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Office of Inspector General
United States Department of State

ISP-I-25-07

Office of Inspections

December 2024

Inspection of the U.S. Mission to the Association of Southeast Asian Nations, Indonesia

BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

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HIGHLIGHTS

Office of Inspector General
United States Department of State

ISP-I-25-07

What OIG Inspected

OIG inspected the executive direction, and policy and program implementation operations of the U.S. Mission to the Association of Southeast Asian Nations.

What OIG Recommends

OIG made 1 recommendation to the U.S. Mission to the Association of Southeast Asian Nations. In its comments on the draft report, the mission concurred with the recommendation. OIG considers the recommendation resolved. The mission's response to the recommendation, and OIG's reply, can be found in the Recommendation section of this report. The mission's formal response is reprinted in its entirety in Appendix B.

December 2024

OFFICE OF INSPECTIONS

BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

Inspection of the U.S. Mission to the Association of Southeast Asian Nations, Indonesia

What OIG Found

- The Ambassador and Deputy Chief of Mission led the U.S. Mission to the Association of Southeast Asian Nations in a professional and collaborative manner.
- Public diplomacy grant files did not consistently meet Department of State standards for documentation.
- Spotlight on Success: Mission leadership empowered locally employed staff and fostered an atmosphere that spurred new initiatives.
- Spotlight on Success: The mission established a tracker to monitor and assess progress implementing the Integrated Mission Strategy.
- Spotlight on Success: The Public Diplomacy Section implemented a strategic plan to lend the mission's expertise to the Association of Southeast Asian Nations member state holding the chairmanship, which ensured skillful and knowledgeable public diplomacy support for Association of Southeast Asian Nations meetings.

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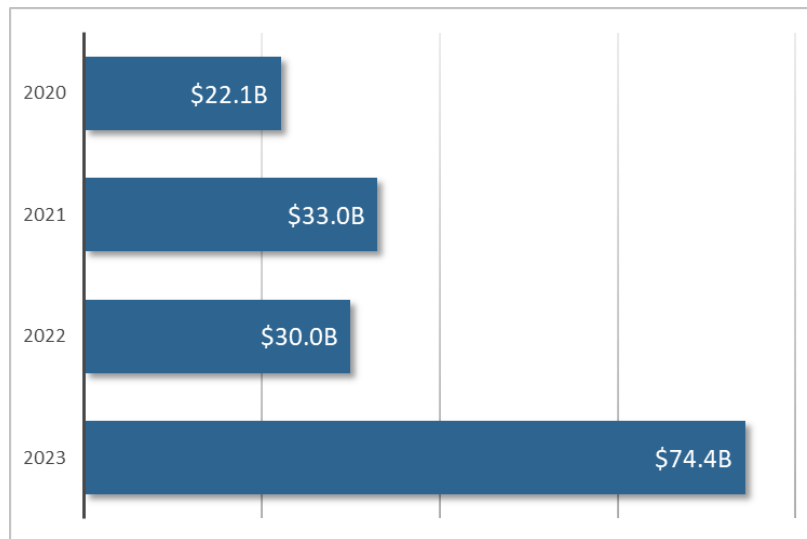
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CONTEXT

The Association of Southeast Asian Nations (ASEAN), established in 1967, is a geo-political and economic organization of 10 countries¹ that seeks to accelerate economic growth, social progress, cultural development, and the promotion of regional peace among its members. ASEAN member states have a land area of 1.72 million square miles and a population of approximately 700 million people. As of 2023, if ASEAN member states were considered a single entity, the region would rank as the third largest economy in Asia and the fifth largest in the world. The ASEAN Secretariat is located in Jakarta, Indonesia.

The U.S. Mission to ASEAN (USASEAN) partners with ASEAN to advance U.S. interests in Southeast Asia and focuses on five areas: economic integration, maritime cooperation, ASEAN emerging leaders, opportunities for ASEAN women, and transnational challenges. In 2015, the U.S. relationship with ASEAN was elevated to a Strategic Partnership and the U.S. further upgraded the relationship to a Comprehensive Strategic Partnership during the U.S.-ASEAN summit in November 2022. As shown in Figure 1, United States foreign direct investment in ASEAN member states was approximately \$74.4 billion in 2023, a 235.7 percent increase from 2020. Leading U.S. direct investment sectors were nonbank holding companies, manufacturing, and wholesale trade.

