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Office of Inspector General  
United States Department of State

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ISP-I-20-04

Office of Inspections

November 2019

# Inspection of Embassy Nouakchott, Mauritania

BUREAU OF AFRICAN AFFAIRS

UNCLASSIFIED



# HIGHLIGHTS

Office of Inspector General  
United States Department of State

ISP-I-20-04

## What OIG Inspected

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

## What OIG Recommends

OIG made 26 recommendations: 25 to Embassy Nouakchott and 1 to the Bureau of Educational and Cultural Affairs.

In its comments on the draft report, the Department concurred with all 26 recommendations. OIG considers all 26 recommendations resolved. The Department's response to each recommendation, and OIG's reply, can be found in the Recommendations section of this report. The Department's formal written responses are reprinted in their entirety in Appendix B.

November 2019

OFFICE OF INSPECTIONS

BUREAU OF AFRICAN AFFAIRS

## Inspection of Embassy Nouakchott, Mauritania

### What OIG Found

- The Ambassador and the Deputy Chief of Mission led Embassy Nouakchott professionally and collaboratively, incorporating policy and engagement ideas from American and locally employed staff.
- U.S. direct-hire and locally employed staff vacancies adversely affected information management operations.
- Internal controls for some general services, facility management, and financial management functions did not comply with Department of State standards and procedures.
- Spotlight on Success: Under the Deputy Chief of Mission's supervision, the Program and Advisory Council and the Program and Grants Office maximized the effect of foreign assistance resources, minimized redundancies, and ensured consistency with Integrated Country Strategy priorities.
- Spotlight on Success: A Regional Security Office initiative empowered female guard force members and promoted respect for diversity in the local guard force.

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## CONTEXT

A large, sparsely populated country of 3.8 million people that straddles the divide between Maghreb North Africa and Sahel sub-Saharan Africa, Mauritania is among the poorest and least developed countries in Africa. Weak democratic institutions, poor governance, widespread corruption, and lack of rule of law hamper socio-economic progress. The country, which is mostly desert, is economically dependent on agriculture, fishing, and mining. Sixty percent of the population is under the age of 25, and 46 percent live below the poverty line. Mauritania ranked 173 out of 228 countries in nominal per capita gross domestic product (\$1,292 projected for 2019 by the International Monetary Fund). Despite these challenges, Mauritania's economy has experienced gradual growth, which is largely attributed to foreign investment in extractive industries. The discovery of offshore oil and gas deposits have attracted significant interest in further exploration and development by major U.S. oil companies.



Figure 1: Map of Mauritania (Source: CIA World Factbook)

Since gaining independence from France in 1960, Mauritania experienced a series of military coups abruptly ending elected and non-elected governments until President Mohamed Ould Aziz's 2009 election. National elections for his successor took place in June 2019 and constitutes the first peaceful, constitutional transfer of power in Mauritania's history.

Al-Qaeda in the Islamic Maghreb and similar groups pose a security threat to the Sahel region. Al-Qaeda in the Islamic Maghreb launched a series of attacks from 2005 to 2011 in Mauritania, murdering foreign tourists and aid workers, including U.S. citizens, and attacking Mauritanian Government and foreign diplomatic facilities. Since 2011, Mauritania held dialogues with terrorist groups and conducted military actions against them to help prevent further terrorist attacks in the country, but the pace of attacks in neighboring countries, such as Mali, is growing. The prospect that Islamic State militants displaced from the Middle East will establish a greater presence in the Sahel concerns U.S. Government and independent observers.

Strains exist among the major ethnic groups (white Moors, black Moors, and Afro-Mauritanians), which are exacerbated by widespread poverty and economic inequality. With slavery legally abolished only in 1981, Mauritania's long-standing and serious human rights and trafficking issues persist. The government's failure to take significant steps to address hereditary slavery and other forms of human trafficking earned it the lowest ranking (Tier 3) in

the 2018 U.S. Trafficking in Persons report.<sup>1</sup> This ranking led to restrictions on non-humanitarian foreign assistance, effective October 1, 2018. Additionally, the United States ended Mauritania's trade benefits under the Africa Growth and Opportunity Act<sup>2</sup> on January 1, 2019, due to concerns about forced labor.

The U.S. Ambassador is an official observer to the G-5 Sahel, a regional organization established to increase security and economic cooperation that has its Permanent Secretariat and Defense College in Nouakchott.<sup>3</sup>

Embassy Nouakchott's primary goals in its Integrated Country Strategy (ICS), completed in 2018, are to:

- Strengthen security for Mauritians and Americans.
- Increase opportunity, reduce poverty, and improve health.
- Further democratic governance, including ending slavery and promoting an inclusive society.

For FY 2017, the Department of State (Department) approved approximately \$3.3 million in bilateral foreign assistance funding for security and counterterrorism programs. Far larger amounts of humanitarian, health, and security funding from the U.S. Agency for International Development (USAID), Department of Defense, and Department-controlled regional and global accounts also are programmed in Mauritania (totaling approximately \$46.3 million in FY 2018). As noted above, a significant portion of assistance funding is under review and will likely be suspended as a result of Mauritania's Tier 3 status in the Trafficking in Persons report.

In FY 2019, Embassy Nouakchott was authorized 56 U.S. direct hire employees, 14 eligible family members, and 551 locally employed (LE) staff members. The Department of Defense and USAID are represented at the embassy. The embassy is considered to be historically difficult to staff<sup>4</sup> and suffered extended staffing vacancies and gaps. The embassy is located in a new

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<sup>1</sup> Pursuant to the Trafficking Victims Protection Act of 2000, the Department's annual Trafficking In Persons report covers government efforts undertaken from April 1, 2017, through March 31, 2018. Mauritania was identified as a Tier 3 country following a determination that it does not fully comply with the minimum standards for the elimination of human trafficking and is not making significant efforts to do so. For Tier 3 countries, the President may impose restrictions on non-humanitarian-related foreign assistance (or waive such restrictions if the assistance is determined to promote Trafficking Victim Protection Act goals or is in the U.S. national interest).

<sup>2</sup> The Africa Growth and Opportunity Act is a U.S. nonreciprocal trade preference program that provides duty-free treatment to U.S. imports of certain products from eligible sub-Saharan countries to encourage export-led growth and economic development.

<sup>3</sup> G-5 members include Burkina Faso, Chad, Mali, Mauritania, and Niger.

<sup>4</sup> The Department designates embassies with more than 50 percent of their regular summer bidding cycle positions receiving fewer than three at grade/in-skill-code bids as "most difficult to staff" for that cycle. Embassies receiving this designation for three of the previous four regular summer bidding cycles are designated "historically difficult to staff." Bureau of Human Resources, Standard Operating Procedure B-19, "Historically Difficult-to-Staff Posts," June 5, 2009.



## **Equal Employment Opportunity Program**

Embassy Nouakchott's Equal Employment Opportunity program met the requirements in 3 FAM 1514.2. Program notices in English, Arabic, and French were posted in several embassy compound locations. The embassy had an Equal Employment Opportunity counselor, a Federal Women's Program coordinator, and an LE staff liaison. The Ambassador stressed the importance of these programs in a message to all staff. However, the Ambassador told OIG that LE staffing did not reflect Mauritania's ethnic diversity, and the embassy relied on third-country nationals in a number of key LE staff positions. Additionally, embassy staff told OIG that Mauritanian women often do not have opportunities for higher education, making many of them under-qualified for embassy positions.

### **Spotlight on Success: Regional Security Office Initiative Promoted Respect for Diversity in the Local Guard Force**

With the help of the LE staff, the Regional Security Office convened female members of the local guard force and gave them a platform—the Women in Nouakchott (WIN) initiative—to voice their concerns, promote respect for diversity in the guard force, and share strategies to resolve challenges in both the workplace and outside the embassy. WIN is composed of female guards, but its meetings are open to all guard force members. The WIN initiative identified and successfully resolved challenges related to inadequate restrooms and inappropriate uniforms and shoes for female local guards. The Regional Security Officer told OIG he planned to create a network for WIN members to communicate with their counterparts at other U.S. embassies in the region.

