



OIG

Office of Inspector General

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

ISP-I-17-01

Office of Inspections

October 2016

# Inspection of Embassy Sarajevo, Bosnia and Herzegovina

## BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

~~**IMPORTANT NOTICE:** This report is intended solely for the official use of the Department of State or the Broadcasting Board of Governors, or any agency or organization receiving a copy directly from the Office of Inspector General. No secondary distribution may be made, in whole or in part, outside the Department of State or the Broadcasting Board of Governors, by them or by other agencies or organizations, without prior authorization by the Inspector General. Public availability of the document will be determined by the Inspector General under the U.S. Code, 5 U.S.C. 552. Improper disclosure of this report may result in criminal, civil, or administrative penalties.~~



# OIG HIGHLIGHTS

October 2016

OFFICE OF INSPECTIONS

Bureau of European and Eurasian Affairs

Inspection of Embassy Sarajevo, Bosnia and Herzegovina

## What OIG Found

- Embassy Sarajevo was a well-functioning mission that pursued the Integrated Country Strategy's major policy objectives.
- The embassy corrected internal control deficiencies in human resources, general services, and information management during the inspection.

## What OIG Inspected

OIG inspected Embassy Sarajevo and Branch Offices in Banja Luka and Mostar from May 10 to May 27, 2016.

## What OIG Recommended

OIG made no recommendations but advised management on ways to tighten internal controls and enhance efficiency.

ISP-I-17-01

\_\_\_\_ Office of Inspector General \_\_\_\_  
U.S. Department of State • Broadcasting Board of Governors

## CONTENTS

---

CONTEXT.....	1
EXECUTIVE DIRECTION.....	2
POLICY AND PROGRAM IMPLEMENTATION.....	4
Grants Management.....	4
Political and Economic Affairs.....	5
Public Diplomacy.....	5
Consular Affairs.....	6
RESOURCE MANAGEMENT.....	7
Management Operations.....	7
Cost Containment.....	8
Financial Management.....	8
Human Resources.....	9
General Services Operations.....	9
Facilities Management.....	9
Information Management.....	9
RECOMMENDATIONS.....	11
PRINCIPAL OFFICIALS.....	12
APPENDIX A: PURPOSE, SCOPE, AND METHODOLOGY.....	13
APPENDIX B: FY 2015 STAFFING AND FUNDING BY AGENCY.....	14
ABBREVIATIONS.....	15
OIG INSPECTION TEAM MEMBERS.....	16

## CONTEXT

---

Bosnia and Herzegovina is a nation of slightly fewer than 4 million people. In 1992, ethnic and religious divisions plunged the country, then part of the former Yugoslavia, into war. The 1995 Dayton Peace Accords ended open hostilities among the three main ethnic groups (Bosniaks, Croats, and Serbs) and created a multiethnic and democratic government. Today, the country is advancing toward European Union accession and NATO membership; however, ethnic divisions and tensions remain.

Bosnia's complex constitutional framework allows for power sharing among ethnic groups. A national government exercises responsibility for issues such as foreign affairs, trade, defense, and monetary policy. A three-person rotating presidency draws from each ethnic group. The nation is divided into two main entities: the Federation, largely Bosniak and Croat, and the Republika Srpska, largely Serb. Each entity governs roughly half the country and provides many day-to-day government services to its respective population.

Corruption impedes reform in Bosnia and Herzegovina, and a multi-layered government bureaucracy slows progress. Although movement continues toward entry into the European Union—including required economic reforms—and toward NATO membership, a lack of shared vision for the future divides Bosniaks, Croats, Serbs, and other ethnicities. The Bosnia and Herzegovina economy, sluggish in recent years, relies on exports of electricity, metals, textiles, furniture, lumber, and milk, as well as foreign remittances and foreign assistance.

The embassy's FY 2016 Integrated Country Strategy (ICS) pursues two main goals:

- Help Bosnia and Herzegovina become a more democratic and economically strong state by promoting the rule of law, encouraging a better business environment, and increasing citizen support for a pluralistic and tolerant society.
- Encourage Bosnia and Herzegovina to increase its domestic security and contributions to regional and global security by developing strong military, law enforcement, and border security institutions.

