



OIG

Office of Inspector General

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

ISP-I-16-25

Office of Inspections

September 2016

Inspection of Embassy Belmopan, Belize

BUREAU OF WESTERN HEMISPHERE AFFAIRS

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OIG HIGHLIGHTS

ISP-I-16-25

What OIG Inspected

OIG inspected Embassy Belmopan, Belize, from February 29 to March 11, 2016.

What OIG Recommended

OIG made six recommendations to U.S. Embassy Belmopan to improve management operations and internal controls.

OIG made one recommendation to the Bureau of Human Resources to respond to the outstanding requests for proposed changes to the local compensation plan. OIG also made one recommendation to the Bureau of Information Resource Management to upgrade the ClassNet local area network.

September 2016
OFFICE OF INSPECTIONS
Bureau of Western Hemisphere Affairs

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What OIG Found

- Despite logistical difficulties inherent in the distance between the capital and the much larger Belize City where most government officials reside, the Ambassador had cultivated relationships with the highest levels of the Belizean Government. This enabled the mission to promote U.S. Government interests.
- The lack of internal controls over non-official use of government resources weakened safeguards against waste, loss, unauthorized use, or misappropriation of funds, property and other assets.
- The Bureau of Human Resources, Office of Overseas Employment, had not responded to three long-standing embassy requests submitted as part of the requirement to change the local compensation plan. Premium rates and use of compensatory time were inconsistent with local law and prevailing practice.
- Embassy Belmopan's ClassNet equipment and architecture were significantly outdated compared to that deployed worldwide. A planned Global Information Technology Modernization upgrade was cancelled without warning as part of a worldwide suspension of installation activities.

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CONTEXT

The United States is Belize's lead trading partner, accounting for 35 percent of its exports and 31 percent of imports, as well as an important source of investment funds. The country's rich biodiversity includes coral reefs, tropical rainforests, and dozens of rare and endangered species. Belize's proximity to the United States makes it a major destination for U.S. tourists and home to an estimated 30,000 Americans.

In the past 10 years, however, Belize has experienced a significant increase in crime, gang membership, and violence. It has become a major transit country for narcotics, weapons, human trafficking, and smuggling. Most of the gang violence is driven by local concerns, but there are indications of links to transnational criminal organizations, including Mexican cartels, South American drug producers, and Central American gangs. Belize's limited financial, human, and material resources (Gross Domestic Product of \$1.5 billion; 2012 government budget of \$432 million) make it difficult to combat the increasing levels of crime and violence. Central America's smallest nation, with a population of approximately 350,000, Belize has a 41 percent poverty rate, a 10 percent unemployment rate, a young population (64 percent under age 20), a heavy debt burden, and a limited economic base.

Embassy Belmopan's Integrated Country Strategy (ICS) focuses on the following goals:

- Enhancing citizen security (including for U.S. citizens), disrupting criminal activity, and improving governance by strengthening democratic institutions and supporting rule of law.
- Creating prosperity through education, business, and health sector development.
- Informing and shaping Belizean public opinion about U.S. priorities in economic development, citizen security, and rule of law.

Embassy Belmopan authorized staffing includes 40 U.S. direct hires, 10 U.S. local hires, and 106 locally employed (LE) staff. The embassy's FY 2015 budget, including all agencies, was approximately \$35 million, which included \$6.5 million in Bureau of International Narcotics and Law Enforcement (INL)-managed foreign assistance and \$19 million in Bureau of Overseas Buildings Operations funds.

Belize's capital, Belmopan, is approximately 90 minutes away from the much larger Belize City, the country's economic, political, and cultural hub. This distance affects access to professional contacts, medical services, and cultural and entertainment activities.

The inspection team also conducted an assessment of security, which is covered in a classified annex to this inspection report. The annex contains a comprehensive discussion of the conduct of the security program and issues affecting the safety of mission personnel and facilities.

EXECUTIVE DIRECTION

Tone at the Top and Standards of Conduct

Embassy Belmopan was striving to manage mission resources and personnel more effectively. Most country team members were serving in leadership positions for the first time, and some section chiefs were also working outside of their areas of expertise. Embassy leadership was focused on advancing U.S. interests, developing a more collegial atmosphere, and improving internal controls.

