Recommendation 15: OIG recommends that the Bureau of European and Eurasian Affairs, in coordination with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement guidelines	N/A

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requiring supervisors of Grants Officer Representatives (GOR) to obtain formal feedback from Grants Officers regarding GOR performance and incorporate this feedback into GOR performance evaluations.	
Recommendation 16: OIG recommends that the Bureau of Administration, Office of the Procurement Executive, conduct a management review of grants administered by the Bureau of Europe and Eurasian Affairs to examine and reinforce adherence to the Department of State's Federal Assistance Directive.	N/A
<i>Management Assistance Report: The Bureau of Diplomatic Security's Office of Training and Performance Standards Should Improve Property Management Over Equipment Provided During High-Threat Training (AUD-SI-18-49, 8/2018)</i>	
Recommendation 1: OIG recommends that the Bureau of Diplomatic Security, Training Directorate, Office of Training and Performance Standards, in coordination with the Bureau of Diplomatic Security, Countermeasures Directorate, Office of Physical Security Programs, Defensive Equipment and Armored Vehicle Division, complete and implement an action plan to record accountable property contained in the high-threat kits that are on hand, along with any new kits delivered, into the Department's Integrated Logistics Management System-Asset Management application, as required by Volume 14 of the Foreign Affairs Manual, Section 421.1(c), within 30 days after this Management Assistance Report has been issued.	N/A
Recommendation 2: OIG recommends that the Bureau of Diplomatic Security, Training Directorate, Office of Training and Performance Standards, perform a physical inventory of its accountable property, as required by Volume 14 of the Foreign Affairs Manual, Section 426, once an action plan for recording this property (Recommendation 1) has been completed.	N/A
Recommendation 4: OIG recommends that the Bureau of Diplomatic Security, Training Directorate, Office of Training and Performance Standards, in coordination with the Bureau of Diplomatic Security, Countermeasures Directorate, Office of Physical Security Programs, Defensive Equipment and Armored Vehicle Division, develop and implement an action plan to develop procedures that require property issued to employees for an extended period of time comply with charge out policies included in Volume 14 of the Foreign Affairs Manual, Section 425.3-4(c). At a minimum, these procedures should include recording data related to issuing the property (e.g., the date of issuance, the name and signature of the individual responsible for the property, and the item serial numbers, as appropriate) and factors related to performing periodic checks on location or condition of the property and on returning the equipment (e.g., the date of return and the condition of the property).	N/A
Recommendation 5: OIG recommends that the Bureau of Diplomatic Security, Training Directorate, Office of Training and Performance Standards (TPS), develop and implement an action plan to identify and record accountable property previously purchased and charged out or issued to employees from October 2015 to the present. This plan should include a reconciliation of the items to the invoices of items purchased	N/A

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to ensure completeness and should detail how TPS will update the asset management systems with information on accountable property.	
<i>Audit of the Bureau of Overseas Buildings Operations Process for Reviewing Invoices for the Construction of the U.S. Embassy in Islamabad, Pakistan</i> (AUD-MERO-18-46, 6/2018)	
Recommendation 3: OIG recommends that the Bureau of Overseas Buildings Operations develop and implement a Standard Operating Procedure similar to those promulgated by the U.S. Army Corps of Engineers for reviewing invoices for multi-year, multi-million-dollar construction projects.	N/A
<i>Audit of the Department of State's Process to Identify and Transfer Excess Working Capital Funds</i> (AUD-FM-18-44, 6/2018)	
Recommendation 1: OIG recommends that the Bureau of Administration revise and update policies and procedures for determining appropriate Working Capital Fund fees for each cost center. The updated policies and procedures should include, at a minimum, guidance on how to estimate the amount of funds needed to maintain operations for each cost center, including revenue, expenses, and overhead amounts. The procedures should also include guidance on determining appropriate target carry forward fund amounts for each cost center, estimated costs of capital improvements, instructions on documenting and retaining analyses and calculations, and documentation for establishing a reasonable maximum threshold for carry forward balances for each cost center.	N/A
Recommendation 2: OIG recommends that the Bureau of Administration develop and implement a policy for maintaining historical documentation of fees charged for goods and services of the Working Capital Fund and carry forward fund amount determinations. The policy, at a minimum, should include keeping a documented list of previous fees and carry forward fund amounts and the basis by which they were determined, as required by the Government Accountability Office's Standards for Internal Control in the Federal Government and the Department of State Domestic Records Disposition Schedule.	N/A
Recommendation 3: OIG recommends that the Bureau of Budget and Planning develop and implement procedures for determining excess earnings within the Working Capital Fund on an annual basis, as required by 22 U.S. Code § 2684. The procedures, at a minimum, should include a methodology to determine the amount of excess earnings in the Working Capital Fund, a process to communicate the determination to the Secretary of State, and the manner in which excess earnings will be remitted to the U.S. Department of the Treasury when determined to be in excess to the needs of the fund.	N/A
Recommendation 4: OIG recommends that the Bureau of Administration, as part of its annual review of the Working Capital Fund cost centers and in coordination with the Bureau of Budget and Planning, determine the amount of excess earnings in the Working Capital Fund for FY 2018, report the results to OIG, and remit the identified excess to the U.S. Department of the Treasury, as required by 22 U.S. Code § 2684.	N/A

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<i>Audit of Food Safety Controls Under Baghdad Life Support Services Task Order SAQMMA14F0721 (AUD-MERO-18-38, 5/2018)</i>	
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs review the Hazard Assessment and Critical Control Point plans developed by PAE Government Services, Inc. and Taylors International Services, Inc. referenced in Recommendation 1. The review should, at a minimum, use the Food and Drug Administration’s Hazard Assessment and Critical Control Point Verification Inspection Checklist to verify that the plans for each site comply with Food and Drug Administration guidance based on Hazard Assessment and Critical Control Point principles. The review should also ensure the plans are revised, as needed, for any deficiencies identified.	N/A
Recommendation 3: OIG recommends that the Bureau of Near Eastern Affairs, within 60 days of its approval of the Hazard Assessment and Critical Control Point plans, incorporate the plans’ requirements into the Baghdad Life Support Service food service inspection checklist.	N/A
Recommendation 4: OIG recommends that the Bureau of Near Eastern Affairs develop and implement food safety training for all current and future personnel assigned to conduct oversight of food services in Iraq, including training on Hazard Analysis and Critical Control Point principles.	N/A
<i>Audit of Costs Invoiced Under the Afghanistan Life Support Services Contracts (AUD-MERO-18-35, 4/2018)</i>	
Recommendation 1: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, determine the allowability of questioned costs of \$507,940 OIG identified in Tables 4 and 5 and Appendices B, C, and D as not being in accordance with contract requirements and recover all costs determined to be unallowable.	\$507,940
Recommendation 2: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, determine the allowability of questioned costs of \$314,303 OIG identified in Tables 3 and 4 and Appendices B, C, and D as lacking supporting documentation and recover all costs determined to be unallowable.	\$314,303
<i>Management Assistance Report: Contract Administration Practices Involving the Construction of the New Office Compound Taipei, Taiwan, Require Attention (AUD-SI-18-34, 3/2018)</i>	
Recommendation 1: OIG recommends that the Office of Acquisitions Management develop a plan to issue an annual reminder to Contracting Officers that, if a contractor requests the issuance of a Limited or final Notice to Proceed, the Contracting Officer should consult with the Contracting Officer’s Representative and formally respond to the contractor’s request by either authorizing the construction project to proceed or notify the contractor in writing the reasons why the Notice to Proceed is being withheld and the actions the contractor needs to complete before the Notice to Proceed can be granted.	N/A

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Recommendation 2: OIG recommends that the Office of Acquisitions Management develop and implement a process that notifies Assessing Officials and Assessing Official Representatives when contractor performance evaluations are due and ensures the evaluations are recorded and approved in the Contractor Performance Assessment Reporting System in accordance with the Federal Acquisition Regulation.	N/A
<i>Audit of the Administration and Oversight of Fuel Contracts at U.S. Embassy Amman, Jordan (AUD-MERO-18-33, 3/2018)</i>	
Recommendation 1: OIG recommends that the Procurement Executive at the Bureau of Administration, Office of the Procurement Executive, examine fuel purchases to determine if ratification is warranted and, if so, implement ratification procedures in accordance with Department of State Acquisition Regulations 601.602-3-70, “[Ratification] Procedures,” for purchase orders SJO10014M0242, SJO10014M0317, SJO10015M0346, and SJO10015M0771 and delivery order SJO10016F0091, which were used to purchase diesel fuel and gasoline between January 15, 2014, and July 24, 2016.	N/A
Recommendation 4: OIG recommends that the Procurement Executive at the Bureau of Administration, Office of the Procurement Executive, review all unauthorized commitments provided by Embassy Amman as a result of Recommendation 3 and, as needed, ratify the unauthorized commitments in accordance with Department of State Acquisition Regulations 601-602-3, “Ratification of Unauthorized Commitments.”	N/A
Recommendation 5: OIG recommends that Embassy Amman develop and implement procedures that safeguard Embassy Amman against unauthorized commitments when processing all types of requests for fuel.	N/A
Recommendation 8: OIG recommends that Embassy Amman develop and implement training on contract file retention requirements as defined in Federal Acquisition Regulation 4.805, “Storage, Handling, and Contract Files,” and the Foreign Affairs Handbook (FAH), 14 FAH-2 H-573.3, “Government Contract Files,” and provide this training annually to all personnel within the General Services Office.	N/A
Recommendation 18: OIG recommends that Embassy Amman provide training to Contracting Officers regarding their obligations to verify that all Contracting Officer’s Representative (COR) candidates are certified at the appropriate level of the Federal Acquisition Certification for Contracting Officer’s Representatives prior to appointing candidates as a COR.	N/A
Recommendation 20: OIG recommends that Embassy Amman review all invoices submitted by fuel contractors from October 2012 through January 2017 for contracts SJO10013D0001, SJO10015D0003, and SJO10016D0017 to (a) determine whether the \$1.9 million paid against those invoices and identified by OIG as unsupported costs are allowable, and (b) recover any costs determined to be unallowable.	\$1,900,000
Recommendation 21: OIG recommends that Embassy Amman review all invoices submitted by fuel contractors from October 2012 through January 2017 for contracts SJO10013D0001, SJO10015D0003, and SJO10016D0017 to (a) determine whether the \$6.4 million paid against those invoices and projected by OIG as unsupported costs are allowable, and (b) recover any costs determined to be unallowable.	\$6,400,000

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Recommendation 24: OIG recommends that Embassy Amman review all invoices paid against contracts SJO10013D0001, SJO10015D0003, and SJO10016D0017 and (a) determine the dates by which to start the prompt payment clock, (b) compare those dates to the dates the invoices were paid, (c) calculate interest penalties for those invoices that were paid after the 30-day requirement, and (d) determine if interest penalties should be paid to the contractors in accordance with prompt payment requirements in 5 Code of Federal Regulations § 1315.	N/A
Recommendation 28: OIG recommends that Embassy Amman (1) perform a reconciliation of all invoices submitted and paid against contracts SJO10013D0001, SJO10015D0003, and SJO10016D0017 to determine whether the contractors were overpaid or underpaid, and (2) either pursue reimbursement or pay any additional amounts owed to the contractors.	N/A
<i>Management Assistance Report: Cost Controls for Food Services Supporting Department of State Operations in Iraq Require Attention (AUD-MERO-18-31, 3/2018)</i>	
Recommendation 3: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management perform price reasonableness determinations prior to the exercise of future option years and bridge contracts for Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721 to ensure that the Department receives a fair and reasonable price on food services in Iraq.	N/A
Recommendation 4: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management establish and implement internal procedures for Contracting Officers to perform price reasonableness determinations prior to exercising each option year and use that analysis as a tool for negotiating price on the associated option year. The policy should also require the Contracting Officer to maintain the documentation and associated analyses in the contract file.	N/A
Recommendation 5: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management instruct all Contracting Officers that they must comply with Federal Acquisition Regulation 17.207, "Exercise of Options," prior to the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management exercising all future option years or bridge contracts under Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721.	N/A
Recommendation 7: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management modify Baghdad Life Support Services contract SAQMMA13D0120 food services task order SAQMMA14F0721 to update the requirement for a point-of-sale cafeteria system in pertinent contractual documentation, once the results of the viability assessment from Recommendation 6 are determined.	N/A

