



Office of Inspector General
United States Department of State

SEMIANNUAL REPORT TO THE CONGRESS

April 1, 2021, to September 30, 2021





OUR VISION

To be a world-class organization and a catalyst for effective management, accountability, and positive change in the Department, the U.S. Agency for Global Media, and the foreign affairs community.

OUR MISSION

To conduct independent audits, inspections, evaluations, and investigations to promote economy and efficiency and to prevent and detect waste, fraud, abuse, and mismanagement in the programs and operations of the Department and the U.S. Agency for Global Media.

OUR VALUES

ACCOUNTABILITY

We accept responsibility for our work products, services, and performance.

RESPECT

We promote diversity in the workplace and treat people with dignity and respect. We expect civility as we conduct our work and in our interactions with each other.

COMMUNICATION

We clarify expectations and encourage candor. We communicate with purpose and strive to align our words and our actions and to be aware of the effect we have on others. We look for ways to improve ourselves and our work by expressing appreciation and by giving and accepting constructive feedback.

TEAMWORK

We foster a diverse, inclusive, collaborative, and trusting culture where people can share their ideas and opinions. We empower and engage our colleagues to achieve outstanding organizational results.

INTEGRITY

We maintain our independence and act with courage, honesty, and professionalism. Our work is fact-based, objective, and supported by sufficient evidence that meets professional standards.

CURIOSITY

We are committed to learning about and listening to others' perspectives, objectives, and challenges. We seek new information to inspire creative and analytical thinking. We foster an environment that fuels innovation and results.

**Office of Inspector General Summary of Performance,
4/1/2021–9/30/2021**

	Issued during the reporting period	Management decision during the reporting period
Questioned Costs	\$668,555,705	\$117,374,423
Funds To Be Put to Better Use	\$37,861,168	\$50,393,168
Investigative Monetary Results	\$7,951,937	--
Total	\$714,368,810	\$167,767,591
<i>Additional monetary benefits achieved this period as the result of prior OIG recommendations</i>		\$685,141

Investigative Activities

Cases Opened	22
Cases Closed	28
Criminal Actions (arrests, indictments, convictions)	37
Civil Actions	0
Administrative Actions	18
Hotline Complaints Received	1,210

Reports

Office of Audits	21
Office of Evaluations and Special Projects	1
Office of the Enterprise Risk Management	1
Office of Inspections	21
Overseas Contingency Operations Oversight ^a	4
Total	48

^a All jointly issued with Department of Defense OIG and U.S. Agency for International Development OIG.



MESSAGE FROM THE ACTING INSPECTOR GENERAL



Diana R. Shaw

I am pleased to present this *Semiannual Report to the Congress*, covering the oversight activities of the Office of Inspector General (OIG) for the Department of State (Department), the U.S. Agency for Global Media (USAGM), and the International Boundary and Water Commission, United States and Mexico, U.S. Section (IBWC) from April 1, 2021, to September 30, 2021. OIG is responsible for the oversight of more than \$76 billion in Department and USAGM programs and operations.

It is important to note that, due to the effects of the Coronavirus Disease 2019 (COVID-19) pandemic, OIG continued to alter work plans during this reporting period. Virtual interviews often took the place of in-person interviews, and our audit and inspection teams' schedules were also altered. Nevertheless, we issued a total of 48 reports to improve the programs and operations of the Department and USAGM and identified approximately \$706 million in questioned costs and funds to be put to better use.

We assess progress primarily through our compliance process, which relates to individual and often targeted recommendations. During this reporting period, we closed 228 recommendations associated with 100 reports. Of the 228 recommendations, 44 were significant and demonstrated implementation of crucial corrective actions by the Department and USAGM.

Our investigative activities led to an additional \$7.95 million in monetary results and 6 debarments. In addition, OIG participated in investigations that led to 14 arrests, 17 indictments, and 6 convictions.

Much of our work this reporting period focused on the top management and performance challenges facing the Department and USAGM, which are outlined in the *Inspector General Statement on the Department of State's Major Management and Performance Challenges* and the *Inspector General Statement on the U.S. Agency for Global Media's Major Management and Performance Challenges*.

We have also addressed discrete but significant issues that have affected certain programs and Department entities.

Our public reports and many of our investigations are summarized in this *Semiannual Report to the Congress*.

As always, our work would not be possible without the talent and dedication of the people who are the Department of State OIG. My thanks to them, and to the Department, USAGM, IBWC, and Congress for their support of our efforts.

A handwritten signature in blue ink, reading "Diana R. Shaw". The signature is fluid and cursive, with the first name "Diana" being more prominent than the last name "Shaw".

Diana R. Shaw
Acting Inspector General
September 30, 2021

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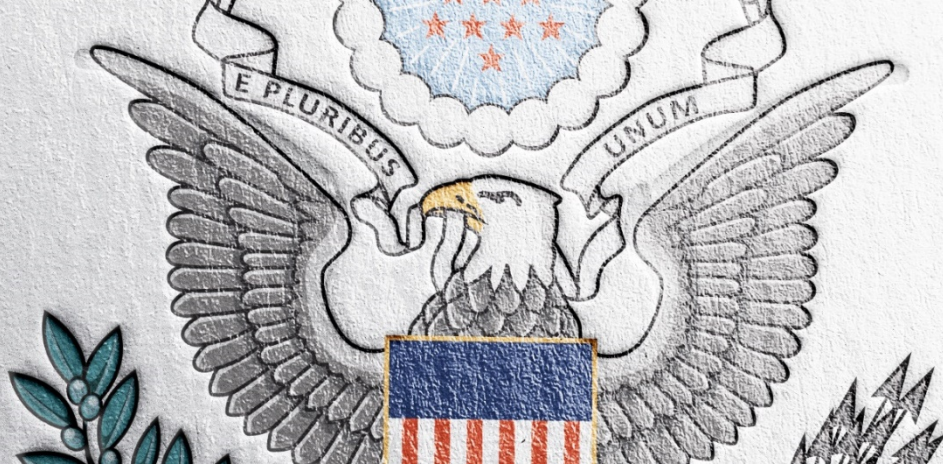
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OVERVIEW

1 OVERSIGHT STRATEGY

The primary mission of the Office of Inspector General (OIG) for the Department of State (Department) and the U.S. Agency for Global Media (USAGM) is to conduct independent audits, evaluations, inspections, and investigations to promote economy and efficiency and to prevent and detect fraud, waste, abuse, and mismanagement in the programs and operations of the Department and USAGM.