OIG conducted 49 documented interviews of U.S. staff, 26 of which elicited comments on the Ambassador and Deputy Chief of Mission (DCM). Confirming the results of OIG's pre-inspection survey, interviewees consistently expressed the opinion that both the Ambassador and DCM were approachable, concerned for the welfare of their staff, and had strong interpersonal skills, all of which are leadership attributes emphasized in 3 Foreign Affairs Manual (FAM) 1214. For example, the Ambassador and DCM demonstrated their commitment to embassy safety and morale when deciding how to allocate the sole U.S. direct-hire position received through the Mission Resource Request process. Compelled to choose between an additional political reporting position and a Foreign Service nurse practitioner position, they opted for the latter to mitigate Belize's limited health care facilities and improve employee access to skilled medical care. The interagency community, which consisted of the Peace Corps, the Military Liaison Office, and the Drug Enforcement Administration, all gave the Ambassador and DCM high marks for their efforts to foster cooperation throughout the mission.

Nonetheless, the Ambassador's scores in OIG's inspection survey, which evaluates ambassadors on more than a dozen leadership attributes, were lower in several categories than the average range seen in embassy inspections over the past 5 years. These leadership categories included communication, engagement, and feedback—all crucial factors in ensuring a well-managed embassy. Employees referred to the Ambassador and DCM as a good team that worked hard to cultivate a collaborative atmosphere, but employees also stated that the Ambassador and DCM had only partially succeeded in attaining this goal. Staff consistently described the DCM as overworked and struggling to resolve intersectional squabbles. OIG found that lengthy staffing gaps and the inexperience of several country team members had strained work interactions and contributed to low morale. Since June 2014, three DCMs and two senior managers had curtailed due to personal and performance issues, departures that hampered team building efforts.

OIG observations and employee interviews indicated a mission working to accomplish U.S. objectives. However, the front office often took weeks to clear and approve cables, memoranda, and embassy notices. OIG offered advice for streamlining paper flow and improving front office time management so that employees and the Department of State (Department) receive timely information.

An OIG review of the Ambassador's and DCM's claims for official residence and representational expenses and gift records determined that they both adhered to applicable regulations and to the 3 FAM 1214 principle that all employees model integrity.

Execution of Foreign Policy Goals and Objectives

The embassy pursued the major policy objectives outlined in the ICS: enhancing security, fostering economic prosperity, improving governance, and shaping Belizean public opinion about U.S. priorities in these three areas. Despite logistical difficulties inherent in the distance between the capital and the much larger Belize City, where most government officials reside, the Ambassador had cultivated relationships with the Prime Minister, the Foreign Minister, and a variety of other government and opposition officials. In 2015, he met formally with the Prime Minister six times and with the Foreign Minister as often. This access to the highest levels of the Belizean Government enabled the Ambassador to promote U.S. Government interests.

Internal Control

Guidance in 2 FAM 020 establishes procedures for embassies to certify that internal controls are in place. The most recent Annual Chief of Mission Management Controls Statement of Assurance, dated September 2015 and prepared by the Management Section, stated that the embassy had completed all required internal management control reviews and had found no deficiencies in any of the nine categories. However, OIG's review of the procedures attested to in the Statement of Assurance concluded that the Management Section had improperly conducted its assessment and that the embassy was not in compliance with management control procedures in three areas: United States Employee Association sales operations, property management, and fuel control. These are discussed in the Resource Management section of this report.

Inspection surveys and interviews indicated that more front office attention to management operations was warranted. Embassy leadership held a series of town hall meetings prior to this inspection to improve internal communication and customer service in the Management Section.

The DCM performed nonimmigrant visa adjudication reviews, a required element of consular internal controls, as prescribed by 9 FAM 403.9-2(D).

Security of the Mission

The Department rated Belize high for crime. All embassy personnel who completed OIG surveys stated that the Ambassador and DCM supported the embassy security program as required by the President's Letter of Instruction and 2 FAM 113.1(c)(5). The embassy was up-to-date on all emergency drills.

Developing and Mentoring Future Foreign Service Leadership

The First-and Second-Tour (FAST) officer and specialist program had been dormant for several years, but the Ambassador and DCM stated that they were committed to ensuring that the mission's six FAST staff members were well trained, properly counseled, and evaluated as required by 3 FAM 2242.4. On her arrival in October 2015, the DCM met with the FAST officers to garner their input on how best to revitalize the program. The press of other DCM priorities, however, delayed its implementation. The Ambassador and DCM acknowledged the importance of the FAST program, and the inspectors provided some guidance and suggestions for improving FAST officer and specialist training and mentoring.