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<p>Recommendation 11: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management establish a contractual requirement for PAE Government Services, Inc. to maintain records of dining facility access by individuals not serving under chief of mission authority in Iraq.</p>	N/A
<p><i>Audit of Bureau of Overseas Buildings Operations' Oversight of New Construction Projects at the U.S. Embassy in Kabul, Afghanistan</i> (AUD-MERO-18-17, 1/2018)</p>	
<p>Recommendation 1: OIG recommends that the Bureau of Overseas Buildings Operations issue a Construction Alert defining which building equipment and systems must be fully commissioned prior to substantial completion and update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to include those requirements.</p>	N/A
<p>Recommendation 3: OIG recommends that the Bureau of Overseas Buildings Operations establish and implement internal controls to verify that all required documentation in support of commissioning testing is completed prior to substantial completion. This should include all pre-functional checks, functional performance tests, and integrated systems tests to ensure that building equipment and systems are functioning as intended.</p>	N/A
<p>Recommendation 5: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to include procedures for identifying and approving instances in which it is appropriate to issue the certificate of substantial completion before commissioning has been fully completed. Specifically, these protocols should include mechanisms that (a) require a formal waiver be issued by the construction executive to proceed with substantial completion and occupancy even though commissioning is not yet complete, (b) establish milestones for completing the commissioning process after substantial completion and occupancy, and (c) execute a contract modification requiring the contractor to grant an extended warranty for those systems that were not commissioned at the time of substantial completion.</p>	N/A
<p>Recommendation 6: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) as well as its Guide to Excellence in Diplomatic Facilities to ensure that references to the commencement of the warranty period are consistent with FAR 52.246-21, Warranty of Construction. Specifically, existing policies and procedures should be updated to indicate that the warranty period either begins at final acceptance unless the Government takes possession of any part of the work before final acceptance, in which case, the warranty shall begin at the date the Government takes possession. The Bureau of Overseas Buildings Operations should also explicitly define when the Government officially takes possession of the completed work, including whether possession occurs at substantial completion or at the time of occupancy.</p>	N/A

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<p>Recommendation 7: OIG recommends that the Bureau of Overseas Buildings Operations establish requirements in its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) for the preparation and submission of key project documents for newly constructed facilities, including (a) owner’s project requirements, (b) a Basis of Design document, (c) systems manuals, (d) a commissioning plan, and (e) a final commissioning report. These documents should be prepared and submitted at the appropriate interval of construction for each building or facility constructed by the Bureau of Overseas Buildings Operations. Additionally, the requirements should indicate the parties responsible for preparation, review, and approval of each of the key project documents.</p>	N/A
<p>Recommendation 8: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to require its project directors and facility managers to establish a memorandum of agreement 9 months prior to the estimated substantial completion target date to facilitate the building turnover process. This memorandum of agreement should, at a minimum, (a) define the type of access that Facility Management personnel and operations and management contractors should be given to new buildings prior to substantial completion; (b) specify relevant documentation, such as punch lists, lists of equipment to be maintained, and commissioning documentation that should be provided to facility managers and operations and management contractors; and (c) establish timelines for providing building access and documentation to facility personnel and operations and management contractors prior to substantial completion and occupancy.</p>	N/A
<p>Recommendation 9: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to require its project directors and facility managers to hold a pre-turnover meeting approximately 60 days prior to substantial completion. The entire project team should be included in this meeting with participants discussing the status of construction, commissioning, required turnover documentation, and the planned schedule and outstanding actions required to ensure a smooth and successful turnover of facilities.</p>	N/A
<p>Recommendation 10: OIG recommends that the Bureau of Overseas Buildings Operations develop requirements mandating the use of a phased approach for projects that involve the construction of multiple buildings or facilities. This approach should outline specific phasing requirements for each building or facility constructed, including separate and distinctive commissioning, substantial completion, turnover, and acceptance requirements. This approach should also include protocols for a phased operations and management turnover process, requiring the contractor to provide key operations and management deliverables at the completion of each building if multiple buildings or facilities are being constructed under a single Bureau of Overseas Buildings Operations construction contract.</p>	N/A

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<i>Audit of the Department of State’s Implementation of the Digital Accountability and Transparency Act of 2014</i> (AUD-FM-18-03, 11/2017)	
Recommendation 1: OIG recommends that the Bureau of the Comptroller and Global Financial Services complete the implementation of system interfaces and new procedures that are designed to improve financial data collection overseas.	N/A
Recommendation 2: OIG recommends that the Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of Administration, update and issue guidance for Contracting Officers and Grants Officers related to entering accurate and complete procurement and financial assistance award transaction data into the Federal Procurement Data System – Next Generation and the Award Submission Portal.	N/A
Recommendation 3: OIG recommends that the Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of Administration, modify existing quality control procedures to include a requirement to verify the accuracy of data contained in DATA Act Files D1 and D2 generated from the Federal Procurement Data System – Next Generation and the Award Submission Portal.	N/A
Recommendation 4: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement procedures to verify that the quarterly DATA Act File C submission includes only transactions that occurred within the applicable quarter.	N/A
<i>Management Assistance Report: Contract Terms and Guidance for Approving Student Training Expenses Relating to the Justice and Corrections Programs in Afghanistan Require Attention</i> (AUD-MERO-18-14, 10/2017)	
Recommendation 3: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management review and, as appropriate, take action to recover that part of the \$5 million in student travel and venue rental expense payments that is determined to be unallowable.	\$5,000,000
<i>Audit of the Department of State’s Information Technology Configuration Control Board</i> (AUD-IT-17-64, 9/2017)	
Recommendation 2: OIG recommends that the Bureau of Information Resource Management develop and implement a process to establish and periodically update a list of system, product, or software owners who will be authorized to make change requests for their system, product, or software. The list should be made available to users and members of the Information Technology Configuration Control Board through the Information Technology Configuration Control Board website or applicable policies and procedures outlined in Recommendation 12.	N/A
Recommendation 3: OIG recommends that the Bureau of Information Resource Management determine what documentation is needed to support a change request and modify the policies and procedures outlined in Recommendation 12 or other guidance, such as the submitters guide, provided to change request submitters to reflect the documentation that is required for a complete and accurate change request submission.	N/A

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Recommendation 4: OIG recommends that the Bureau of Information Resource Management develop and implement guidance for change requests to require and include: (a) minimum testing standards for change requests, (b) instructions that testing be performed in advance of the change request being submitted and that the testing documentation be submitted as part of the change request process, and (c) a clearly defined technical review of the testing documentation that is submitted to verify the documentation complies with minimum standards.	N/A
Recommendation 6: OIG recommends that the Bureau of Information Resource Management formally notify all Technical Reviewers that default proceeds are no longer allowed and that all Technical Reviewers must review all change requests and either approve, stop, or reject the change request. Policies and procedures outlined in Recommendation 12 or other guidance should be updated to reflect this change to the process.	N/A
Recommendation 7: OIG recommends that the Bureau of Information Resource Management develop and implement a quality assurance assessment process for all change requests going through the enterprise-wide Information Technology Configuration Control Board. At a minimum, the quality assurance process should include periodic evaluation of open “stops,” reviews to ensure retention of all relevant documentation, and a final check prior to adding change to the baseline to ensure all pertinent process controls occurred at a minimum.	N/A
Recommendation 8: OIG recommends that the Bureau of Information Resource Management verify, no later than 30 days after the final issuance of this report, that all Technical Reviewers and Voters that participate in the Information Technology Configuration Control Board process are formally appointed.	N/A
Recommendation 9: OIG recommends that the Bureau of Information Resource Management develop and implement a process to formally appoint new Technical Reviewers and Voters who participate in the Information Technology Configuration Control Board process.	N/A
Recommendation 10: OIG recommends that the Bureau of Information Resource Management define the roles, responsibilities, and technical skillsets for each technical review and voting area and develop and implement a vetting process to verify Technical Reviewers and Voters have the knowledge, skills, and abilities to perform their assigned duties related to the Information Technology Configuration Control Board process.	N/A
Recommendation 11: OIG recommends that the Bureau of Information Resource Management develop and implement a process to verify that Technical Reviewers and Voters have formally appointed alternatives.	N/A
Recommendation 12: OIG recommends that the Bureau of Information Resource Management develop and implement complete and consistent policies and procedures and supplemental guidance, such as a Submitter’s Guide, for the Information Technology Configuration Control Board process. The policies, procedures, and guidance should, at a minimum, include guidance on roles and responsibilities, detailed procedure steps for submitters, minimum testing requirements, instructions on how	N/A

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Technical Reviewers and Voters should conduct their review, the appropriate use of “stops,” and established timelines for the process.	
Recommendation 13: OIG recommends that the Bureau of Information Resource Management develop and implement a process to periodically review and validate the accuracy and completeness of the data in the Virtual Information Technology Configuration Control Board database and to correct data integrity, omissions and inaccuracies existing between the new and old databases and when identified going forward. As part of this effort, the Bureau of Information Resource Management should ensure that the old database is available solely as a read-only reference resource and that new data cannot be entered into that database.	N/A
Recommendation 14: OIG recommends that the Bureau of Information Resource Management develop and implement required, periodic, training for Information Technology Configuration Control Board management and personnel, Bureau Sponsors, Technical Reviewers, Voters, and change request submitters involved in the Information Technology Configuration Control Board process.	N/A
Recommendation 15: OIG recommends that the Bureau of Information Resource Management develop and implement a formal process to (a) monitor the status of all change requests throughout each stage of the change request process and (b) notify stakeholders when a request is nearing the end of a deadline or when an event occurs that may affect the deadline for a change request.	N/A
Recommendation 16: OIG recommends that the Bureau of Information Resource Management develop and implement policies and procedures to hold officials accountable for failure to meet established deadlines in the Information Technology Configuration Control Board change request process. Once completed, the policies, procedures, and supplemental guidance discussed in Recommendation 12 should be updated.	N/A
Recommendation 17: OIG recommends that the Bureau of Information Resource Management develop and implement a formal process to periodically gather, assess, and report on its change request review process timeliness metrics and to make those results available to its stakeholders and customers in addition to appropriate bureau officials.	N/A
<i>Audit of the Bureau of Consular Affairs Fee-Setting Methodology for Selected Consular Services (AUD-FM-17-53, 9/2017)</i>	
Recommendation 2: OIG recommends that the Bureau of Consular Affairs, in coordination with the Bureau of Budget and Planning, (a) propose legislative changes, as suggested by Office of Management and Budget Circular A-25, to allow it to retain all consular fees collected or (b) seek appropriated funds during the annual budgeting process for any projected funding shortfalls created by not being allowed to retain all consular fees collected.	N/A
Recommendation 4: OIG recommends that the Bureau of Consular Affairs conduct an analysis to determine and formally document in its procedures, a reasonable maximum threshold for carry forward balances for each consular fee. Carry forward balances	N/A