Figure 1: Flows of Inward U.S. Foreign Direct Investment into ASEAN²



Source: OIG generated from <https://data.aseanstats.org/>.

¹ Member states are Brunei Darussalam, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, and Vietnam.

² Foreign direct investment flows record the value of cross-border transactions related to direct investment during a year; this consists of equity transactions, reinvestment of earnings, and intercompany debt transactions. Inward flows represent transactions that increase the investment that foreign investors have in enterprises resident in the reporting economy less transactions that decrease the investment of foreign investors in resident enterprises. Data as of July 1, 2024.

USASEAN's top three strategic objectives, as outlined in the Integrated Mission Strategy (IMS) approved in November 2022, are:

- Demonstrate the United States is a reliable and durable partner to ASEAN and ASEAN member states.
- Strengthen ASEAN's own ability to respond to traditional and non-traditional security challenges and crises, especially regarding maritime security and the horrifying crisis in Burma.
- Deliver results for our combined 1 billion people by harmonizing standards that are consistent with U.S. approaches, facilitating investment in regional infrastructure, and empowering women and girls in contributing to the development of the region and achieving gender equality and equity in ASEAN.

USASEAN is co-located with Embassy Jakarta and receives management, security, and information technology services from the embassy. At the time of the inspection, USASEAN had 12 authorized U.S. direct-hire positions, 12 locally employed (LE) staff, and 5 eligible family member positions working for the Department of State (Department). Additionally, there were 5 authorized U.S. direct-hire, 5 LE staff positions and 1 eligible family member position for two other government agencies.

The Office of Inspector General (OIG) evaluated the mission's executive direction and policy and program implementation, consistent with Section 209 of the Foreign Service Act of 1980.³ Concurrent with this inspection of USASEAN, OIG also inspected Embassy Jakarta.⁴ A related classified inspection report includes discussion of the security program of the two missions and issues affecting the safety of mission personnel and facilities.

EXECUTIVE DIRECTION

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

Tone at the Top and Standards of Conduct

The Ambassador, a non-career chief of mission, arrived at USASEAN in October 2022. Previously, he served as Chief of Staff and Executive Secretary of the U.S. National Security Council. Prior to arriving in January 2022, the Deputy Chief of Mission (DCM), a senior member of the Foreign Service, served as Economic Counselor at Embassy Moscow, Russia.

OIG found that the Ambassador and DCM modeled integrity and collaborated, valued, and developed people in accordance with the Department's leadership and management tenets in 3

³ See Appendix A.

⁴ OIG, *Inspection of Embassy Jakarta and Constituent Posts, Indonesia* (ISP-I-25-01, pending report release).

Foreign Affairs Manual (FAM) 1214b.⁵ Staff throughout the mission told OIG the Ambassador and DCM fostered an open and collaborative work environment marked by integrity, the highest professional standards of conduct, and the professional development of USASEAN's staff. OIG determined the Ambassador and DCM fostered collaboration and encouraged staff to make known their ideas and opinions on operations, management, and all other activities of the mission. For example, OIG found that the Ambassador led an initiative to codify a set of team norms and values. The result was a mission statement that emphasized the importance of treating people well, adhering to the highest ethical standards, and fostering a collaborative and inclusive work environment. Staff told OIG the Ambassador's inclusive leadership style was reflected in bi-weekly meetings with all members of the mission.

OIG noted the Ambassador's role was largely external-facing and required regional travel. The DCM was mostly focused on management and coordination within the mission while also engaging with external stakeholders whenever the Ambassador was unavailable. OIG found through documentation, interviews, and observations that the Ambassador and DCM were committed to LE staff training and professional development. For example, the Ambassador met one-on-one with all USASEAN staff every 2 weeks with an agenda that focused on progress and implementation of the IMS. The DCM also met weekly with the mission's section chiefs and their teams. Staff commended the DCM's commitment to valuing and developing people. She provided staff with professional development opportunities and training aligned with the mission's IMS and individual staff development goals.