POLICY AND PROGRAM IMPLEMENTATION

Political and Economic Affairs

In addition to reporting, analysis, and outreach, the Political/Economic Section was responsible for oversight of the embassy's INL program. The two-officer section was meeting the challenge of this large portfolio. However, the embassy expected to receive increased funding in FY 2016 and beyond to implement programs resulting from the U.S. Strategy for Engagement in Central America¹. Embassy leadership was coordinating additional staff and resources with both the Bureau of Western Hemisphere Affairs and INL to meet anticipated program growth.

Advocacy and Analysis Were Well Balanced

Washington-based analysts and policy makers regarded the section's political and economic reporting as valuable and focused. OIG reviewed the reporting and found the number of cables produced to be appropriate given the section's size and other responsibilities. From January 2015 to February 2016, the section produced 118 cables—a significant number for two reporting officers. Of these, 30 percent reported on breaking political and economic developments, 16 percent were analytical in nature, and 15 percent were annual reports, with the balance either demarche-related or administrative.

Grants and Program Management

The Political/Economic Section managed 16 grants, 8 of which were in the process of being closed out. The section's remaining eight grants were funded at \$1.76 million. The section also managed three small President's Emergency Plan for AIDS Relief grants totaling \$30,000. An additional FY 2016 Economic Support Funds authorization of \$1.5 million will bring year-end section funding to \$3.26 million. To cope with increased FY 2016 funding, the section was adding one LE staff position and introducing a new monitoring and evaluation system to permit credible, standardized assessment of the growing portfolio.

¹White House Fact Sheet on the U.S. Strategy for Engagement in Central America, dated January 14, 2016, describes the U.S. strategy and its support for the Alliance for Prosperity.

The Political/Economic Section also managed INL's 12 programs and 3 grants. These grants focused on capacity building in Belize's law enforcement sector and assistance to at-risk youth. The section managed INL FY 2015 funds totaling \$6.45 million, along with \$5.91 million remaining from previous years' authorizations, for a total of \$12.36 million. The embassy expected FY 2016 INL funding to remain at \$6.45 million. INL Belmopan's 2016-2017 spending plans were calibrated to obligate available funds at a manageable level.

Record keeping for both Political/Economic and INL grants and program files did not meet the requirements in the Department's Federal Assistance Policy Directive² or INL's Financial Management Handbook³. OIG reviewed all 19 grant files and 4 of the 12 program files. OIG found files lacked risk assessments prior to the award of grants and did not include program and grant monitoring plans. The section had corrected this deficiency in four of the most recently awarded Economic Support Fund grants and had a plan to address the remaining deficiencies.

Recordkeeping Did Not Comply with Archiving Requirements

Inspectors observed and employees of the embassy's Political/Economic Section confirmed that they did not archive non-reporting cable information. Guidance in 5 Foreign Affairs Handbook (FAH) -1 H-212.2 requires the capture of essential, official evidence of an organization's work, if it is not already captured in a formal cable. Embassy leadership did not enforce this requirement. The absence of record emails meant that pertinent, non-cable information was not being captured in the official record.

Recommendation 1: Embassy Belmopan should use record emails and provide relevant training to reporting officers. (Action: Embassy Belmopan)

Public Diplomacy

The two-person Public Affairs Section strove to meet the ICS goal of shaping Belizean public opinion about U.S. policies. The section consisted of one Public Affairs Officer and one LE Public Affairs Assistant. Its Foreign Service officer to LE staff ratio of one to one was the lowest of any embassy in the Bureau of Western Hemisphere Affairs and below the worldwide average of 1 to 4.5. The section had a total public diplomacy budget of \$104,044, the second lowest in the bureau, with 61 percent devoted to salaries and fixed costs and \$40,000 available for public diplomacy programming.

OIG found that the section conducted public diplomacy programming nationwide, targeting the 95 percent of the population that resides outside the capital. The draft FY 2017-2019 ICS called

² Federal Assistance Policy Directive, Chapter 1, sub-chapter 1.110

³ INL Financial Management Handbook, Chapter 21, page 185

for the section to expand public diplomacy programming and outreach. The embassy's draft FY 2018 Mission Resource Request included a second public diplomacy LE staff position and a \$20,000 increase in funding to expand public diplomacy programming. OIG concurs with the embassy's requests for additional staff and funds to accomplish ICS goals.