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

### ***Embassy Adjusted Integrated Country Strategy Goals as Conditions Changed, But Lacked A Formal Review Process***

With the first peaceful, constitutional transfer of power in June 2019, improved security, and the potential for increased investment in Mauritania's extractive industry, Mauritania is in transition, and the embassy was adapting to these new conditions. The Ambassador acknowledged to OIG that because the top ICS goal—security in Mauritania—had improved, security assistance funding was likely to be reduced, and the embassy would emphasize human rights and economic development. Economic development is a particular priority for the current U.S. administration, as expressed by the Bureau of African Affairs Assistant Secretary's comment, "trade not aid." OIG observed the Ambassador's focus on economic issues in Country Team meetings and during a visit to Nouakchott's expanding commercial port, a potentially important project for American companies looking to invest in Mauritania's offshore oil and gas reserves.



**Figure 2:** Port of Nouakchott (Source: Mauritania Port Operations)



**Figure 3:** U.S. Ambassador to Mauritania visiting the Port of Nouakchott (Source: OIG)

The Public Diplomacy Section chief led the development of the ICS, which was approved by the Department on October 4, 2018. American and LE staff members told OIG the Ambassador clearly communicated ICS goals, which guided their daily work. However, the embassy lacked a formal process to evaluate progress and modify ICS goals as conditions changed, as required by Department guidance.<sup>6</sup> The Ambassador and the DCM told OIG they planned to review the ICS after the June 2019 presidential elections and institute procedures for periodic monitoring and re-assessment of its goals.

### ***Ambassador Engaged Key Leaders on U.S. Priorities***

OIG found the Ambassador used his frequent meetings with key Mauritanian leaders to focus on U.S. priorities. The Ambassador's calendar for April and May 2019 included events with diplomatic colleagues, an Earth Day celebration, a G-5 Sahel Regional Security meeting, and meetings with the Mauritanian Defense University. In addition, he took Arabic language classes to enhance his public engagements.

At the time of the inspection, Mauritania was preparing for the June 2019 presidential election and the first-ever democratic transition of power. The Ambassador met individually with all six presidential candidates and outlined U.S. Government support for the democratic transition of power, explained American regional priorities, and demonstrated impartiality toward all Mauritanian political parties. The embassy received favorable press coverage of these engagements.

Offshore oil deposits have attracted U.S. and international oil and gas companies, and the Ambassador told OIG that he was encouraging presidential candidates to invest potential

<sup>6</sup> Department of State, Integrated Country Strategy Guidance and Instructions, Appendix B: Strategy Implementation and Review Methodology, updated March 2018. See also 18 FAM 301.2-4(C).



revenues in Mauritania's health, education, and infrastructure sectors. The Ambassador also cultivated relationships with other stakeholders to encourage economic development. For example, he attended an investment climate meeting and met with American oil and gas executives and the Mauritanian Commerce Minister.

In addition to these economic issues, the Ambassador worked with the government and presidential candidates to combat forced labor in Mauritania. The embassy told OIG that it hoped its efforts would eventually lead to the lifting of U.S. sanctions and restore U.S. assistance levels that were lost due to Mauritania's Tier 3 ranking in the Department's 2018 Trafficking in Persons report and eligibility for trade preference benefits under the Africa Growth and Opportunity Act.

### **Spotlight on Success: Embassy Nouakchott Promoted a "Whole of Government" Approach to Foreign Assistance Programming**

The embassy promoted a "whole of government" approach to foreign assistance programming in two coordinated and complementary ways, including a Program and Advisory Council and a Program and Grants Office, both of which coordinated Department-funding foreign assistance.

The Program and Advisory Council served as a coordinating body to ensure activities funded through multiple foreign assistance streams were known to, and coordinated throughout, the mission and included American and LE staff representatives from the Departments of State and Defense and USAID. Although the DCM oversaw and participated in the council, the chairmanship rotated among American council members.

The Program and Grants Office served as the point of contact for other U.S. Government agencies such as the Departments of Agriculture and Labor, which were not present in Mauritania but funded sizeable assistance activity across the country (\$17 million since 2014). An experienced LE staff member led the office, reported directly to the DCM, and served as the permanent deputy chair of the Program and Advisory Council. The office worked closely with USAID's Country Program staff, provided programmatic continuity, tracked all U.S. Government assistance to Mauritania, and maintained extensive contacts with Mauritanian ministries as well as international and nongovernmental organizations. The office also organized and participated in visits to grantees across the country, which afforded valuable reporting opportunities on developments in remote regions of the country. This "whole of government" approach enabled the embassy to maximize the effect of foreign assistance resources, minimize programmatic redundancies, and ensure foreign assistance was consistent with ICS priorities.

### **Adherence to Internal Controls**

The Ambassador and the DCM prepared the FY 2018 Annual Chief of Mission Management Controls Statement of Assurance in accordance with 2 FAM 022.7(1), which requires chiefs of mission to develop and maintain appropriate systems of management control for their organizations. The embassy identified deficiencies in management and security operations and

the steps needed to remedy them. However, OIG found that some deficiencies listed in the Statement of Assurance remained unresolved, particularly those requiring Department coordination, such as a plan for the old chancery grounds.

OIG confirmed the DCM reviewed the Consular Section chief's nonimmigrant visa adjudications in accordance with 9 FAM 403.12-2b. The embassy gift registry was up to date and complied with 2 FAM 964a.

## **Security and Emergency Planning**

The Ambassador and the DCM oversaw an embassy security program that generally maintained safety and security consistent with responsibilities defined in 12 Foreign Affairs Handbook (FAH)-1 H-721a. The Front Office supported the Regional Security Office's comprehensive drills and training program, which included emergency preparedness for the entire embassy community. American and LE staff told OIG they felt safe on the new embassy compound, and Americans told OIG they felt safe in their residences and in town. The DCM chaired three Emergency Action Committee meetings from January to mid-June 2019 to discuss election security, access to the embassy, and emergency preparedness. Although the Ambassador participated in weekly radio checks, overall embassy participation was low. OIG addressed this deficiency and other security deficiencies in the related classified report.

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

The DCM oversaw a development program for the embassy's six First- and Second-Tour (FAST) employees in accordance with 3 FAM 2242.4. She hosted brown bag meetings on assignments, bidding, employee evaluations, and other relevant topics. Every month a FAST officer gave a briefing on his or her role and responsibilities in the embassy. The DCM described, and FAST personnel agreed, the meetings were a "safe space" for questions on any issue. FAST employees told OIG they appreciated the DCM's open-door policy and the level of responsibility they had in Embassy Nouakchott.

## **POLICY AND PROGRAM IMPLEMENTATION**

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OIG assessed Embassy Nouakchott's policy and program implementation through a review of the Political-Economic Section's advocacy and analysis work, the Public Diplomacy Section's efforts, and the Consular Section's provision of American citizen and visa services. OIG also reviewed the work of the embassy's foreign assistance planning and coordination and program management of Department-funded foreign assistance programs. OIG found the embassy generally met Department requirements for policy and program implementation. However, OIG found deficiencies in some programs, as described below.

## **Political-Economic Section**

OIG reviewed the Political-Economic Section's leadership, management, policy implementation, reporting and advocacy, commercial promotion, Leahy vetting,<sup>7</sup> and export control program. At the time of the inspection, the section was fully staffed with one first-tour political officer, one officer in his first economic position, and four LE staff members. The Department and other agencies told OIG they found the embassy's reporting and advocacy to be useful, timely, and of high quality. OIG determined the embassy's political-economic operations generally complied with Department standards and policies, and the section aligned its reporting and activities with ICS goals.

### ***Section's Advocacy Advanced Embassy Goals, But Workload Impeded Reporting***

The Political-Economic Section's reporting and policy advocacy advanced the embassy's ICS democracy, human rights, and economic development goals for Mauritania. However, OIG found that its small staff and heavy workload made reporting difficult. The section worked closely with the Bureau of Democracy, Human Rights, and Labor and with the Office of the U.S. Trade Representative to report on and promote greater Mauritanian action against human trafficking and forced labor. It also supported the Ambassador's advocacy with Mauritanian officials and engaged nongovernmental organizations, other diplomatic missions and the United Nations, and opposition candidates to promote free and fair presidential elections in June 2019. In addition, staff assisted the Ambassador in his role as observer to the G-5 Sahel Secretariat. Furthermore, the section worked closely with the Ambassador, the Mauritanian Government, and the business community to launch the U.S.-Mauritania Business Forum and to advance exploration, drilling, and production by U.S. companies of large offshore oil and gas reserves that may significantly benefit Mauritania and the United States.

