UNITED STATES DEPARTMENT OF STATE
AND THE BROADCASTING BOARD OF GOVERNORS

OFFICE OF INSPECTOR GENERAL

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Compliance Followup Review of The Bureau of International Information Programs

PURPOSE, SCOPE, AND METHODOLOGY
OF THE COMPLIANCE FOLLOWUP REVIEW

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2011 by the Council of Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General (OIG) for the U.S. Department of State (Department) and the Broadcasting Board of Governors (BBG).

PURPOSE AND SCOPE

The Office of Inspections provides the Secretary of State, the Chairman of BBG, and Congress with systematic and independent evaluations of the operations of the Department and BBG. Compliance followup reviews cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- Policy Implementation: whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.

- Resource Management: whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.

- Management Controls: whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instance of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

The Office of Inspections may perform on-site CFRs to verify whether agreed-upon corrective actions for recommendations issued in previous reports were fully and properly implemented and to provide OIG with a quality assurance assessment of its work.

METHODOLOGY

In conducting this CFR, the inspectors have: 1) reviewed the previous inspection report and the reported corrective actions; 2) distributed survey instruments to inspected entity(s) and compiled and analyzed the results to measure and report changes in the period between the previous inspection and this CFR; 3) conducted on-site interviews and reviewed and collected documentation to substantiate reported corrective actions; 4) addressed new, significant deficiencies or vulnerabilities identified in the CFR survey results and during the course of the on-site CFR and, where appropriate, issued new recommendations; and, 5) discussed the substance of the draft CFR report at the final meeting with the head of the inspected entity.

United States Department of State
and the Broadcasting Board of Governors

Office of Inspector General

PREFACE

This report was prepared by the Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended, and Section 209 of the Foreign Service Act of 1980, as amended. It is one of a series of audit, inspection, investigative, and special reports prepared by OIG periodically as part of its responsibility to promote effective management, accountability, and positive change in the Department of State and the Broadcasting Board of Governors.

This report is the result of an assessment of the strengths and weaknesses of the office, post, or function under review. It is based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

The recommendations therein have been developed on the basis of the best knowledge available to the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to all of those who contributed to the preparation of this report.

Robert B. Peterson
Assistant Inspector General for Inspections

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Key Findings

- The Bureau of International Information Programs has complied with 59 of the 80 formal recommendations from the 2013 inspection report. The Compliance Followup Review reissues 22 of the formal recommendations, 7 of which are revised and reissued. The six informal recommendations issued in the original report were determined to have been implemented and are closed.

- Since the 2013 inspection, Bureau of International Information Programs leadership has made significant changes to increase transparency and improve communication among the staff. The bureau has invested its mid-level managers with authority to make more day-to-day program decisions.

- The 2013 inspection found the absence of a Department-wide public diplomacy strategy that ties resources to priorities directly affects the bureau's work and recommended the Office of the Under Secretary for Public Diplomacy and Public Affairs conduct a management review of public diplomacy in the Department. The review has not been done. The arrival of new leadership in many of the senior public diplomacy positions in the Department presents an opportune time to conduct this review.

- Responsibility for social media within the Department continues to be uncertain. Without a clear Department social media strategy, the Bureau of International Information Programs and other social media practitioners will continue to duplicate efforts and waste resources.

- How the Bureau of International Information Programs supports the mission of the Secretary of State and the White House has long been unclear to stakeholders and was an issue raised in the 2013 inspection. The bureau now has a comprehensive outreach plan and has begun to implement it.

- The joint executive office has new leadership and has reorganized since the 2013 inspection. Human resources and information technology operations have improved. The Bureau of International Information Programs continues to address management controls weaknesses in travel and is working with the Bureau of Administration to improve contracting processes.

All findings and recommendations in this report are based on conditions observed during the CFR and the standards and policies in effect at the time of the original inspection and during the course of the CFR. The CFR took place in Washington, DC, between January 7 and February 28, 2014. Michael Hurley (team leader), Jacqueline James (deputy team leader), Ronda Capeles, Daniel McCollum, and Matthew Ragnetti conducted the review.

Evaluation of Compliance

Compliance Overview

Of the 80 formal recommendations issued in the 2013 inspection report, 15 were closed before the Compliance Followup Review CFR and 65 remained open. As a result of the CFR, 15 open recommendations (CFR Recommendations 1, 2, 3, 4, 5, 6, 7, 14, 15, 16, 17, 18, 20, 21, and 22) were reissued, 7 (CFR Recommendations 8, 9, 10, 11, 12, 13, and 19) were revised and reissued, and 43 were closed. All 15 recommendations closed during the OIG initial compliance phase remain closed. The six informal recommendations issued in the original report were determined to have been implemented and are closed.

This CFR automatically closes all formal and informal recommendations issued in the 2013 inspection. The complete status of the formal and informal recommendations issued in the 2013 inspection report is provided in Appendix A and Appendix B of this CFR report.

Context

The Bureau of International Information Programs (IIP), one of three bureaus under the authority of the Under Secretary for Public Diplomacy and Public Affairs, provides products and services that support the Department of Sate's (Department) policy-advocacy work. These products range from videos and social media tools to expert speakers. The bureau supports American Spaces, which are venues where foreign audiences can learn about American policies and society. IIP also supports digital engagement with foreign audiences, including interactive Web chats. The Smith-Mundt Act[1] shapes public diplomacy responsibilities in the Department and controls domestic dissemination of material intended for foreign audiences.[2]

IIP staffing in December 2013 included 223 Civil Service employees, 57 Foreign Service Officers, and 5 interns/detailees/Y tours (short tours)/when actually employed staff (rehired annuitants). IIP also employed 138 contractors.

The 2013 OIG inspection identified leadership issues, including the coordinator's lack of inclusiveness in front office decisions, problems with the organizational structure of the bureau, and low morale among the staff. IIP leadership has turned over since the inspection, with the arrival of a new coordinator in September 2013 and a new deputy coordinator in January 2014.

IIP's new leadership has made a good start toward improving communication and transparency. It has conducted offsites for bureau managers and solicited employee feedback. IIP has also instituted a weekly telephone call with the coordinator, started a weekly morning meeting for all IIP managers and division chiefs, and set up an "Ask" widget site to the coordinator.

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[1] The US Information and Educational Exchange Act of 1948 (Public Law 80-402), as amended, popularly referred to as the Smith–Mundt Act (22 U.S.C. 1431 et seq.).
[2] 22 U.S.C. 1461-1a.