Additionally, OIG confirmed that, together with Mission Indonesia's Chargé d'Affaires (Chargé), the DCM met with the Indonesian Employees Association and co-hosted the DCM Café, randomly inviting LE staff from the two missions to sit down for coffee and discuss any matters on their minds. USASEAN's DCM and the Chargé also responded in a written monthly update to questions and comments from all staff put into the DCM Suggestion Box.

Spotlight on Success: Empowering Locally Employed Staff Helped Spur New Initiatives

USASEAN leadership's commitment to empower LE staff fostered an atmosphere that spurred new initiatives. For example, mission staff told OIG that, as a result of the Front Office's encouragement, a Public Diplomacy Section LE staff member created and helped implement a new program building on the mission's main youth outreach initiative, the Young Southeast Asian Leadership Initiative (YSEALI),⁶ which it called YSEALI Plus. YSEALI Plus proactively engaged YSEALI alumni who were 36 or older, many of whom had moved into positions of authority within their organizations. In February 2024, USASEAN organized the

⁵ The Department's leadership and management principles outlined in 3 FAM 1214b are (1) model integrity, (2) plan strategically, (3) be decisive and take responsibility, (4) communicate, (5) learn and innovate constantly, (6) be self-aware, (7) collaborate, (8) value and develop people, (9) manage conflict, and (10) foster resilience.

⁶ The Young Southeast Asian Leaders Initiative (YSEALI) is the U.S. government's signature program to provide skills training to youth in Southeast Asia. YSEALI is open to young people ages 18-35 from all ASEAN member countries and Timor-Leste. Through professional and academic exchanges and regional workshops, YSEALI programs focus on the themes of civic engagement, economic empowerment and social entrepreneurship, education, and environmental issues.

first YSEALI Plus workshop, which focused on enabling participants to develop leadership and mentoring skills. In its reporting to the Department, USASEAN noted the new YSEALI Plus program conveyed to alumni that the goals and aspirations embedded in the original YSEALI program continue past the age of 36. Similarly, a Political Section LE staff member, in concert with section leadership, spearheaded mission efforts to support the U.S. Congress' accession to ASEAN's Inter-Parliamentary Assembly, as an observer. This initiative formalized the engagement of the U.S. Congress with the assembly, an effort the LE staff member shepherded, including during a transition in Political Section staff and leadership. The mission and Department recognized the Political Section LE staff member with an award for his pivotal role in the U.S. Congress' accession to the assembly.

Execution of Foreign Policy Goals and Objectives

OIG determined the Ambassador oversaw the mission's strategic activities in accordance with guidance in 2 FAM 113.1b. He maintained an active schedule engaging with ASEAN counterparts in the Secretariat and member and partner countries. Senior U.S. officials commended his leadership in building upon the momentum of the 2022 U.S.-ASEAN Summit that introduced new initiatives on economics and trade, climate and energy, health, education, cultural exchange, and maritime issues. Additionally, the Ambassador was a key contributor to furthering the U.S.-ASEAN relationship by successfully negotiating the creation of the U.S.-ASEAN Center. Dedicated in December 2023, and located in Washington, the U.S.-ASEAN Center is a public-private partnership that serves as a hub for U.S.-ASEAN engagement. The Ambassador worked directly with ASEAN and Washington counterparts to realize the project which had been first announced by the Vice President during the 2023 U.S.-ASEAN Summit.

Spotlight on Success: Mission's IMS Tracker Monitors Progress on Advancing Strategic Goals and Objectives

Senior U.S. government officials and USASEAN staff described the Ambassador as strategic and commended his two-way communication and collaborative leadership style. They described the tracker he launched to monitor progress on implementation of the IMS that identifies specific goals and objectives, required actions, and flags any needed updates as successful. The Ambassador and DCM used the IMS tracker to establish and communicate priorities and hold their team and themselves accountable. OIG found that generally every 2 weeks, the Ambassador shared with USASEAN staff one to two slides outlining upcoming activities under each of the IMS goals for the next 2 weeks. This management by goals and objectives communicated his priorities to staff across sections and strengthened team cohesion and accountability. The Public Diplomacy Section created its own tracker to feed into the IMS tracker and thereby ensured that its programs and activities were as closely aligned as possible to the IMS. The Ambassador's calendar and staff interviews with OIG confirmed that he held dedicated one-on-one meetings with each staff member every 6 months to receive their feedback, ideas, and to sharpen focus on goals and objectives.