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should be adequately precise and adequately explained estimates of actual costs. This determination should consider known and anticipated Consular and Border Security Program costs.	
Recommendation 5: OIG recommends that the Bureau of Consular Affairs design, implement, and formally document a procedure to review prior-year net financial results annually to determine whether the fee-setting methodology should be adjusted. The procedure should include a process to determine the effect of excess revenue and carry forward balances on the fee levels.	N/A
Recommendation 9: OIG recommends that the Bureau of Consular Affairs develop standardized reports within the Travel Documents Issuance System and Consular Consolidated Database to ensure the complete, accurate, and consistent generation of workload counts related to providing consular services.	N/A
Recommendation 10: OIG recommends that the Bureau of Consular Affairs develop and implement procedures to include only actual expenditures in the Cost of Service Model and eliminate non-expenditure items (such as obligations and allotments) from the cost inputs entered into the model.	N/A
<i>Audit of Select Cost-of-Living Allowances for American Employees Stationed in Foreign Areas (AUD-FM-17-51, 8/2017)</i>	
Recommendation 3: For cases in which independent cost-of-living indexes are not available to establish post allowance rates, OIG recommends that the Bureau of Administration revise and distribute updated policies and procedures to posts related to the post allowance rate methodology that provide detailed procedures for (a) collecting and summarizing living pattern questionnaires in eAllowances, and (b) collecting prices that reflect the requirements outlined in the Department of State Standardized Regulations on the retail price schedule Parts 3 and 4.	N/A
Recommendation 4: For cases in which independent cost-of-living indexes are not available to establish post allowance rates, OIG recommends that the Bureau of Administration revise and distribute updated internal procedures for calculating post allowances to include detailed instructions to (a) verify post living pattern questionnaire summary information in eAllowances with hard copies provided by post, and (b) remove inappropriate or unreasonable prices from the retail price schedule in a consistent manner across all subcategories of goods, including the use of independent data when available.	N/A
Recommendation 5: For cases in which independent cost-of-living indexes are not available to establish post allowance rates, OIG recommends that the Bureau of Administration conduct and formally document an analysis to determine how to make the Washington, DC, prices used in the post allowance rate calculations reflective of the consumption patterns of the average salary level for a post employee stationed in a foreign area so that data are comparable between Washington, DC, and the overseas post. The Bureau of Administration should implement changes as necessary as a result of its analysis.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 6: OIG recommends the Bureau of Administration revise the Department of State Standardized Regulations for changes in the post allowance methodology as a result of implementing recommendations from this report.	N/A
Recommendation 7: OIG recommends that the Bureau of Administration develop and implement standard operating procedures to specify how analysts maintain and update the base schools list.	N/A
<i>Audit of the Process To Approve, Disburse, and Report Rewards for Justice Payments (AUD-SI-17-48, 7/2017)</i>	
Recommendation 1: OIG recommends that the Bureau of Diplomatic Security, in conjunction with the Bureau of Legislative Affairs, (a) identify the detailed steps and action entities needed to prepare and submit reports on reward payments made within 30 days of the payment of such rewards; (b) determine the amount of time for each step, including the amount of time the Bureau of Legislative Affairs needs to finalize and send each report to Congress; and (c) redesign the flow and processes to meet the 30-day reporting requirement.	N/A
Recommendation 2: OIG recommends that the Bureau of Diplomatic Security (a) develop and implement a process to follow up with the nominating agencies on the status of the reward payment receipts to help expedite the submittal of Reward Payment Reports within the mandated 30-day reporting timeline and (b) consider entering into formal agreements (that is, Letters of Agreement) with the nominating agencies to strengthen the joint commitments toward timely submissions of reports to Congress.	N/A
Recommendation 3: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Legislative Affairs, establish and implement a process to (a) identify the expenses necessary to operate the Rewards for Justice Program, (b) compile and accumulate data on operating expenses annually, (c) prepare the annual report, and (d) submit the report to the Bureau of Legislative Affairs within timeframes as agreed to by the Bureau of Legislative Affairs to meet the requirement to submit the annual report no later than 60 days after the end of each fiscal year.	N/A
<i>Audit of the Bureau of South and Central Asian Affairs Invoice Review Process for the Afghanistan Life Support Services Contract (AUD-MERO-17-47, 6/2017)</i>	
Recommendation 1: OIG recommends that the Bureau of South and Central Asian Affairs direct its Afghanistan Life Support Services contract contracting officers' representatives to record performance for each distinct performance standard in the Afghanistan Life Support Services contract food services task order quality assurance report to further ensure that each performance standard is satisfactorily achieved and any identified deficiencies are addressed accordingly.	N/A
Recommendation 2: OIG recommends that the Bureau of South and Central Asian Affairs develop and implement training to fully prepare and familiarize newly assigned contracting officer's representatives charged with overseeing the Afghanistan Life Support Services contract with the unique features of the contract.	N/A

Report Recommendation	Potential Monetary Benefits
<i>Management Assistance Report: Building Deficiencies Identified at U.S. Embassy Kabul, Afghanistan Need Prompt Attention</i> (AUD-MERO-17-44, 6/2017)	
Recommendation 2: OIG recommends that the Bureau of Overseas Buildings Operations implement actions to replace and correct all plumbing installations in the Staff Diplomatic Apartment-1 found not to conform to the contract requirements.	N/A
Recommendation 3: OIG recommends that the Bureau of Overseas Buildings Operations have a qualified professional experienced in the installation of electrical systems conduct a full inspection, analysis, and recommissioning of electrical systems in both the New Office Annex and Staff Diplomatic Apartment-1. This inspection should include a comprehensive review of all submittals, plans, and specifications, as well as all installation methods and materials.	N/A
Recommendation 4: OIG recommends that the Bureau of Overseas Buildings Operations implement actions to replace and correct all electrical system installations in the New Office Annex and Staff Diplomatic Apartment-1 found not to conform to the contract requirements.	N/A
Recommendation 5: OIG recommends that, prior to issuing the certificate of final acceptance for the New Office Annex and Staff Diplomatic Apartment-1, the Bureau of Overseas Buildings Operations establish guidance for hydronic water systems in both buildings, including specifying recommended concentrations of tolytriazole (40–50 parts per million) and nitrite (600–1,000 parts per million).	N/A
Recommendation 6: OIG recommends that, prior to issuing the certificate of final acceptance for the New Office Annex and Staff Diplomatic Apartment-1, the Bureau of Overseas Buildings Operations require Caddell to conduct an examination of existing copper pipe in both buildings by removing samples of the piping or by ultrasound testing and submit the results for independent laboratory analysis to verify whether scaling, corrosion, or other life-expectancy impacts are detected from the high pH operating conditions.	N/A
Recommendation 7: OIG recommends that if the independent laboratory analysis verifies the existence of pipe scaling or corrosion in the New Office Annex or Staff Diplomatic Apartment-1, the Bureau of Overseas Buildings Operations implement actions to remedy any damage to hydronic pipes.	N/A
Recommendation 10: OIG recommends that the Bureau of Overseas Buildings Operations implement actions to correct all heating, ventilation, and air conditioning system installations in the New Office Annex and Staff Diplomatic Apartment-1 that do not conform to the contract requirements, including the specific examples OIG cited in this report.	N/A
Recommendation 11: OIG recommends that the Bureau of Overseas Buildings Operations identify and relocate all inaccessible smoke detectors in the New Office Annex and Staff Diplomatic Apartment-1 so that they can be accessed for periodic testing and maintenance.	N/A

Report Recommendation	Potential Monetary Benefits
<p>Recommendation 12: OIG recommends that the Bureau of Overseas Buildings Operations have a qualified professional experienced in the certification of fire safety systems conduct a full inspection of the New Office Annex and Staff Diplomatic Apartment-1 elevator lobby fire doors and the Staff Diplomatic Apartment-1 efficiency suite connector door frames to determine whether they meet National Fire Protection Association code standards. This inspection should include a comprehensive review of all submittals, plans, and specifications, as well as all installation methods and materials.</p>	N/A
<p>Recommendation 13: OIG recommends that the Bureau of Overseas Buildings Operations implement actions to replace and correct all elevator lobby doors and efficiency suite connector doors in the New Office Annex and Staff Diplomatic Apartment-1 found not to conform to the contract requirements or National Fire Protection Association standards.</p>	N/A
<p>Recommendation 17: OIG recommends that the Bureau of Overseas Buildings Operations assign a project manager to oversee all efforts related to the inspection, analysis, recommissioning, and required repairs of existing installations in the New Office Annex and Staff Diplomatic Apartment-1. This project manager should help to prioritize corrective actions to address identified deficiencies and coordinate with key stakeholders in order to ensure that they are completed in a timely, cost-effective, and efficient manner.</p>	N/A
<p>Recommendation 18: OIG recommends that the Bureau of Overseas Buildings Operations either a) require Caddell Construction, Inc. to replace and correct all work in the New Office Annex and Staff Diplomatic Apartment-1 found to be defective or non-conforming to contract requirements or b) seek an appropriate adjustment in contract price for all instances where, in the public interest, the Bureau of Overseas Buildings Operations consents to accept work that is defective or does not conform to contract requirements.</p>	N/A
<p>Recommendation 19: OIG recommends that, in all cases where the Bureau of Overseas Buildings Operations conducts an inspection, analysis, or recommissioning of existing installations in the New Office Annex and Staff Diplomatic Apartment-1 and finds the work to be defective or nonconforming in any material respect due to the fault of the contractor or its subcontractors, the Bureau of Overseas Buildings Operations should a) determine the cost of all inspections, analysis, or recommissioning of existing installations and b) recover this amount from Caddell Construction, Inc.</p>	N/A
<p><i>Audit of Department of State FY 2016 Compliance With Improper Payments Requirements (AUD-FM-17-42, 5/2017)</i></p>	
<p>Recommendation 2: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement a method to obtain information regarding the collection status of improper payments identified in OIG reports for the applicable fiscal year.</p>	N/A
<p>Recommendation 3: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement a method to obtain information regarding the</p>	N/A

Report Recommendation	Potential Monetary Benefits
collection status of improper payments identified in Defense Contract Audit Agency reports for the applicable fiscal year.	
Recommendation 4: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement a method to obtain information on improper payments identified and recovered by other Department of State bureaus and offices through contract and grant oversight activities, such as contract and grant closeout procedures, during the applicable fiscal year.	N/A
Recommendation 5: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement a process to report all improper payments identified by sources outside payment recapture audits for the applicable period in the annual Agency Financial Report. The process should require the Bureau of the Comptroller and Global Financial Services to present this information even if corresponding collection information is not readily available, unless written instructions advising otherwise is obtained from the Office of Management and Budget.	N/A
<i>Audit of the Bureau of Diplomatic Security's Administration of the Armored Vehicle Program (AUD-SI-17-21, 2/2017)</i>	
Recommendation 17: OIG recommends that the Bureau of Administration update the Foreign Affairs Manual and the Foreign Affairs Handbook to require the use of the Fleet Management Information System for all armored vehicles.	N/A
Recommendation 18: OIG recommends that the Bureau of Diplomatic Security, in conjunction with the Overseas Security Policy Board, update the Foreign Affairs Handbook to include a policy that mandates the use of armored vehicles that meet Overseas Security Policy Board standards for all individuals under Chief of Mission authority.	N/A
Recommendation 22: OIG recommends that the Bureau of Diplomatic Security develop and provide training for all Regional Security Officers related to identifying whether armored vehicles meet required standards.	N/A
Recommendation 26: OIG recommends that the Bureau of Administration develop guidance for posts to require that responsible officials at overseas posts periodically check that motor pool personnel are performing the daily and weekly routine checks of armored vehicles.	N/A
Recommendation 27: OIG recommends that the Bureau of Administration update the Foreign Affairs Manual to include a requirement for all overseas posts to develop and implement a mission policy to ensure that armored vehicles receive the required preventative maintenance.	N/A
Recommendation 28: OIG recommends that the Bureau of Diplomatic Security develop and implement guidance for overseas posts on the construction and use of shelters for armored vehicles.	N/A
Recommendation 32: OIG recommends that the Bureau of Diplomatic Security update the current armored vehicle policy to define specifically what types of maintenance must be performed under an embassy employee's observation.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 37: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Administration, develop and implement a process to ensure that all Regional Security Office personnel receive training, including periodic refresher training, regarding the disposal requirements for armored vehicles.	N/A
Recommendation 38: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Administration, develop and implement a process to ensure that all General Services Office personnel receive training, including periodic refresher training, regarding the disposal requirements for armored vehicles.	N/A
<i>Audit of the Oversight of Fuel Acquisition and Related Services Supporting Department of State Operations in Iraq</i> (AUD-MERO-17-16, 12/2016)	
Recommendation 6: OIG recommends that the Bureau of Near Eastern Affairs use the results of the study from Recommendation 5 to nominate appropriate personnel so contracting officers with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, can assign qualified oversight personnel for those contracts and task orders.	N/A
Recommendation 10: OIG recommends that the Bureau of Near Eastern Affairs review all requirements included in the fuel-related task orders under the Baghdad Life Support Services and Operations and Maintenance Support Services contracts, and develop and implement quality assurance surveillance plans that address key requirements and high-risk areas related to all fuel acquisition and services.	N/A
<i>Audit of the Department of State Vetting Process for Syrian Non-Lethal Assistance</i> (AUD-MERO-17-01, 11/2016)	
Recommendation 1: OIG recommends that the Under Secretary for Management consolidate and codify all current Syria vetting policies issued by the Department and bureaus into one detailed guidance explaining specifically how the vetting process should be carried out for Syrian awards. This consolidated guidance should be distributed to all bureaus once completed.	N/A
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs distribute the consolidated vetting guidance from Recommendation 1 to implementing partners to make them aware of Department vetting requirements.	N/A
Recommendation 3: OIG recommends that the Bureau of Near Eastern Affairs develop and implement internal controls to verify that its implementing partners are submitting information on required individuals for vetting in accordance with the consolidated vetting guidance from Recommendation 1.	N/A
Recommendation 4: OIG recommends that the Bureau of Near Eastern Affairs include in future award agreements the vetting requirements for Syria programs.	N/A
Recommendation 5: OIG recommends that the Bureau of Democracy, Human Rights, and Labor distribute the consolidated vetting guidance from Recommendation 1 to implementing partners to make them aware of Department vetting requirements.	N/A
Recommendation 6: OIG recommends that the Bureau of Democracy, Human Rights, and Labor develop and implement internal controls to verify that its implementing	N/A