IIP leadership has also redefined IIP's mission. A key question IIP leadership poses to its managers is: How can public diplomacy advance any given foreign policy objective? The IIP management team's task is to answer that question. An example of how IIP uses public diplomacy to advance foreign policy objectives is the Young African Leaders Initiative (YALI), a White House initiative that includes a Bureau of Educational and Cultural Affairs (ECA) exchange program. This year saw almost 50,000 applicants for 500 slots for exchanges in the program. IIP's contribution to the initiative has been to establish relationships and engage with the self-identified young African leaders not selected for the program. IIP surveyed this group to discover ways the bureau can contribute to their professional development through instruments such as an online course on creating a small business. IIP uses the YALI network of contacts to inform them about U.S. policies and engage them in a dialog.

The 2013 inspection recommended IIP implement a comprehensive plan for outreach to the Department and key foreign affairs agencies. During the CFR, IIP produced and began to implement an outreach plan for FY 2014. The IIP coordinator has made initial courtesy calls across the Department. He attends weekly meetings hosted by the Secretary of State and presented at the Secretary's offsite for senior staff and at the 2014 chiefs of mission conference.

Leadership

The 2013 inspection characterized IIP leadership as creating an environment of "secrecy, suspicion, and uncertainty." The editorial board was the particular instrument that caused confusion and delays in decision making. The inspection recommended the board's role be changed to focus on high-level programmatic decisions and to invest middle managers with more day-to-day authority. The new leadership has eliminated the editorial board, replacing it with a weekly office directors' meeting, plus a project review board. These meetings serve to empower middle managers to do their jobs by deciding which projects will go forward.

IIP is headed by an assistant secretary equivalent–a coordinator. The number of assistant secretaries in the Department is limited by a congressional cap. The 2013 inspection recommended the Deputy Secretary for Management and Resources continue to seek legislative authority to designate the coordinator as an assistant secretary. Prior to the CFR, the Executive Secretariat responded that neither it nor the Deputy Secretary can address this question. OIG transferred action for the recommendation to the Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Office of the Under Secretary for Management and the Bureau of Legislative Affairs. The Office of the Under Secretary for Public Diplomacy and Public Affairs responded that the Department has been seeking an increase in the statutory cap for assistant secretaries for the past several congressional sessions, but Congress has not passed legislation to raise the cap. The lack of an assistant secretary rank in IIP limits the coordinator's effectiveness and Department perceptions of the bureau. Recommendation 1 is reissued.

Recommendation CFR 1: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Office of the Under Secretary for Management and the Office of the Bureau of Legislative Affairs, should continue to seek legislative authority to designate the senior position in the Bureau of International Information Programs as an assistant secretary. (Action: R/PPR, in coordination with M/PRI and H)

IIP's new leaders are strategizing to find the right balance in such questions as whether IIP will speak directly to audiences through social media or work through the public affairs sections, how to measure success and impact, how to determine the appropriate audience, and how to allocate resources among the various public diplomacy tools. The 2013 inspection recommended the Department conduct a management review of public diplomacy to answer these questions. The Office of the Under Secretary for Public Diplomacy and Public Affairs response was that the review would be done only after the Deputy Secretary for Management and Resources and Under Secretary for Public Diplomacy and Public Affairs were in place. Both have now been confirmed. This, coupled with the fact that all the public diplomacy bureaus have new leadership, presents an opportune time to conduct a management review of the public diplomacy function. Recommendation 2 is reissued.

Recommendation CFR 2: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Office of the Deputy Secretary for Management and Resources, should conduct a management review of public diplomacy in the Department of State. (Action: R/PPR, in coordination with S/ES)

Platform Management Group Position Reclassification

The 2013 inspection found that the size of the operation and level of responsibility of the platform management group did not warrant a senior designation for the group's leader. The Bureau of Human Resources approved the creation of a platform management group that reports directly to the principal deputy coordinator. However, IIP's proposed organizational chart did not identify the platform management's leader as a managing director, nor was it clear that the scope or size of the group would merit the rank. The Bureau of Human Resources acknowledged that it erroneously classified the position with the title of managing director without the appropriate approval. According to the *Foreign Affairs Manual*,1 FAM 014.6 a., the Under Secretary for Management must approve, in advance and in writing, changes in functions and responsibilities between bureaus, as well as the establishment of all assistant secretary equivalent positions and all deputy assistant secretary (or equivalent) positions, as well as all managing director positions.

In response, IIP consulted with the Bureau of Human Resources on appropriately reclassifying the position pending the new coordinator's arrival and evaluation of IIP's programs and current structure. IIP's new coordinator arrived in late September 2013. However, the platform management leader's position is still identified as a managing director. Recommendation 8 is reissued.

Recommendation CFR 3: The Bureau of International Information Programs should submit a request to the Bureau of Human Resources to appropriately reclassify the leadership position in the Platform Management group. (Action: IIP)

Policy and Program Implementation

Publications

The 2013 inspection found that the publications section suffered from problems with work flow and the front office's lack of prioritization. IIP submitted an FY 2013 annual publications plan for compliance, but it did not include a production schedule for FY 2014. These problems persist in several divisions across IIP, as employees wait for instructions, organization charts, and information about their budgets. The publications section cannot plan projects for the year until they know what their human and financial resources will be. Recommendation 10 is reissued.

Recommendation CFR 4: The Bureau of International Information Programs should implement an annual publications plan that includes a production schedule and that takes staff resources into account. (Action: IIP)

An additional issue noted in the 2013 inspection is the assignment of work in the Office of Written Content to writers by someone who is not their rater. This problem still exists. IIP's October 2013 compliance response states that a decision to change rater responsibilities awaits the coordinator's overall evaluation. IIP leadership has not addressed the issue. Recommendation 12 is reissued.

Recommendation CFR 5: The Bureau of International Information Programs should formalize the production of policy-support articles, clarifying the supervisory relationships in the Office of Written Content. (Action: IIP)

Grants for Expert Speakers

The 2013 inspection found that grants officers, located in the joint ECA-IIP executive office, did not have adequate procedures and guidance to exercise oversight over individual grants. The inspection team found a number of problems in the division, including incomplete grants files and grants division staff unfamiliar with many key provisions in the grants policy directives about individual travel grants and close out requirements.