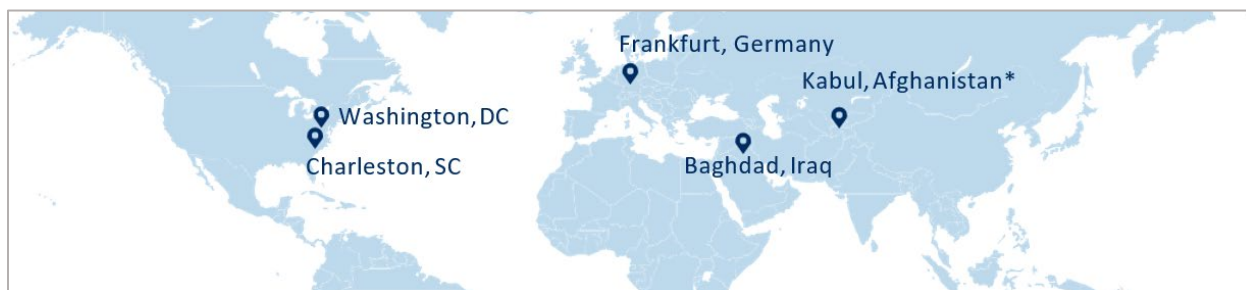
OIG's mandate is broad and comprehensive, involving oversight of the full scope of Department and USAGM programs and operations, as well as the U.S. Section of the International Boundary and Water Commission, United States and Mexico, and of the International Joint Commission, United States and Canada. OIG is responsible for overseeing more than \$76 billion in Department, USAGM, and foreign assistance resources.

In addition to its agency-specific responsibilities, OIG's mandate expanded in January 2013 when Congress amended the Inspector General Act to provide for coordinated interagency oversight of overseas contingency operations (OCO), including the designation of a Lead Inspector General for each OCO.

As of September 30, 2021, Acting Inspector General Shaw was the Associate Inspector General for 2 OCOs: Operation Inherent Resolve to degrade and defeat the Islamic State of Iraq and Syria (ISIS) and Operation Freedom's Sentinel (redesignated as Operation Enduring Sentinel in October 2021) to work with Afghan forces to combat terrorism and assist the Afghan Government in building its security forces' capacity and self-sufficiency.

To meet these and other statutory mandates, OIG maintains offices in Iraq and Germany, and maintained an office in Afghanistan until the recent evacuation. Offices in these locations help OIG oversee high-cost, high-risk Department programs and operations, and the Office of Audits' Middle East Region Operations Directorate and the Office of Investigations dedicate on-the-ground resources, expertise, and oversight. Domestically, in addition to its Washington, DC, headquarters, OIG has strategically co-located investigative staff with the Department's Global Financial Services Center and the Bureau of Global Talent Management, Office of Shared Services, staff in Charleston, SC. Figure 1.1 shows the locations of OIG's offices.

Figure 1.1
OIG Office Locations

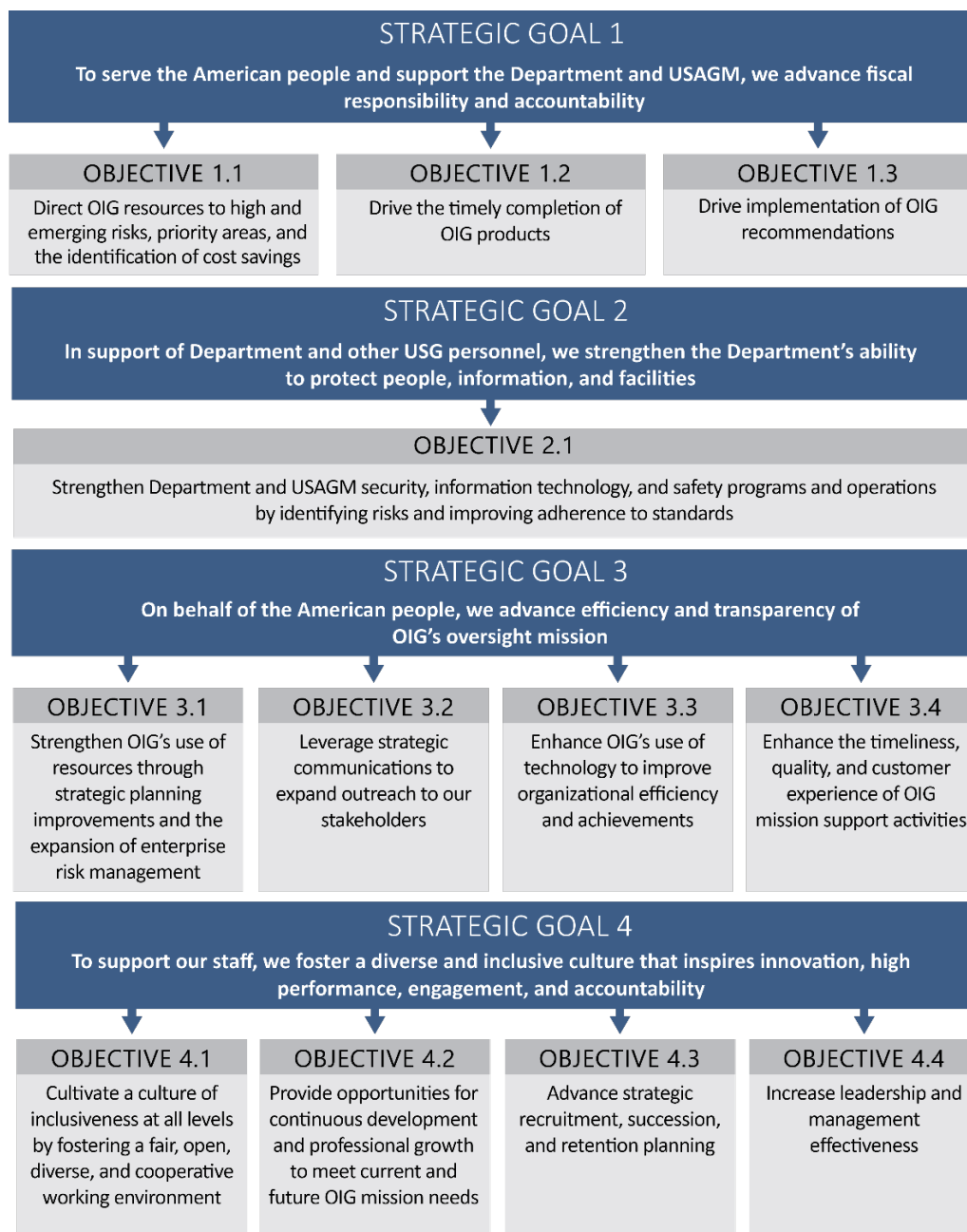


*Operations at U.S. Embassy Kabul, Afghanistan, were suspended on August 31, 2021.

OIG Strategic Plan

OIG's FY 2019–2021 Strategic Plan affirmed its commitment to providing quality oversight to the agencies OIG serves and to informing the Office of Management and Budget (OMB), Congress, the public, and other stakeholders how OIG safeguards public resources. The plan also emphasized OIG's continuing obligation to

improve its own operations and to ensure that its workforce is, and continues to be, highly motivated and well trained to carry out its responsibilities. The strategic goals and objectives outlined below provide the framework that guides OIG's work and activities for FYs 2019–2021.