Grants Files Incomplete

The embassy had not conducted risk assessments or developed monitoring plans for its public affairs grants as required by the Department's Federal Assistance Policy Directive⁴. OIG reviewed all 10 of the section's FY 2015 and FY 2016 grants issued after March 13, 2015, when the Federal Assistance Policy Directive took effect. None of the reviewed files had risk assessments or monitoring plans. Failure to assess a grantee's risk leaves the U.S. Government vulnerable to loss of funds, fraud, or grantee failure to perform. Failure to develop and implement a monitoring plan leaves the mission without the ability to verify that the grant objective is being carried out in the interest of the U.S. Government.

Recommendation 2: Embassy Belmopan should conduct risk assessments and develop monitoring plans on federal grants awarded by its Public Affairs Section. (Action: Embassy Belmopan)

Consular Affairs

Consular management and operations, including management controls, met Department standards. OIG reviewed emergency preparedness, visa adjudication standards, fee and controlled item reconciliation, and Regional Consular Officer reports and found no deficiencies. The Ambassador, DCM, consular officers, LE staff, Regional Consular Officer, and Bureau of Consular Affairs managers uniformly cited the Consular Section chief for her leadership skills.

Emergency Preparedness Improving

Hurricanes pose a recurring threat to Belize. Most resident American citizens are concentrated along the hurricane-prone beaches and barrier islands of the country's east coast, two or more hours from the embassy. A majority of consular LE staff live in Belize City, further complicating the embassy's ability to respond to a major disaster.

The embassy had increased its focus on emergency preparedness in the 6 months prior to this inspection. The Consular Section conducted a tabletop crisis management exercise in September 2015 and participated in an embassy-wide Foreign Service Institute crisis management exercise in December 2015. Another tabletop exercise, possibly including staff from the embassies of Canada and the United Kingdom, was planned for late spring 2016 in anticipation of hurricane season.

⁴ Department's Federal Assistance Policy Directive. Sections 2.03-A. and 3.01-A.

In fall 2015, the Consular Section updated and re-equipped four emergency flyaway kits. The kits included standard emergency supplies and communication devices.

Warden System Was Active

The warden system⁵ was an active adjunct to the embassy's American Citizens Services and emergency preparedness functions. In February 2016, the embassy hosted its annual warden meeting, including briefings by Belize national police and immigration officials. The consular chief stated that wardens were active, responsive and regularly volunteered to work with the American Citizens Services unit to solve problems. The consular and American Citizens Services chiefs regularly reviewed wardens' participation and removed or added wardens as necessary.

RESOURCE MANAGEMENT

Management Operations

The Management Section lacked management controls. OIG found a backlog of incomplete internal control-related tasks. Prior to his arrival in Belmopan, the General Services Officer discovered government-owned property discrepancies related to the FY 2015 Annual Physical Inventory. In its effort to submit accurate 2016 inventories, the embassy requested and received a 30-day extension to the March 15, 2016, deadline for completing the annual inventories for personal and program property.

Lack of Management Controls Risked Inappropriate Use of Staff and Resources

The embassy did not have a policy or procedures in place to address requests for use of staff and resources for non-official events. Embassy employees made requests to use staff and resources for non-official events inconsistent with Department standards. According to 2 FAM 021.1(b), all Department managers must establish cost-effective systems of management controls to ensure U.S. Government activities are managed effectively, efficiently, economically, and with integrity. The lack of internal controls over non-official use of government resources weakened safeguards against waste, loss, unauthorized use, and misappropriation of funds, property, and other assets.

Recommendation 3: Embassy Belmopan should implement a policy regulating the use of government resources and embassy personnel for non-official events in accordance with Department standards. (Action: Embassy Belmopan)

OIG reviewed the operations of the Financial Management, Human Resources, Facility Management, General Services, Equal Employment Opportunity, and Information Management

⁵ As defined by 7 FAM 071, a warden system provides a reliable way to reach U.S. citizens in the event of an emergency, disaster, or threat, and to distribute other information of interest to the private U.S. community.

offices and determined they were performing in accordance with Department guidance and policies, with the exception of the areas noted below.