Since February 2013, IIP has been working with the Bureau of Administration to implement the State Assistance Management System (SAMS), which facilitates the full lifecycle management of Federal assistance from pre-award to closeout to comply with Federal and Department mandates regarding grants. However, SAMS may not be cost effective to support the small dollar grants IIP issues. While moving ahead to implement SAMS, IIP proposed an alternative to the Under Secretary for Management. The bureau would use a cooperative agreement to hire a program agency competitively through the Office of Acquisition Management for grants administration and the logistical aspects of the speakers program. During the CFR, IIP sent a memorandum to the Office of the Under Secretary for Management with the alternative plan. In the event the cooperative agreement is not finalized by the end of 2014, IIP plans to move forward with SAMS implementation. Recommendation 17 is reissued.

Recommendation CFR 6: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should implement procedures to include oversight and proper documentation of all grants requirements for individual travel from the pre-award stage through closeout. (Action: IIP, in coordination with ECA)

Audience Research and Evaluation Position Desk Audit

The 2013 inspection recommended a desk audit of the senior position in the Office of Audience Research and Evaluation because of the office's low productivity and the unclear function of the position in IIP operations. In response to the 2013 inspection, IIP proposed drafting a new position description for the director of the office to reflect the rebalancing of duties. However, IIP delayed further action to rewrite and classify the senior position pending the arrival of the new coordinator and his evaluation of IIP's programs and current structure. Recommendation 25 is reissued.

Recommendation CFR 7: The Bureau of International Information Programs should conduct a desk audit of the senior position in the Office of Audience Research and Evaluation. (Action: IIP)

Regional Coordination and American Spaces

Mobile Learning Initiative

The 2013 inspection recommended that IIP should prepare and implement a plan for the Mobile Learning Initiative. The inspection team found that IIP leadership initiated a program to provide eReaders to embassies and American Spaces but without their input in its development. In 2010, IIP delivered the first batch of eReaders to embassies without adequate instruction or procedures to register the devices and download content. The consensus among information resource officers was that they could have contributed to more effective use of eReaders in support of public diplomacy if they had been consulted.

IIP's Office of Audience Research Measurement conducted an evaluation of the initiative but decided not to move beyond the initial pilot. The office determined that future distribution of eReaders in American Spaces would be provided through the American Spaces annual support funds and IIP would push content, including IIP publications, to eReaders distributed to the field through Amazon's WhisperCast platform. The new post-driven eReader process would allow IIP to evaluate the success of American Spaces eReader activities on the basis of criteria, such as the number and types of programs using eReaders, circulation of the devices, and the number of downloads of IIP content.

OIG acknowledges IIP's alternate implementation action to comply with the recommendation. However, IIP has not clearly defined successful implementation of the initiative or implemented quantifiable performance metrics for posts to report on their progress. The lack of goals and performance metrics makes the program vulnerable to waste. Recommendation 32 is revised and reissued.

Recommendation CFR 8: The Bureau of International Information Programs should issue to posts participating in the American Spaces eReader program formal guidance that defines measurable goals for the program and implements mechanisms for reporting on the performance metrics. (Action: IIP)

IIP has supplied 2,359 eReader devices to embassies around the world. The 2013 inspection noted that the devices should be tracked and managed to avoid loss or theft. IIP shifted from directly providing eReader devices in the pilot to only providing funds for their acquisition, which will require registration with Amazon's Whispercast system. IIP says it will take action to decommission the devices already distributed by transferring ownership to designated posts. Recommendation 33 is revised and reissued.

Recommendation CFR 9: The Bureau of International Information Programs should provide documentation as to the disposition of bureau-purchased eReaders during the pilot program. (Action: IIP)

Office of Regional Coordination

One of the decisions delayed by the arrival of a new coordinator is the hiring of a director for the Office of Regional Coordination. In the June 27, 2013, compliance response, IIP concurred with Recommendation 34 in the 2013 inspection report, stating that two candidates were identified. The October 2013 IIP compliance response to OIG stated, however, that an acting director had been assigned. The CFR team found an acting director still in place. The IIP front office has delayed a decision because of uncertainty as to whether this position is actually needed. Further delay adds to staff anxiety about resources. Recommendation 34 is revised and reissued.

Recommendation CFR 10:   The Bureau of International Information Programs should decide whether to assign a permanent director for the Office of Regional Coordination and implement accordingly. (Action: IIP)

Digital Outreach

IIP lacks a comprehensive social media strategy to tie IIP's products more closely to the Department's policy initiatives. In an IIP town hall meeting held during the CFR, the coordinator stated, although IIP will be where social media tools are developed and adapted in the Department, it should not do so in isolation. IIP will need to encourage the rest of the Department to participate in the process of identifying the public diplomacy aspects of foreign policy initiatives. IIP will be responsible for assessing how the application of technology can assist policymakers to achieve Department and White House goals. Recommendation 37 is revised and reissued.

Recommendation CFR 11:   The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs and the Bureau of Public Affairs, should implement a social media strategy that clarifies the goals of social media in the Department of State and instructs its practitioners on when and where to use it. (Action: R/PPR, in coordination with IIP and PA)

The 2013 inspection reported that IIP spent $630,000 on two advertising campaigns to increase the number of general Facebook fans and recommended that advertising be directed to specific public diplomacy goals to support specific programs. Because of the inspection, IIP has largely stopped spending on advertising to increase the number of fans.

As recommended in the 2013 inspection, working-level social media practitioners in IIP and the Bureau of Public Affairs now meet regularly to compare notes. As social media continue to grow in popularity around the world and as the Department becomes more comfortable with its use in advancing foreign policy objectives, it is more important than ever that roles of the various players be made clear to reduce waste of resources and duplication of effort. The Office of the Under Secretary for Public Diplomacy and Public Affairs was assigned action for Recommendations 5 and 38 as both involve eliminating duplication of effort in IIP and the Bureau of Public Affairs. In the October 2013 compliance response to OIG, the Office of the Under Secretary for Public Diplomacy and Public Affairs acknowledged the lack of clarity between the two bureaus on several fronts. The IIP coordinator and the Bureau of Public Affairs principal deputy assistant secretary have held discussions about a joint digital outreach plan. The Department has not yet produced a written delineation of the roles of social media employees or identified functional overlap between IIP and the Bureau of Public Affairs. Recommendations 5 and 38 are revised and reissued as one.

Recommendation CFR 12:   The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs and the Bureau of Public Affairs, should establish a written delineation of the roles, audiences, and parameters for social media in the two bureaus. (Action: R/PPR, in coordination with IIP and PA)

The social media practitioners in the Bureau of Near Eastern Affairs and IIP have not agreed to work together as recommended in the 2013 inspection. The report recommended that IIP's Vision of America social media platforms be merged with the Bureau of Near Eastern Affairs' USAdarFarsi social media platforms. Though they both use the Persian language,

practitioners claim almost no overlap in audiences. Since the inspection, IIP has circulated a Vision of America mission statement that neither the Bureau of South and Central Asian Affairs nor the Bureau of Near Eastern Affairs has approved. Without a clear mission statement, NEA and IIP social media practitioners find it difficult to make use of each other's products, causing waste and duplication. Recommendation 40 is revised and reissued.