Adherence to Internal Controls

The Front Office completed the Annual Chief of Mission Management Control Statement of Assurance in August 2023, in accordance with Department guidance in 2 FAM 022.7, 2 FAM 024d, and cable 23 STATE 560,⁷ which instructs embassies to develop and maintain appropriate systems of management controls and to submit the annual Statement of Assurance. No material weaknesses or deficiencies were identified in the Statement of Assurance.

Security and Emergency Planning

OIG found the Ambassador and DCM fully supported the security program consistent with Department standards in 12 Foreign Affairs Handbook-1 H-762a, which require the Ambassador to take responsibility for the security of mission personnel. The Ambassador and DCM participated in monthly drills. Additionally, the DCM co-chaired Mission Indonesia's Emergency Action Committee. Furthermore, OIG observed that the Ambassador and DCM fully participated in a fire drill during the inspection.

Equal Employment Opportunity and Diversity, Equity, Inclusion, and Accessibility

OIG found USASEAN's Equal Employment Opportunity (EEO) program and commitment to diversity, equity, inclusion, and accessibility (DEIA) principles complied with Department standards in 2 FAM 1511.1a, the leadership principles in 3 FAM 1214b(6), and the Secretary's guidance on diversity and inclusion in cable 23 STATE 62584.⁸ The photographs and names of the EEO counselors and liaisons were displayed outside Embassy Jakarta's cafeteria and Community Liaison Office, which USASEAN shared. EEO and DEIA notices were regularly distributed to staff and prominently displayed in public areas at the embassy. The Ambassador and DCM engaged with the DEIA Council, which included both American and LE staff from USASEAN and Mission Indonesia. The DCM, in collaboration with Mission Indonesia's Chargé, promulgated the "Supervisor's Pledge" to uphold both missions' core values of integrity, commitment, teamwork, and respect, as well as to advance DEIA, and combat bullying.

Developing and Mentoring Foreign Service Professionals

OIG assessed that USASEAN, in collaboration with Mission Indonesia, had an active First- and Second-Tour (FAST) program, as required in 3 FAM 2713b. They developed a program named "Compass of Champions" that incentivized employees to undertake nine different professional development opportunities, from writing a cable or speaking publicly on behalf of the mission, to serving as a control or site officer. The program received accolades from participants, supervisors, alumni, and senior Department officials. Furthermore, the DCM and Mission

⁷ Cable 23 STATE 560, "Your Role and Responsibilities for Management Controls and Oversight Over Post Operations," January 4, 2023.

⁸ Cable 23 STATE 62584, "Reissuance of Secretary's Policy Statement on Equal Employment Opportunity and Harassment," June 1, 2023.

Indonesia's Chargé co-hosted regular brown-bag lunch meetings with FAST employees focused on topics such as one of the missions' shared values, setting goals and objectives, how intelligence informs policy, DEIA principles, and what makes good mentors. They also assigned experienced supervisors, outside the employee's chain of command, to be a FAST mentor. FAST employees noted that the USASEAN DCM provided both formal and informal mentoring, coaching, and professional development opportunities for them.

POLICY AND PROGRAM IMPLEMENTATION

OIG assessed USASEAN's policy and program implementation work performed by the Public Diplomacy, Political, and Economic Sections, as well as the mission's foreign assistance coordination. OIG found the mission generally met Department standards, with one exception in the Public Diplomacy Section.

Public Diplomacy

OIG reviewed the Public Diplomacy Section's leadership, strategic planning, reporting, resource and knowledge management, federal assistance awards, program management and exchanges, including the YSEALI program, and media engagement. OIG determined the section's efforts supported the mission's IMS goals and were integrated throughout the mission. At the time of the inspection, the section was in the implementation phase of the Public Diplomacy Staffing Initiative.⁹ However, the section was awaiting a decision on its appeal of one position classification decision, the outcome of which could affect the section's organizational structure.