2 COMMUNICATIONS AND OUTREACH

OIG communicates its global mission to Congress, Department, and USAGM employees and contractors, peers in the oversight community, and the public in a variety of ways.

Communication With Congress

OIG regularly interacts with Members of Congress and their staff by testifying at hearings, responding to congressional requests for information, and providing briefings on OIG work.

Hotline Complaints

During this reporting period, the OIG Hotline continued to serve as a vehicle through which Department and USAGM employees and contractors, as well as members of the public, reported suspected fraud, waste, abuse, and mismanagement in Department and USAGM

programs and operations. OIG received hotline complaints via the OIG website, mail, and telephone. For a summary of OIG Hotline complaints received during this reporting period, see Table 2.1.

Table 2.1
OIG Hotline Complaints,
4/1/2021–9/30/2021

Referred to Other Offices for Action	749
Held for Action Within OIG	54
No Action Required	407
Total Complaints Received	1,210

Figure 2.1 highlights the OIG Hotline’s global reach. Of the 1,210 complaints received this reporting period, 585 (48 percent) concerned possible criminal, civil, and administrative violations occurring in other countries. The remainder of the complaints dealt with alleged violations in the United States.

Figure 2.1
Hotline Complaints Processed by Country, 4/1/2021–9/30/2021



Source: Office of Investigations electronic case management system.

Whistleblower Protection Coordinator Activities

The whistleblower protection coordinator, OIG's Assistant Inspector General for Evaluations and Special Projects, educates Department and USAGM employees, as well as contractor and grantee employees, on the rights and protections available to whistleblowers. As required by the National Defense Authorization Act for Fiscal Year 2013 (41 U.S.C. § 4712), as amended, the coordinator oversees investigations of allegations of retaliation filed by employees of contractors, subcontractors, grantees, and subgrantees, as well as personal services contractors. These cases are detailed in Table 2.2. Additionally, the coordinator investigates complaints under Presidential Policy Directive 19, which prohibits whistleblower retaliation in the form of actions that affect an employee's eligibility for access to classified information.

Department of State

During this reporting period, OIG completed three investigations under 41 U.S.C. § 4712, two involving complaints of whistleblower retaliation filed by employees of Department

contractors and one involving a complaint by a Department personal services contractor. OIG substantiated retaliation in the case of one of the contractor employees, but did not substantiate that retaliation had occurred in the other two cases. OIG referred the completed investigations to the Office of the Procurement Executive, who is responsible for determining whether remedial action is appropriate.

OIG also conducted an investigation under Presidential Policy Directive 19 regarding a complaint that a Department employee's security clearance was suspended in retaliation for whistleblowing activity. OIG did not substantiate the allegation.

U.S. Agency for Global Media

During the reporting period, OIG conducted six investigations under Presidential Policy Directive 19 regarding complaints that the security clearances of six USAGM employees were suspended in retaliation for whistleblowing activity. OIG substantiated that retaliation had occurred in all six cases and referred the cases to USAGM for remedial action.

Table 2.2
Whistleblower Investigations Under 41 U.S.C. § 4712

	Reporting Period 4/1/2021–9/30/2021	Since Enactment
Complaints Received and Reviewed	6	115
Active Investigations	3	-
Investigations Completed	3	32

Source: Office of Evaluations and Special Projects electronic case management system.

3 OVERSEAS CONTINGENCY OPERATIONS

OIG has both oversight and reporting responsibilities for overseas contingency operations under Section 8L of the Inspector General Act of 1978, as amended. Section 8L is triggered when the Secretary of Defense declares that a military operation constitutes an OCO or when an operation results in troops being called to or retained on active duty.

When the Secretary of Defense declares an OCO, Section 8L activates a “Lead Inspector General” mechanism that requires concerted action by the OIGs of the Department of State, Department of Defense, and the U.S. Agency for International Development, with one of them designated as the Lead Inspector General.

In FY 2015, the Lead Inspector General mechanism went into effect for two OCOs: Operation Inherent Resolve (Iraq and Syria) and Operation Freedom’s Sentinel (Afghanistan). In November 2017, the Lead Inspector General mechanism went into effect for an additional operation, and in February 2018, the mechanism came into effect for three additional operations, bringing the total to six operations at that time. Lead Inspector

General responsibilities with respect to one of these operations met the Section 8L sunset provisions as of September 2019 and three others in September 2020, leaving OIR and OFS as the two remaining OCOs subject to Lead IG responsibilities as of September 30, 2021. Despite several OCOs having sunset, OIG’s ongoing audits, inspections, and investigations related to these OCOs continued and are included in this *Semiannual Report to the Congress*. Moreover, OIG continues to monitor possible future OCOs in various areas of the world.

OIG aligns its oversight responsibilities with the defined mission objectives of each OCO and focuses on the programs and processes that support the achievement of those objectives. In addition to the audit, inspection, evaluation, and investigative efforts related to the ongoing OCOs, OIG worked with its Lead Inspector General counterpart agencies to publish quarterly reports to the Congress on each OCO.

For a list of OIG activities in support of the Lead Inspector General-OCO mandate during the reporting period, see Table 3.1. and Table 3.2.

Table 3.1
OIG Oversight Activities in Support of the Lead Inspector General-OCO Mandate,
4/1/2021–9/30/2021

Completed Reports	Date
<i>Audit of Acquisition Planning and Cost Controls While Transitioning Support Service Contracts in Iraq (AUD-MERO-21-43)</i>	9/2021
<i>Audit of U.S. Embassy Kabul, Afghanistan, Public Affairs Section Administration of Grants and Cooperative Agreements (AUD-MERO-21-42)*</i>	9/2021
<i>Inspection of the Bureau of Administration's Property Management Division (ISP-I-21-34)</i>	9/2021
<i>Inspection of the Bureau of Diplomatic Security's Overseas Security Advisory Council Program Office (ISP-I-21-33)</i>	8/2021
<i>Audit of Department of State Compliance With Requirements Relating to Undefined Contract Actions (AUD-MERO-21-38)</i>	7/2021
<i>Management Assistance Report: Improved Guidance and Acquisition Planning is Needed to Reduce the Use of Bridge Contracts in Afghanistan and Iraq (AUD-MERO-21-37)</i>	7/2021
<i>Management Assistance Report: Financial Monitoring of Foreign Assistance Grants and Cooperative Agreements in Somalia Needs Improvement (AUD-MERO-21-35)</i>	7/2021
<i>Audit of Department of State Protocols for Establishing and Operating Remote Diplomatic Missions (AUD-MERO-21-33)</i>	7/2021
<i>Inspection of the Bureau of Administration, Office of the Procurement Executive, Office of Acquisitions Management, International Programs Division's Grants Branch (ISP-I-21-26)</i>	7/2021
<i>Inspection of the Bureau of Administration, Office of the Procurement Executive, Office of Acquisitions Management, Diplomatic Security Contracts Division (ISP-I-21-15)</i>	7/2021
<i>Management Alert: U.S. Embassy Baghdad, Iraq Body Armor (MA-21-01)**</i>	7/2021
<i>Inspection of the Office of Global Criminal Justice (ISP-I-21-27)</i>	6/2021
<i>Inspection of the Bureau of Legislative Affairs (ISP-I-21-20)</i>	6/2021
<i>Inspection of the Bureau of Overseas Buildings Operations' Office of Fire Protection (ISP-I-21-22)</i>	5/2021
<i>Inspection of the Bureau of Overseas Buildings Operations' Office of Safety, Health, and Environmental Management (ISP-I-21-21)</i>	4/2021
<i>Review of the Public Diplomacy Staffing Initiative (ISP-I-21-24)</i>	4/2021
<i>Compliance Follow-Up Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq (AUD-MERO-21-24)</i>	4/2021

* As of this reporting period, this report had not yet been publicly released.