Recommendation CFR 13:   The Bureau of International Information Programs, in coordination with the Bureau of Near Eastern Affairs and the Bureau of South and Central Asian Affairs, should finalize a mission statement for Vision of America. (Action: IIP, in coordination with NEA and SCA)

Resource Management

Contracting Officer's Representatives

The 2013 inspection found some IIP contracting officer's representatives did not receive the required designation letters that advise them of their contract oversight responsibilities. According to the *Foreign Affairs Handbook*, 14 FAH-2 H-143.2, the contracting officer is responsible for preparing a contracting officer's representatives delegation memorandum that outlines the scope of the representatives' authority to act on behalf of the contracting officer. The Bureau of Administration reported in the October 31, 2013, compliance response that it has been working with IIP to properly designate or redesignate IIP contracting officer's representatives and will continue its efforts until all documentation is up to date. However, the Bureau of Administration could not produce a list of contract officer's representative designations for the CFR team to review. Recommendation 60 is reissued.

Recommendation CFR 14: The Bureau of Administration, in coordination with the Bureau of International Information Programs, should confirm all contracting officer's representative assignments for the Bureau of International Information Programs' active contracts and issue new designation letters for representatives lacking this documentation in their files. (Action: A, in coordination with IIP)

Contract Workforce

The 2013 inspection found that IIP does not have a formal workforce plan to determine which job functions are more appropriate for direct hires and which for contractors. Contractors represented approximately 45 percent of total IIP staffing (142 contractors), and many performed tasks similar or equal to those of direct hires. The inspection also noted that contractors in some offices may be performing inherently governmental functions.

At the time of the original inspection, IIP management asserted that the high number of contractors was necessary to support the bureau's work. IIP spent about 60 percent of its annual budget, approximately $42 million and an additional $10 million of carryover funds, on contracting. Because of the stringent budget environment at the time, the inspection noted that carryover funds might not be available in future years.

The Department uses workforce studies to determine the appropriate balance of employees and contractors and the appropriate functions of each. Each bureau is responsible, per 3 FAM 2164, for managing its contractor and Federal employee resources appropriately and for ensuring that only direct hires perform inherently governmental functions.

When the Bureau of Administration and IIP met in September 2013 to kick-off a workforce study, IIP requested the Bureau of Administration postpone the study until completion of IIP's realignment. In January 2014, both bureaus reported that action on the recommendation is pending. Recommendation 64 is reissued.

Recommendation CFR 15: The Bureau of Administration, in coordination with the Bureau of International Information Programs, should conduct a workforce study to identify the appropriate workforce mix of direct-hire and contract employees based on both cost considerations and control over the bureau's mission. (Action: A, in coordination with IIP)

Information Management

Strategic Planning

The 2013 inspection found that IIP did not have a bureau-wide information technology strategy and recommended IIP develop one. The plan would allow IIP to better align technology solutions to its business needs, while specifically addressing privacy concerns and electronic information accessibility for people with disabilities. In October 2013, IIP reported to OIG that it had commenced an assessment of information technology initiatives and that the information technology strategic plan would move forward in conjunction with the IIP functional bureau strategy. However, the CFR found that the information technology strategic plan has not moved beyond the discussion stage. Recommendation 69 is reissued.

Recommendation CFR 16: The Bureau of International Information Programs should develop and implement an information technology strategic plan. (Action: IIP)

Dedicated Internet Networks

The 2013 inspection recommended the Bureau of Information Resource Management (IRM) conduct an information technology network infrastructure needs analysis for public diplomacy work and implement the results. IIP uses dedicated Internet networks for a variety of services, including software development, video production, and Web engagement with worldwide audiences, that cannot be provided on the Department's unclassified network. The joint ECA-IIP executive office manages more than 114 workstations and 20 servers on 14 dedicated Internet networks to support this work. IRM is responsible for providing network infrastructure support to the Department, but an increase in the number of dedicated Internet networks has, in practice, shifted this responsibility to IIP, leading to duplication of effort and inefficient use of information technology and network security resources.

The CFR found that initial discussions between IRM and IIP took place but IRM has not conducted an assessment of the network infrastructure needs. Recommendation 79 is reissued.

Recommendation CFR 17: The Bureau of Information Resource Management, in coordination with the Bureau of International Information Programs, should conduct an information technology network infrastructure needs analysis for public diplomacy work and implement the results. (Action: IRM, in coordination with IIP)

Internet Steering Committee

IIP manages a Department-wide Internet steering committee. The 2013 inspection found the committee operated with an outdated charter. As new technologies have emerged, the committee has shifted its focus to social media policies. IIP is currently drafting an update of the Internet steering committee charter. Recommendation 80 is reissued.

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Recommendation CFR 18: The Bureau of International Information Programs, in coordination with the Office of the Under Secretary for Management, should update the Internet steering committee's charter. (Action: IIP, in coordination with M/PRI)

Management Controls

Travel

The 2013 inspection found numerous problems with travel in IIP. In reviewing 68 travel vouchers from 2010 to 2013, inspectors found potential issues with more than half the vouchers submitted for front office travel, including potentially inappropriate use of premium travel, insufficiently documented and justified business class travel, and insufficiently documented lodging costs. IIP did not appear to follow Department travel regulations (14 FAM 520 Travel Authorization and 14 FAM 580 Performing Travel) for approval and performance of official travel. The 2013 inspection recommended the Bureau of the Comptroller and Global Financial Services (CGFS) audit all IIP front office travel for 2011 and 2012. CGFS disagreed with being assigned action for the recommendation, so OIG transferred action to IIP in the OIG August 2013 compliance analysis. When transferring action from CGFS to IIP, OIG provided IIP a separate action memorandum dated September 19, 2013, with a list of 56 specific travel voucher-related action items to audit.

The CFR found that the joint ECA-IIP executive office has reviewed the 56 actions, which required collecting, reviewing, and analyzing documentation and entering it into the E2 Solutions. Thirty-eight of the actions have been resolved on the basis of documentation collected. Eighteen remain unresolved primarily because of missing documentation. Thirteen of the 18 unresolved actions will require IIP referral to the CGFS Office of Oversight and Management Analysis for collection action, as directed in the OIG action memorandum, per 4 FAM 492 Debt Management. Recommendation 3 is revised and reissued to include the 18 unresolved actions in the OIG action memorandum provided separately to IIP on September 19, 2013.