Although the section completed all mandatory reporting, including a first-ever Country Commercial Guide for Mauritania, it lacked the capacity for additional reporting on a range of political and economic issues of interest to U.S. stakeholders, including other countries' economic and diplomatic activity within Mauritania. In anticipation that the expanding U.S.-Mauritania relationship will significantly increase the workload of the section, the embassy requested an additional U.S. direct-hire mid-level officer position in its FY 2020 Mission Resource Request.

### ***Leahy Vetting and Export Control Checks Met Department Requirements***

In 2018, Embassy Nouakchott vetted 416 individuals and security units for potential gross human rights abuses in accordance with applicable Leahy vetting laws and Department requirements. Other than during a one-month period when the Department's vetting database

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<sup>7</sup> The Leahy Amendment to the Foreign Assistance Act of 1961 prohibits the Department from furnishing assistance to foreign security forces if the Department receives credible information that such forces have committed gross violations of human rights. See 22 U.S.C. § 2378d.

system<sup>8</sup> was offline, the Bureau of Democracy, Human Rights and Labor told OIG that the embassy submitted cases in a timely and detailed manner. From May 2018 to May 2019, the embassy carried out one pre-license and one post-license inspection under the Department's Blue Lantern end-use monitoring program,<sup>9</sup> although there was a two-year delay in the post-license inspection because of embassy staff turnover and a delayed Mauritanian response due to misplaced inventory. However, OIG found no written record of either inspection in the Political-Economic Section files. Section staff agreed with OIG's advice to establish a proper record keeping system for Blue Lantern inspections.

### ***Foreign Assistance Managed According to Department Regulations***

Embassy Nouakchott managed its foreign assistance grants activities in accordance with the Department's Federal Assistance Directive. The Economic Officer and a representative in the Department's Office of Acquisition Management served as Grants Officers. Two LE staff members served as Grants Officer Representatives for non-public diplomacy grants. OIG found embassy staff members were knowledgeable about grants management requirements. Although not required to do so, Grants Officer Representatives uploaded documentation on all 2017 and 2018 grant files into the State Assistance Management System Overseas,<sup>10</sup> which was installed in November 2018.

In FY 2017 and FY 2018, the embassy awarded grants to one international organization, seven Mauritanian organizations, and one United States-based entity. OIG reviewed all nine grants, totaling \$924,623, and found their purposes consistent with and supportive of ICS goals. OIG found that paper and electronic grant files were largely complete. Where OIG noted documents missing, the information was available elsewhere and staff added them to the grant files during the inspection. Restrictions on foreign assistance funding to Mauritania resulting from the country's Tier 3 designation in the 2018 Trafficking in Persons report reduced foreign assistance funding availability in non-humanitarian and non-trade-related assistance categories. Pending final Department review of these restrictions, the embassy did not obligate funds requiring a waiver of these restrictions after September 30, 2018.

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<sup>8</sup> The International Vetting and Security Tracking, or INVEST, system is an internal Department database containing the names of individuals or units nominated for U.S. training or assistance. Through this resource, the Department vets the individuals or units using governmental, nongovernmental, and media resources for human rights abuses in the relevant country.

<sup>9</sup> The Department's Blue Lantern program is mandated by Section 40A of the Arms Export Control Act. It targets defense-trade transactions based on specific risks and concerns, seeks to confirm their legitimacy through pre- and post-license checks, and verifies the bona fides of foreign consignees and end-users. See 22 U.S.C. § 2785.

<sup>10</sup> Office of the Procurement Executive, Federal Assistance Directive, Chapter 1 (May 2017), and cable 2016 STATE 127862, "Deployment and Mandatory Use of the Overseas State Assistance Management System (SAMS Overseas) for Federal Financial Assistance," November 30, 2016. The Federal Assistance Directive states, "Awards issued prior to the deployment of SAMS Overseas are not required to be manually entered into the system."

## Public Diplomacy

OIG reviewed the Public Diplomacy Section's leadership, strategic planning and reporting, resource and knowledge management, Federal assistance, exchanges and cultural affairs, media engagement, and American Spaces operations.<sup>11</sup> The section used an adequate range of public diplomacy tools and programs, including Arabic language media outreach, English language learning, small grants, alumni engagement, and American Spaces to advance ICS goals. OIG found the embassy's public diplomacy activities generally complied with Department standards and guidance, with the exceptions described below.

### ***Embassy's American Center Did Not Conform to Department Standards***

OIG found that the American Center in the new embassy compound did not comply with Department standards. According to the Open Access Principles in 10 FAM 385b(4)-(5), American Spaces should allow personal electronic devices and have open wireless internet access.<sup>12</sup> OIG found, however, center visitors were unable to use their personal electronic devices or access wireless internet because the center's interior location within the chancery blocked reception. This issue should be addressed, as failure to implement these principles limits opportunities for dialogue and positive engagement with foreign audiences to advance U.S. foreign policy objectives.

**Recommendation 1:** Embassy Nouakchott, in coordination with the Bureaus of Diplomatic Security, Information Resource Management, and Overseas Buildings Operations, should bring the American Center in the new embassy compound into compliance with Department standards. (Action: Embassy Nouakchott, in coordination with DS, IRM, and OBO)

### ***EducationUSA Advising Center Not Certified***

The service level of the EducationUSA Advising Center,<sup>13</sup> located in the American Center, was not certified. The Bureau of Educational and Cultural Affairs website designated the Advising

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<sup>11</sup> According to 10 FAM 381, American Spaces are Department-operated or -supported public diplomacy facilities that provide digitally enhanced physical platforms for engagement with foreign audiences in support of U.S. foreign policy objectives. Embassy Nouakchott American Spaces include an American Center in the embassy compound and the partner-operated American Corner at the High Institute for Islamic Studies and Research. The American Spaces five core programs and services are: English language learning, alumni engagement, educational advising, information about the United States, and community outreach (see 10 FAM 382b).

<sup>12</sup> The five Open Access Principles in 10 FAM 385b for American Spaces are: (1) open public access; (2) unescorted access; (3) separate security screening; (4) personal electronic devices allowed; and (5) wireless internet access. Adherence to these principles provides an environment conducive to dialogue and positive engagement with foreign audiences to promote U.S. foreign policy interests.

<sup>13</sup> EducationUSA is a Department-funded network of international student advising centers that promote U.S. higher education opportunities by offering accurate, comprehensive, and current information about opportunities to study at accredited post-secondary institutions in the United States. The American Spaces five core programs and services include educational advising and promoting study in the United States.

Center at the “comprehensive,” or highest, level of service.<sup>14</sup> However, because of competing priorities, a Regional Educational Advising Coordinator did not perform an on-site visit to evaluate and certify the center’s actual level of service, as required by the bureau’s June 2015 EducationUSA Center Levels Key. An incorrect designation and certification create the risk that the embassy could inaccurately advertise EducationUSA services it is able to provide at the American Center.

**Recommendation 2:** The Bureau of Educational and Cultural Affairs should require that a Regional Educational Advising Coordinator visit Embassy Nouakchott’s EducationUSA Advising Center to evaluate and certify its level of service. (Action: Bureau of Educational and Cultural Affairs)

### ***Public Diplomacy Funds Used for Non-Public Diplomacy Related Mission Support***

OIG found the embassy used public diplomacy funds for non-public diplomacy mission support, in violation of Department guidance. Specifically, Public Diplomacy Section LE staff regularly provided Arabic language translation and interpretation services for the embassy that did not relate to public diplomacy functions. According to 10 FAH-1 H-021g(4), these funds may be used only for authorized public diplomacy purposes. Embassy staff told OIG that no one else at the embassy could provide these services. By providing non-public diplomacy support to the embassy, however, the Public Diplomacy Section funded activity that did not comply with Department standards for the effective and responsible management of public diplomacy resources.