Grant Files did Not Consistently Meet Department Standards

OIG reviewed 20 public diplomacy grants issued from August 2017 to May 2024, totaling almost \$4.8 million, out of a universe of 28 grants issued in the same time period, totaling \$5.4 million, and found the grant files did not consistently meet Department standards for documentation. Twelve files lacked the grantee's registration in the federal System for Award Management¹⁰ or a documented exception. Fifteen grant files lacked evidence of monitoring, and four files included documentation from other awards. The Federal Assistance Directive¹¹ requires federal

⁹ The Public Diplomacy Staffing Initiative is a comprehensive reorganization of the Department's overseas public diplomacy sections that shifts public diplomacy practitioners to a policy-centered, audience-focused approach. The initiative provides new position descriptions and roles for public diplomacy LE staff and shifts Foreign Service officer positions to new public diplomacy portfolios and titles in line with a 21st century information environment.

¹⁰ The System for Award Management (SAM.gov) is the official government website for entities, including potential federal assistance awardees, to register to do business with the U.S. government. The site also can be used to determine whether an entity is excluded, suspended, or debarred from receiving federal grants, contracts, or other forms of federal financial and non-financial assistance and benefits.

¹¹ The Department of State Federal Assistance Directive establishes internal guidance, policies, and procedures for all domestic and overseas grant-making bureaus, offices, and posts within the Department, administering federal financial assistance. Grants reviewed by OIG were subject to multiple Federal Assistance Directives, effective from October 2017 to the most recent directive, which took effect on May 1, 2024.

award files include System for Award Management registration¹² and evidence of grant monitoring activity.¹³ Furthermore, although some USASEAN grants, such as those for its YSEALI regional workshops, were managed in coordination with the Bureau of East Asian and Pacific Affairs, the Public Diplomacy Section was required to maintain a complete official file for every award.¹⁴ During the inspection, the section closed out 4 of its 17 expired grants.¹⁵ OIG concluded that some of the lapses in grants management occurred because of changes in staff responsibilities after the section implemented the Public Diplomacy Staffing Initiative. The section provided sufficient information for OIG to determine that the work called for in the grants was underway or completed. However, failure to adhere to Department requirements for grants documentation increases the risk of loss or misuse of award funds.

Recommendation 1: The U.S. Mission to the Association of Southeast Asian Nations, in coordination with the Bureau of East Asian and Pacific Affairs, should document the registration and management of public diplomacy grants in accordance with the Federal Assistance Directive. (Action: USASEAN, in coordination with EAP)

Spotlight on Success: Public Diplomacy Section Lent Expertise to the U.S. Missions of the ASEAN Chair Host Countries

In 2022, USASEAN's Public Diplomacy Section implemented a strategic plan to lend its expertise to the U.S. mission to the member state holding the ASEAN chairmanship each year.¹⁶ For example, Laos served as the 2024 ASEAN chair. In January 2024, the section contacted the Public Diplomacy Section at U.S. Embassy Vientiane to assist with planning for media support for the numerous U.S. official visits to Laos for ASEAN meetings that would occur throughout the year. Additionally, USASEAN public diplomacy staff supported the host countries during annual ASEAN and YSEALI summits to provide on-the-ground collaboration and assistance. This continuing collaboration ensured skillful and knowledgeable public diplomacy media support for ASEAN and YSEALI meetings during the chair year.

¹² Federal Assistance Directive, Chapter 2, Section G.2, "Unique Entity Identifier (DUNS) and System for Award Management (SAM.gov)," October 2017 and later revisions.

¹³ Federal Assistance Directive, Chapter 4, Section D, "Monitoring and Reporting," October 2017 and later revisions.

¹⁴ The Federal Assistance Directive, Chapter 2, Section I, "Initiate the Official Federal Assistance File," October 2022 and May 2024 versions (which were in operation at the time the documents from other awards were uploaded to the files).