Financial Management

Justification Lacking for Providing In-house Accommodation Exchange Services

The Financial Management Office provided accommodation exchange but had not documented proper justification nor sought the Ambassador's approval for this service. According to 4 FAH-3 H-361.2.a, the chief of mission should determine whether accommodation exchange services will be provided, taking into consideration whether adequate, secure, and convenient local banking or automated teller machines are available. According to Department cable 2009 State 067873, providing in-house accommodation exchange can be resource intensive and place additional cash advance liability and risk on posts. The embassy had inquired about automated teller machine services from local banks but had not documented the responses.

Recommendation 4: Embassy Belmopan should conduct a cost-benefit analysis for the embassy accommodation exchange and implement the results. (Action: Embassy Belmopan)

Human Resources

Embassy staffing had increased 54 percent since 2010, with the addition of 19 U.S. direct-hire positions and eligible family members and 29 LE staff members. The addition of the Marine Security Guard Detachment in FY 2017 will also increase workload, significant at a small embassy. The Human Resources Office had 22 pending recruitment actions at the time of this inspection. The embassy had requested a temporary second human resource assistant; this request was pending an International Cooperative Administrative Support Services⁶ council decision. A staffing analysis indicated that Belmopan was one position above the worldwide average for human resource positions at embassies with a similar workload.

Office of Overseas Employment Was Unresponsive

The Bureau of Human Resources, Office of Overseas Employment, had not responded to three long-standing embassy requests submitted as part of the requirement to change the local compensation plan. According to 3 FAM 7523, revisions to local compensation plans may become necessary based on host government decree or to incorporate new types of payments such as premium pay rates, bonus payments, and contributions to the host government. The bureau told OIG that the requests remained unanswered due to its heavy workload.

The following requests remained unanswered at the time of the inspection:

⁶ International Cooperative Administrative Support Services is the principal means by which the U.S. Government provides and shares the cost of common administrative support at its more than 250 diplomatic and consular posts overseas.

- In November 2012, the embassy requested 26 pay periods for use of compensatory time consistent with local labor law.
- In May 2014, the embassy requested an amendment to the separation-for-age plan and social security contributions for employees over 65, including identifying the severance benefit.
- In September 2011, the embassy requested a correction to the premium pay plan. The request was to adjust overtime rates based on a discrepancy in the local labor law.

By not adjusting the local compensation plan, the embassy's premium rates and use of compensatory time were inconsistent with local law and prevailing practice.

Recommendation 5: The Bureau of Human Resources should respond to Embassy Belmopan's requests for proposed changes to the local compensation plan. (Action: DGHR)

General Services Operations

Missing Residential Inventory Files

The embassy had not properly accounted for government-provided residential furnishings nor had it maintained residential inventory files. According to 14 FAM 416.3 (f), when a residence is inventoried for an incoming occupant, the occupant must sign and date an inventory acknowledging receipt of property. The embassy had not required, nor had occupants provided, signatures acknowledging receipt of residential inventory. A lack of sufficient warehouse staffing and oversight resulted in poor recordkeeping. Absent proper records, the embassy was unable to hold occupants financially liable for missing or damaged items.

Recommendation 6: Embassy Belmopan should maintain residential inventory files in accordance with Department standards. (Action: Embassy Belmopan)

Improving Fuel Controls Tracking System

The embassy did not have an efficient system to track fuel purchases and use. Prior to January 2016, the embassy cashier controlled and distributed fuel coupons. The embassy transferred responsibility for the fuel coupon program to the Management Officer's assistant in January 2016, but neither maintained vehicle mileage and fuel consumption logs. In November 2015, the General Services Officer contacted two of the largest local fuel suppliers to inquire about more reliable procurement methods. During the inspection, the embassy was preparing to implement a fleet card system to monitor and track fuel usage that would replace the vulnerable coupon program. OIG supported this initiative to strengthen management controls for fuel purchases and consumption.

Information Management

The Information Management Office provided comprehensive communications services for this lock and leave embassy, including the ClassNet local area network and Diplomatic Post Office

services, despite staffing difficulties due to the Information Management Specialist's curtailment and the Information Management Officer's frequent service as acting Management Officer over the past year. OIG identified areas for improvement in ClassNet operations, performance of Information Systems Security Officer duties, inventory controls, host nation approval for radio frequencies, and documentation of systems operations.