** This report is Classified

Table 3.2
OIG Joint Oversight Activities in Support of the Lead Inspector General-OCO Mandate,
4/1/2021–9/30/2021

Joint Completed Projects	
<i>Lead Inspector General for Operation Freedom's Sentinel, Quarterly Report to the United States Congress April 1, 2021 – June 30, 2021</i>	8/2021
<i>Lead Inspector General for Operation Inherent Resolve, Quarterly Report to the United States Congress April 1, 2021 – June 30, 2021</i>	8/2021
<i>Lead Inspector General for Operation Freedom's Sentinel, Quarterly Report to the United States Congress January 1, 2021 – March 31, 2021</i>	5/2021
<i>Lead Inspector General for Operation Inherent Resolve, Quarterly Report to the United States Congress January 1, 2021 – March 31, 2021</i>	5/2021

4 OIG ACCOUNTABILITY AND INDEPENDENCE

OIG has disclosed all unclassified audits, evaluations, and inspections issued from April 1, 2021, through September 30, 2021, except for one report that was undergoing a sensitivity review at the end of the period. That report will be publicly available once the review is complete.

OIG identifies on its website the titles of reports that are not publicly available, unless the titles themselves are classified or Sensitive But Unclassified. The *Department of State Classified Annex to the Semiannual Report to the Congress* and the *U.S. Agency for Global Media Sensitive But Unclassified Annex to the Semiannual Report to the Congress* contain information regarding reports that are not publicly available. In addition, OIG provides all classified and Sensitive But Unclassified reports to appropriate committees in Congress and to other authorized individuals upon request.

OIG did not encounter any attempts to interfere with Inspector General independence—whether through budgetary constraints designed to limit its capabilities, resistance or objection to oversight activities, or restrictions on or significant delays in access to information—for the reporting period from April 1, 2021, through September 30, 2021.

5 CONSOLIDATED FINANCIAL RESULTS OF OIG WORK

OIG returns significant value to the U.S. public through its audits, evaluations, inspections, and investigations. For the reporting period, OIG issued 48 reports and identified approximately \$706 million in potential monetary benefits to the Department. Additionally, OIG's criminal, civil, and administrative investigations resulted in approximately \$7.95 million in recoveries and other monetary results this reporting period.

From April 1, 2021, to September 30, 2021, the Department made management decisions on approximately \$168 million in potential monetary benefits identified by OIG during

the current and prior reporting periods. OIG determines that a management decision on questioned costs and funds put to better use has been made and reports such a determination when OIG receives and accepts sufficient, specific evidence during the compliance process. At the close of the reporting period, the Department had not yet taken action on OIG recommendations totaling approximately \$1 billion. This is a nearly twofold increase over the approximately \$505 million in questioned costs and funds to be put to better use pending Department management decision at the beginning of the reporting period.



OVERSIGHT OF DEPARTMENT OF STATE PROGRAMS AND OPERATIONS

6 OFFICE OF AUDITS

The Office of Audits supports the Department in improving management; strengthening integrity and accountability; and ensuring the most efficient, effective, and economical use of resources.

Audit work focuses on areas of concern such as physical security at overseas posts; financial management; IT security and management; contracts, acquisition, and grants management; human capital and administrative issues; and high-risk programs and operations in the frontline states. From April 1, 2021, to September 30, 2021, the Office of Audits issued 20 reports on Department programs and operations, 17 of which are summarized below. The *Department of State Classified Annex to the Semiannual Report to the Congress* includes summaries of three reports.

Contracts, Grants, and Infrastructure

Audit of the Bureau of Global Talent Management, Office of Talent Services, Fulfillment of Service-Level Agreement Requirements
(AUD-CGI-21-36, 7/2021)

OIG found that the Bureau of Global Talent Management (GTM) did not consistently fulfill human resources services requirements in accordance with the expectations set forth in eight selected client bureau service-level agreements (SLA). Specifically, OIG found that 42 (91 percent) of 46 competitive hiring recruitment actions were not completed within the required timeframe. In addition, OIG found that 37 (47 percent) of 79 new

position description classification actions did not meet the performance goal included in SLAs. These shortcomings could be attributed, in part, to key leadership vacancies in GTM during this audit's period of review. In addition, GTM lacked an action plan to deal with the caseload surge that occurred when the Department lifted its hiring freeze in May 2018. Finally, internal staffing shortages affected GTM's capacity to process human resources actions in accordance with SLA timeliness metrics.

Before and during this audit, GTM took steps to address many of the challenges it encountered after the Department lifted its hiring freeze. Specifically, GTM began to cross-train personnel to process multiple types of hiring actions, increased the number of staff, and worked to reduce the recruitment case backlog. Nevertheless, more needs to be done to consistently fulfill human resources services and to help recruit, classify, and fill mission-critical positions within the Department.

Financial Management

Audit of Foreign Per Diem Rates Established by the Department of State
(AUD-FM-21-31, 6/2021)

Foreign per diem is provided to U.S. Government employees and eligible dependents to cover temporary lodging and meals while on official business overseas. OIG conducted this audit to determine whether the Department's methodology and process to establish foreign per diem rates adequately covered the cost of U.S. Government

employees and eligible dependents traveling overseas and complied with Federal regulations and Department policies.

OIG found that the Department did not implement processes to establish foreign per diem rates in accordance with Department requirements and standard operating procedures. In addition, the Department's methodology to establish foreign per diem rates needs improvement to adequately cover the cost of U.S. Government employees and eligible dependents traveling overseas.

The deficiencies identified occurred, at least in part, because the Department did not implement sufficient internal controls. For example, the Department did not have sufficient policies and procedures, did not have an adequate process in place to monitor the rate-setting process, and did not maintain adequate documentation. In addition, the Department used an inefficient methodology to set the rates. Implementing a sufficient internal control environment would help the Department save resources and establish adequate and appropriate per diem rates for U.S. Government personnel and eligible dependents traveling overseas.