**Recommendation 3:** Embassy Nouakchott should comply with Department standards for the use of public diplomacy funds. (Action: Embassy Nouakchott)

## **Consular Affairs**

OIG reviewed consular operations, including consular leadership, American citizen services, crisis preparedness, management controls, visa services and processing, outreach, and fraud prevention programs. The Consular Section provided American citizen services to a U.S. citizen community that included an estimated 1,040 residents and approximately 1,000 annual visitors. There was low demand for American citizen services, with fewer than 200 cases in FY 2018, approximately the same number as in FY 2017. Embassy Dakar, Senegal, processes immigrant visas for Mauritanian residents and citizens.

The section processed 734 nonimmigrant visas in FY 2018, a 67 percent decrease from the previous fiscal year and an 85 percent decrease from FY 2016. This was due to a 14-month staffing gap from July 2017 to September 2018 in the sole consular officer position. During this period, two embassy officers from other sections handled essential consular services, and other embassies provided intermittent coverage for approximately 1 week each month. Based on FY

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<sup>14</sup> EducationUSA Advising Centers provide one of three levels of service: Comprehensive, Standard, and Reference as indicated in the Bureau of Educational and Cultural Affairs’ EducationUSA Center Levels Key of June 16, 2015.

2019 data through May 31, the embassy was on track to process 5,184 nonimmigrant visas for the full fiscal year, similar to the FY 2016 workload.

With the exception described below, OIG found the Consular Section's operations complied with Department guidelines in 7 FAM, 8 FAM, 9 FAM, and 7 FAH.

***Consular Section Lacked a Strategy and Standard Operating Procedures for Fraud Prevention***

The Consular Section did not prepare a written fraud prevention strategy, nor did it publish standard operating procedures for its fraud prevention program. Guidance in 7 FAH-1 H-941 requires each embassy to define its fraud prevention program in a written strategy, which includes specific responsibilities, goals, objectives, indicators, and priorities. In addition, the strategy must lead to the development of standard operating procedures, which are used to organize, communicate, and implement best practices. Guidance in 7 FAH-1 H-941a(1) and 7 FAH-1 H-941.1c highlights the importance of sound procedures on referring cases for further investigation, working with the embassy's Regional Security Office, and conducting fraud interviews and investigatory site visits. The Consular Section did not comply with these requirements due to competing priorities. The absence of an overall strategy and established procedures for fraud prevention increase the risk that individual cases of fraud as well as fraud trends will not be identified, and that time and effort devoted to fraud prevention will be improperly allocated.

**Recommendation 4:** Embassy Nouakchott should establish a fraud prevention strategy and standard operating procedures to implement that strategy, in accordance with Department guidance. (Action: Embassy Nouakchott)

## RESOURCE MANAGEMENT

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OIG reviewed internal control systems in the Management Section's general services, facilities management, financial management, and human resources operations. OIG found the Human Resources, Facilities Management, and Financial Management Offices generally implemented required processes and procedures in accordance with applicable laws and Department guidance, with the exceptions noted below. However, OIG found a number of management control issues in the General Services Office having to do with motor pool, property management, and procurement. These are described below.

In addition, the embassy corrected two management control issues during the inspection. Specifically:

- The Facility Manager reviewed the embassy's list of confined spaces<sup>15</sup> and established entry permit requirements as mandated by the Department's Confined Space Program Procedures.

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<sup>15</sup> "A confined space is a work location that is large enough and configured so that an employee can bodily enter and perform assigned work, has limited and/or restricted openings for entry, and that is not designed for

- The Ambassador formally authorized the provision of accommodation exchange services by the embassy cashier, in accordance with 4 FAH-3 H-361.2a.

## **General Services Operations**

### ***Some Vehicles Under Chief of Mission Authority Did Not Have Event Data Recorders***

OIG found three U.S. Government-owned vehicles under chief of mission authority that were not equipped with event data recorders.<sup>16</sup> Guidance in 14 FAM 435.5b states that at overseas posts with a Bureau of Overseas Buildings Operations-approved event data recorder program, all official vehicles under chief of mission authority will be included in the program. The only exceptions are vehicles owned by the Departments of Justice or Homeland Security and operated primarily by U.S. law enforcement personnel working for those agencies. The guidance also states that other outside agencies may apply to the chief of mission for waivers that allow temporary or permanent removal when enhanced operational security is required and U.S. direct-hire employees are driving. Embassy staff told OIG this issue occurred because of a lack of management oversight. Failure to adhere to the event data recorder program increases the risk of unsafe driving practices and vehicle mishaps.

**Recommendation 5:** Embassy Nouakchott should bring its event data recorder program into compliance with Department standards. (Action: Embassy Nouakchott)

### ***Embassy Did Not Fully Comply With Department's Motor Vehicle Safety Standards***

Embassy Nouakchott did not comply with the Department's Overseas Motor Vehicle Safety standards. Specifically:

- Seventeen chauffeurs and 32 incidental (self-drive) drivers who drove armored vehicles did not receive armored vehicle training as required in 12 FAM 389b.
- Six chauffeurs and 27 incidental drivers did not receive driver safety training or required retraining as called for in 14 FAM 433.5a-b.
- Seventeen chauffeurs and 91 incidental drivers held expired medical certifications or never received medical certifications before driving official vehicles, contrary to guidance in 14 FAM 433.4a-c.

These internal control issues occurred because of a lack of management oversight. Failure to enforce these motor vehicle safety standards increases the risk of injury to drivers, passengers, and the public, as well as damage to U.S. Government property.

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continuous occupancy." Department of State, Overseas Buildings Operations, Office of Safety, Health, and Environmental Management's Confined Space Program Procedures, 2002.

<sup>16</sup> An event data recorder uses a recording device with a microphone, a forward and backward facing camera, and an accelerometer to record events triggered by abrupt movements, such as hard breaking, rapid acceleration, swerving, impact, or poor road conditions. The intent is to capture risky driving behaviors that, if left unchecked, could lead to collisions.



**Recommendation 6:** Embassy Nouakchott should comply with all Department overseas motor vehicle safety requirements for chauffeurs and incidental drivers under chief of mission authority. (Action: Embassy Nouakchott)

***Embassy Did Not Monitor Operating Costs of its Official Vehicles***

Embassy Nouakchott did not monitor the operating costs of its official vehicles. Specifically, the motor pool prepared the required fleet efficiency report, but no one reviewed the information it contained as required by Section 1 of the Department's Motor Pool Procedures Overseas guide. This occurred because of competing priorities related to managing the motor pool. The monthly fleet management report includes useful information about vehicle costs, including fuel and oil consumption, vehicle repairs, and kilometers driven. Reviewing this data can help identify significant changes in fuel or oil consumption that could be an indicator of unresolved mechanical issues or theft.

**Recommendation 7:** Embassy Nouakchott should complete its monthly fleet management report in accordance with Department standards. (Action: Embassy Nouakchott)

***Bulk Fuel Operation Was Not Managed in Accordance With Department Standards***

OIG found the embassy did not manage its bulk fuel operation in accordance with Department standards. Specifically:

- The receiving clerk was not present for fuel deliveries, as required by 14 FAM 413.3a. Instead, a facility management employee was present, but he was not designated as a receiving clerk, as required by Section 3.1b of the Department's Motor Pool Procedures Overseas guide.
- The fuel pump meters were not calibrated, as required by Section 3.3b of the Department's Motor Pool Procedures Overseas guide.
- Embassy staff did not test fuel tanks for water before and after delivery, in accordance with Section 3.1c(3) of the Department's Motor Pool Procedures Overseas guide.

Embassy staff told OIG these issues occurred because of a lack of management oversight and competing priorities. Failure to implement adequate management controls over bulk fuel operations increases the risk of mismanagement and theft.