Embassy Sarajevo includes branch offices in Banja Luka and Mostar. At the time of the inspection, the embassy staff included 109 U.S. direct hires, 471 locally employed (LE) staff members, and 17 eligible family members. Other agencies represented are the Departments of Justice, Defense, and Agriculture, as well as the U.S. Agency for International Development. The embassy moved into its current facility in 2010. U.S. direct-hire employees receive a 15 percent hardship differential, partly on the basis of poor winter air quality, residential water shortages, and substandard local healthcare. FY 2015 foreign assistance was \$32,186,000. For FY 2017, the embassy requested \$43,169,000

OIG also assessed security in an annex to this inspection report. The classified annex discusses the security program and issues affecting the safety of mission personnel and facilities.

## EXECUTIVE DIRECTION

---

### Tone at the Top

Embassy Sarajevo was a well-functioning mission. OIG assessed embassy leadership on the basis of 83 on-site interviews, 49 of which included comments on the Ambassador and the Deputy Chief of Mission (DCM); 59 interviews in Washington; 190 questionnaires that U.S. and LE staff members completed; a review of more than 600 documents; and observation of embassy meetings and activities. Interviewees consistently described the Ambassador and the DCM as approachable and proactive about soliciting feedback and differing points of view, leadership attributes in 3 Foreign Affairs Manual (FAM) 1214.

The Ambassador's and the DCM's scores in OIG's survey of the American staff, which evaluates leadership on more than a dozen attributes, were within the range normally seen in embassy inspections in the past 5 years. Those attributes include vision, communication, coordination, and interpersonal relations—all crucial factors in ensuring a well-managed embassy. LE staff members rated their satisfaction with Front Office leadership at 4.64 out of a possible 5.00, well above the 4.07 average seen in inspections in the past 5 years.

The Ambassador and the DCM worked together to guide and support staff, visited personnel in their work spaces, and were available to meet with any staff member. After her first year in Sarajevo, the Ambassador, along with the DCM, surveyed all embassy staff to gauge employee satisfaction.

OIG observations and employee interviews indicated a busy, hard-working mission. The Ambassador arrived in January 2015. During her first year, she attended many events for which she required a large amount of briefing material. She told the OIG team that she intended to delegate more outside events to subordinates and already had begun reducing her briefing requirements.

Chiefs of other agencies gave the Ambassador and the DCM high marks for fostering cooperation. In 2015, the Ambassador held two town hall meetings to interact with the embassy community. The Front Office organized a "good ideas convention" that allowed American and LE staff members to brainstorm on workplace issues. The Ambassador also arranged three off-sites with American and LE staff members to develop the embassy's ICS and sustain interagency efforts.

### Execution of Foreign Policy Goals and Objectives

Embassy Sarajevo's leadership team focused on advancing U.S. interests. The Ambassador and the DCM engaged in activities that furthered the ICS major policy objectives of helping Bosnia and Herzegovina become a more democratic and economically strong state by promoting the rule of law and increasing citizen support for a pluralistic and tolerant society. The Ambassador cultivated cooperative relationships with the three rotating presidents of Bosnia and

Herzegovina as well as with other senior leaders. She met formally with each of the Presidents more than 10 times in the first 16 months after she arrived. She hosted more than 80 representational events during the same period. Ready access to the highest levels of the Bosnia and Herzegovina, Republika Srpska, and Federation Governments, coupled with her and her staff's access to all levels and facets of society, enabled them to advocate U.S. Government interests effectively.

The Ambassador and the DCM promoted U.S. interests and the image of the United States among Bosnians through many public diplomacy events. In her first 16 months at the embassy, the Ambassador spoke publicly on 48 occasions and gave 17 print, radio, and television interviews.

## **Internal Control**

The most recent Annual Chief of Mission Management Controls Statement of Assurance, dated July 2015, stated that the embassy completed all required internal management control reviews. The embassy's evaluation of its procedures provided reasonable assurance that it achieved management control objectives. The Resource Management section of this report details six areas where the embassy did not comply with Department of State (Department) internal control procedures. The embassy corrected five of the six during the inspection. The final issue, involving official residence expenses, is discussed in the Resource Management section.