Audit of Department of State FY 2020 Compliance With Improper Payments Requirements

(AUD-FM-21-30, 5/2021)

In accordance with the Payment Integrity Information Act of 2019, an independent external auditor, acting on behalf of OIG, conducted an audit of the Department's FY 2020 compliance with improper payments requirements. For FY 2020, the external

auditor concluded that the Department complied with improper payments requirements. Specifically, the Department published on its website the FY 2020 Agency Financial Report, which included all applicable payment integrity disclosures. In addition, the Department complied with the requirement to perform program-specific risk assessments.

Audit of Department of State Use of Appropriated Funds Prior to Expiration and Cancellation

(AUD-FM-21-27, 4/2021)

Multi-year and single-year appropriations are available for a defined period and "expire" at the end of the fiscal year for which they were appropriated and are "cancelled" at the end of a 5-year period. An external auditing firm, acting on behalf of OIG, conducted this audit to determine whether bureaus used appropriated funds within the deadlines of the appropriations and whether obligations using expired funds were made in accordance with Federal requirements. The audit found that the Department used the majority of its appropriated funds that canceled in FY 2019 within the period of availability. In addition, the audit found that selected bureaus used funds that had already expired to make adjustments to obligations in accordance with Federal requirements. Although the Department used the majority of its funds, it did not have an established process to quantify and analyze funds that were scheduled to be cancelled. Furthermore, inadequate oversight of obligations negatively impacted fund management efforts. The auditor identified \$34.7 million in potentially invalid obligations that have funds that might

be able to be put to better use if the funds were deobligated.

Information Technology Division

Compliance Follow-Up Audit of the Department of State Process To Select and Approve IT Investments (AUD-IT-21-34, 8/2021)

In March 2016, OIG reported that the Department generally did not select IT investments following its defined process or in accordance with OMB requirements. OIG conducted this audit to determine whether (1) the Bureau of Information Resource Management (IRM) took actions sufficient to warrant the closure of seven specific recommendations from the *Audit of the Department of State Process To Select and Approve Information Technology Investments* or (2) additional actions are needed to improve the IT investment selection and approval process.

OIG found that IRM completed corrective actions to close one recommendation that related to developing and implementing policy for recording details of IT investments in the Department's IT portfolio management system.

IRM took some actions to address four other open recommendations, but further improvements are needed. IRM considered but had not developed and implemented policies and procedures related to reviewing IT portfolio reorganizations. In addition, IRM had not performed a benchmark assessment of the entire IT portfolio to identify existing

duplicative systems. Furthermore, not all IT procurements were appropriately routed to the Chief Information Officer for review and approval.

OIG found that IRM had not developed and implemented sufficient corrective actions related to two open recommendations—a process to identify and review bureau-specific IT investment methodologies and policies and procedures to oversee and enforce requirements for bureaus and offices to avoid duplicative IT investments.

Middle East Region Operations

Audit of Acquisition Planning and Cost Controls While Transitioning Support Service Contracts in Iraq (AUD-MERO-21-43, 9/2021)

The Department relies on contracts to provide essential support services to Mission Iraq, including the Operations and Maintenance Support Services (OMSS) contract and the Baghdad Life Support Services (BLISS) contract. In 2019, the Department awarded the Diplomatic Platform Support Services (DiPSS) contract that was intended to consolidate and replace the OMSS and BLISS contracts. OIG conducted this audit to determine whether the Department complied with Federal and Department requirements in performing acquisition planning and controlling costs associated with contract actions for the OMSS and BLISS contracts while preparing for the transition to the DiPSS contract.

OIG found that the Department did not fully comply with Federal and Department

requirements for acquisition planning while preparing for the transition of services to the DiPSS contract. Incomplete acquisition planning led to foregoing requirements, DiPSS delays, and 65 noncompetitive contract actions to continue OMSS and BLiSS essential services. As a result, anticipated cost savings of competing task orders under the DiPSS contract have not been realized. Furthermore, OMSS and BLiSS noncompetitive contracts were excessive, based on quantity, duration, and dollar value, and unjustifiably used. Therefore, OIG questioned the full value of the 65 OMSS and BLiSS noncompetitive contract actions, approximately \$663 million, because Federal law does not permit poor planning as justification for the use of noncompetitive contracts. The Department also did not fully control costs for noncompetitive OMSS and BLiSS contract awards, significantly diminishing the Department's ability to assess whether costs associated with the noncompetitive contract awards were valid and reasonable.

Audit of U.S. Embassy Kabul, Afghanistan, Public Affairs Section Administration of Grants and Cooperative Agreements
(AUD-MERO-21-42, 9/2021)

This report was being reviewed for sensitive information and was not available to the public at the end of the reporting period. The report will be made available to the public once the review is complete. The *Department of State Classified Annex to the Semiannual Report to the Congress* includes a summary of this report.

Management Assistance Report: Process To Report Department of State Security Clearance Data to the Office of the Director of National Intelligence Needs Improvement
(AUD-MERO-21-41, 9/2021)

During an audit of the integrity and use of security clearance data reported to the Office of the Director of National Intelligence (ODNI), which is ongoing and being conducted jointly with the Inspector General of the Intelligence Community, OIG identified deficiencies in the Department's reporting of security clearance data to ODNI.

OIG found that the Department's methodology for collecting and reporting FY 2019 quarterly and annual Timeliness Data and National Security Metrics did not meet ODNI requirements. Specifically, to report Timeliness Data, OIG found that the Bureau of Diplomatic Security (DS) collected a random sample of security clearance cases for the quarter and reported the average for each quarterly submission to ODNI for the *initiation* phase, which is not reflective of the true timeframe. With respect to the National Security Metrics, OIG found that in FY 2019, DS did not submit the required quarterly reporting to ODNI because the process to provide all of the information on a quarterly basis was considered too cumbersome due to the manual nature of collecting and organizing the data.

OIG also found that of the two reporting requirements, DS had outdated standard operating procedures to guide the collection and reporting process for Timeliness Data and had not developed standard operating procedures for collecting and reporting

National Security Metrics. Moreover, DS told OIG that there was only one official responsible for collecting and reporting security clearance data to ODNI.

Until DS makes the necessary modifications to the case management system to respond to all reporting requirements, establishes requisite internal controls to guide the reporting process to ODNI, and adequately resources the process with staff and supervisory support to fulfill the reporting requirements, the Department will not have assurance that the data reported to ODNI, and subsequently to Congress, are accurate and reliable.

Audit of Department of State Compliance With Requirements Relating to Undefinitized Contract Actions

(AUD-MERO-21-38, 7/2021)

An undefinitized contract action (UCA) is an agreement between the Government and the contractor that allows the contractor to begin work and incur costs before the Government and the contractor have reached a final agreement on contract terms, specifications, or price when there is insufficient time to use normal contracting vehicles. OIG conducted this audit to determine whether the Bureau of Administration complied with Federal and Department guidelines in the application and execution of UCAs.