Report Recommendation	Potential Monetary Benefits
partners are submitting information on required individuals for vetting in accordance with the consolidated vetting guidance from Recommendation 1.	
Recommendation 7: OIG recommends that the Bureau of Democracy, Human Rights, and Labor include in future award agreements the vetting requirements for Syria programs.	N/A
<i>Audit of Department of State Strategic Sourcing Efforts</i> (AUD-FM-16-47, 9/2016)	
Recommendation 11: OIG recommends that the Bureau of Administration, in coordination with the Strategic Sourcing Council (Recommendation 1), develop and implement controls to prohibit users from ordering office supplies from vendors other than the approved Federal Strategic Sourcing Initiative office supply vendors without obtaining a valid waiver.	N/A
<i>Audit of Task Orders for the Union III Compound Awarded Under the Operations and Maintenance Support Services Contract</i> (AUD-MERO-16-41, 7/2016)	
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs develop and implement a Quality Assurance Surveillance Plan in accordance with Federal Acquisition Regulation 46.4, "Government Contract Quality Assurance," and the revised Performance Work Statements, to guide oversight of all ongoing and future revitalization, transition, and sustainment requirements for task orders SAQMMA15F0567 and SAQMMA15F1245.	N/A
<i>Improvements Needed To Strengthen Vehicle-Fueling Controls and Operations and Maintenance Contract at Embassy Kabul, Afghanistan</i> (AUD-MERO-16-35, 4/2016)	
Recommendation 7: OIG recommends that the Embassy Kabul motor pool manager review and reconcile the vehicle fuel transactions and the vehicle usage reports on a monthly basis to determine if any theft or improper use of fuel has occurred, in accordance with the Foreign Affairs Handbook, 14 FAH-1, H-814.2-2, "Motor Pool Manager Review."	N/A
<i>Audit of the Department of State Process To Select and Approve Information Technology Investments</i> (AUD-FM-16-31, 3/2016)	
Recommendation 1: OIG recommends that the Bureau of Information Resource Management update the Capital Planning and Investment Control Program Guide to comply with Office of Management and Budget requirements. Specifically, the definition of an IT investment should be modified and a requirement to perform a review for duplicative investments across the agency, Federal Government, and private sector should be included.	N/A
Recommendation 8: OIG recommends that the Bureau of Information Resource Management establish and implement a plan to review IT investment reorganizations that occurred since FY 2010 to ensure that the investments resulting from the reorganizations comply with Office of Management and Budget requirements for information technology investments.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 10: OIG recommends that the Bureau of Information Resource Management develop and implement a process to (a) identify and review all bureau-specific IT investment methodologies (ones currently in place as well as ones that will be developed in the future); (b) determine whether the bureau-specific IT investment methodologies comply with Office of Management and Budget Circular A-130; and, if they do not comply, (c) provide bureaus with guidance regarding the modifications needed to fully comply and verify that the methodologies were modified as necessary. This effort should include reviewing the standard forms used by each bureau during the IT selection process to ensure consistency and compliance with Office of Management and Budget Circular A-130.	N/A
Recommendation 14: OIG recommends that the Bureau of Information Resource Management develop and implement a strategy to perform semiannual or more frequent reviews of bureau-funded IT contracts to identify new IT investments developed as part of the contracts.	N/A
Recommendation 17: OIG recommends that the Bureau of Information Resource Management (a) develop and implement a policy requiring bureaus and offices to provide details of IT investments, programs, and projects in iMatrix and (b) develop and disseminate guidance specifying the level of detail necessary for each investment, including general descriptions and technical capabilities.	N/A
Recommendation 18: OIG recommends that the Bureau of Information Resource Management develop and implement controls in iMatrix to require that the investment manager and budget analyst revalidate data when financial information for an investment in iMatrix is modified.	N/A
Recommendation 20: OIG recommends that the Bureau of Information Resource Management develop and issue a policy stating that bureaus must update the information on non-major investments in iMatrix quarterly, rather than only when the reports are due to be submitted to the Office of Management and Budget.	N/A
Recommendation 22: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, develop and implement a process to verify that all bureau and office IT investment managers and budget analysts complete the respective training courses related to IT capital planning and reporting that are provided annually.	N/A
Recommendation 23: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, include information on reporting reimbursable costs in the annual training provided to investment managers and budget analysts on how to report IT investment data in iMatrix.	N/A
Recommendation 27: OIG recommends that the Bureau of Information Resource Management develop and implement a policy requiring bureaus and offices to submit source documents to support the information entered into iMatrix.	N/A
Recommendation 28: OIG recommends that the Bureau of Information Resource Management develop and implement a process to verify that bureaus and offices are	N/A

Report Recommendation	Potential Monetary Benefits
submitting source documents to support the information entered into iMatrix in accordance with the policy developed that requires bureaus and offices to submit source documents that support the information entered into iMatrix.	
Recommendation 29: OIG recommends that the Bureau of Information Resource Management determine the information for non-major investments that should be included in iMatrix and develop a policy to implement that determination.	N/A
<i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract Task Order 8 — Security Services at U.S. Consulate Erbil</i> (AUD-MERO-16-30, 3/2016)	
Recommendation 3: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, in coordination with the Bureau of Diplomatic Security, conduct a comprehensive review of all Task Order 8 contractor invoices and supporting documentation to determine whether all costs, including those identified in this report, are allowable and supported.	N/A
<i>Management Assistance Report: Action Still Needed To Update the Department’s Standards of Conduct as They Relate to Trafficking in Persons and To Comply With a Related Recommendation</i> (AUD-ACF-15-43, 9/2015)	
Recommendation 2: OIG recommends that the Under Secretary for Civilian Security, Democracy, and Human Rights provide a plan of action to complete corrective actions, including appropriate milestones, to address Recommendations 1 and 2 from Audit Report AUD/IP-12-02.	N/A
<i>Audit of the Bureau of International Narcotics and Law Enforcement Affairs Aviation Support Services Contract in Iraq</i> (AUD-MERO-15-35, 7/2015)	
Recommendation 3: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, conduct a comprehensive review of all cost reimbursable contractor invoices related to Embassy Air-Iraq to determine whether the charges were allocable, allowable, and supportable.	N/A
Recommendation 4: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, Office of Aviation, require DynCorp International to provide documentation to INL that clearly, accurately, and completely supports all costs submitted on its invoices.	N/A
Recommendation 7: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, Office of Aviation, develop a contract definitization process that identifies all scope of work requirements in advance of the period of performance and ensures that the contractor submits accurate price and technical proposals that incorporate the requirements in advance of the period of performance.	N/A

Report Recommendation	Potential Monetary Benefits
<i>Audit of the Administration and Oversight of Contracts and Grants Within the Bureau of African Affairs (AUD-CG-14-31, 8/2014)</i>	
Recommendation 5: OIG recommends that the Bureau of African Affairs discontinue the use of site coordinators in locations that allow Government personnel to work within that country and develop and implement processes to ensure that contracting officer’s representatives and government technical monitors with the appropriate levels of Federal Acquisition Certification for Contracting Officer’s Representatives are officially delegated to conduct oversight of their assigned contracts.	N/A
Recommendation 24: OIG recommends that Bureau of African Affairs Grants Officer Representatives (GOR) assess the risk of ongoing grants and identify and re-classify high-risk grant recipients. For each high-risk recipient, GORs should develop a risk mitigation strategy that includes changes to oversight and a corrective action plan.	N/A
<i>Audit of Department of State Selection and Positioning of Contracting Officer’s Representatives (AUD-CG-14-07, 1/2014)</i>	
Recommendation 2: OIG recommends that the Bureau of African Affairs not use contractors to perform contract administration and oversight tasks to avoid assigning inherently governmental, critical, or closely related functions to contractors, as prohibited by the Federal Acquisition Regulation.	N/A

* Potential monetary benefits associated with these recommendations differ from values reflected in the final report due to management decision.

Table D.2
Open Office of Evaluations and Special Projects Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 3/31/2019

Report Recommendation	Potential Monetary Benefits
Significant Open Recommendations	
None	
Other Open Recommendations	
<i>Management Assistance Report: Incorporation of Clause Requiring Contractor Cooperation with the Office of Inspector General (ESP-18-02, 3/2018)</i>	
Recommendation 1: The Bureau of Administration, Office of the Procurement Executive, should amend the Department of State Acquisition Regulation to require contracting officers to include a provision requiring contracting officers to insert a clause in all current and future contracts stating: “(a) This contract incorporates by reference 1 FAM 053.2-5, which mandates the contractor’s and/or any subcontractor’s duty to cooperate fully with Office of Inspector General personnel. (b) Cooperation includes:	N/A

Report Recommendation	Potential Monetary Benefits
<p>(1) Complete, prompt, and free access to all files (in any format), documents, premises, and employees, except as limited by law, including access to records, premises, and employees;</p> <p>(2) Statements, both oral and written, including statements under oath or affirmation;</p> <p>(3) Technical consultation, examination, and assistance regarding information or evidence being collected or developed;</p> <p>(4) Such other information and assistance as may be requested in order to complete the OIG activity.”</p>	
<p><i>Evaluation of the Department of State’s Security Clearance Process</i> (ESP-17-02, 7/2017)</p>	
<p>Recommendation 2: The Bureau of Diplomatic Security, Office of Personnel Security and Suitability, in coordination with the Bureau of Human Resources, should establish clear responsibilities for the processing of security clearance requests in order to reduce or eliminate unnecessary delays in the clearance process and require appropriate training for all Human Resources personnel involved in the process.</p>	N/A
<p>Recommendation 3: The Bureau of Diplomatic Security should perform a workforce analysis of its employees who perform security clearance work to ensure that it has the proper staffing levels in place to meet its timeliness goals.</p>	N/A
<p>Recommendation 5: The Bureau of Diplomatic Security, Office of Personnel Security and Suitability should determine the actual cost of the security clearance work it performs for other Government agencies in order to fully recoup its expended funds, in accordance with the Economy Act and Department policy.</p>	N/A
<p><i>Department of State Has Administrative Leave Policies but Lacks Complete and Accurate Data on the Use of Leave</i> (ESP-16-04, 9/2016)</p>	
<p>Recommendation 1: The Bureau of the Comptroller and Global Financial Services, in conjunction with the Bureau of Human Resources, should ensure that its new payroll systems have the ability to collect information regarding the justification for why administrative leave is granted.</p>	N/A
<p>Recommendation 2: The Bureau of Human Resources, in conjunction with the Bureau of the Comptroller and Global Financial Services, should identify and remedy the causes of the discrepancy with its administrative leave records.</p>	N/A

Table D.3
Open Office of Inspections Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 3/31/2019

Report Recommendation	Potential Monetary Benefits
Significant Open Recommendations	
<i>Department of State Stabilization Programs in Syria Funded Under the Further Continuing and Security Assistance Appropriations Act, 2017</i> (ISP-I-18-29, 9/2018)	
Recommendation 1: The Bureau of Near Eastern Affairs, in coordination with the Bureau of Diplomatic Security, should prepare a memorandum for the Secretary that identifies lessons learned from opening the Syria Transition Assistance Response Team Forward office in Syria and proposals for developing permanent interagency institutional mechanisms to facilitate deployment of Department personnel for future stabilization missions.	N/A
<i>Inspection of the Bureau of the Comptroller and Global Financial Services' Office of Management Control</i> (ISP-I-18-07, 6/2018)	
Recommendation 1: The Deputy Secretary should determine which entity or entities should have responsibility for the Department's non-financial management controls and enterprise risk management program and ensure that sufficient resources are available to fully meet all relevant requirements.	N/A
<i>Inspection of Embassy Guatemala City, Guatemala</i> (ISP-I-18-16, 5/2018)	
Recommendation 2: Embassy Guatemala City, in coordination with the Bureau of International Narcotics and Law Enforcement Affairs, should develop and monitor benchmarks for its Bureau of International Narcotics and Law Enforcement Affairs aviation program to improve administrative, technical, and operational capabilities of Guatemala's aviation operations.	N/A
<i>Inspection of Embassy Djibouti, Djibouti</i> (ISP-I-18-14, 4/2018)	
Recommendation 20: The Bureau of Overseas Buildings Operations, in coordination with Embassy Djibouti, should implement a plan to evaluate all residences in the embassy housing pool for seismic risks and take action to address the deficiencies.	N/A
<i>Inspection of Yemen Affairs Unit</i> (ISP-I-18-21, 3/2018)	
Recommendation 3: The Yemen Affairs Unit should review Embassy Sanaa's balance of \$4.89 million in unliquidated obligations and validate or de-obligate the funds to put them to better use as applicable.	\$4,890,000
<i>Inspection of the Bureau of Consular Affairs, Office of Consular Systems and Technology</i> (ISP-I-17-04, 12/2016)	
Recommendation 24: The Bureau of Consular Affairs should direct the Office of Consular Systems and Technology to review the \$18.54 million of unliquidated	\$18,540,000