The DCM complied consistently with 9 FAM 403.9-2(D)e and 9 FAM 403.10-3(D)(1)a requirements to review a percentage of the Consul's visa adjudications.

## **Security of the Mission**

OIG surveys and interviews confirmed that the Ambassador and the DCM supported the embassy security program, as the President's Letter of Instruction and 2 FAM 113.1c(5) require. The Ambassador had approved 11 security directives since her arrival. The embassy was up to date on all drills, and the Ambassador and the DCM participated in them.

## **Developing and Mentoring Future Foreign Service Leadership**

The Ambassador and the DCM counseled and evaluated the mission's 13 First- and Second-Tour employees, as 3 FAM 2242.4 requires. These employees credited the DCM with attending to their professional development. In the past year, the First- and Second-Tour employees participated in nine brown bag luncheons, some with Washington visitors, and responded to seven in-house volunteer opportunities. They attended country team meetings on a rotating basis.

## POLICY AND PROGRAM IMPLEMENTATION

---

### Grants Management

#### *Internal Controls for Grants Administration Were Effective*

OIG reviewed the Public Affairs Section's 24 grants<sup>1</sup> of \$25,000 or more awarded in FY 2015 and FY 2016 (totaling \$919,000) and found no systemic deficiencies in complying with Department guidance on the administration of grants and cooperative agreements. OIG's review of grants files and attendance at the section's coordination meetings indicated that the section effectively used peer review, thematic committees, and other post-specific procedures to oversee the full life cycle of grants. Three warranted Grants Officers and 13 certified Grants Officer Representatives (representing 79 percent of the section's staff) administered almost \$3 million in grants and cooperative agreements per year.

The Political Section conducted the award process and monitoring responsibilities for its one grant in accordance with Department guidance, with minor omissions of documentation in the award file. The Public Affairs Officer acted as Grants Officer for the Political Section's 2015 grant, working with a Political Section Grants Officer Representative. Political Section officers and LE staff members understood the January 1, 2016, Department requirement that Public Affairs officers no longer act as Grants Officers for grants outside their "intrinsic" duties.<sup>2</sup> A Political Section officer obtained his grants warrant on March 31, 2016, and he and the section's Grants Officer Representative planned to manage future Political Section grants. OIG advised the Political Section to consider training a second officer as a warranted Grants Officer for when the main Grants Officer is unavailable.

#### **Grants Monitoring "Phone-a-Thon"**

The Public Affairs Section's year-round programmatic engagement made it difficult at times to keep pace with monitoring requirements for an average annual balance of almost \$3 million in grants. In February 2016, the Public Affairs Section's Grants Officer Representatives devoted an afternoon of "working the phones" to obtain spot reports from grantees. In the space of 3 hours, the team completed 36 interim performance reports on active grants. Although desk monitoring is a common approach to track grantees' progress, this exercise reinforced the section's to grants oversight.

---

<sup>1</sup> Funded by the section's recurring annual budget and allotments from the Economic Support Fund, which provides, *inter alia*, assistance to allies and countries in transition to democracy.

<sup>2</sup> Cable 2015 State 112730, "Grants Management Overseas," Sept. 26, 2015.

## Political and Economic Affairs

### *Political and Economic Sections Fulfilled Advocacy and Reporting Functions*

OIG found that officers in the Political and Economic Sections fulfilled their advocacy and reporting responsibilities in accordance with ICS goals. They engaged with a broad range of contacts as part of their reporting and policy advocacy duties, including government, opposition, private-sector, and non-governmental organization representatives. These outreach efforts informed embassy reporting on Bosnia and Herzegovina's political and economic climate. Washington offices and agencies consistently described embassy reporting as well done and detailed. A variety of offices particularly commended the record email Daily Activity Reports. OIG reviewed 6 months of reporting cables and found them generally to be properly sourced, timely, and relevant to ICS goals.

### *Leahy Vetting Conducted In Accordance with Department Requirements*

In 2015, Embassy Sarajevo's two-person Leahy unit vetted 1,170 individuals and security units for potential gross human rights abuses, in accordance with Department requirements.<sup>3</sup> During the inspection, the embassy secured Bureau of Democracy, Human Rights and Labor clearance on its updated Leahy standard operating procedures and issued a management policy setting forth the new procedures.