OIG found that the Department did not fully comply with the Federal Acquisition Regulation in the application and execution of UCAs. OIG examined a sample of 48 high-value Department contracts and task orders

designated in the Federal Procurement Data System – Next Generation (FPDS-NG) as UCAs and found that 75 percent had been improperly designated and recorded as UCAs. With respect to the 12 sampled contract activities that were correctly recorded as UCAs in FPDS-NG, 92 percent did not fully comply with Federal and Department guidelines. The errors and deficiencies occurred for multiple reasons, including that Department guidance governing UCAs was not always clear or followed.

Because of these deficiencies, the Department has limited assurance the data entered in FPDS-NG about UCAs and reported to the public are accurate, and is at increased risk of paying greater costs for contracted goods and services than necessary.

Management Assistance Report: Improved Guidance and Acquisition Planning is Needed to Reduce the Use of Bridge Contracts in Afghanistan and Iraq

(AUD-MERO-21-37, 7/2021)

During an ongoing audit of the Department's use of noncompetitive contracts in support of overseas contingency operations in Afghanistan and Iraq, OIG discovered that neither the Competition in Contracting Act of 1984 nor the Federal Acquisition Regulation contain guidance governing the continued use of noncompetitive awards as "bridge contracts" or "bridge actions." Although statutorily permitted, OIG found that short-term contracts awarded on a sole-source basis as "bridge contracts" were frequently used in Afghanistan and Iraq over multiple years to noncompetitively extend contract services beyond the expiration of an original contract.

OIG determined that a primary reason the Department used sole-source bridge contracts, in lieu of full and open competition, was because there is no Federal or Department guidance that establishes parameters on the use, duration, or number of times a sole-source bridge contract can be awarded to an incumbent contractor. In addition, the use of bridge contracts can be attributed, at least in part, to the absence of effective acquisition planning and the timely award of follow-on contracts. Until these deficiencies are fully addressed, the Department will not be positioned to realize potential cost savings through lower, more competitive pricing for services supporting contingency operations.

Management Assistance Report: Financial Monitoring of Foreign Assistance Grants and Cooperative Agreements in Somalia Needs Improvement
(AUD-MERO-21-35, 7/2021)

This Management Assistance Report serves as a companion to the *Audit of Department of State Foreign Assistance Grants and Cooperative Agreements in Somalia* (AUD-MERO-20-45, September 2020) report.

OIG reviewed four awards granted to Bancroft Global Development (Bancroft), the United Nations Office of Project Services, Valar, and the International Development Law Organization. OIG found that the United Nations Office of Project Services, Valar, and the International Development Law Organization did not always submit financial reports by required deadlines. In addition, OIG also found that the Department did not always review the reports once they were

submitted. In addition, for the award implemented by Bancroft, OIG questioned \$321,599 in expenditures that OIG identified as unallowable or unsupported, and \$3.78 million that the Department paid Bancroft in incentive compensation payments to its employees that were not authorized in the terms and conditions of the award.

Audit of Department of State Protocols for Establishing and Operating Remote Diplomatic Missions
(AUD-MERO-21-33, 7/2021)

To ensure the safety of mission personnel during political instability or other security threats, the Department may evacuate an embassy and establish remote operations in a new location. Often the newly established “remote mission” is co-located with an established embassy in another country, where its mission-essential functions can continue. OIG conducted this audit to determine whether the Department had instituted protocols to (1) inform the decision to establish a remote diplomatic mission, (2) identify and provide resources to support mission-essential functions, (3) guide daily operations, and (4) evaluate and mitigate risks associated with the execution of foreign assistance programs that are overseen remotely.

OIG found that the Department has not instituted formal protocols and guidance to inform decisions regarding when and how remote missions should be established, or a methodology to identify and provide resources to support mission-essential functions and guide daily operations. Instead,

the Department has primarily relied on informal advice from Department personnel that have experience establishing and operating remote missions, in part because of the infrequency and temporary nature of remote missions. Some Department officials stated that they believe developing policies, as well as documenting best practices and lessons learned, would help inform how remote missions are established, how best to manage daily operations, and alleviate common challenges inherent to remote missions.

With respect to foreign assistance programs overseen remotely, OIG found that Department bureaus did not always increase risk ratings and develop corresponding mitigation strategies to reflect the changing operating environment. This occurred in part because there is no Department-wide policy requiring bureaus to consider elevating risk ratings in response to significant changes in the security environment, such as when operations have been suspended. Until this deficiency is addressed, the Department will have limited assurance foreign assistance funds in countries facing volatile security challenges are positioned to achieve desired results and outcomes.

Compliance Follow-Up Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq
(AUD-MERO-21-24, 4/2021)

In November 2018, OIG reported that the Bureau of Near Eastern Affairs (NEA) did not nominate qualified contracting officer's representatives (COR) and government

technical monitors who possessed the necessary Federal Acquisition Certification for CORs and demonstrated the technical expertise in the contract subject matter to oversee mission support contracts in Iraq, valued at more than \$3 billion. OIG conducted this compliance follow-up audit to determine the extent to which the Department has acted to close the four open recommendations from OIG's November 2018 report on the selection and management of contract oversight personnel in Iraq.

OIG found that NEA has not taken all necessary steps to implement the three recommendations offered by OIG in 2018. NEA officials said they are in the process of updating a study that will address OIG's recommendations. However, more than 730 days have passed since OIG offered its recommendations. OIG concluded that NEA had not dedicated sufficient resources and attention to addressing the recommendations offered, in part, because of the ordered departure of staff from U.S. Mission Iraq in 2019 and the global COVID-19 pandemic in 2020. Nevertheless, failure to fully address the recommendations and nominate qualified and experienced personnel to oversee contracts places billions of taxpayer funds at risk of waste and fraud.

With respect to a recommendation OIG offered, the Office of the Procurement Executive (OPE) has taken some but not all steps needed to address the deficiencies identified. Like NEA, OPE has not fully implemented this recommendation because it has not dedicated the resources and attention necessary to fully address the recommendation. Until this is corrected, OPE

will remain unable to fully address the long-standing deficiencies identified with the COR workforce.

Audit Operations, Quality, and Compliance

Management Assistance Report: Support From the Under Secretary for Management Is Needed To Facilitate the Closure of Open Office of Audits Recommendations
(AUD-AOQC-21-32, 6/2021)

As of May 6, 2021, 15 unclassified Office of Audits' report recommendations—made to 4 Department entities that had not responded to OIG—remained open. In each instance, a response from the Department entity was overdue by 150 days or more. The recommendations related to various deficiencies, including mechanisms to track the total number and cost of physical security projects in Kabul, Afghanistan; inadequate financial reporting for assistance to the Philippines; and inaccurate and incomplete oversight of countering violent extremism programs. OIG issued this report to bring the recommendations to the attention of the Under Secretary for Management in order to facilitate the closure of the recommendations.

After issuing a draft of this report, OIG received responses from the 4 bureaus responsible for the 15 open recommendations.