ClassNet Operations Not Meeting Needs

The ClassNet local area network was old and unreliable. The last equipment refresh or upgrade was in July 2010, making Embassy Belmopan's ClassNet equipment and architecture significantly outdated compared to that deployed worldwide. The Global Information Technology Modernization Program's design policies, under 5 FAM 861.3, establish hardware baselines to ensure that systems are updated. However, the Bureau of Information Resource Management cancelled a planned Global Information Technology Modernization upgrade without warning as part of a worldwide suspension of installation activities. The lack of upgraded equipment made it difficult for the embassy to add thin-client⁷ workstations and required several workarounds, including employing a minimally capable workstation configured as a server to host three critical network functions. The cumulative effect of the upgrade cancellation and other deficiencies resulted in reduced availability of network resources, more downtime, and increased workload to maintain the system.

Recommendation 7: The Bureau of Information Resource Management, in coordination with Embassy Belmopan, should upgrade the ClassNet local area network in accordance with the Global Information Technology Modernization Program design policies. (Action: IRM, in coordination with Embassy Belmopan)

Information Systems Security Officer Duties Not Being Performed

The Information Management Office was not conducting Information Systems Security Officer duties as required by 12 FAM 613.4 and 12 FAH-10 H-112.9-2. The person assigned these responsibilities was unaware of his assignment, nor had he completed the training requirement for the position. This left Information Systems Security Officer oversight of the networks largely neglected. Lack of regular security oversight of computer networks risks leaving the networks vulnerable to compromise. OIG advised information management staff to allocate sufficient time to perform security oversight functions in accordance with Department standards.

Missing or Incomplete Documentation

The Information Management Office did not maintain required documentation in accordance with Department standards in a variety of areas. The office had not completed contingency planning as required by 5 FAM 1064.2 and 12 FAH 10 H-232. Instead, Embassy Belmopan's contingency plan had been copied from another embassy and included erroneous and

⁷ 12 FAM 091 states that thin clients are desktop workstations that rely upon enterprise architecture, with applications resident only on a server.

incomplete information. The office did not keep telephone system maintenance records in accordance with 12 FAH-6 H-651.5-6, nor did it maintain computer systems maintenance logs as required by 5 FAM 867(6). Inadequate documentation of system operating environments poses a risk in troubleshooting and loss of institutional knowledge. OIG advised information management of important documentation requirements.

Outdated Host Nation Approval for Radio Frequencies

Embassy Belmopan's host nation approval documentation for radio frequencies was outdated. Article 27 of the Vienna Convention on Diplomatic Relations and 5 FAH-2 H-712.2 require obtaining host nation approval for frequencies. The Information Management Office overlooked this requirement for many years; the oversight risks creating unforeseen disputes or additional costs to obtain licenses.

Recommendation 8: Embassy Belmopan should request approval for radio frequencies from the Government of Belize. (Action: Embassy Belmopan)

Lack of Inventory Controls

The Information Management Office did not maintain inventory controls as required by 14 FAM 416.2 and Department cable 14 State 120074. Although the Information Management Officer identified radio equipment and controlled-access area peripherals initially thought to be missing, the office had not reconciled those items with the FY 2014 property inventory. The Information Systems Center was not tracking in the mobile device inventory several devices procured by other sections. Inaccurate inventory records could lead to losses and a lack of accountability for sensitive items. OIG advised information management leadership of the requirements of inventory recordkeeping.

MISSION SUPPORT SERVICES

Employee Association

Lack of Internal Control

The Belmopan United States Employee Association's unattended mini-store operated on the honor system. According to 6 FAM 554.a (1) and the Annual Certification Format at 6 FAM Exhibit 554, the Ambassador must certify that the employee association is managed prudently and that an adequate system of internal controls is in place to protect association assets and U.S. Government interests. The association could not afford to hire an employee to manage the store, nor were there volunteers willing to staff it each day. The unattended mini-store increased the association's risk of pilferage, inventory variances, and lack of accountability. The association agreed to cease operating the store in this manner and, therefore, OIG did not issue a recommendation.