Recommendation CFR 19: The Bureau of the International Information Programs should complete the audit of the 18 unresolved travel actions in the September 19, 2013, OIG action memorandum, including submitting to the Office of Oversight and Management Analysis amounts to be collected, as appropriate. (Action: IIP)

The 2013 inspection found ineffective management controls in the joint ECA-IIP executive office over the travel authorization process. The office staff was unable to produce a memorandum designating individuals to authorize travel and related expenses, as required by 14 FAM 523.2-1. The approvals found in the travel vouchers reviewed were inconsistent and often at a lower level of authority, especially for business class and actual expenses. Some procedural deficiencies were due to mistakes or lack of understanding about travel policies. The 2013 inspection recommended IIP revise the travel approval chain within the joint ECA-IIP executive office to delegate travel approval authority to the appropriate officials and submit delegations in writing to the Bureau of Administration Office of Directives Management.

Since the 2013 inspection, the joint ECA-IIP executive office has been reviewing and revising travel program roles and responsibilities and plans to publish them upon completion, including written delegation of authority to the appropriate officials. The office is also implementing the E2 Travel Solutions for IIP but decided to delay implementation until the

reorganization is finalized. Action on this recommendation is pending. Recommendation 65 is reissued.

Recommendation CFR 20: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should revise the travel approval chain within the joint Executive Office to delegate travel approval authority to the appropriate officials and submit delegations in writing to the Office of Directives Management. (Action: IIP, in coordination with ECA)

The 2013 inspection recommended IIP properly document the circumstances supporting the authorization of indirect travel, business class travel, actual lodging, and other exceptional travel. Most of the travel vouchers the team reviewed lacked some or all documentation required by 4 FAH-3 H-465.1-3, in particular, invoices for airline travel. For 31 travel vouchers, the approval memos for business class travel, indirect travel, and other travel arrangements requiring special approval were missing from the official files. Twelve authorized justifications for business class travel did not have sufficient support and relied upon vague references to meet "business requirements." Five cases of apparent indirect travel did not have proper documentation, including a written authorization, a record of travel on a cost-constructive basis, and an exception to using commercial fares, as required by 14 FAM 546. The absence of proper documentation increases the risk of unauthorized travel.

The EX office is revising its travel procedures to require employees to upload their own travel documents into E2 Travel Solutions. The office plans to distribute a notice with the new policy in conjunction with the travel program roles and responsibilities described in the finding for CFR Recommendation 20. Recommendation 67 is reissued.

Recommendation CFR 21: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should require all travelers to scan necessary voucher documentation into the E2 travel system, including air ticket invoices, boarding passes, receipts, and approval memos. (Action: IIP, in coordination with ECA)

Since the 2013 inspection, the joint ECA-IIP executive office drafted and issued a business class policy for IIP. The office is also reviewing all reporting and compliance requirements and plans to develop reporting metrics and tracking mechanisms based on these requirements. Action on this part of the recommendation is pending finalization of IIP's reorganization. Recommendation 68 is reissued.

Recommendation CFR 22: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should properly document the circumstances supporting the authorization of indirect travel, business class travel, actual lodging, and other exceptional travel. (Action: IIP, in coordination with ECA)

List of CFR Recommendations

Recommendation CFR 1:   The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Office of the Under Secretary for Management and the Office of the Bureau of Legislative Affairs, should continue to seek legislative authority to designate the senior position in the Bureau of International Information Programs as an assistant secretary. (Action: R/PPR, in coordination with M/PRI and H)

Recommendation CFR 2:   The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Office of the Deputy Secretary for Management and Resources, should conduct a management review of public diplomacy in the Department of State. (Action: R/PPR, in coordination with S/ES)

Recommendation CFR 3:   The Bureau of International Information Programs should submit a request to the Bureau of Human Resources to appropriately reclassify the leadership position in the Platform Management group. (Action: IIP)

Recommendation CFR 4:   The Bureau of International Information Programs should implement an annual publications plan that includes a production schedule and that takes staff resources into account. (Action: IIP)

Recommendation CFR 5:   The Bureau of International Information Programs should formalize the production of policy-support articles, clarifying the supervisory relationships in the Office of Written Content. (Action: IIP)

Recommendation CFR 6:   The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should implement procedures to include oversight and proper documentation of all grants requirements for individual travel from the pre-award stage through closeout. (Action: IIP, in coordination with ECA)

Recommendation CFR 7:   The Bureau of International Information Programs should conduct a desk audit of the senior position in the Office of Audience Research and Evaluation. (Action: IIP)

Recommendation CFR 8:   The Bureau of International Information Programs should issue to posts participating in the American Spaces eReader program formal guidance that defines measurable goals for the program and implements mechanisms for reporting on the performance metrics. (Action: IIP)

Recommendation CFR 9:   The Bureau of International Information Programs should provide documentation as to the disposition of bureau-purchased eReaders during the pilot program. (Action: IIP)

Recommendation CFR 10:   The Bureau of International Information Programs should decide whether to assign a permanent director for the Office of Regional Coordination and implement accordingly. (Action: IIP)

Recommendation CFR 11:   The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs and the

Bureau of Public Affairs, should implement a social media strategy that clarifies the goals of social media in the Department of State and instructs its practitioners on when and where to use it. (Action: R/PPR, in coordination with IIP and PA)

Recommendation CFR 12:   The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs and the Bureau of Public Affairs, should establish a written delineation of the roles, audiences, and parameters for social media in the two bureaus. (Action: R/PPR, in coordination with IIP and PA)

Recommendation CFR 13:   The Bureau of International Information Programs, in coordination with the Bureau of Near Eastern Affairs and the Bureau of South and Central Asian Affairs, should finalize a mission statement for Vision of America. (Action: IIP, in coordination with NEA and SCA)

Recommendation CFR 14:   The Bureau of Administration, in coordination with the Bureau of International Information Programs, should confirm all contracting officer's representative assignments for the Bureau of International Information Programs' active contracts and issue new designation letters for representatives lacking this documentation in their files. (Action: A, in coordination with IIP)

Recommendation CFR 15:   The Bureau of Administration, in coordination with the Bureau of International Information Programs, should conduct a workforce study to identify the appropriate workforce mix of direct-hire and contract employees based on both cost considerations and control over the bureau's mission. (Action: A, in coordination with IIP)