Security and Intelligence

Audit of Official and Diplomatic Passport Records Maintained by the Bureau of Consular Affairs
(AUD-SI-21-40, 8/2021)

OIG received a referral from the Treasury Inspector General for Tax Administration (TIGTA) that stated that in 2019, TIGTA requested from the Bureau of Consular Affairs (CA) information associated with diplomatic and official passports issued to Internal Revenue Service employees and appointees. According to TIGTA officials, TIGTA received three separate passport datasets from CA and found that the data provided in each dataset were incomplete.

OIG tested the accuracy of selected data elements for 113 official and diplomatic passport records and found that all data elements matched information from passport applications. OIG also compared two external official and diplomatic passport record datasets with CA's database and found that all passport records included in the external datasets were included in CA's database. OIG determined that passport records were accurate and complete because CA staff followed the policies and procedures related to processing and tracking passport applications. With respect to the incomplete data provided to TIGTA, CA officials stated CA had processes for reviewing data prior to release to Federal customers. However, there was not a formal policy or procedures.

Audit of the Bureau of Diplomatic Security's Process To Verify That Purchased Protective Equipment Complied With Performance and Contractual Requirements
(AUD-SI-21-39, 8/2021)

OIG conducted this audit to determine whether the Bureau of Diplomatic Security's (DS) internal control processes were sufficient to verify that procured body armor complied with contractual requirements and National Institute of Justice (NIJ) standards.

OIG found that DS implemented an internal control process to effectively verify that procured body armor complied with contractual requirements and NIJ standards. Specifically, OIG found that DS implemented a sound control environment and corresponding control activities to reduce the risk of obtaining fraudulent or inadequate quality body armor.

However, OIG noted that DS's Office of Antiterrorism Assistance acquired 400 body armor items in FY 2018 that did not have required serial numbers. Because these items did not have required serial numbers, DS will need to inspect them to determine whether they are of sufficient quality or need to be disposed of or replaced.

Management Assistance Report: Accountability of Official and Diplomatic Passports of Separating Employees Needs Improvement
(AUD-SI-21-28, 5/2021)

During an audit of CA's official and diplomatic passport records, OIG was alerted that a former Department employee had allegedly not surrendered a diplomatic passport upon separation from the Department. Department employees' entitlement to an official or diplomatic passport, in most instances, ends when they separate from the Department, and the passport must be surrendered for cancellation.

OIG found that CA had not electronically cancelled one of the former employee's diplomatic passports. Based on that information, OIG performed additional steps to determine whether CA had cancelled other diplomatic or official passports once other employees separated from the Department. OIG found that CA had not electronically cancelled 57 (43 percent) of 134 passports tested. In addition, of these 57 passports, 47 (82 percent) had not expired as of February 1, 2021, meaning they could still be valid. One reason for the deficiencies identified is that bureaus and offices did not always maintain proper accountability of passports and could not confirm whether separating employees had surrendered their passports for cancellation.

7 OFFICE OF EVALUATIONS AND SPECIAL PROJECTS

The Office of Evaluations and Special Projects (ESP) complements the work of OIG's Offices of Audits, Inspections, and Investigations and improves OIG's capabilities to educate employees regarding whistleblower protections. This office also reviews allegations of administrative misconduct by senior officials and conducts special evaluations and reviews, including responses to congressional inquiries.

From April 1, 2021, to September 30, 2021, ESP issued one unclassified report on Department programs and operations. During this period, the office also issued four whistleblower reports, which are discussed in Section 2 of this report.

ESP also reviews allegations of non-criminal misconduct by senior Department and USAGM employees. There were no such misconduct cases during this reporting period.

Review of Allegations of Misuse of Department of State Resources (ESP-21-02, 4/2021)

In response to a whistleblower complaint, OIG reviewed allegations that Department staff members were asked to complete tasks of a personal nature by U.S. Secretary of State Michael Pompeo and his spouse, Susan Pompeo. OIG found that both Secretary and Mrs. Pompeo requested that a political appointee and other employees in the Office of the Secretary undertake work of a personal nature, such as picking up personal items, planning events unrelated to the

Department's mission, and conducting such personal business as pet care and mailing personal Christmas cards. OIG found that such requests were inconsistent with Department ethics rules and the Standards of Ethical Conduct for Employees of the Executive Branch. However, with only a few exceptions, OIG did not find that Secretary and Mrs. Pompeo made personal requests to the special agents in the Bureau of Diplomatic Security who were protecting them.

OIG made three recommendations to the Department. OIG recommended that the Office of the Legal Adviser update its guidance to the Office of the Secretary to include guidance on the use of Department funds to pay for gifts to U.S. citizens and the use of Department employees to arrange personal dinners and entertainment. OIG recommended that the Bureau of Diplomatic Security amend its Protection Handbook to include examples of appropriate and inappropriate requests to agents performing protective functions, and direction concerning what to do when an agent is tasked with an inappropriate request and who to contact to address concerns. Finally, OIG recommended that the Under Secretary for Management draft and publish guidance on the use of a subordinate's time for tasks of a personal nature, including direction concerning what to do and who to contact when a Department employee is tasked with an inappropriate request. The Department concurred with all three recommendations.

8 OFFICE OF INSPECTIONS

The Office of Inspections conducts independent assessments of the operations of the Department, its posts abroad, and related activities. OIG inspects each post and domestic bureau as required by the Foreign Service Act of 1980, which sets forth three broad areas for inspections: policy implementation, resource management, and management controls.

The office also conducts targeted reviews of Department programs and operations and compliance follow-up reviews on some posts, offices, and bureaus previously inspected to ensure implementation of key recommendations. From April 1, 2021, to September 30, 2021, the Office of Inspections issued 21 reports on Department programs and operations, 18 of which were unclassified and are summarized below. The *Department of State Classified Annex to the Semiannual Report to the Congress* includes summaries of the three SBU reports the Office of Inspections issued during this reporting period.

Program Reviews and Special Reports

Management Assistance Report: Department Can Take Further Steps to Improve Executive Direction of Overseas Missions
(ISP-21-14, 6/2021)

In this review, OIG focused on the executive direction of overseas missions. Based on a review of 52 overseas inspection reports issued from February 2017 to April 2020, OIG found that in 67 percent of the inspected missions (35 of 52), chiefs of mission (COMs)

set a positive, inclusive, and professional tone for their missions consistent with Department leadership and management principles in 3 Foreign Affairs Manual (FAM) 1214. OIG also determined that in 83 percent of the inspected missions (43 of 52), COMs fulfilled presidential and Department instructions in representing the interests of the United States; expanding markets for U.S. exports; reporting significant political, economic, and societal developments; and establishing relations with potential leaders from all levels of society. However, in 33 percent of inspected missions (17 of 52), the chief of mission was deficient in one or more of the Department's leadership and management principles. Furthermore, 51 of the 52 inspection reports contained findings that involved vulnerabilities in internal controls, which placed programs, personnel, resources, or sensitive information at risk, and COMs did not identify and address these vulnerabilities as part of the process of preparing the annual Management Control Statement of Assurance, as required by 2 FAM 024d. Lastly, only 9 of 52 missions had implemented professional development programs for mid-level employees as directed by the Department.