**Recommendation 8:** Embassy Nouakchott should manage its bulk fuel operation in accordance with Department standards. (Action: Embassy Nouakchott)

***Property Management Section Did Not Document Nonexpendable Property Transfers to Embassy Residences***

The embassy did not document all nonexpendable property transfers or record them in the Department's Integrated Logistics Management System (ILMS),<sup>17</sup> as required by Department standards. OIG's review of ILMS property metrics found the embassy did not document 34.67 percent of nonexpendable property transfers to residences in FY 2018. Guidance in 14 FAM 416.3a requires property transfers to be documented and signed for by the occupant and for the signed property forms to be maintained in residential inventory files. This process allows the embassy to track changes to the original inventory prepared when an employee first moves into a residence. Furthermore, guidance in 14 FAM 414.5 requires the accountable property officer to ensure that effective internal requisitioning and issuing procedures to document nonexpendable property transactions are established and enforced. Embassy staff were unable to provide a reason for the lack of transfer documentation. This internal management control issue increases the risk of property loss or theft.

**Recommendation 9:** Embassy Nouakchott should document nonexpendable property transfers in the Integrated Logistics Management System in accordance with Department standards. (Action: Embassy Nouakchott)

***Embassy Did Not Properly Track All Expendable Supplies***

Embassy Nouakchott did not track all expendable supplies, such as staff uniforms and air filters, in ILMS, as required in 14 FAM 414.2-1a(2). In addition, guidance in 14 FAM 414.5 requires the accountable property officer to ensure that effective internal requisitioning and issuing procedures are established and enforced, including the use of specific forms to document the issuance and return of expendable supplies. Embassy staff told OIG this issue occurred because of poor property management practices. Failure to use the Department-approved property record system increases the risk of property mismanagement or theft.

**Recommendation 10:** Embassy Nouakchott should track all expendable supplies in the Integrated Logistics Management System in accordance with Department standards. (Action: Embassy Nouakchott)

***Embassy Did Not Consistently Follow Department Procedures When Receiving Property***

The embassy did not consistently use the ILMS final receipt module to receive property and generate receiving reports. In FY 2018, the embassy used the final receipt module to receive 58.45 percent of all procured property. For the first two quarters of FY 2019, the usage rate decreased to 28.15 percent. Guidance in 14 FAH-1 H-312.4-3b(10) states that all personal and program property must be received using the ILMS asset management final receipt module.

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<sup>17</sup> ILMS is an integrated web-based system that encompasses all of the Department supply chain functions in one system. It is designed to upgrade Department supply chain management by improving operations in purchasing, procurement, warehousing, transportation, property management, personal effects, and diplomatic pouch and mail.

Embassy staff told OIG that they did not comply with this requirement because of a lack of training. Failure to use the final receipt module increases the risk of generating inaccurate receiving reports.

**Recommendation 11:** Embassy Nouakchott should use the final receipt module in the Integrated Logistics Management System to receive property in accordance with Department standards. (Action: Embassy Nouakchott)

***Procurement Files Not Closed Within Required Time Frame***

Embassy Nouakchott did not close out procurement files within the required time frame. Specifically, the embassy did not close 23 procurement files from FY 2015, 14 procurement files from FY 2016, 38 procurement files from FY 2017, 125 procurement files from FY 2018, and 126 procurement files from FY 2019.<sup>18</sup> Additionally, the embassy had a backlog of 1,511 procurement files from FY 2015 to FY 2018 that required additional procurement staff action to complete closeout. Guidance in 14 FAH-2 H-573.2b and Federal Acquisition Regulation 4.804-1 states that contracts conducted under simplified acquisition procedures should be closed out immediately after the contracting officer receives evidence of receipt of property and final payment. Embassy staff told OIG the backlog occurred because of staffing gaps and competing priorities. Failure to close out procurement files within the regulatory time frame increases the risk of inaccuracies in the Department's administrative procurement records.

**Recommendation 12:** Embassy Nouakchott should close out procurement files in accordance with Department standards. (Action: Embassy Nouakchott)

***Contracting Officer's Representative Program Did Not Comply With Department Standards***

OIG found that the embassy's Contracting Officer's Representative (COR) program did not comply with Department standards. First, only one of six CORs had a current certification issued by the Department's Office of the Procurement Executive, as required by 14 FAH-2 H-143a. Second, the Contracting Officer did not prepare COR delegation memoranda, as required by 14 FAH-2 H-143.2a(2). Third, COR files were either incomplete or nonexistent, contrary to guidance in 14 FAH-2 H-142b(16). Despite these issues, OIG's discussions with embassy staff and review of other documentation showed that the embassy monitored the contracts, received the goods and services for which it had contracted, and addressed contractors' performance when issues arose. Embassy staff told OIG the deficiencies in the COR program occurred because of a lack of management oversight. A non-compliant COR program increases the risk of contract mismanagement.

**Recommendation 13:** Embassy Nouakchott should bring its Contracting Officer's Representative program into compliance with Department standards. (Action: Embassy Nouakchott)

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<sup>18</sup> The 126 procurement files refer to those from the first three quarters of FY 2019.

***Embassy Did Not Review Blanket Purchase Agreements Annually***

Embassy Nouakchott had 11 blanket purchase agreements<sup>19</sup> to procure a variety of goods and services but did not review them annually as required. According to Department of State Acquisition Regulation Section 613.303-6, contracting officers must conduct an annual review to ensure that authorized blanket purchase agreement procedures are being followed and report the results of the review, including needed corrective action, to the head of the contracting activity. The Contracting Officer told OIG the embassy did not conduct the review because of competing priorities. Without an annual review, the embassy cannot guarantee procurement integrity, maintain awareness of changes in market conditions, and determine whether there are other pertinent factors that warrant making new arrangements with different suppliers or modifying existing arrangements.

**Recommendation 14:** Embassy Nouakchott should conduct annual reviews of its blanket purchase agreements in accordance with Department standards. (Action: Embassy Nouakchott)

***Embassy Did Not Complete Annual Housing Market Surveys***

OIG found that Embassy Nouakchott did not complete or submit annual housing market surveys since at least 2009. Guidance in 15 FAM 212.6b requires posts to conduct such surveys annually and provide a copy to the Bureau of Overseas Buildings Operations by December 31. Embassy staff told OIG they did not complete the survey because they believed it was unnecessary given that housing market prices in Nouakchott were stable with few fluctuations in rental prices. OIG acknowledges this explanation, however, without annual market surveys, the embassy risks overpaying for its residential leases.

**Recommendation 15:** Embassy Nouakchott should conduct and submit an annual housing market survey in accordance with Department requirements. (Action: Embassy Nouakchott)

***Embassy Did Not Have an Updated Housing Handbook***

OIG found the embassy had not updated its housing handbook since February 2013, although guidance in 15 FAM 212.5 requires posts to update housing policies biannually. Specifically, the embassy did not update contact information and telephone numbers and Foreign Affairs Manual references. Embassy staff told OIG they did not do so because they were not instructed to make these changes. Without an updated handbook, embassy personnel are unable to comply with current housing procedures and policies.

**Recommendation 16:** Embassy Nouakchott should update its housing handbook in accordance with Department requirements. (Action: Embassy Nouakchott)

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<sup>19</sup> A blanket purchase agreement is a simplified method of filling anticipated repetitive needs for supplies or services by establishing “charge accounts” with qualified sources of supply.

## Facility Management

### ***Residential Fire Protection Program Did Not Comply With Department Standards***

Embassy Nouakchott's residential fire protection program did not comply with Department standards. Specifically, occupants in the seven residences OIG inspected did not check their fire extinguishers on a monthly basis, as required by 15 FAM 842b. Additionally, OIG found two of the seven residences had no fire extinguishers installed alongside their power generators, contrary to guidance in the Department's Fire Protection Guide, Section I-3. This occurred because of insufficient management oversight. Failure to comply with fire protection standards increases the risk of injury, loss of life, and damage to property.

**Recommendation 17:** Embassy Nouakchott should bring its residential fire protection program into compliance with Department standards. (Action: Embassy Nouakchott)

### ***Forklift Safety Program Did Not Comply With U.S. Government Standards***

OIG found Embassy Nouakchott's forklift safety program was not in compliance with U.S. Government standards. Specifically:

- The embassy could not certify that 4 of its 11 employees who operated forklifts had been trained in forklift operations, as required by 14 FAH-1 H-313.6-2.
- The embassy did not have a designated area for its forklift battery charging station, as required by 29 Code of Federal Regulations 1910.178(g)(1). Instead, staff moved the charging station from one location to another within the warehouse every time they needed to charge the forklift.