Recommendation CFR 16:   The Bureau of International Information Programs should develop and implement an information technology strategic plan. (Action: IIP)

Recommendation CFR 17:   The Bureau of Information Resource Management, in coordination with the Bureau of International Information Programs, should conduct an information technology network infrastructure needs analysis for public diplomacy work and implement the results. (Action: IRM, in coordination with IIP)

Recommendation CFR 18:   The Bureau of International Information Programs, in coordination with the Office of the Under Secretary for Management, should update the Internet steering committee's charter. (Action: IIP, in coordination with M/PRI)

Recommendation CFR 19:   The Bureau of the International Information Programs should complete the audit of the 18 unresolved travel actions in the September 19, 2013, OIG action memorandum, including submitting to the Office of Oversight and Management Analysis amounts to be collected, as appropriate. (Action: IIP)

Recommendation CFR 20:   The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should revise the travel approval chain within the joint Executive Office to delegate travel approval authority to the appropriate officials and submit delegations in writing to the Office of Directives Management. (Action: IIP, in coordination with ECA)

Recommendation CFR 21: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should require all travelers to scan necessary voucher documentation into the E2 travel system, including air ticket invoices, boarding passes, receipts, and approval memos. (Action: IIP, in coordination with ECA)

Recommendation CFR 22: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should properly document the circumstances supporting the authorization of indirect travel, business class travel, actual lodging, and other exceptional travel. (Action: IIP, in coordination with ECA)

Principal Officials

	Name	Arrival Date
Coordinator	Macon Phillips	09/13
Principal Deputy Coordinator	Jean Manes	01/14
Deputy Coordinator for Regional Coordination and American Spaces	Vacant	
Deputy Coordinator for Content Development	Nicholas Namba	07/11
Managing Director for Platform Management	Laurie Weitzenkorn	07/13
Director for Content Support Services	Brian Merrick (Acting)	11/13
Executive Director, ECA-IIP/EX	Carmen Cantor	04/13

Abbreviations

Department	U.S. Department of State
CFR	Compliance Followup Review
CGFS	Bureau of the Comptroller and Global Financial Services
ECA	Bureau of Educational and Cultural Affairs
FAH	*Foreign Affairs Handbook*
FAM	*Foreign Affairs Manual*
IIP	Bureau of International Information Programs
IRM	Bureau of Information Resource Management
OIG	Office of Inspector General
SAMS	State Assistance Management System
YALI	Young African Leaders Initiative

Inspection Terms and Definitions

Compliance response: A written response from the action office to which a recommendation has been assigned for action, informing OIG of agreement or disagreement with the recommendation. Comments indicating agreement shall include planned corrective actions and, where appropriate, the actual or proposed target dates for achieving these actions. The reasons for any disagreement with a recommendation must be explained fully. Where disagreement is based on interpretation of law, regulation, or the authority of officials to take or not take action, the response must include the legal basis.

Final action: The completion of all actions that the management of an action office, in its management decision, has concluded is necessary to address the findings and recommendations in OIG reports.

Finding: A conclusion drawn from facts and information about the propriety, efficiency, effectiveness, or economy of operation of a post, unit, or activity.

Management decision: When the management of an action office for an OIG recommendation informs OIG of its intended course of action in response to a recommendation. If OIG accepts the management decision, the recommendation is considered resolved. If OIG does not accept the management decision and the issue cannot be resolved after a reasonable effort to achieve agreement, the Inspector General may choose to take it to impasse.

Recommendation: A statement in an OIG report requiring action by the addressee organizations or officials to correct a deficiency or need for change or improvement identified in the report.

Recommendation Status:

Open: A recommendation is open when one of the following situations applies:

1) The action office concurs with the recommendation (a management decision has been accepted by OIG), but the action office has not presented satisfactory evidence that it has implemented the recommendation or some alternative course of action acceptable to OIG;

2) The action office informs OIG that it disagrees with all or part of the recommendation, and OIG agrees to accept partial compliance or noncompliance; or

3) Impasse procedures have led to a positive or negative final management decision.

Closed: A recommendation is closed when one of the following situations applies:

1) OIG formally notifies the action office that satisfactory evidence of final action (i.e., information provided by the action office that confirms or attests to implementation) on an OIG recommendation has been accepted. The closing of a recommendation from an OIG report does not relieve the responsible manager of the obligation to report to OIG any changed circumstances substantially affecting the problem areas addressed in the recommendation or report and the effectiveness of agreed actions to correct these problems;

2) OIG acknowledges to the action office that an alternative course of action to the action proposed in the recommendation will satisfy the intent of the

recommendation, and satisfactory evidence showing that the alternative action has been completed is provided to OIG;

3) OIG agrees partial implementation is acceptable and has been completed, or

4) OIG agrees that noncompliance is acceptable.

Appendix A: Status of 2013 Inspection Recommendations

Recommendation 1: The Office of the Deputy Secretary for Management and Resources, in coordination with the Office of the Under Secretary for Public Diplomacy and Public Affairs, should continue to seek legislative authority to designate the senior position in the Bureau of International Information Programs as an assistant secretary. (Action: S/ES, in coordination with R/PPR)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 1.

Recommendation 2: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Office of the Deputy Secretary for Management and Resources, should conduct a management review of public diplomacy in the Department of State. (Action: R/PPR, in coordination with S/ES)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 2.

Recommendation 3: The Bureau of the Comptroller and Global Financial Services should conduct an audit of all Bureau of International Information Programs front office staff travel for the calendar years 2011 and 2012. (Action: CGFS)

Pre-CFR Status: Open

CFR Findings: Revised and reissued as CFR Recommendation 19.

Recommendation 4: The Bureau of International Information Programs should implement a comprehensive plan for outreach to the rest of the Department of State and key foreign affairs agencies to maximize public diplomacy work with overseas publics. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 5: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of Public Affairs and the Bureau of International Information Programs, should identify any functional overlap between those bureaus and assign responsibility appropriately. (Action: R/PPR, in coordination with PA and IIP)

Pre-CFR Status: Open

CFR Findings: Recommendations 5 and 38 are combined and revised and reissued as CFR Recommendation 12.

Recommendation 6: The Bureau of International Information Programs should change the editorial board's role, reserving for it only high-level programmatic decisions and investing middle managers with the authority to make day-to-day programmatic decisions. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 7: The Bureau of International Information Programs, in coordination with the Bureau of Human Resources, should change reporting requirements so that all deputy coordinators report directly to the coordinator. (Action: IIP, in coordination with DGHR)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 8: The Bureau of International Information Programs should submit a request to the Bureau of Human Resources to reclassify appropriately the leadership position in the Platform Management group. (Action: IIP, in coordination with DGHR)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 3.