Report Recommendation	Potential Monetary Benefits
obligations for contracts that require close out and document justifications of remaining prior year balances.	
Other Open Recommendations	
<i>Inspection of the Bureau of Consular Affairs' Office of Fraud Prevention Programs (ISP-I-18-42, 8/2018)</i>	
Recommendation 3: The Bureau of Human Resources, in coordination with the Bureau of Consular Affairs, should conduct a maintenance review of the Office of Fraud Prevention Programs' position descriptions.	N/A
Recommendation 5: The Bureau of Consular Affairs should implement access controls and information security oversight procedures for the Office of Fraud Prevention Programs' standalone data analytics test network as required by Department standards.	N/A
Recommendation 6: The Bureau of Consular Affairs should perform an assessment to determine the security categorization of the Office of Fraud Prevention Programs' case management system and implement required security controls in accordance with Federal standards.	N/A
<i>Management Assistance Report: Dispersal of Contracting Officer Representatives Creates Oversight Challenges (ISP-I-18-33, 8/2018)</i>	
Recommendation 1: The Bureau of Administration should issue guidance to require contracting officer representatives to maintain contract files in the electronic contracting officer representative filing system within 180 days of the final issuance of this report.	N/A
<i>Review of the Bureau of Administration, Office of Logistics Management, Critical Environment Contract Analysis Staff's Counterterrorism Vetting Function (Risk Analysis and Management) (ISP-I-18-27, 8/2018)</i>	
Recommendation 1: The Bureau of Administration should establish a counterterrorism vetting fee based on actual costs and establish a schedule for periodic review of the fee, in accordance with Department guidance.	N/A
<i>Inspection of the Bureau of Consular Affairs' Office of Policy Coordination and Public Affairs (ISP-I-18-28, 6/2018)</i>	
Recommendation 3: The Bureau of Consular Affairs should consolidate the Office of Policy Coordination and Public Affairs congressional functions into a single organizational component.	N/A
Recommendation 5: The Bureau of Consular Affairs should require that the Office of Policy Coordination and Public Affairs monitor and document the performance of its labor-hour contractors and provide feedback to the Contracting Officer's Representative, in accordance with Department guidance.	N/A
<i>Inspection of Embassy Lisbon and Consulate Ponta Delgada, Portugal (ISP-I-18-22, 5/2018)</i>	
Recommendation 3: The Bureau of Human Resources should respond to Embassy Lisbon's request for proposed changes to the local compensation plan.	N/A

Report Recommendation	Potential Monetary Benefits
<i>Inspection of the U.S. Mission to the African Union, Addis Ababa, Ethiopia</i> (ISP-I-18-20, 5/2018)	
Recommendation 1: The Bureau of African Affairs, in coordination with the U.S. Mission to the African Union, should implement mechanisms to obtain and track information on foreign assistance programs supporting the African Union.	N/A
<i>Inspection of Embassy Georgetown, Guyana</i> (ISP-I-18-19, 5/2018)	
Recommendation 8: Embassy Georgetown should correct line of sight issues in the Consular Section to comply with Department guidance for consular officers to visually monitor all consular operations.	N/A
Recommendation 10: Embassy Georgetown should implement procedures to review and manage its blanket purchase agreements, in accordance with Federal Acquisition Regulations.	N/A
Recommendation 16: Embassy Georgetown should implement a corrective action plan to bring all professional drivers and incidental operators into compliance with the Department's Overseas Motor Vehicle Safety Management Program.	N/A
Recommendation 23: Embassy Georgetown should vacate the U.S. Government-owned warehouse and notify the Bureau of Overseas Buildings Operations so it can be sold.	N/A
Recommendation 27: Embassy Georgetown should implement standard operating procedures for installing network cabling system components.	N/A
Recommendation 28: Embassy Georgetown, in coordination with the Bureau of Information Resource Management and the Bureau of Western Hemisphere Affairs, should correct the network cabling infrastructure issues.	N/A
<i>Inspection of Embassy Addis Ababa, Ethiopia</i> (ISP-I-18-18, 5/2018)	
Recommendation 1: Embassy Addis Ababa should update the memorandum of agreement between the Commander, U.S. Africa Command, and Chief of Mission, Embassy Addis Ababa, for security and force protection of Department of Defense elements and personnel in Ethiopia, in accordance with Department guidelines.	N/A
Recommendation 9: Embassy Addis Ababa, in coordination with the Bureau of Consular Affairs and the Bureau of Overseas Buildings Operations, should replace the consular cashier booth door with one that meets Department standards.	N/A
Recommendation 11: Embassy Addis Ababa, in coordination with the Bureau of Administration, should implement property management internal controls, in accordance with Department standards.	N/A
Recommendation 12: Embassy Addis Ababa should implement a real property management program that is fully compliant with Department requirements.	N/A
Recommendation 14: Embassy Addis Ababa should bring its motor vehicle safety program into compliance with the Department's Overseas Motor Vehicle Safety Management Program.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 17: Embassy Addis Ababa should bring its Contracting Officer's Representative files into compliance with Department standards.	N/A
Recommendation 18: The Bureau of Overseas Buildings Operations, in coordination with Embassy Addis Ababa, should implement a plan to address the findings from its 2016 seismic report.	N/A
Recommendation 19: The Bureau of Overseas Buildings Operations, in coordination with Embassy Addis Ababa, should implement a plan to address the embassy's safety, health, and environmental management deficiencies.	N/A
Recommendation 21: Embassy Addis Ababa, in coordination with the Bureau of African Affairs, should conduct a detailed and thorough review of locally employed staff position descriptions.	N/A
Recommendation 22: Embassy Addis Ababa, in coordination with the Bureau of Human Resources, should update and translate its Local Employee Handbook in accordance with Department guidance.	N/A
Recommendation 24: Embassy Addis Ababa should discontinue its support of the Lake Langano facility, put \$74,457 to better use, and require the American Employees' Recreation Association to assume full responsibility for the operation of the site.	\$74,457
Recommendation 26: Embassy Addis Ababa should conduct annual information technology contingency plan testing of the unclassified and classified networks, in accordance with Department standards.	N/A
Recommendation 29: Embassy Addis Ababa should stop managing personal internet service for embassy employees and collect \$99,324 from employees who had internet service at their residences that was paid by the embassy in FY 2017 and put those funds to better use.	\$99,324
Recommendation 30: Embassy Addis Ababa should establish a records management program in accordance with Department guidelines.	N/A
<i>Inspection of Embassy Riyadh and Constituent Posts, Saudi Arabia (ISP-I-18-17, 5/2018)</i>	
Recommendation 3: Embassy Riyadh should implement a plan to eliminate duplication of the existing responsibilities of the Political/Military and Office of Program Management-Ministry of Interior Sections with the new Senior Defense Official/Defense Attaché position.	N/A
Recommendation 5: The Bureau of Consular Affairs, in coordination with Embassy Riyadh and the Bureaus of Diplomatic Security, Intelligence and Research, and Near Eastern Affairs, should establish a process for assessing sensitive security threat information that appropriately addresses the requirements of the no double standard policy in Saudi Arabia.	N/A
Recommendation 12: Embassy Riyadh should conduct required audits of adjudicated passport applications in accordance with Department guidance.	N/A
Recommendation 16: Embassy Riyadh, in coordination with the Bureau of the Comptroller and Global Financial Services, should implement procedures to require	N/A

Report Recommendation	Potential Monetary Benefits
U.S. direct-hire employees to comply with Department of State Standard Regulation 532(a)(2) and collect overpayments made in cases of non-compliance.	
Recommendation 18: Embassy Riyadh, in coordination with the Bureau of Near Eastern Affairs, and the Bureau of the Comptroller and Global Financial Services, should reprogram at least one program-funded information management position to an International Cooperative Administrative Support Services-funded position to realize funds put to better use of up to \$153,480.	\$153,480
Recommendation 23: Embassy Riyadh, in coordination with the Bureau of Human Resources, should determine the per employee cost of the homeward passage benefit and pay it to eligible employees through the payroll system to realize funds put to better use of \$361,773.	\$361,773
Recommendation 24: Embassy Riyadh should require all professional and incidental drivers under chief of mission authority to comply with applicable Department motor vehicle safety training requirements.	N/A
<i>Inspection of Embassy Guatemala City, Guatemala (ISP-I-18-16, 5/2018)</i>	
Recommendation 9: Embassy Guatemala City, in coordination with the Bureau of Human Resources, should complete updates to the local compensation plan.	N/A
Recommendation 11: Embassy Guatemala City, in coordination with the Bureau of Overseas Buildings Operations, should perform seismic evaluations of its residential properties in accordance with Department standards.	N/A
Recommendation 13: Embassy Guatemala City should require that all chauffeurs and incidental drivers under Chief of Mission authority comply with applicable Department motor vehicle safety requirements.	N/A
Recommendation 14: Embassy Guatemala City should require that Information Systems Security Officers perform duties specified in Department guidance.	N/A
Recommendation 15: Embassy Guatemala City should require its local Information Technology Configuration Control Board to follow Department guidance.	N/A
Recommendation 16: The Bureau of Diplomatic Security, in coordination with the Bureau of Information Resource Management and Embassy Guatemala City, should audit the embassy's Sensitive But Unclassified network to ensure it complies with Department standards.	N/A
Recommendation 17: Embassy Guatemala City should inventory, secure, monitor, and register its dedicated internet networks with the Bureau of Information Resource Management.	N/A
Recommendation 18: Embassy Guatemala City should conduct an assessment of the Bureau of International Narcotics and Law Enforcement Affairs' wireless dedicated internet network based on the National Institute of Standards and Technology Risk Management Framework and implement appropriate controls to protect the information stored on the network.	N/A
Recommendation 19: Embassy Guatemala City should manage its classified and unclassified Active Directory groups in accordance with Department standards.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 20: Embassy Guatemala City should implement standard operating procedures for managing its classified and unclassified networks.	N/A
Recommendation 21: Embassy Guatemala City should conduct annual tests of the information technology contingency plans for unclassified and classified networks in accordance with Department standards.	N/A
Recommendation 22: Embassy Guatemala City should implement a plan for conducting initial and annual refresher information technology contingency training for employees with information technology contingency planning responsibilities.	N/A
Recommendation 23: Embassy Guatemala City should protect its network devices in accordance with the Department standards.	N/A
Recommendation 24: Embassy Guatemala City should relocate the telecommunications demarcation point outside the limited access main telephone frame room.	N/A
<i>Inspection of Embassy Copenhagen, Denmark</i> (ISP-I-18-23, 4/2018)	
Recommendation 1: Embassy Copenhagen, in coordination with the Bureau of European and Eurasian Affairs, and the Bureau of the Comptroller and Global Financial Services, should reprogram at least one Diplomatic and Consular Program-funded Information Management position to an International Cooperative Administrative Support Services-funded position.	N/A
Recommendation 4: Embassy Copenhagen, in coordination with the Bureau of Overseas Buildings Operations, should implement a preventive maintenance program that complies with Department standards.	N/A
Recommendation 5: Embassy Copenhagen, in coordination with the Bureau of Overseas Buildings Operations, should implement an action plan to resolve the embassy's fire protection deficiencies and bring the program into full compliance with Department standards.	N/A
Recommendation 7: Embassy Copenhagen, in coordination with the Bureaus of Diplomatic Security and Overseas Buildings Operations, should complete the installation of the mail screening facility and implement a procedure for processing incoming local mail in accordance with Department standards.	N/A
<i>Inspection of the Bureau of Information Resource Management's Office of Governance, Resource, and Performance Management</i> (ISP-I-18-15, 4/2018)	
Recommendation 1: The Bureau of Human Resources, in coordination with the Bureau of Information Resource Management, should conduct an organizational assessment of the Office of Governance, Resource, and Performance Management, including a review of its organizational structure, roles, and responsibilities, and reallocate or reprogram resources as necessary.	N/A
Recommendation 2: The Bureau of Information Resource Management, in coordination with the Bureau of Human Resources, should update all employee-	N/A