## Public Diplomacy

### *Public Affairs Supported Integrated Country Strategy*

The Public Affairs Section directly linked exchanges, grants, outreach programs, and media engagements to ICS goals, which include promoting civic participation, transparency, and tolerance. It employed strategic planning and other mechanisms to organize and coordinate activities with other sections and agencies. Bosnia and Herzegovina's unique political structure requires the embassy to balance public diplomacy programs geographically. Divisions along ethnic lines, nationalist-influenced rhetoric, and anti-U.S. sentiment challenge the embassy's public support for Bosnia and Herzegovina's applications for NATO and European Union membership.

### *American Spaces Network Met Department Standards<sup>4</sup>*

The embassy's Information Resource Center and nine American Corners<sup>5</sup> reached key audiences throughout most of the country and conducted policy-relevant programs to support embassy

---

<sup>3</sup> The Leahy Amendment to the Foreign Assistance Act of 1961 prohibits the Department of State 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 USC 2378d.

<sup>4</sup> American Spaces (American Centers, Information Resource Centers, Binational Centers, and American Corners) are open-access facilities used to engage foreign audiences overseas.

goals. From October 2014 through April 2016, they reported 111,517 visitors and 44,041 participants in 1,682 programs that covered all five core program areas prescribed for American Spaces.<sup>6</sup> OIG visited the American Corners in Sarajevo and Mostar<sup>7</sup> and found that both complied with the Bureau of International Information Programs Standards for American Spaces. On the basis of interviews and a review of documents, OIG concluded that the other seven American Corners also met Department standards.

Staff from all 9 American Corners joined section employees for a 2-day embassy-hosted workshop in May 2016. The regional Information Resource Officer moderated the training sessions, which focused on best practices, engagement strategies, and current standards for managing American Spaces.

### ***Mission-wide Integration of Strategic Communication Capabilities***

A Defense Multimedia Support Element had yet to incorporate its future activities into formal documents, such as the Public Affairs Section's Public Diplomacy Implementation Plan, as well as its social media and press engagement calendars. This unit, which arrived in February 2016, is a Department of Defense entity that falls under chief of mission authority and reports through the Public Affairs Officer. During the inspection, this unit was developing outreach concepts to counter violent extremism and opposition to Bosnia and Herzegovina's accession to NATO. OIG advised the Ambassador and the Public Affairs Officer on the importance of integrating all strategic communication capabilities into mission-wide operations to mitigate the risk of inconsistent public messaging.<sup>8</sup>

## **Consular Affairs**

### ***Programs Were Well Run; Leadership Was Proactive***

OIG reviewed implementation and oversight of 16 consular programs for Embassy Sarajevo's small Consular Section and found that procedures complied with 7 FAM, 7 Foreign Affairs Handbook, and 9 FAM guidance. OIG examined: immigrant and nonimmigrant visa processing; passport and nationality adjudication; cashiering and offsite fee collection; fraud prevention; customer service, communication, and outreach; controlled equipment inventories; duty officer

---

<sup>5</sup> The embassy supports American Corners with partner institutions in Bihac, Mostar, Sarajevo, Tuzla, and Zenica (Federation); Banja Luka, Doboj, and Trebinje (Republika Srpska); and Brcko (self-governing administrative unit).

<sup>6</sup> To qualify for embassy funding support, American Spaces must provide accurate information about the United States and its foreign policies; offer opportunities for English-language learning; promote study at U.S. universities; involve alumni of U.S. exchange programs; and present cultural programs.

<sup>7</sup> The Mostar location reopened in April 2016 after a \$242,000 renovation and upgrade to capabilities necessary to attain the highest level of services and infrastructure for American Spaces.

<sup>8</sup> Government Accountability Office *Standards of Internal Controls in the Federal Government* (GAO-14-704G, September 2014), Principle 9: "Management should identify, analyze, and respond to significant changes that could impact the internal control system," and that changing conditions "can often be overlooked or inadequately addressed in the normal course of operations."

guidance; and visa referrals. OIG identified one minor deficiency in the consular fee receipt procedure and noted records retention longer than Chapter 9 of the Records Disposition Schedule recommends. Management corrected both issues during the inspection.