In addition, OIG found that the seven forklift operators trained in May 2015 had not received a performance evaluation since then, as required by 29 Code of Federal Regulations 1910.178(l)(4)(iii). These issues occurred because of a lack of management oversight. Forklift safety deficiencies increase the risk of injury, loss of life, and damage to property.

**Recommendation 18:** Embassy Nouakchott should bring its forklift safety practices into compliance with U.S. Government standards. (Action: Embassy Nouakchott)

## Financial Management

### ***Alternate Cashier Did Not Regularly Assume Principal Cashier's Duties***

The embassy's alternate cashier served as the principal cashier only during the main cashier's absences and not more regularly, as required by Department standards. Guidance in the Department's Cashier User Guide, Chapter 3.6(5), states the American supervisor should establish a schedule that allows the alternate cashier to work as the acting principal cashier two or three times per month to ensure that the alternate cashier maintains the necessary skills. Financial management staff told OIG they were unaware of this requirement. An alternate

cashier who is unfamiliar with cashiering procedures risks making errors in cashiering operations when the principal cashier is away.

**Recommendation 19:** Embassy Nouakchott should establish a schedule that allows the alternate cashier to work as the principal cashier in accordance with Department guidelines. (Action: Embassy Nouakchott)

***Embassy Did Not Perform Random, Unannounced Cash Verifications***

OIG found the embassy did not perform random, unannounced cash verifications in accordance with Department standards. First, the embassy did not consistently conduct quarterly unannounced cash verifications for all embassy subcashiers, in accordance with 4 FAH-3 H-397.2-3a. Second, while the embassy conducted monthly cash verifications of the embassy's principal cashier, the verifications almost always occurred during the last week of the month. According to the Cashier User Guide, Chapter 3.6(6), cash counts must be unannounced, random, and unpredictable. Embassy staff told OIG these issues occurred because of competing priorities. Random, unannounced cash verifications compel all cashiers and subcashiers to maintain their accountability and to keep records in order at all times.

**Recommendation 20:** Embassy Nouakchott should conduct random, unannounced cash counts in accordance with Department standards. (Action: Embassy Nouakchott)

## **INFORMATION MANAGEMENT**

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OIG reviewed the embassy's information management programs, including classified, unclassified, and dedicated internet computer systems; communications and cybersecurity; emergency communications readiness; satellite, radios, and telephone systems; mobile computing; assets accountability; records management; and diplomatic mail and pouch services. At the time of the inspection, the LE senior systems administrator position had been vacant since January 2017, and the three U.S. direct-hire positions had faced significant gaps since June 2016. Only the FAST information management position was filled at the time of the inspection. A temporary duty employee acted as the Information Management Officer, and a succession of temporary duty employees intermittently filled the third position. OIG found these long-term staffing gaps affected management continuity, especially in documentation and oversight functions. OIG identified the issues discussed below.

***Information Systems Security Reviews Were Not Performed***

Embassy Nouakchott's information systems security program did not comply with Department standards. Information Systems Security Officers (ISSO) did not perform reviews and analyses of information systems and mobile devices for inappropriate or malicious activities, as required by 12 FAM 613.4. OIG found that this occurred because neither of the two ISSOs received the proper ISSO training, as defined in 5 FAM 845b, and were unaware of ISSO duties. OIG issued a

management assistance report<sup>20</sup> in May 2017 that highlighted widespread Department failures to perform ISSO duties. In a subsequent cable,<sup>21</sup> the Department directed posts to prioritize resources to ensure compliance with mandatory ISSO responsibilities. Failure to perform ISSO duties places the security of Department systems at risk.

**Recommendation 21:** Embassy Nouakchott should bring the Information Systems Security Officer program into compliance with Department standards. (Action: Embassy Nouakchott)

***No Individual User Accounts for Building Automation and Monitoring Systems***

The embassy did not establish individual user accounts to operate building automation and monitoring systems, as required in 12 FAH-10 H-112.2-2. Section staff told OIG they were unaware of this requirement. Individual user accounts limit the ability to make changes to building and monitoring systems to only those authorized to do so. Thus, failure to use individual accounts to operate building automation and monitoring systems increases the risk of compromise of the physical plant, which includes heating and air conditioning systems, electrical systems, and water systems.

**Recommendation 22:** Embassy Nouakchott should establish individual user accounts to operate building automation and monitoring systems in accordance with Department standards. (Action: Embassy Nouakchott)

***Emergency Action Plan Communications Appendix Was Inaccurate***

Embassy Nouakchott did not have an accurate communications appendix in the emergency action plan, as required in 12 FAH-1 H-782 and 12 FAH-1 H-024.8b. In particular, the embassy did not update the appendix with all changes to the emergency and evacuation radio networks or document all portable satellite assets. Section staff told OIG the updates were not completed due to competing priorities. Without an accurate communications appendix, the embassy may be unable to operate effectively in the event of an emergency or unforeseen incident.

**Recommendation 23:** Embassy Nouakchott should update the communications appendix in the emergency action plan in accordance with Department standards. (Action: Embassy Nouakchott)

***Embassy Did Not Train Staff on Use of Portable Satellite Systems***

Embassy Nouakchott did not train key personnel how to operate its portable satellite phones for emergency operations, as required by 5 FAH-2 H-653.2. The Emergency Action Committee had not made contingency communications readiness a priority by requiring training for key personnel, including LE staff. The lack of training could inhibit the embassy's ability to support emergency evacuations or remote emergency field operations.

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<sup>20</sup> OIG, *Management Assistance Report: Non-Performance of Information Systems Security Officer Duties by Overseas Personnel* (ISP-17-24, May 2017).

<sup>21</sup> Cable 2017 STATE 104970, "Documenting Information Systems Security Officer (ISSO) Duties," October 18, 2017.

**Recommendation 24:** Embassy Nouakchott should train key personnel on its portable satellite systems in accordance with Department standards. (Action: Embassy Nouakchott)

***Records Management Program Did Not Comply With Department Standards***

The embassy's records management program did not comply with Department standards for records organization, oversight, and retirement. For example, the embassy did not organize electronic and paper files according to traffic analysis by geography, relationship, and subject, as required in 5 FAM 415.2c. The embassy delegated records management responsibility to each section, but none of the sections assigned the duties to an individual employee as called for in 5 FAH-4 H-215.3-2b. In addition, the embassy did not dispose of records in accordance with requirements in 5 FAM 433a. OIG found official records dating back to 2002, some with no apparent purpose or value, which should have been retired or destroyed. Without a records management program that complies with organization, oversight, and records retirement standards, the embassy is vulnerable to inefficient information retrieval and loss of critical documentation.

**Recommendation 25:** Embassy Nouakchott should implement a records management program that complies with Department standards. (Action: Embassy Nouakchott)

***Diplomatic Pouch and Mail Operations Did Not Comply With Department Standards***

Embassy Nouakchott's diplomatic pouch and mail services operations did not comply with 14 FAM 720 and 14 FAH-4 procedures. Specifically,

- Mail was not distributed in a timely manner, as required in 14 FAH-4 H-255.1a and Universal Service Standard 6194.
- Mail was not forwarded to employees who had transferred, contrary to guidance in 14 FAH-4 H-255.4 and cable 16 STATE 18680.<sup>22</sup>
- The embassy did not use the Customer Directory application to automate mail processes, as called for in 14 FAM 729b and cable 15 STATE 117424.<sup>23</sup>

Mailroom staff told OIG that they did not have adequate time to process all mail, and they did not have forwarding addresses for transferred employees and were unfamiliar with the Customer Directory application. OIG found these issues were due to inadequate management oversight. Inadequate supervision of the mail room increases the risk of mishandled mail, delays, and inattention to postal regulations.

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<sup>22</sup> Cable 2016 STATE 18680, "Forwarding Mail for Transferred Employees," February 24, 2016.

<sup>23</sup> Customer Directory is a component in the Integrated Logistics Management System Diplomatic Pouch and Mail module. It provides automated email notification to customers who have received mail. Cable 2015 STATE 117424, "New Customer Directory and Email Notification for DPO/DPM," October 9, 2015.