Report Recommendation	Potential Monetary Benefits
supervisor assignments to reflect current roles and responsibilities within the Office of Governance, Resource, and Performance Management.	
Recommendation 6: The Bureau of Information Resource Management should require that Contracting Officer's Representatives in the Office of Governance, Resource, and Performance Management receive proof of receipt of goods from overseas posts prior to approving invoices for payments.	N/A
Recommendation 8: The Bureau of Information Resource Management should implement a tool to centrally track information technology software acquisitions Department-wide.	N/A
Recommendation 9: The Bureau of Information Resource Management should implement procedures to centrally authorize and register Dedicated Internet Networks.	N/A
Recommendation 10: The Bureau of Information Resource Management should implement procedures to ensure regularly scheduled reviews and updates to the Department's information technology management policies and procedures in Volume 5 of the Foreign Affairs Manual and its associated Foreign Affairs Handbooks.	N/A
Recommendation 11: The Bureau of Information Resource Management should revise and promulgate the bureau process for timely handling of responses to U.S. Government Accountability Office recommendations.	N/A
Recommendation 12: The Bureau of Information Resource Management should update all Department guidance to reflect the Office of Governance, Resource, and Performance Management's responsibility for the Information Technology Configuration Control Board.	N/A
Recommendation 13: The Bureau of Information Resource Management should require the Office of Governance, Resource, and Performance Management to perform its bureau records coordinator responsibilities in accordance with Department standards.	N/A
Recommendation 14: The Bureau of Information Resource Management should implement standard operating procedures for process management working groups that include guidance on collaboration, documentation, and performance measures.	N/A
<i>Inspection of Embassy Djibouti, Djibouti</i> (ISP-I-18-14, 4/2018)	
Recommendation 1: The Bureau of African Affairs, in coordination with Embassy Djibouti, should restructure the staffing of the Political-Economic Section to more effectively support the embassy's Integrated Country Strategy goals.	N/A
Recommendation 6: Embassy Djibouti, in coordination with the Bureau of Consular Affairs and the Bureau of Overseas Buildings Operations, should renovate the Consular Section to expand consular processing capabilities, improve management controls, and accommodate anticipated increased staffing.	N/A
Recommendation 7: Embassy Djibouti, in coordination with the Bureau of Administration and the Bureau of African Affairs, should bring the embassy's property program into full compliance with Department standards.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 8: Embassy Djibouti should implement a comprehensive residential fuel delivery program that complies with Department standards.	N/A
Recommendation 9: Embassy Djibouti should comply with the Department's Motor Vehicle Safety Management Program policy on vehicle operator duty limits.	N/A
Recommendation 10: Embassy Djibouti should update its vehicle policy to be compliant with Department standards.	N/A
Recommendation 11: Embassy Djibouti should require all mission drivers to comply with the Overseas Motor Vehicle Safety Management Program.	N/A
Recommendation 12: Embassy Djibouti should prohibit locally employed staff mechanics from repairing personally owned vehicles on U.S. Government property or with U.S. Government equipment.	N/A
Recommendation 13: Embassy Djibouti should implement a housing program that is fully compliant with Department standards.	N/A
Recommendation 14: Embassy Djibouti, in coordination with Bureau of African Affairs, should implement a comprehensive program for updating locally employed staff position descriptions in accordance with Department standards.	N/A
Recommendation 15: Embassy Djibouti, in coordination with the Bureau of Human Resources, should update and translate into relevant language(s) its Locally Employed Staff Handbook.	N/A
Recommendation 16: Embassy Djibouti should implement a comprehensive policy outlining the requirements for vehicle third party liability coverage in accordance with Department standards.	N/A
Recommendation 17: Embassy Djibouti, in coordination with the Bureau of Administration, should submit updated post consumables and retail price surveys.	N/A
Recommendation 18: Embassy Djibouti should charge agencies and personnel appropriately for official and personal phone calls.	N/A
Recommendation 19: Embassy Djibouti should use electronic funds transfer for taxi and medical reimbursements over \$25 to local employees.	N/A
Recommendation 21: Embassy Djibouti, in coordination with the Bureau of Overseas Buildings Operations, should train its local staff in preventive maintenance or establish appropriate preventive maintenance contracts.	N/A
Recommendation 22: Embassy Djibouti, in coordination with the Bureau of Overseas Buildings Operations, should establish and implement a plan to appropriately store flammable materials.	N/A
Recommendation 24: Embassy Djibouti should complete and record Information Systems Security Officer tasks as required by Department standards.	N/A
Recommendation 25: Embassy Djibouti should conduct annual information technology contingency plan testing of the unclassified and classified networks in accordance with Department standards.	N/A
<i>Inspection of Embassy San Jose, Costa Rica (ISP-I-18-13, 4/2018)</i>	

Report Recommendation	Potential Monetary Benefits
Recommendation 7: Embassy San Jose, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Consular Affairs, should provide a wheelchair-accessible interview window for consular applicants.	N/A
Recommendation 8: Embassy San Jose, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Diplomatic Security, should provide accommodations for visa applicants in accordance with Department standards.	N/A
Recommendation 12: Embassy San Jose should implement a corrective action plan to bring all professional drivers and incidental operators under Chief of Mission authority into compliance with the Department’s Motor Vehicle Safety Management Program for Overseas Posts.	N/A
Recommendation 18: Embassy San Jose should clear all outstanding travel advances in accordance with Department standards.	\$67,283
Recommendation 25: Embassy San Jose should implement a call accounting system and procedures to accurately bill for monthly telephone services.	N/A
<i>Inspection of Embassy Managua, Nicaragua</i> (ISP-I-18-12, 3/2018)	
Recommendation 4: Embassy Managua should require that all drivers assigned to operate armored vehicles receive required training.	N/A
Recommendation 5: Embassy Managua should require that all chauffeurs and incidental drivers under Chief of Mission authority receive Smith Safety driver training.	N/A
<i>Inspection of the Bureau of South and Central Asian Affairs</i> (ISP-I-18-11, 2/2018)	
Recommendation 1: The Bureau of South and Central Asian Affairs should institute a formal, periodic process to measure program and policy performance against strategic goals.	N/A
Recommendation 2: The Bureau of South and Central Asian Affairs should conduct a second, more comprehensive review of its staffing and skills inventory to achieve a balance among meeting mission needs, delivering efficient service, and managing employees effectively.	N/A
Recommendation 3: The Bureau of South and Central Asian Affairs should implement a bureau-wide process to track foreign assistance that fully obligates foreign assistance appropriations and identifies and reclassifies foreign assistance funds before the funds cancel.	N/A
Recommendation 6: The Bureau of South and Central Asian Affairs should require all Government Technical Monitors to complete mandatory training.	N/A
Recommendation 7: The Bureau of South and Central Asian Affairs should complete the nine remaining Civil Service performance appraisals for the 2016 rating cycle.	N/A
<i>Inspection of Embassy Beijing and Constituent Posts, China</i> (ISP-I-18-04, 12/2017)	
Recommendation 1: Embassy Beijing, in coordination with the Bureau of East Asian and Pacific Affairs, should determine whether Consulate General Shanghai requires a	N/A

Report Recommendation	Potential Monetary Benefits
deputy principal officer, and if so, formally establish the position and delineate its duties, including supervisor responsibilities.	
Recommendation 3: Embassy Beijing, in coordination with the Bureau of International Information Programs, should require the consulates general to develop annual resource development and program plans for their American Spaces.	N/A
Recommendation 8: The Bureau of Consular Affairs should issue guidance in 9 Foreign Affairs Manual for consular officers explaining how to determine potential visa ineligibilities under 8 U.S.C. 1182e.	N/A
Recommendation 11: Embassy Beijing, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Consular Affairs, should provide a wheelchair-accessible interview window for consular applicants at Consulate General Chengdu.	N/A
Recommendation 12: Embassy Beijing, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Consular Affairs, should provide a privacy booth in the consular waiting room at Consulate General Chengdu.	N/A
<i>Inspection of Consulate General Hong Kong, China (ISP-I-18-06, 11/2017)</i>	
Recommendation 9: The Bureau of East Asian and Pacific Affairs, in coordination with Consulate General Hong Kong and the Bureau of Human Resources, should determine the number and levels for language designated positions at Consulate General Hong Kong in accordance with Department standards, and put up to \$2 million to better use.	\$2,000,000
<i>Inspection of the Bureau of African Affairs' Foreign Assistance Program Management (ISP-I-18-02, 10/2017)</i>	
Recommendation 1: The Bureau of African Affairs should undertake a review of its foreign assistance programs to align policy, planning, resources, and program decision-making.	N/A
Recommendation 2: The Bureau of African Affairs should strengthen oversight of foreign assistance program offices by realigning responsibilities to provide coordinated senior-level leadership over foreign assistance program management.	N/A
Recommendation 3: The Bureau of African Affairs should document its foreign assistance business processes, including administrative responsibilities and internal control procedures for project planning, funds management, human resources, contract and grants management, and risk management.	N/A
Recommendation 4: The Bureau of African Affairs should identify duplicative and fragmented administrative functions related to monitoring and evaluation, invoice reviews, and procurement, and consolidate functions to improve program efficiency.	N/A
Recommendation 5: The Bureau of African Affairs should develop a bureau-wide process to reclassify foreign assistance funds before the funds cancel.	N/A
Recommendation 6: The Bureau of African Affairs should implement mechanisms to track information on foreign assistance programs and provide financial and program reports to the bureau's senior leadership on core program management responsibilities.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 7: The Bureau of African Affairs should implement risk management policies and procedures for foreign assistance that incorporate measures to further reduce the likelihood that foreign assistance will inadvertently finance terrorist activities.	N/A
Recommendation 9: The Bureau of African Affairs, in coordination with the Bureau of Administration, should develop a customized risk assessment template for Federal financial assistance to accurately assess and mitigate risks specific to programs in Africa.	N/A
Recommendation 10: The Bureau of African Affairs should complete required monitoring and evaluation reports, as specified in individual Federal assistance monitoring plans.	N/A
<i>Inspection of the Bureau of African Affairs (ISP-I-18-01, 10/2017)</i>	
Recommendation 2: The Bureau of African Affairs, in coordination with the Office of the U.S. Global AIDS Coordinator and Health Diplomacy, should update the President's Emergency Plan for AIDS Relief agreement to define roles and responsibilities for funds control, staffing, and financial reporting.	N/A
Recommendation 4: The Bureau of African Affairs should require the designated Domestic Information Systems Security Officers to regularly perform and document their information systems security officer responsibilities and complete required training.	N/A
Recommendation 5: The Bureau of African Affairs should implement a records management program that complies with Department standards.	N/A
<i>Compliance Follow-up Review: Department of State Has Not Implemented Recommendations Pertaining to Official Residence Expense Staff Salaries (ISP-C-17-32, 8/2017)</i>	
Recommendation 1: The Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of Human Resources, should issue consistent guidance to overseas missions on the proper procedures for paying Official Residence Expense staff salaries within 30 days of the issuance of this report.	N/A
Recommendation 2: The Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of Human Resources, should revise and reissue consistent Foreign Affairs Manual and Foreign Affairs Handbook guidance on paying Official Residence Expense staff salaries within 6 months of the issuance of this report.	N/A
<i>Inconsistent Guidance Governing Property Controls Over Mobile Devices Left Department at Risk of Wasteful Spending (ISP-17-31, 8/2017)</i>	
Recommendation 1: The Bureau of Administration should publish specific, clear and consistent guidance and procedures for the management, inventory, and tracking of smart phones and similar mobile devices.	N/A
<i>Capital Security Cost Sharing Program: Inconsistent Criteria for Managing Vacant Positions Resulted in Inaccurate Counts</i>	