Consular management recently streamlined its growing Federal benefits workload. OIG reviewed the positive results of section initiatives and advised on additional steps to mitigate the risk of delayed benefits for beneficiaries who are ineligible for electronic funds transfers.

Bureau of Consular Affairs officials and the Regional Consular Officer<sup>9</sup> commended the Consular Section chief's leadership and management skills. In his April 2016 trip report, the Regional Consular Officer noted that he had not identified any items requiring correction.

### ***Visas Viper Program Well-Administered***

In coordination with the Legal Attaché's Office, the section submitted 59 names through the Visas Viper<sup>10</sup> program between September 2014 and March 2016, in accordance with 9 FAM 304.4.

### ***Emergency Preparedness Getting New Focus***

Prior to the Consular Section chief's fall 2014 arrival, the section had not adequately prepared for emergencies affecting non-official U.S. citizens and had no warden network. In 2015, the consular team recruited wardens in most American citizen population centers. In April 2016, the section hosted a half-day training session for seven new wardens. It planned to recruit additional wardens in two underserved population centers during an August 2016 outreach trip. The section also increased the number and quality of its mobile emergency response kits. In addition to an embassy-wide crisis management exercise in June 2016, the section planned two consular-focused emergency preparedness exercises in cooperation with U.S. Embassy Podgorica. In an area with high risk of seismic activity, consular management's focus on training for natural disasters was appropriate.

## **RESOURCE MANAGEMENT**

---

### **Management Operations**

Embassy Sarajevo's scores in the 2016 survey of International Cooperative Administrative Support Services (ICASS) exceeded regional and worldwide averages in 27 of 29 categories. In

---

<sup>9</sup> The Bureau of Consular Affairs assigns experienced consular officers located at regional hubs to provide support and guidance to small and medium-sized consular sections. Regional Consular Officers normally maintain regular telephone and email contact with consular managers and visit sections for which they are responsible once a year.

<sup>10</sup> The Visa Viper program is a mechanism for overseas posts to provide information on foreign nationals with possible terrorist connections.

11 of the 29 categories, Sarajevo ranked first in a Department compilation of worldwide ICASS scores for embassies with 500 or more ICASS subscribers. The embassy has a history of high ICASS scores. From 2011 to 2016, the scores exceeded 4.0 on a 1–5 scale for 28 of the 29 administrative services. Health Services scores dropped to 3.56 in 2016 because of complaints about local medical services.

OIG reviewed all management operations, including financial management, facilities management, general services operations, and human resources. As described below, OIG found one area of non-compliance in financial management. The embassy corrected one deficiency in human resources and one deficiency in general services operations during the inspection.

## **Cost Containment**

In accordance with Department cost containment initiatives,<sup>11</sup> the embassy outsources its position and grade classification processing to the Frankfurt Regional Support Center. It outsources travel voucher processing to the Department's regional voucher processing centers in Sofia and Bangkok.

Between 2014 and 2016, the embassy implemented an Overseas Cost Containment Initiative<sup>12</sup> to reduce administrative costs. The embassy reported that its plan saved \$45,000 by reducing operating costs. The embassy also outsourced travel management, renegotiated its telephone contract, and used frequent flyer miles to reduce costs by \$33,850.

## **Financial Management**

### ***Embassy Directly Paid Official Residence Expenses***

Embassy Sarajevo directly paid seven members of the Official Residence Expenses staff via an advance from the Class B cashier. This practice violated 3 FAM 3257, which requires the principal representative or the household manager to pay the official residence staff salaries. In 2014, OIG issued a Management Assistance Report<sup>13</sup> that addressed this improper practice and recommended that the Department issue a directive that prohibits an embassy's direct payment to the Official Residence Expenses staff. Pending issuance of this directive, OIG did not make a recommendation in this report.

---

<sup>11</sup> The Department's Regional Initiatives Council selected the "Top 8 Global Management Priorities" for 2012 to reduce administrative cost in the following areas: voucher-processing, regionalization of support services, warehousing, furniture pool, expendable supplies, utilities, local transportation, and temporary duty ICASS cost management. The Department asked posts to examine each of these priorities, implement them when possible, and proactively report on their progress.