Recommendation 9: The Bureau of International Information Programs should move the development and maintenance of partnerships with governmental and private organizations to the Office of Policy and Outreach. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 10: The Bureau of International Information Programs should implement an annual publications plan that includes a production schedule and that takes staff resources into account. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 4.

Recommendation 11: The Bureau of International Information Programs should conduct an assessment of embassies' needs for written products with a focus on influencing diverse foreign audiences. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 12: The Bureau of International Information Programs should formalize the production of policy-support articles, clarifying the supervisory relationships in the Office of Written Content. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 5.

Recommendation 13: The Bureau of International Information Programs should develop an annual plan, including a production schedule that sets achievable targets and maximizes the number and quality of video products the bureau develops for embassies. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 14: The Bureau of International Information Programs should unite all components of the speakers program, including recruitment and logistics, in the Office of Regional Coordination. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 15: The Bureau of International Information Programs should require evaluation reports for all speaker programs. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 16: The Bureau of International Information Programs should use only publicly available travel fares when booking travel for individual grantees. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 17: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should implement procedures to include oversight and proper documentation of all grants requirements for individual travel from the pre-award stage through closeout. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 6.

Recommendation 18: The Bureau of International Information Programs should move judicial liaison duties to the Office of Policy and Outreach. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 19: The Bureau of International Information Programs should move the package runner function to the Regional Coordination and American Spaces group and redefine staff responsibilities. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 20: The Bureau of International Information Programs should remove contract management and oversight from the senior advisor position in the front office. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 21: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs, should assume management of the mission activity tracker. (Action: R/PPR, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 22: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs, should assume responsibility for producing the public diplomacy impact report. (Action: R/PPR, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 23: The Bureau of International Information Programs should discontinue the audience research kiosk project. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 24: The Bureau of International Information Programs, in coordination with the Office of the Under Secretary for Public Diplomacy and Public Affairs and the Bureau of Educational and Cultural Affairs, should move all information technology management responsibilities from the Office of Audience Research and Evaluation to the Bureau of Educational and Cultural Affairs. (Action: IIP, in coordination with R/PPR and ECA)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 25: The Bureau of Human Resources, in coordination with the Bureau of International Information Programs, should conduct a desk audit of the senior position in the Office of Audience Research and Evaluation. (Action: DGHR, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 7.

Recommendation 26: The Bureau of International Information Programs, in coordination with the Bureau of Administration, should implement a memorandum of understanding governing their interactions on certifying translators. (Action: IIP, in coordination with A)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 27: The Bureau of International Information Programs should modify the existing contract for translation services or solicit a new contract for these services. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 28: The Bureau of International Information Programs should move the Office of Translation Services to the Content Development group. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 29: The Bureau of International Information Programs should implement a strategic plan for American Spaces that addresses accountability for the increased budget. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 30: The Bureau of Human Resources, in coordination with the Bureau of International Information Programs, should assess staffing needs and create a succession management plan for the information resource officer corps. (Action: DGHR, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 31: The Bureau of International Information Programs, in coordination with the Bureau of Human Resources, should assign a permanent full-time employee with experience in resource management and budget planning to a vacant full-time employee position to manage and track the American Spaces budget. (Action: IIP, in coordination with DGHR)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 32: The Bureau of International Information Programs should implement a plan for the eReader learning initiative that includes measurable goals. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: Revised and reissued as CFR Recommendation 8.

Recommendation 33: The Bureau of International Information Programs should create a property management plan for bureau-supplied eReader devices currently in embassies. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: Revised and reissued as CFR Recommendation 9.

Recommendation 34: The Bureau of International Information Programs, in coordination with the Bureau of Human Resources, should assign a permanent director for the Office of Regional Coordination. (Action: IIP, in coordination with DGHR)

Pre-CFR Status: Open

CFR Findings: Revised and reissued as CFR Recommendation 10.

Recommendation 35: The Bureau of International Information Programs should clarify the respective scope, roles, and responsibilities of the Office of Innovative Engagement and the Office of Web Engagement. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 36: The Bureau of International Information Programs should direct its digital advertising to specific public diplomacy goals in keeping with Department of State guidance. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 37: The Bureau of International Information Programs should adopt a social media strategy that clarifies the primary goals and public diplomacy priorities of its social media sites. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: Revised and reissued as CFR Recommendation 11.

Recommendation 38: The Office of the Under Secretary for Public Diplomacy and Public Affairs, in coordination with the Bureau of International Information Programs and the Bureau of Public Affairs, should establish a written delineation of the roles, audiences, and parameters for social media in the two bureaus. (Action: R/PPR, in coordination with IIP and PA)

Pre-CFR Status: Open

CFR Findings: Recommendations 38 and 5 are combined and revised and reissued as CFR Recommendation 12.

Recommendation 39: The Bureau of International Information Programs, in coordination with the Bureau of Public Affairs, should establish a regular meeting among working-level social media staff members. (Action: IIP, in coordination with PA)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 40: The Bureau of International Information Programs, in coordination with the Bureau of Near Eastern Affairs, should merge Vision of America social media properties into USAdarFarsi social media properties under Bureau of Near Eastern Affairs leadership. (Action: IIP, in coordination with NEA)

Pre-CFR Status: Open

CFR Findings: Revised and reissued as CFR Recommendation 13.

Recommendation 41: The Bureau of Near Eastern Affairs, in coordination with the Bureau of International Information Programs, should establish regular meetings between the staffs of the two bureaus working on outreach to Iran. (Action: NEA, in coordination with IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 42: The Bureau of Administration, in coordination with the Bureau of International Information Programs, should deobligate Bureau of International Information Programs accounts with expired funding, completed performance, and small obligated amounts. (Action: A, in coordination with IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR Team confirmed implementation; recommendation closed.