Report Recommendation	Potential Monetary Benefits
<i>(ISP-I-17-30, 8/2017)</i>	
Recommendation 1: The Under Secretary for Management, in coordination with the Bureau of Human Resources, should implement consistent criteria for managing vacant positions overseas.	N/A
<i>Management Assistance Report: Deficiencies Reported in Cyber Security Assessment Reports Remain Uncorrected (ISP-17-39, 7/2017)</i>	
Recommendation 1: The Bureau of Diplomatic Security, in coordination with the Bureau of Information Resource Management and regional bureaus, should require implementation of Cyber Security Assessment report recommendations and establish a process to track and verify that overseas posts comply with those recommendations.	N/A
<i>Management Assistance Report: Department Can Take Steps Toward More Effective Executive Direction of Overseas Missions (ISP-17-38, 7/2017)</i>	
Recommendation 1: The Director General of the Foreign Service and Director of Human Resources should institute annual surveys of American and locally employed staff to provide feedback on Chief of Mission performance.	N/A
<i>Management Assistance Report: Improved Oversight Needed to Standardize the Use of Risk Assessments and Monitoring Plans for Overseas Grants (ISP-17-33, 7/2017)</i>	
Recommendation 1: The Bureau of Administration, in coordination with the Foreign Service Institute, should accelerate development of updated online training that adequately explains risk assessment and monitoring plan requirements for grants and cooperative agreements.	N/A
<i>Inspection of Embassy Luanda, Angola (ISP-I-17-19, 6/2017)</i>	
Recommendation 6: Embassy Luanda, in coordination with the Bureau of Overseas Buildings Operations, should relocate employees to residences that meet Department fire standards.	N/A
Recommendation 7: Embassy Luanda should strengthen its controls over residential fuel deliveries in accordance with Department standards to include establishing a receiving clerk to oversee deliveries.	N/A
<i>Inspection of Embassy Accra, Ghana (ISP-I-17-17, 6/2017)</i>	
Recommendation 5: Embassy Accra, in coordination with the Bureau of Overseas Buildings Operations, should reconfigure the Consular Section and neighboring office space in accordance with Department standards.	N/A
<i>Inspection of Emergency Preparedness at Consulate General Hamilton, Bermuda (ISP-I-17-26, 5/2017)</i>	
Recommendation 3: Consulate General Hamilton, in coordination with the Regional Information Management Center in Ft. Lauderdale, should repair or replace the high-frequency radio at its alternate command center.	N/A

Report Recommendation	Potential Monetary Benefits
<i>Inspection of Embassy Tel Aviv, Israel</i> (ISP-I-17-20, 5/2017)	
Recommendation 11: Embassy Tel Aviv, in coordination with the Bureau of Overseas Buildings Operations, should sell the Hassadot property and put the \$8 million in estimated sales proceeds to better use.	\$8,000,000
Recommendation 16: Embassy Tel Aviv should comply with the Department's Motor Vehicle Safety Management Program policy to not exceed the daily 10-hour limit on duty shifts.	N/A
Recommendation 18: Embassy Tel Aviv should update all outdated locally employed staff position descriptions.	N/A
<i>Inspection of Embassy Monrovia, Liberia</i> (ISP-I-17-12, 5/2017)	
Recommendation 6: Embassy Monrovia should conduct a safety, health, environmental management inspection in accordance with Department guidelines and correct any deficiencies identified.	N/A
Recommendation 16: Embassy Monrovia, in coordination with the Bureau of Human Resources, should update its local employee staff human resources handbook and local compensation plan to reflect the Government of Liberia's labor law.	N/A
Recommendation 24: Embassy Monrovia, in coordination with the Bureau of Diplomatic Security, should train Information Management staff in accordance with Department guidance.	N/A
<i>Management Assistance Report: Cost of Information Management Staff at Embassies Should Be Distributed to Users of Their Services</i> (ISP-17-23, 4/2017)	
Recommendation 1: The Office of the Under Secretary for Management, in coordination with the Bureau of Budget and Planning and the Bureau of the Comptroller and Global Finance Services, should reprogram 52 information management staff positions to the International Cooperative Administrative Support Services Working Capital Fund in order to realize annual funds put to better use of \$4.23 million.	\$4,230,000
<i>Inspection of Embassy Kinshasa, Democratic Republic of the Congo</i> (ISP-I-16-19A, 6/2016)	
Recommendation 5: Embassy Kinshasa, in coordination with the Bureau of International Information Programs and the Bureau of Educational and Cultural Affairs, should bring the appearance of the Information Resource Center into conformity with Department standards.	N/A

Table D.4
Open Office of Investigations Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 3/31/2019

Report Recommendation	Potential Monetary Benefits
Significant Open Recommendations	
None	
Other Open Recommendations	
<i>Management Assistance Report: U.S. Embassy Tbilisi Employee Association Commissary Accounting Controls (INV-17-01, 6/2017)</i>	
Recommendation 5: OIG recommends that the Management Officer at the U.S. Embassy - Tbilisi develop and implement on-going monitoring and conduct annual reviews of the Tbilisi Embassy Employee Association's management of the program.	N/A

Table D.5
Report Recommendations Without Management Decision by the Department of State for More Than 6 Months, as of 3/31/2019

Office of Inspections	
<i>Management Assistance Report: Department Can Take Steps Toward More Effective Executive Direction of Overseas Missions (ISP-17-38, 7/2017)</i>	
<p>OIG recommended that the Director General of the Foreign Service and Director of Human Resources issue additional Foreign Affairs Manual (FAM) and Foreign Affairs Handbook (FAH) guidance requiring all chiefs of mission and deputy chiefs of mission to implement structured First- and Second-Tour employee programs with First- and Second-Tour employees at their posts. The Bureau of Human Resource (DGHR) neither agreed nor disagreed in its response to the final report, and explained that the OIG recommendation was being factored into the Department's redesign process that was underway at the time. In the Department's response in April 2018, DGHR outlined the steps it had taken to implement mentoring programs that particularly benefit First- and Second-Tour employees. In its March 2019 response, DGHR agreed with the substance of OIG's recommendation. Specifically, DGHR reported that it will issue additional FAM and FAH guidance, as appropriate, recommending that all chiefs of mission and deputy chiefs of mission implement First- and Second-Tour employee programs and ensure appropriate supervisory oversight of all untenured employees. OIG continues to work with DGHR to resolve and close this recommendation.</p>	

Table D.6
Reports Issued in Prior Reporting Period That Did Not Receive Comment Within 60 Days of Issuance, as of 3/31/2019

None

Table D.7
Department of State Significant Revised Management Decisions, 10/1/2018–3/31/2019

Office of Audits
<p><i>Management Assistance Report: Building Deficiencies Identified at U.S. Embassy Kabul, Afghanistan Need Prompt Attention</i> (AUD-MERO-17-44, 6/2017)</p>
<p>OIG recommended that the Bureau of Overseas Buildings Operations establish and implement standards for quality assurance and oversight for construction projects, including (a) a minimum number of staff members assigned to provide management oversight, administration, and quality assurance on the basis of the size and complexity of the project and (b) minimum requirements for quality assurance staff regarding years of experience and technical qualifications. Although the Bureau concurred with the recommendation in its May 23, 2017, response to OIG’s draft report and the recommendation was considered resolved with the issuance of the final report, the Bureau’s subsequent responses indicated that it would take no further action or provide any alternative actions. Specifically, the Bureau stated in responses to the final report that developing written guidance regarding a minimum number of staff members cannot be applied to all projects and that the policies, processes, and procedures that were in place at the time of OIG’s audit—and that OIG found inadequate—are sufficient. Thus, after several responses from the Bureau, including its most recent response, that continued to assert the Bureau’s decision to not take any action to implement the recommendation, OIG has re-evaluated the status of the recommendation and considers Recommendation 16 unresolved.</p>

Table D.8
Department of State Significant Management Decisions With Which OIG Disagreed, 10/1/2018–3/31/2019

Office of Audits
<p><i>Audit of the Bureau of European and Eurasian Affairs Administration and Oversight of Selected Contracts and Grants</i> (AUD-CGI-18-50, 8/2018)</p>
<p>OIG recommended that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (AQM), develop and implement procedures to verify that Contracting Officers are developing quality assurance surveillance plans for all service contracts and monitoring Contracting Officers Representatives adherence to the quality assurance surveillance plans (QASPs). AQM requested that the recommendation be reassigned to the Bureau of European and Eurasian Affairs (EUR) because QASPs should be developed by program offices, in coordination with AQM. AQM also stated that once EUR developed the QASP, it would monitor adherence to QASPs as part of the Contracting Officer’s Representative annual file reviews. OIG disagreed, stating that the intent of the recommendation is to verify that Contracting Officers ensure the development and implementation of QASPs for all service contracts and monitor Contracting Officer’s Representative adherence to the QASPs for each bureau in the Department, not only EUR. According to the Federal Acquisition Regulation, Contracting Officers are responsible for ensuring the performance of all necessary actions for effective contracting. In its most recent response, AQM stated that it needed more time to analyze its options to address this recommendation; however, it did not provide a specific plan of action to address the recommendation or an acceptable alternative to fulfill this recommendation. Therefore, OIG considers Recommendation 4 unresolved.</p>
<p><i>Audit of Cost Controls Within the Baghdad Life Support Services Contract Food Services Task Order SAQMMA14F0721</i> (AUD-MERO-18-55, 8/2018)</p>
<p>OIG recommended that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, update Memorandum 17-01, “<i>Definitization of Letter Contracts/Undefinitized Contract Actions (UCA)</i>,” to outline administrative actions to be taken against Contracting Officers if they do not comply with Federal regulations and Department policy for timely definitization of letter contracts. In its response to the draft report, the Bureau of Administration, Office of Procurement Executive, Office of Acquisitions Management (AQM) did not concur with the recommendation, stating that it “does not believe a procurement policy document is an appropriate forum to describe formal and/or punitive actions.” OIG disagreed, stating that it is not suggesting that a policy document is an appropriate forum to discuss employee-specific performance issues; however, the memorandum in question provides a range of guidance regarding definitization—when it should occur, how it should occur, and why it should occur. OIG’s recommendation seeks to ensure that, along with the existing information, the memorandum also apprises employees of the potential consequences for failure to comply with regulations and internal policy. In its most recent response, AQM stated that it only agreed to consider the inclusion of an outline of administrative actions that may be taken against contracting officers and that it preferred an alternative course of action with respect to the implementation of the recommendation. AQM did not provide details of this alternative, stating that it may have such an alternative in the next 90 to 120 days. Therefore, OIG considers Recommendation 4 unresolved.</p>

Audit of Bureau of Overseas Buildings Operations' Oversight of New Construction Projects at the U.S. Embassy in Kabul, Afghanistan
(AUD-MERO-18-17, 1/2018)

OIG recommended that the Bureau of Overseas Buildings Operations (OBO) move responsibility for oversight and management of commissioning agents from the Office of Construction Management to the Office of Facility Management, which should oversee all aspects of the commissioning process. OBO did not concur with the recommendation, stating that “the process in place meets the intent of this recommendation” and stating that it “has created a mandatory position for all new capital construction projects” that reports to OBO’s Office of Construction Management on issues concerning commissioning and system acceptance problems. OIG disagreed and noted that it is unclear how the newly created position would address the Commissioning Agent’s lack of independence. OBO’s subsequent compliance response to OIG continued to non-concur and reiterated the creation of the new position. OIG does not find OBO’s rationale for non-concurrence sufficiently compelling or convincing to change OIG’s view and to resolve or close the recommendation. OIG does not believe that the Commissioning Agent can be truly independent if the Project Director has the final authority to overrule the Agent. In its most recent response, OBO reiterated that it could not agree with this recommendation. Therefore, OIG considers Recommendation 4 unresolved.

Office of Evaluations and Special Projects

Review of Selected Internal Investigations Conducted by the Bureau of Diplomatic Security
(ESP-15-01, 10/2014)

OIG recommended that the Department take steps—as previously recommended in OIG’s report on the 2012 inspection (ISP-I-13-18)—to enhance the integrity of the Bureau of Diplomatic Security internal investigations process by implementing safeguards to prevent the appearance of, or actual, undue influence and favoritism by Department officials. In its response to Recommendation 1, the Department told OIG that it made an organizational change to the reporting chain for the Special Investigations Division in order to fulfill OIG’s recommendation. OIG does not consider this recommendation to be resolved because the organizational change substantially pre-dated the report and is an insufficient step based on OIG’s detailed findings. OIG also recommended that the Department clarify and revise the Foreign Affairs Manual and promulgate and implement additional protocols and procedures to ensure that allegations of misconduct concerning Chiefs of Mission and other senior Department officials are handled fairly, consistently, and independently. In its response to Recommendation 2, the Department did not agree with OIG’s recommendation and stated that a directive that specifies the handling of allegations involving Chiefs of Mission and other senior Department officials might interfere with the ability of investigators to recommend what they believe is the appropriate disposition of a case. Therefore, Recommendations 1 and 2 remain unresolved.