RECOMMENDATIONS

Recommendation 1: Embassy Belmopan should use record emails and provide relevant training to reporting officers. (Action: Embassy Belmopan)

Recommendation 2: Embassy Belmopan should conduct risk assessments and develop monitoring plans on federal grants awarded by its Public Affairs Section. (Action: Embassy Belmopan)

Recommendation 3: Embassy Belmopan should implement a policy regulating the use of government resources and embassy personnel for non-official events in accordance with Department standards. (Action: Embassy Belmopan)

Recommendation 4: Embassy Belmopan should conduct a cost-benefit analysis for the embassy accommodation exchange and implement the results. (Action: Embassy Belmopan)

Recommendation 5: The Bureau of Human Resources should respond to Embassy Belmopan's requests for proposed changes to the local compensation plan. (Action: DGHR)

Recommendation 6: Embassy Belmopan should maintain residential inventory files in accordance with Department standards. (Action: Embassy Belmopan)

Recommendation 7: The Bureau of Information Resource Management, in coordination with Embassy Belmopan, should upgrade the ClassNet local area network in accordance with the Global Information Technology Modernization Program design policies. (Action: IRM, in coordination with Embassy Belmopan)

Recommendation 8: Embassy Belmopan should request approval for radio frequencies from the Government of Belize. (Action: Embassy Belmopan)

PRINCIPAL OFFICIALS

Title	Name	Arrival Date
Chiefs of Mission:		
Ambassador	Carlos Moreno	06/2014
Deputy Chief of Mission	Adrienne Galanek	09/2015
Chiefs of Sections:		
Management	Kenneth Dupree	06/2013
Consular	Yomaris Macdonald	06/2015
Political/Economic/INL	Joseph Nathan Bland	07/2014
Public Affairs	Emilia Adams	10/2013
Regional Security	Vacant	
Other Agencies:		
Peace Corps	Melanie Emerson	06/2015
Department of Justice	Andreas Dyer	04/2014
Department of Defense	Lt Colonel Robert Ramsey	08/2015

Source: U.S. Embassy Belmopan

APPENDIX A: PURPOSE, SCOPE, AND METHODOLOGY

This inspection was conducted in accordance with the Quality Standards for Inspection and Evaluation, as issued in 2012 by the Council of the Inspectors General on Integrity and Efficiency, and the Inspector's Handbook, as issued by OIG for the Department and the Broadcasting Board of Governors.

Purpose and Scope

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

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

Methodology

In conducting inspections, OIG reviews pertinent records; as appropriate, circulates, reviews, and compiles the results of survey instruments; conducts onsite interviews; and reviews the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by the review.

For this inspection, the inspectors reviewed 90 questionnaires from embassy staff members and 153 other documents related to Embassy Belmopan operations. In Washington, the inspectors conducted 41 interviews with Department and other U.S. Government officials. In Belmopan, inspectors conducted 82 interviews. The team carried out a physical inspection of the two U.S. Government facilities that comprised the mission, along with the residences of the Ambassador, the DCM, and three staff members.

APPENDIX B: FY 2015 STAFFING AND FUNDING BY AGENCY

Agency	U.S. Direct-hire Staff	U.S. Locally Employed Staff	Foreign National Staff	Total Staff ^a	Funding (\$)
Department of State					
Diplomatic & Consular Programs	7	2	4	13	764,833
International Cooperative Administrative Support System	2	3	61	66	5,663,306
Consular Affairs	5	2	6	13	347,200
INL	1	2	5	8	6,452,745
Public Diplomacy	1		1	2	99,600
Diplomatic Security	3	1	7	11	349,788
Representation					27,000
Bureau of Overseas Buildings Operations	3				19,257,511
Department of Defense					
	10		3	13	543,000
Department of Justice					
Drug Enforcement Administration	4		2	6	97,605
Peace Corps					
	3		16	19	1,227,540
Total	39	10	108	157	35,147,069

Source: U.S. Embassy Belmopan.

ABBREVIATIONS

DCM	Deputy Chief of Mission
Department	Department of State
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAST	First- and Second-Tour
ICS	Integrated Country Strategy
INL	Bureau of International Narcotics and Law Enforcement
LE	Locally Employed

OIG INSPECTION TEAM MEMBERS

Joseph A. Mussomeli, Team Leader

John Philibin, Deputy Team Leader

William Booth

John Bush

Ronda Capeles

Darren Felsburg

Leslie Gerson

Michael Greenwald

Edward Messmer

Matthew Ragnetti

Colwell Whitney



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