¹⁵ USASEAN staff told OIG that technical difficulties with the State Assistance Management System (the Department's online federal financial assistance management system) during the inspection caused delays in closing out the remaining 13 expired grants.

¹⁶ The chairmanship of ASEAN rotates annually based on the alphabetical order of the member states. The member state that holds the chairmanship chairs the ASEAN summit and related summits, the ASEAN Coordinating Council, the three ASEAN Community Councils, relevant ASEAN sectoral ministerial bodies and senior officials, and the Committee of Permanent Representatives.

Political and Economic Sections

OIG reviewed the Political and Economic Sections' leadership and management, policy implementation, and reporting and advocacy, and found the sections generally complied with Department standards. Through interviews with Department officials and interagency partners, OIG found mission staff focused on implementing key U.S. policy priorities, such as deepening the U.S.-ASEAN relationship and advancing health, human rights, and cyber goals, with the IMS generally guiding their work.

OIG reviewed 64 political and economic cables sent by the two sections from June 2023 to March 2024, and found them to be relevant, well-sourced, and timely. Washington stakeholders praised the sections' reporting, citing reports on engagement around the situation in Burma and cyber issues. Based on interviews, Washington readers told OIG they would welcome more reporting on areas such as internal ASEAN dynamics and climate issues but recognized the mission's limitations given its small size. Staff in both sections told OIG that operational demands, a heavy workload, and staffing constraints limited reporting. The mission will gain three new positions in 2024, which will support the work of both sections.

Foreign Assistance

In FY 2022, ASEAN received more than \$14.1 million in U.S. foreign assistance funding, almost 93 percent of which the U.S. Agency for International Development provided.¹⁷ In FY 2023, the Department approved \$25 million in foreign assistance funds for ASEAN, including \$2.5 million in regional Bureau of International Narcotics and Law Enforcement Affairs funding and almost \$7.3 million in other Department-managed funds.¹⁸ According to Department and mission staff, these funds supported projects primarily targeted at developing the capacity of ASEAN institutions. At the time of the inspection, the mission had completed its first year planning for and coordinating Department and U.S. Agency for International Development foreign assistance funds as a distinct operating unit within Department financial systems.¹⁹ Mission staff credited this new status with allowing the mission to better oversee proposed foreign assistance activities through the operational plan development process.²⁰ For example, the staff told OIG the mission's status as an operating unit facilitated more direct involvement from the Ambassador and DCM in overseeing assistance programs and determining related funding

¹⁷ The Department provided the remaining FY 2022 foreign assistance funds.

¹⁸ The remaining funds, totaling almost \$15.3 million, were designated for projects that the U.S. Agency for International Development managed.

¹⁹ Prior to FY 2023, the Department coordinated its foreign assistance to ASEAN through a Bureau of East Asian and Pacific Affairs regional operating unit. Similarly, the U.S. Agency for International Development coordinated its foreign assistance through the agency's Regional Development Mission-Asia operating unit. During this period, the mission did not formally direct or coordinate foreign assistance to ASEAN.

²⁰ An operational plan is an annual budget planning document that describes how an operating unit will use the foreign assistance funds allocated to it. The document provides the Department and the U.S. Agency for International Development with a tool to plan and execute that assistance and is intended, in part, to link foreign assistance funds to policy priorities and approved strategies. Obtaining approval of the operational plan from the Office of Foreign Assistance is a mandatory step before an operating unit can obligate its foreign assistance funds.

levels. OIG assessed the mission's oversight and coordination of foreign assistance funds and found that the mission generally adhered to Department standards.

RECOMMENDATION

OIG provided a draft of this report to Department stakeholders for their review and comment on the findings and recommendation. OIG issued the following recommendation to the U.S. Mission to the Association of Southeast Asian Nations. The mission's complete response can be found in Appendix B. The mission also provided technical comments that were incorporated into the report, as appropriate.

Recommendation 1: The U.S. Mission to the Association of Southeast Asian Nations, in coordination with the Bureau of East Asian and Pacific Affairs, should document the registration and management of public diplomacy grants in accordance with the Federal Assistance Directive. (Action: USASEAN, in coordination with EAP)

Management Response: In its November 29, 2024, response, the U.S. Mission to the Association of Southeast Asian Nations concurred with this recommendation.