**Recommendation 26:** Embassy Nouakchott should administer diplomatic pouch and mail services in accordance with Department standards. (Action: Embassy Nouakchott)

## RECOMMENDATIONS

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

**Recommendation 1:** Embassy Nouakchott, in coordination with the Bureaus of Diplomatic Security, Information Resource Management, and Overseas Buildings Operations, should bring the American Center in the new embassy compound into compliance with Department standards. (Action: Embassy Nouakchott, in coordination with DS, IRM, and OBO)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of February 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the American Center in the new embassy compound complies with Department standards.

**Recommendation 2:** The Bureau of Educational and Cultural Affairs should require that a Regional Educational Advising Coordinator visit Embassy Nouakchott's EducationUSA Advising Center to evaluate and certify its level of service. (Action: Bureau of Educational and Cultural Affairs)

**Management Response:** In its November 6, 2019, response, the Bureau of Educational and Cultural Affairs concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that a Regional Educational Advising Coordinator evaluated and certified Embassy Nouakchott's EducationUSA Advising Center's level of service.

**Recommendation 3:** Embassy Nouakchott should comply with Department standards for the use of public diplomacy funds. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of March 31, 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott complied with Department standards for the use of public diplomacy funds.

**Recommendation 4:** Embassy Nouakchott should establish a fraud prevention strategy and standard operating procedures to implement that strategy, in accordance with Department guidance. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of December 30, 2019.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott established a fraud prevention strategy and standard operating procedures, in accordance with Department guidance.

**Recommendation 5:** Embassy Nouakchott should bring its event data recorder program into compliance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott's event data recorder program complied with Department standards.

**Recommendation 6:** Embassy Nouakchott should comply with all Department overseas motor vehicle safety requirements for chauffeurs and incidental drivers under chief of mission authority. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of February 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott complied with all Department overseas motor vehicle safety requirements for chauffeurs and incidental drivers under chief of mission authority.

**Recommendation 7:** Embassy Nouakchott should complete its monthly fleet management report in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of January 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott completed its monthly fleet management report in accordance with Department standards.

**Recommendation 8:** Embassy Nouakchott should manage its bulk fuel operation in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of March 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott managed its bulk fuel operation in accordance with Department standards.

**Recommendation 9:** Embassy Nouakchott should document nonexpendable property transfers in the Integrated Logistics Management System in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott recorded nonexpendable property transfers in the Integrated Logistics Management System in accordance with Department standards.

**Recommendation 10:** Embassy Nouakchott should track all expendable supplies in the Integrated Logistics Management System in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that all expendable supplies are tracked in the Integrated Logistics Management System in accordance with Department standards.

**Recommendation 11:** Embassy Nouakchott should use the final receipt module in the Integrated Logistics Management System to receive property in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott used the final receipt module in the Integrated Logistics Management System to receive property in accordance with Department standards.

**Recommendation 12:** Embassy Nouakchott should close out procurement files in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of June 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott closed out procurement files in accordance with Department standards.

**Recommendation 13:** Embassy Nouakchott should bring its Contracting Officer's Representative program into compliance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of January 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott's Contracting Officer's Representative program complies with Department standards.

**Recommendation 14:** Embassy Nouakchott should conduct annual reviews of its blanket purchase agreements in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott conducted annual reviews of its blanket purchase agreements in accordance with Department standards.

**Recommendation 15:** Embassy Nouakchott should conduct and submit an annual housing market survey in accordance with Department requirements. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of February 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott submitted an annual housing market survey in accordance with Department requirements.

**Recommendation 16:** Embassy Nouakchott should update its housing handbook in accordance with Department requirements. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of December 2019.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the embassy updated the housing handbook in accordance with Department requirements.

**Recommendation 17:** Embassy Nouakchott should bring its residential fire protection program into compliance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the residential fire protection program complies with Department standards.

**Recommendation 18:** Embassy Nouakchott should bring its forklift safety practices into compliance with U.S. Government standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the embassy's forklift safety practices comply with U.S. Government standards.

**Recommendation 19:** Embassy Nouakchott should establish a schedule that allows the alternate cashier to work as the principal cashier in accordance with Department guidelines. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott established a schedule that allows the alternate cashier to work as the principal cashier in accordance with Department guidelines.

**Recommendation 20:** Embassy Nouakchott should conduct random, unannounced cash counts in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott conducted random, unannounced cash counts in accordance with Department standards.

**Recommendation 21:** Embassy Nouakchott should bring the Information Systems Security Officer program into compliance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation. The embassy noted an expected completion date of February 2020.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that the Information Systems Security Officer program complies with Department standards.

**Recommendation 22:** Embassy Nouakchott should establish individual user accounts to operate building automation and monitoring systems in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott established individual user accounts to operate building automation and monitoring systems, in accordance with Department standards.

**Recommendation 23:** Embassy Nouakchott should update the communications appendix in the emergency action plan in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott updated the communications appendix in the emergency action plan, in accordance with Department standards.

**Recommendation 24:** Embassy Nouakchott should train key personnel on its portable satellite systems in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott trained key personnel on its portable satellite systems in accordance with Department standards.

**Recommendation 25:** Embassy Nouakchott should implement a records management program that complies with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott implemented a records management program that complies with Department standards.

**Recommendation 26:** Embassy Nouakchott should administer diplomatic pouch and mail services in accordance with Department standards. (Action: Embassy Nouakchott)

**Management Response:** In its November 8, 2019, response, Embassy Nouakchott concurred with this recommendation.

**OIG Reply:** OIG considers the recommendation resolved. The recommendation can be closed when OIG receives and accepts documentation that Embassy Nouakchott administered diplomatic pouch and mail services in accordance with Department standards.



## PRINCIPAL OFFICIALS

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Title	Name	Arrival Date
<b>Chiefs of Mission:</b>		
Ambassador	Michael J. Dodman	1/2018
Deputy Chief of Mission	Anne Linnee	7/2018
<b>Chiefs of Sections:</b>		
Management	Laurent Dagenais	9/2018
Consular	Richard Polney	9/2018
Political-Economic	Andrew Byerly	4/2017
Public Affairs	Kimberly Pease	10/2016
Regional Security	Frank Ebel	10/2017
<b>Other Agencies:</b>		
Department of Defense	Matthew Austin	5/2016
U.S. Agency for International Development	Lisa Washington-Sow	1/2016

**Source:** Generated by OIG from data provided by Embassy Nouakchott.

## APPENDIX A: OBJECTIVES, SCOPE, AND METHODOLOGY

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This inspection was conducted from March 18 to August 16, 2019, in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2012 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General (OIG) for the Department and the U.S. Agency for Global Media (USAGM).

### Objectives and Scope

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

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

### Methodology

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

## APPENDIX B: MANAGEMENT RESPONSES

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*Embassy of the United States of America  
Nouakchott, Mauritania*

November 8, 2019

UNCLASSIFIED

THRU: Bureau of African Affairs – Tibor Nagy, Assistant Secretary

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

FROM: Embassy Nouakchott – Michael J. Dodman, Ambassador

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

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

**OIG Recommendation 1:** Embassy Nouakchott, in coordination with the Bureaus of Diplomatic Security, Information Resource Management, and Overseas Buildings Operations, should bring the American Center in the new embassy compound into compliance with Department standards. (Action: Embassy Nouakchott, in coordination with DS, IRM, and OBO)

**Response:** Embassy Nouakchott concurs with the recommendation. Post will convene a working group to explore the feasibility of expanding the use of personal devices in the American Center. Post expects to complete this process by February 2020.

**OIG Recommendation 2:** The Bureau of Educational and Cultural Affairs should require that a Regional Educational Advising Coordinator visit Embassy Nouakchott’s Education USA Advising Center to evaluate and certify its level of service. (Action: Bureau of Educational and Cultural Affairs)

**Response:** Embassy Nouakchott concurs with the recommendation. Regional Educational Advising Coordinator (REAC) Diane Young visited Nouakchott from October 28 through November 2, 2019.

**OIG Recommendation 3:** Embassy Nouakchott should comply with Department standards for the use of public diplomacy funds. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with this recommendation. Post is in the process of tracking and analyzing the amount of time Public Diplomacy Section LE staff spend on non-PD work. If it is determined that there is insufficient work for a new full-time ICASS funded position, the Public Diplomacy Section will consider making one of its LE staff positions a shared ICASS-funded position or developing a cost-recovery method. Post expects to have sufficient data to make a final decision by March 31, 2020.