Recommendation 43: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should revise its human resources standard management policies and procedures and reorganize and categorize them on its intranet Web site to improve user information access. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 44: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should determine what type of personnel questions and issues should be sent to the human resources officer for action and post them on the intranet site. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 45: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should provide its human resources staff with customer service training. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 46: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should include customer service as an element in human resources staff position descriptions and performance evaluations. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 47: The Bureau of International Information Programs should issue an administrative notice to staff outlining supervisory responsibility for confirming that employee

position descriptions are accurate in accordance with Department of State guidelines. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 48: The Bureau of International Information Programs should review the accuracy of its position descriptions and update them as needed. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 49: The Bureau of International Information Programs should provide training to managers about the role, duties, and responsibilities of managers and Human Resources unit staff in the Federal hiring process. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 50: The Bureau of International Information Programs should hold monthly meetings with hiring managers to discuss the status of vacancy announcements and applicants. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 51: The Bureau of International Information Programs should implement an orientation program for Foreign Service and contract employees. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 52: The Bureau of International Information Programs should implement a mentoring program for entry-level officers and employees in personnel categories not covered by existing counseling and evaluation programs. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 53: The Bureau of International Information Programs should create an Equal Employment Opportunity section on its SharePoint or intranet site. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 54: The Bureau of International Programs should post on bulletin boards throughout the bureau contact information for the Equal Employment Opportunity counselor and the steps to initiate complaints. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 55: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should analyze its procurement processes and effect changes as needed. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 56: The Bureau of International Information Programs, in coordination with, the Bureau of Educational and Cultural Affairs and the Bureau of Diplomatic Security, should test all security alarms and locks annually for proper working order. (Action: IIP, in coordination with ECA and DS)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 57: The Bureau of International Information Programs should include compliance with performance management guidelines and due dates as an element in managers' and supervisors' work commitments and work requirements and rate managers and supervisors accordingly. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 58: The Bureau of International Information Programs, in coordination with the Bureau of Human Resources, should assess penalties for the late submission of performance evaluations, midyear performance reviews, Civil Service work commitments, and Foreign Service work requirements. (Action: IIP, in coordination with DGHR)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 59: The Bureau of International Information Programs, in coordination with the Bureau of Administration and the Bureau of Human Resources, should create a full-time contracts coordinator position for an experienced contracting officer. (Action: IIP, in coordination with A and DGHR)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 60: The Bureau of Administration, in coordination with the Bureau of International Information Programs should confirm all contracting officer's representative assignments for the Bureau of International Information Programs' active contracts and issue new designation letters for representatives lacking this documentation in their files. (Action: A, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 14.

Recommendation 61: The Bureau of International Information Programs should implement policies regarding oversight of on-site contractors, including prior approval from the contracting officer's representative for equipment disbursement, telework, identification of contractors, and overtime hours. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 62: The Bureau of International Information Programs should cease tasking contractors with work outside the scope of their contracts. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 63: The Bureau of International Information Programs should modify the contracts management and invoice system to accommodate contracting officer's representatives' recordkeeping requirements as described in Department of State regulations. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 64: The Bureau of Administration, in coordination with the Bureau of International Information Programs, should conduct a workforce study to identify the appropriate workforce mix of direct-hire and contract employees based on both cost considerations and control over the bureau's mission. (Action: A, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 15.

Recommendation 65: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should revise the travel approval chain within the joint Executive Office to delegate travel approval authority to the appropriate officials and submit delegations in writing to the Office of Directives Management. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 20.

Recommendation 66: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should provide refresher training to travel arrangers and approvers. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 67: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should require all travelers to scan necessary voucher documentation into the E2 travel system, including air ticket invoices, boarding passes, receipts, and approval memos. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 21.

Recommendation 68: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should properly document the circumstances supporting the authorization of indirect travel, business class travel, actual lodging, and other exceptional travel. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 22.

Recommendation 69: The Bureau of International Information Programs should develop a bureau-wide information technology strategic plan. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 16.

Recommendation 70: The Bureau of International Information Programs should update the project review board's charter to include governance and enforcement of Department of State and Federal information technology management policies. (Action: IIP)

Pre-CFR Status: Closed

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 71: The Bureau of International Information Programs should implement centralized project management processes for information technology projects and programs. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 72: The Bureau of International Information Programs should stop new application development using its cloud-based software service until it develops a project plan that addresses the objectives, business case, risks, security, and annual operating costs of this service. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 73: The Bureau of International Information Programs, in coordination with the Bureau of Human Resources, should consolidate the Office of Content Management Systems and the Office of IT Applications. (Action: IIP, in coordination with DGHR)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 74: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs and the Office of the Under Secretary for Public Diplomacy and Public Affairs, should transfer development and maintenance support of the mission activity tracker application to the Bureau of Educational and Cultural Affairs. (Action: IIP, in coordination with ECA and R/PPR)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 75: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should implement an information technology service level agreement. (Action: IIP, in coordination with ECA)
Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 76: The Bureau of International Information Programs should inventory its information technology systems and certify and accredit the systems appropriately. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 77: The Bureau of International Information Programs, in coordination with the Bureau of Educational and Cultural Affairs, should implement a shared information security support standard operating procedure, including cyber-incident handling for externally hosted systems. (Action: IIP, in coordination with ECA)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 78: The Bureau of International Information Programs should provide role-based information assurance for information technology managers training at the Diplomatic Security Training Center. (Action: IIP)

Pre-CFR Status: Open

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Recommendation 79: The Bureau of Information Resource Management, in coordination with the Bureau of International Information Programs, should conduct an information technology network infrastructure needs analysis for public diplomacy work and implement the results. (Action: IRM, in coordination with IIP)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 17.

Recommendation 80: The Bureau of International Information Programs, in coordination with the Office of the Under Secretary for Management, should update the Internet steering committee's charter. (Action: IIP, in coordination with M/PRI)

Pre-CFR Status: Open

CFR Findings: Reissued as CFR Recommendation 18.

Appendix B: Status of 2013 Informal Recommendations

Informal CFR Recommendation 1: The Bureau of International Information Programs should consolidate its weekly staff meetings.

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Informal CFR Recommendation 2: The Bureau of International Information Programs should coordinate with the Bureau of Intelligence and Research to formalize a process for sharing research results.

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Informal CFR Recommendation 3: The Bureau of International Information Programs should make its social media feed items accessible to embassies online before sending out the daily social media feeds.

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Informal CFR Recommendation 4: The Bureau of International Information Programs should establish guidelines setting priorities and clarifying the circumstances under which the Office of CO.NX/DVC will support requests that do not support public diplomacy goals.

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Informal CFR Recommendation 5: The Bureau of International Information Programs should identify appropriate criteria for the selection of contracting officer's representatives and assign responsibility accordingly.

CFR Findings: The CFR team confirmed implementation; recommendation closed.

Informal CFR Recommendation 6: The Bureau of International Information Programs should report all social media and third-party technology in use to the public diplomacy Configuration Change Control Board.

CFR Findings: The CFR team confirmed implementation; recommendation closed.

FRAUD, WASTE, ABUSE, OR MISMANAGEMENT OF FEDERAL PROGRAMS HURTS EVERYONE.

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