OIG Reply: OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the U.S. Mission to the Association of Southeast Asian Nations documented the registration and management of public diplomacy grants in accordance with the Federal Assistance Directive.

PRINCIPAL OFFICIALS

Agency/Section/Title	Name	Arrival Date
Chiefs of Mission:		
Ambassador	Yohannes Abraham	10/2022
Deputy Chief of Mission	Kate Rebholz	01/2022
Chiefs of Sections:		
Political	Toy Reid	07/2022
Economic	Thao Anh Tran	08/2023
Public Affairs	Jason Seymour	12/2020
Management Officer	John McIntyre	08/2022
Regional Security Officer	Mike Lombardo	07/2021
Other Agency Representatives:		
Senior Defense Official/Defense Attaché	LTC Christopher Goodrich	07/2021
U.S. Agency for International Development	John Edgar	08/2022

Source: Generated by OIG from data provided by USASEAN.

APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

This inspection was conducted from March 18 to August 19, 2024, in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2020 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspections Handbook, as issued by the Office of Inspector General (OIG) for the Department and the U.S. Agency for Global Media (USAGM).

Objectives and Scope

The Office of Inspections provides the Secretary of State, the Chief Executive Officer of USAGM, and Congress with systematic and independent evaluations of the operations of the Department and USAGM. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- **Policy Implementation:** whether policy goals and objectives are being effectively achieved and U.S. interests are accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.
- **Resource Management:** whether resources are being used and managed with maximum efficiency, effectiveness, and economy; and whether financial transactions and accounts are properly conducted, maintained, and reported.
- **Management Controls:** whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; and whether instances of fraud, waste, or abuse exist and whether adequate steps for detection, correction, and prevention have been taken.

Methodology

OIG used a risk-based approach to prepare for this inspection. OIG conducted portions of the inspection remotely and relied on audio- and video-conferencing tools in addition to in-person interviews with Department and other personnel. OIG also reviewed pertinent records; circulated surveys and compiled the results; and reviewed the substance of this report and its findings and recommendations with offices, individuals, and organizations affected by the review. OIG used professional judgment and analyzed physical, documentary, and testimonial evidence to develop its findings, conclusions, and actionable recommendations.

APPENDIX B: MANAGEMENT RESPONSE



United States Mission to the Association of Southeast Asian Nations

Jakarta, Indonesia

November 29, 2024

UNCLASSIFIED

THRU: Bureau of East Asian and Pacific Affairs –Daniel J. Kritenbrink, Assistant Secretary

TO: OIG – Arne Baker, Assistant Inspector General for Inspections

FROM: U.S. Mission to the Association of Southeast Asian Nations – T. Kate Rebholz, Chargé d’Affaires, a.i.

SUBJECT: Response to Draft OIG Report – Inspection of the U.S. Mission to the Association of Southeast Asian Nations, Indonesia

The U.S. Mission to the Association of Southeast Asian Nations (USASEAN) has reviewed the draft OIG inspection report. We provide the following comment in response to the recommendation provided by OIG:

OIG Recommendation 1: The U.S. Mission to the Association of Southeast Asian Nations, in coordination with the Bureau of East Asian and Pacific Affairs, should document the registration and management of public diplomacy grants in accordance with the Federal Assistance Directive. (Action: USASEAN, in coordination with EAP)

Management Response: USASEAN concurs with the recommendation. As of October 10, 2024, all documentation for the registration and management of public diplomacy grants at post now complies with the Federal Assistance Directive. Post has also ensured that all grants issued since the OIG report have complied with documentary and monitoring requirements.

The point of contact for this memorandum is USASEAN Management Liaison Katherine Jurado.

ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
DCM	Deputy Chief of Mission
DEIA	Diversity, Equity, Inclusion, and Accessibility
EEO	Equal Employment Opportunity
FAM	Foreign Affairs Manual
FAST	First- and Second-Tour
IMS	Integrated Mission Strategy
LE	Locally Employed
USASEAN	U.S. Mission to ASEAN
YSEALI	Young Southeast Asian Leadership Initiative



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