**OIG Recommendation 4:** Embassy Nouakchott should establish a fraud prevention strategy and standard operating procedures to implement that strategy, in accordance with Department guidance. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Consular Section is preparing a strategy and procedures with guidance from the regional fraud prevention manager (FPM) in Embassy Dakar. The Consular Section expects to finalize the strategy by December 30, 2019.

**OIG Recommendation 5:** Embassy Nouakchott should bring its event data recorder program into compliance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Services Officer has installed event data recorder modules into the six government-owned vehicles (GOVs) that were considered deficient during the OIG visit as they lacked modules.

**OIG Recommendation 6:** Embassy Nouakchott should comply with all Department overseas motor vehicle safety requirements for chauffeurs and incidental drivers under chief of mission authority. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Services Officer has ensured that the Motor Pool Supervisor has executed Smith System training for all LES and USDH chauffeurs and incidental drivers. The Foreign Service Health Provider (FSHP) is in the process of completing all medical examinations for LES and USDH chauffeurs and incidental drivers. The expected completion date is February 2020.

**OIG Recommendation 7:** Embassy Nouakchott should complete its monthly fleet management report in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Services Officer has received monthly DS 1830 reports however data in the report remains erroneous with relation to vehicle costing data. The GSO has registered the Motor Pool Supervisor for training in the United States so that he can get familiarized with the new report format (Fleet Efficiency Report (FER)) that replaced the DS 1830. A member of the Executive Corps for Motor Pool operations is scheduled to visit in early December 2019 to assist with this familiarization. The expected completion date is January 2020.

**OIG Recommendation 8:** Embassy Nouakchott should manage its bulk fuel operation in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Services Officer has implemented a system for the observation and measurement of bulk fuel operation. Post is still awaiting reception of an octane testing kit from the United States to test octane levels. The expected completion date is March 2020 for the final phase relating to octane testing.

**OIG Recommendation 9:** Embassy Nouakchott should document nonexpendable property transfers in the Integrated Logistics Management System in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Services Officer has implemented a system for using DS 584s to document the transfer of nonexpendable property from the warehouse. These are completed on a timely basis and are stored in accordance with Department standards.

**OIG Recommendation 10:** Embassy Nouakchott should track all expendable supplies in the Integrated Logistics Management System in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Services Office is now tracking all expendable supplies, including air filters, in the ILMS in accordance with Department standards.

**OIG Recommendation 11:** Embassy Nouakchott should use the final receipt module in the Integrated Logistics Management System to receive property in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Contracting Officer is now using the final receipt module (DS-127) in the Integrated Logistics Management System and these are done on a frequent basis.

**OIG Recommendation 12:** Embassy Nouakchott should close out procurement files in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Service Office will begin closing out the procurement files shortly. The expected completion date is June 2020.

**OIG Recommendation 13:** Embassy Nouakchott should bring its Contracting Officer's Representative program into compliance with Department standards. (Action: Embassy Nouakchott)

Embassy Nouakchott concur with this recommendation. Of the 12 active Contracting Officer Representatives, only 3 remain deficient in terms of training and certification. The expected completion date is January 2020.

**OIG Recommendation 14:** Embassy Nouakchott should conduct annual reviews of its blanket purchase agreements in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Service Office has eliminated several blanket purchase agreements (BPAs) and updated others to normalize the BPA portfolio. There are now six current active BPAs, all of which comply with Department standards.

**OIG Recommendation 15:** Embassy Nouakchott should conduct and submit an annual housing market survey in accordance with Department requirements. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The General Service Office is scheduled to do an annual housing market survey in January 2020. The expected completion date is February 2020.

**OIG Recommendation 16:** Embassy Nouakchott should update its housing handbook in accordance with Department requirements. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The embassy is currently updating the Housing Handbook. The expected completion date is December 2019.

**OIG Recommendation 17:** Embassy Nouakchott should bring its residential fire protection program into compliance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Residential Fire Program is now in compliance with the Department Standards. Post has established a periodic inspection of fire extinguishers and the fire alarm in the residences. Embassy Nouakchott does not possess any residences that require carbon monoxide monitoring. The Global Maintenance Management System (GMMS) system, which has been updated, now automatically generates work orders related to fire alarms and extinguishers inspections. This system serves as the primary recordkeeping system for the residential fire program.

**OIG Recommendation 18:** Embassy Nouakchott should bring its forklift safety practices into compliance with U.S. Government standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Facilities Management unit met with Safety, Health and Environmental Management (SHEM) inspectors in November 2019 who noted only one deficiency related to forklift safety practices which was immediately corrected.

**OIG Recommendation 19:** Embassy Nouakchott should establish a schedule that allows the alternate cashier to work as the principal cashier in accordance with Department guidelines. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Financial Management Unit has created a rotation among the principal cashier and alternate cashiers for work shifts which has already been implemented.

**OIG Recommendation 20:** Embassy Nouakchott should conduct random, unannounced cash counts in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Financial Management Officer is now performing the unannounced cash counts randomly throughout the month.

**OIG Recommendation 21:** Embassy Nouakchott should bring the Information Systems Security Officer program into compliance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The A/ISSO (the RSO) is registered for IA110 in November 2019 and the ISSO (the Information Program Officer) is registered for the training in February 2020. The expected completion date is February 2020.

**OIG Recommendation 22:** Embassy Nouakchott should establish individual user accounts to operate building automation and monitoring systems in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The embassy's Information Resource Management Unit has created user accounts to operate building automation and monitoring systems.

**OIG Recommendation 23:** Embassy Nouakchott should update the communications appendix in the emergency action plan in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The embassy's Information Resource Management Unit has implemented the recommendation by updating the communications appendix to the emergency action plan.

**OIG Recommendation 24:** Embassy Nouakchott should train key personnel on its portable satellite systems in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The embassy's Information Resource Management Unit has conducted training on portable satellite systems for embassy personnel.

**OIG Recommendation 25:** Embassy Nouakchott should implement a records management program that complies with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. The Information Resource Management Unit has put in place a system to dispose of old records via destruction and issued a detailed Management Instruction.

**OIG Recommendation 26:** Embassy Nouakchott should administer diplomatic pouch and mail services in accordance with Department standards. (Action: Embassy Nouakchott)

**Response:** Embassy Nouakchott concurs with the recommendation. IRM/Mail Services have now automated their processes in accordance with Department Standards. The Information

Program Officer checks the automated system on a monthly basis and conducts a monthly physical inspection of the mail services room to ensure compliance with standards.

The point of contact for this memorandum is Deputy Chief of Mission Anne Linnee.





**United States Department of State**  
***Bureau of Educational and Cultural Affairs***  
***Washington, D.C. 20522***  
***www.state.gov***

November 6, 2019

UNCLASSIFIED

THRU: Bureau of African Affairs – Tibor Nagy, Assistant Secretary

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

FROM: Bureau of Educational and Cultural Affairs – Caroline Casagrande, Deputy Assistant Secretary

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

The Bureau of Educational and Cultural Affairs (ECA) has reviewed the draft OIG Inspection report. We provide the following comments in response to the recommendation provided by OIG:

**OIG Recommendation 2:** The Bureau of Educational and Cultural Affairs should require that a Regional Educational Advising Coordinator visit Embassy Nouakchott’s EducationUSA Advising Center to evaluate and certify its level of service. (Action: Bureau of Educational and Cultural Affairs)

**Management Response:** ECA concurs with the recommendation, and a REAC visit was conducted on October 30, 2019. As a result, the REAC certifies this center as a “standard” EducationUSA Advising Center.

The point of contact for this memorandum is Ella Clement-Lilly: ClementEM@state.gov.

## ABBREVIATIONS

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COR	Contracting Officer's Representative
DCM	Deputy Chief of Mission
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAST	First- and Second-Tour
ICS	Integrated Country Strategy
ILMS	Integrated Logistics Management System
ISSO	Information Systems Security Officer
LE	Locally Employed
USAID	U.S. Agency for International Development
WIN	Women in Nouakchott

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