<sup>12</sup> The Department's Regional Initiatives Council developed the Overseas Cost Containment Initiative to provide a strategic, collaborative and measurable program for containing diplomatic platform support costs. It is an evolution of the "Top 8" Global Management Priorities based on lessons learned since FY 2012 and focuses on building operations and general services. Results will be measured annually, using readily available data.

<sup>13</sup> OIG, *Management Assistance Report-Direct Payment of Official Residence Expenses Staff Salaries* (ISP-I-14-08, April 3, 2014).

## Human Resources

### *Living Quarters Allowance Was Not Updated*

The embassy had not updated the living quarters allowance for Branch Office Banja Luka since 2009. The Department's Bureau of Administration Office of Allowance requires embassies to submit a Living Quarters Expenditure Survey (DS-7604) annually. The embassy submitted the survey during the inspection.

## General Services Operations

### *Periodic Inventory Spot Checks Were Not Recorded*

The Accountable Property Officer conducted periodic, unannounced spot counts of expendable and nonexpendable inventories on a regular basis but did not create a record of observation, as 14 FAM 411.2-2c requires. The embassy corrected this deficiency during the inspection.

## Facilities Management

The embassy's real property holdings included a Government-owned chancery completed in December 2010; 4 leased buildings, including branch offices in Mostar and Banja Luka; 85 leased residences in Sarajevo; and 2 living quarters allowance residences in Banja Luka. Bureau of Overseas Buildings Operations construction projects included an on-compound \$11.95-million warehouse estimated to be completed in November 2016. The Bureau of Overseas Buildings Operations approved a plan, subject to funding availability, to use the former chancery site for an \$8.3-million chief of mission residence.

## Information Management

OIG validated that most Information Management programs and services met customer needs and complied with 5 FAM 120. OIG reviewed the Information Management Unit's physical, environmental, and technical security protection of classified and sensitive computer networks and dedicated internet networks. OIG also reviewed the radio and telephone systems, diplomatic post office and mail, classified and unclassified pouch, mobile computing, communications security, records management, equipment inventories, and emergency operations. OIG found three administrative deficiencies in the unit: the records management log did not contain the dates that documents were reportedly retired; the unit's organization chart did not reflect the names of current American and LE staff members; and a mobile emergency communications unit ("reach kit") was not at the alternate command center. The staff corrected or began to correct all three deficiencies during the inspection.

### *Unresolved Department Technology Initiatives*

The Information Management Unit faced challenges with two Department products being piloted at Embassy Sarajevo: "myServices"<sup>14</sup> and Microsoft's Enhanced Mitigation Experience Toolkit.<sup>15</sup> Customers complained in OIG questionnaires about "myServices" closing out service requests before the help desk acted. The Enhanced Mitigation Experience Toolkit, another Department initiative, consistently forced Consular Section personnel to stop work and reboot consular workstations, sometimes up to eight times a day. The unit reimaged affected workstations, but the issues persisted. OIG observed the unit working with the Department to resolve both "myServices" and Enhanced Mitigation Experience Toolkit issues, but the Department had not resolved either problem by the time OIG concluded the inspection.

---

<sup>14</sup> myServices is a cloud-based service management system that allows customers to submit service requests and service providers to receive, manage, and complete customer requests. myServices is the replacement for eServices.

<sup>15</sup> The Enhanced Mitigation Experience Toolkit is a program that prevents the exploitation of software vulnerabilities by using security mitigation technologies.

## RECOMMENDATIONS

---

This report does not contain recommendations.