Table D.9
Department of State Management Success in Implementing Recommendations, 10/1/2018–3/31/2019

Office of Audits
<p><i>Aspects of the Invoice Review Process Used by the Bureau of Near Eastern Affairs to Support Contingency Operations in Iraq Need Improvement</i> (AUD-MERO-17-33, 3/2017)</p>
<p>OIG recommended that the Bureau of Near Eastern Affairs develop and implement a process to (a) track and ensure that Contracting Officer's Representative inspections are completed in accordance with the inspection schedule; (b) document the inspection results, including deficiencies found; and (c) report the inspection results to the Contract Management Office-Frankfurt in a timely manner. In response to the recommendation, the Bureau implemented a standard operating procedure (SOP) for Contracting Officer's Representative files and inspection reports to monitor their completeness and timeliness; conducted monthly file inspections; and submitted these inspections to a peer-reviewing body for review. The SOP also requires the Contracting Officer's Representative and Alternate Contracting Officer's Representative from each site to provide their file inspection reports each month to the contractor, Contract Management Office, and Site Managers for their review. The process implemented by the Bureau of Near Eastern Affairs has allowed it to track and ensure that Contracting Officer's Representatives complete their inspections in accordance with the inspection schedule.</p>
<p><i>Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract Task Order 10 Kabul Embassy Security Force</i> (AUD-MERO-15-03, 10/2014)</p>
<p>OIG recommended that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management (AQM), review \$1,726,155 in costs OIG identified as possibly unallowable and conduct a comprehensive review of all contractor invoices and supporting documentation to determine whether the contractor submitted adequate supporting documentation for all costs and recover any funds deemed unallowable. As a result of OIG's recommendations, the Department recovered a total of \$225,321.35 in unallowable costs.</p>
Office of Inspections
<p><i>Inspection of Embassy Riyadh and Constituent Posts</i> (ISP-I-18-17, 5/2018)</p>
<p>OIG recommended that Embassy Riyadh implement procedures that conform to Department standards on the use of U.S. Government telecommunications equipment for personal use and put \$40,296 to better use. In response to the recommendation, Embassy Riyadh provided an updated mission policy on mission telephone usage and confirmed that Charleston is no longer processing or collecting bills for personal phone calls, resulting in funds put to better use of \$40,296.</p>
<p><i>Inspection of Yemen Affairs Unit</i> (ISP-I-18-21, 3/2018)</p>
<p>OIG recommended that the Bureau of Near Eastern Affairs should (1) assess the Yemen Affairs Unit's location, functions, and staffing, and (2) conduct a cost-benefit analysis to determine whether the Department should continue to lease, maintain, and secure the Diplomatic Transit Facility and, if the Bureau of Near Eastern Affairs (NEA) does not continue to lease, maintain, and secure the Diplomatic Transit Center, it should put \$23.5 million in projected future costs to run the facility to better use. In response to the recommendations, NEA provided documentation that the lease for the Diplomatic Transit Facility Sanaa was terminated, and three support positions were terminated, resulting in funds put to better use of \$14.6 million over a 2-year period.</p>

Inspection of Embassy Valletta, Malta
(ISP-I-17-43, 9/2017)

OIG recommended that Embassy Valletta identify and dispose of excess property and put up to \$650,000 to better use. In response to the recommendation, Embassy Valletta provided documentation for surplus items that were auctioned in the amount of \$15,031 and items issued and used in the amount of \$259,175, resulting in a total of funds put to better use of \$274,206.

Inspection of Embassy Monrovia, Liberia
(ISP-I-17-12, 5/2017)

OIG recommended that Embassy Monrovia should (1) sell or dispose excess inventory in accordance with Department guidelines, and (2) clear outstanding travel advances of \$54,403 in accordance with Department guidelines. In response to the recommendations, Embassy Monrovia provided documentation of sale from the excess property actions held from March 2017 through April 2018, terminated the lease of the warehouse, and cleared outstanding travel advances, resulting in funds put to better use of \$401,188.

Note: The recommendations described in this table do not include all recommendations that were closed as implemented during the reporting period. The recommendations in this table were selected by OIG based on several factors, including their designation as “significant” and any cost savings that resulted from implementation.

APPENDIX E: U.S. AGENCY FOR GLOBAL MEDIA COMPLIANCE

Tables E.1 through E.6 report the status of open Office of Inspector General (OIG) recommendations to the U.S. Agency for Global Media as of March 31, 2019.

OIG Compliance Lexicon

Open

Unresolved: No agreement between OIG and management on the recommendation or proposed corrective action.

Resolved: Agreement on the recommendation and proposed corrective action but implementation has not been completed.

Closed

Agreed-upon corrective action is complete.

Table E.1
Open Office of Audits Recommendations Issued in Previous Periods, Pending Final United States Agency for Global Media Action, as of 3/31/2019

Report Recommendation	Potential Monetary Benefits
Significant Open Recommendations	
<i>Management Assistance Report: Broadcasting Board of Governors Incident Response and Reporting (AUD-IT-IB-16-25, 1/2016)</i>	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors Office of Technology, Services, and Innovation amend and implement the Computer Security Incident Response Policy and the Computer Security Incident Response Procedure to reflect all elements of an effective incident response and reporting program in accordance with National Institute of Standards and Technology Special Publication 800-61, Revision 2.	N/A
<i>Audit of the Broadcasting Board of Governors Administration and Oversight of Acquisition Functions (AUD-CG-IB-14-26, 6/2014)</i>	
Recommendation 5: OIG recommends that the International Broadcasting Bureau, Office of Contracts, in coordination with the Office of the Chief Financial Officer, develop and implement policies and procedures to ensure that funds are available at the beginning of the period of performance for each contract, which should include the tracking of contract period of performance and the maintenance of appropriate documentation within the contract file. If funds are not available for the entire term of a contract because of a continuing resolution, a subject to availability clause should be included in the terms and conditions of the contract, per the Federal Acquisition Regulation.	N/A
Recommendation 6: OIG recommends that the International Broadcasting Bureau develop and implement fund control regulations, obtain approval from the Office of	N/A

Report Recommendation	Potential Monetary Benefits
Management and Budget for the fund control regulations, and post the fund control regulations on its Web site, as required by Office of Management and Budget Circular A-11.	
Other Open Recommendations	
<i>Audit of Broadcasting Board of Governors FY 2017 Compliance With Improper Payments Requirements (AUD-FM-IB-18-39, 5/2018)</i>	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors develop and implement a process to update annually policies related to complying with improper payment requirements to reflect changes to Office of Management and Budget Circular A-136.	N/A
<i>Management Assistance Report: The Broadcasting Board of Governors Did Not Fully Address Invalid Unliquidated Obligations Identified During the FY 2016 Financial Statements Audit (AUD-FM-IB-18-28, 2/2018)</i>	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors develop and implement annual training for allotment holders emphasizing their responsibility to monitor and deobligate invalid unliquidated obligations, as prescribed in the Broadcasting Administrative Manual.	N/A
<i>Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014 (AUD-FM-IB-18-04, 11/2017)</i>	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors improve guidance and procedures in the Broadcasting Administrative Manual for Contracting Officers related to entering accurate and complete procurement award transaction data into the Federal Procurement Data System–Next Generation.	N/A
Recommendation 2: OIG recommends that the Broadcasting Board of Governors develop and issue guidance and procedures in the Broadcasting Administrative Manual for personnel responsible for entering accurate and complete financial assistance award transaction data into the Award Submission Portal.	N/A
Recommendation 3: OIG recommends that the Broadcasting Board of Governors formally document quality control procedures to include (a) explaining how the Digital Accountability and Transparency Act Files are created, (b) recording reconciliation results, and (c) reviewing of the accuracy of data contained in DATA Act Files D1 and D2 generated from the Federal Procurement Data System–Next Generation and the Award Submission Portal.	N/A
<i>Audit of Radio Free Asia Expenditures (AUD-FM-IB-15-24, 6/2015)</i>	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors define its grant monitoring structure, formally document the roles and responsibilities of all parties involved in the grant monitoring process, and revise its Grantee Handbook accordingly.	N/A
Recommendation 2: OIG recommends that the Broadcasting Board of Governors develop and implement a comprehensive grant oversight program and revise its Grantee Handbook to document the specific procedures for the grant oversight program.	N/A

Report Recommendation	Potential Monetary Benefits
Recommendation 3: OIG recommends that the Broadcasting Board of Governors (BBG) develop and implement a training plan for all employees involved in grant oversight as determined in response to Recommendation 1. This training plan should cover both Government-wide requirements for grant oversight and also BBG's internal grants policies and procedures. BBG should revise its Grantee Handbook to include the training plan.	N/A
Recommendation 14: OIG recommends that the Broadcasting Board of Governors require Radio Free Asia to revise its processes to include an assessment of the continued need for funds that are either unexpended or committed and to take action to deobligate funds that are no longer needed.	N/A
Recommendation 15: OIG recommends that the Broadcasting Board of Governors require Radio Free Asia to annually report on the amount of unused funds.	N/A
Recommendation 16: OIG recommends that the Broadcasting Board of Governors develop and implement a process to oversee Radio Free Asia's unused funds.	N/A
Recommendation 21: OIG recommends that the Broadcasting Board of Governors (BBG) work collaboratively with Radio Free Asia (RFA) to perform a comparability study of RFA salaries and benefits and determine whether the salaries and benefits offered by RFA violate the requirements of the grant agreement. If they do, BBG should direct RFA to bring salaries and benefits into compliance with the grant agreement.	N/A

Table E.2
Open Office of Inspections Recommendations Issued in Previous Periods, Pending Final United States Agency for Global Media Action, as of 3/31/2019

Report Recommendation	Potential Monetary Benefits
Significant Open Recommendations	
None	
Other Open Recommendations	
<i>Inspection of Radio Free Europe/Radio Liberty (ISP-IB-17-21, 5/2017)</i>	
Recommendation 6: The Broadcasting Board of Governors should revise its grant agreement with Radio Free Europe/Radio Liberty to include specific requirements for security policies.	N/A
Recommendation 7: The International Broadcasting Bureau, in coordination with Radio Free Europe/Radio Liberty, should establish a written protocol on background investigations to comply with the grant agreement.	N/A
<i>Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks (ISP-IB-17-09, 2/2017)</i>	
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.	\$6,226,940

Report Recommendation	Potential Monetary Benefits
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.	N/A
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.	N/A

Table E.3
Report Recommendations Without Management Decision by the United States Agency for Global Media for More Than 6 Months, as of 3/31/2019

None

Table E.4
Reports Issued in Prior Reporting Period That Did Not Receive Comment Within 60 Days of Issuance, as of 3/31/2019

None

Table E.5
United States Agency for Global Media Significant Revised Management Decisions, 10/1/2018–3/31/2019

None

Table E.6
United States Agency for Global Media Significant Management Decisions With Which OIG Disagreed, 10/1/2018–3/31/2019

None

APPENDIX F: ABBREVIATIONS

Abbreviation	Full Name
A/COR	Alternate Contracting Officer's Representative
AGB	Aviation Governing Board
AQM	Office of Acquisitions Management
BBG	Broadcasting Board of Governors
CIGIE	Council of the Inspectors General on Integrity and Efficiency
CO	Contracting Officer
COR	Contracting Officer's Representative
DCAA	Defense Contract Audit Agency
DDTC	Directorate of Defense Trade Controls
DGHR	Bureau of Human Resources
EUR	Bureau of European and Eurasian Affairs
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAR	Federal Acquisition Regulation
FBI	Federal Bureau of Investigation
FMS	Facilities Management Services
GOR	Grants Officer Representative
GTM	Government Technical Monitor
INL	Bureau of International Narcotics and Law Enforcement Affairs
ISIS	Islamic State of Iraq and Syria
MED	Bureau of Medical Services
NEA	Bureau of Near Eastern Affairs
OBO	Bureau of Overseas Buildings Operations
OCO	overseas contingency operation
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management
PRM	Bureau of Population, Refugees, and Migration
P&PD CM 01	Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities
QASP	quality assurance surveillance plan
RFA	Radio Free Asia
TIP	trafficking in persons
TPS	Office of Training and Performance Standards
USAGM	United States Agency for Global Media
USIBWC	International Boundary and Water Commission, United States and Mexico, U.S. Section

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