## PRINCIPAL OFFICIALS

Title	Name	Arrival Date
<b>Chiefs of Mission:</b>		
Ambassador	Maureen E. Cormack	1/2015
Deputy Chief of Mission	Paul D. Horowitz	8/2015
<b>Constituent Post(s):</b>		
Head of Office, Banja Luka Branch Office	Edward A. Gallagher	8/2014
<b>Chiefs of Sections:</b>		
Management	Jeffrey A. Spence	8/2014
Consular	Corey M. Gonzalez	7/2014
Political	Albert Robison Pyott	7/2014
Economic	John H. Silson	8/2015
Public Affairs	Stefanie R. Altman-Winans	8/2014
Regional Security	Nathan A. Al-Khazraji	8/2015
<b>Other Agencies:</b>		
Department of Defense	Mark M. Karas	8/2015
Federal Bureau of Investigation	John Bivona	2/2016
Office of Defense Cooperation	Jakub "Jake" Andrews	8/2015
U.S. Agency for International Development	Peter W. Duffy	10/2015
<b>Source:</b> Embassy Sarajevo		

## 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 the Broadcasting Board of Governors, and Congress with systematic and independent evaluations of the operations of the Department and the 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.

OIG used risk-based models to prepare for the on-site inspection. During the survey phase, most team members interviewed embassy staff members by phone, requested and reviewed supplemental documents, and identified minor deficiencies that the embassies resolved prior to the team's arrival. For this inspection, OIG conducted 59 documented interviews in the survey phase and 108 documented interviews in Sarajevo. OIG also reviewed 606 documents and responses in 50 U.S. direct-hire Personal Questionnaires, 54 Workplace and Quality of Life Questionnaires, and 140 Locally Employed Staff Questionnaires.

## 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 <sup>16</sup>	Funding (\$)
<b>Department of State</b>					
Diplomatic & Consular Programs	44	5	14	63	3,014,490
Consular	2	0	4	6	221,303
ICASS	7	8	140	155	7,014,200
Public Diplomacy	4	1	14	19	1,231,239
Diplomatic Security	6	0	222	228	6,592,527
Marine Security	8	0	0	8	239,468
Representation	0	0	0	0	42,672
Overseas Buildings Operations	1	0	13	14	157,427
<b>Subtotal</b>	<b>72</b>	<b>14</b>	<b>407</b>	<b>493</b>	<b>18,413,326</b>
<b>Department of Agriculture</b>					
Foreign Agriculture Service	0	0	1	1	66,068
<b>Department of Defense</b>					
Defense Attaché Office	7	0	1	8	275,794
Office of Defense Cooperation	4	0	6	10	887,300
Civil-Military Support Element	4	0	2	6	72,000
<b>Subtotal</b>	<b>15</b>	<b>0</b>	<b>9</b>	<b>24</b>	<b>1,235,094</b>
<b>Department of Justice</b>					
Overseas Prosecutorial Development Assistance and Training	2	0	3	5	230,565
Legal Attaché's Office	3	0	1	4	166,200
International Criminal Investigative Training Assistance	1	0	0	1	82,500
<b>Subtotal</b>	<b>6</b>	<b>0</b>	<b>4</b>	<b>10</b>	<b>479,265</b>
U.S. Agency for International Development	12	2	43	57	2,202,305
Other Foreign Assistance	0	0	2	2	2,807,000
<b>Subtotal</b>	<b>12</b>	<b>2</b>	<b>45</b>	<b>59</b>	<b>5,009,305</b>
<b>Total</b>	<b>105</b>	<b>16</b>	<b>466</b>	<b>587</b>	<b>25,203,058</b>

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

<sup>16</sup> Authorized staff.

## ABBREVIATIONS

---

DCM	Deputy Chief of Mission
Department	Department of State
FAM	Foreign Affairs Manual
ICASS	International Cooperative Administrative Support Services
ICS	Integrated Country Strategy
LE	Locally Employed

## OIG INSPECTION TEAM MEMBERS

---

John Dinger, Team Leader  
Leslie Gerson, Deputy Team Leader  
Paul Houge  
Dolores Hylander  
Richard Kaminski  
Shawn O'Reilly  
Timothy Wildy



# HELP FIGHT

## FRAUD. WASTE. ABUSE.

1-800-409-9926

**OIG.state.gov/HOTLINE**

If you fear reprisal, contact the  
OIG Whistleblower Ombudsman to learn more about your rights:

**OIGWPEAOmbuds@state.gov**

**oig.state.gov**

Office of Inspector General • U.S. Department of State • P.O. Box 9778 • Arlington, VA 22219