OIG made recommendations to improve tone at the top and standards of conduct, adherence to internal controls, security of the mission and emergency preparedness, and the development and mentorship of Foreign Service professionals.

Review of the Effects of the COVID-19 Pandemic on the International Exchange Programs of the Bureau of Educational and Cultural Affairs
(ISP-I-21-25, 5/2021)

OIG conducted this review to assess how the Bureau of Educational and Cultural Affairs (ECA) responded from March 2020 through January 2021 to the risk management challenges associated with the COVID-19 pandemic's impact on its exchange programs. In early 2020, as the pandemic became widespread, ECA was managing more than 100 active exchange programs involving approximately 4,500 Americans overseas and more than 7,500 foreign nationals in the United States. OIG found that ECA's extensive experience in responding to previous country-specific emergencies helped prepare it to respond to the pandemic. ECA successfully repatriated thousands of exchange participants, both to and from the United States, in a timely manner. ECA also canceled, postponed, or altered all FY 2020 in-person exchange programs not already completed by March 2020. As a result, ECA ended FY 2020 with an unprecedented \$93.4 million in carryover and recovered funds. The bureau decided to repurpose these funds for evaluation, technology development, virtual programming, and alumni engagement. In addition, ECA used the flexibility provided by the OMB's March 2020 COVID-19 guidance on grants administration to help mitigate the pandemic's effect on its grantees and partner organizations. Lastly, OIG found that the bureau's increased use of virtual technologies since 2013 left it well prepared to meet the soaring demand for virtual exchange programs during the pandemic.

OIG did not make any recommendations in this report.

Review of the Public Diplomacy Staffing Initiative
(ISP-I-21-24, 4/2021)

In this review, OIG focused on the Department's implementation of the Public Diplomacy Staffing Initiative (PDSI). This was done after OIG inspections from FY 2017 through FY 2020 identified concerns about the length of time required to implement the initiative worldwide and the resulting impact on section efficiency due to outdated locally employed (LE) staff position descriptions. In FY 2014, the Office of Policy, Planning, and Resources of the Office of the Under Secretary for Public Diplomacy and Public Affairs (R/PPR) launched PDSI to create updated LE staff position descriptions, which would enhance the ability of the approximately 2,600 public diplomacy LE staff at 186 missions worldwide to carry out more audience-focused, result-driven programs. As of October 2020, just 36 missions, or 19 percent of overseas Public Diplomacy Sections, had fully implemented the initiative, and as a result, OIG was unable to assess the initiative's effectiveness. OIG found that while R/PPR made efforts to modify procedures and implement lessons learned from the first few years of PDSI implementation, deficiencies in senior leadership involvement, project management, resource planning, communication with stakeholders, and training continued to hamper the implementation of the initiative.

OIG made recommendations to improve PDSI implementation procedures.

Domestic Bureaus

Inspection of the Bureau of Administration's Property Management Division (ISP-I-21-34, 9/2021)

OIG found the Property Management Division had challenges fully implementing its programs due to previous extended vacancies in key positions, including the Division Director. The division did not routinely monitor bureau and overseas post compliance with Department property management standards, and it lacked adequate internal controls to monitor completion of annual inventory processes. Additionally, the process to create new business units in the Integrated Logistics Management System resulted in inadequate oversight of 86 of 1,213 business units in the system. Furthermore, conflicting guidance on procedures for accounting for overseas missions' bulk fuel stocks created risks that such property would be recorded incorrectly in the Department's systems of record.

OIG made recommendations to improve the Property Management Division's program management.

Spotlight on Success: The Property Management Division's Annual Inventory Modernization program resulted in enhanced internal controls over Department property while reducing the time required to conduct inventories by an average of 40 percent.

Inspection of the Bureau of Administration, Office of Overseas Schools (ISP-I-21-32, 9/2021)

OIG found that Department and other stakeholders described the Office of Overseas Schools as effective in supporting overseas schools attended by the dependents of U.S. Government employees. Additionally, the office increased grant funding to overseas schools to mitigate risks caused by the COVID-19 pandemic. However, a lack of standard operating procedures contributed to some operational deficiencies and internal controls weaknesses. Furthermore, the office did not follow Department requirements to monitor grants and review unliquidated obligations. OIG also determined that more than \$3 million could be put to better use if the office improved its review of unliquidated obligations.

OIG made recommendations to improve the Office of Overseas Schools' operational effectiveness, Federal assistance awards management, and internal controls activities.

Spotlight on Success: The Office of Overseas Schools' partnership with private sector companies and foundations through the Overseas Schools Advisory Council resulted in important innovations in international education.

Inspection of the Bureau of Consular Affairs' Passport Services Directorate (ISP-I-21-17, 9/2021)

OIG found the Passport Services Directorate's leadership was committed to implementing reforms, including a well-received core values

initiative centered around people rather than production. However, the directorate's dependence on the Office of Consular Systems and Technology for management of IT modernization initiatives resulted in delays in the Online Passport Renewal and Next Generation Passport systems. Additionally, delays in passport IT modernization initiatives required the Passport Services Directorate's personnel to work in a paper-based environment, preventing passport adjudication by telework during the COVID-19 pandemic. OIG also found that although the Passport Services Directorate had effective processes covering the issuance of adjudication guidance on citizenship and passport issues, it did not comply with Department requirements that such guidance be searchable and readily retrievable.

OIG made recommendations to improve the Passport Services Directorate's information management and operational effectiveness and program implementation.

Spotlight on Success: Passport Services Directorate employees used a collaborative process and "change champions" to define five directorate core operational values and drive the integration of values throughout the organization.

Inspection of the Bureau of Diplomatic Security's Overseas Security Advisory Council Program Office
(ISP-I-21-33, 8/2021)

OIG found the Overseas Security Advisory Council (OSAC) Program Office provided effective support to U.S. private sector organizations as required by its mandate.

However, the office did not effectively manage the contract for its public website, and it did not comply with the requirement to provide its contract staff with IT equipment when required to work from home during the COVID-19 pandemic.

OIG made recommendations to improve the OSAC Program Office's resource management.

Spotlight on Success: The OSAC Program Office hosted its first-ever virtual annual briefing in 2020, attracting nearly 2,000 participants. The virtual environment offered an opportunity for OSAC members and security professionals from various sectors to connect during the COVID-19 pandemic.

Inspection of the Office of the Science and Technology Adviser to the Secretary
(ISP-I-21-30, 8/2021)

OIG found that frequent turnover in the Office of the Science and Technology Adviser to the Secretary (STAS) leadership positions created challenges for the office. Although STAS advanced U.S. foreign policy in a number of science and technology areas, it did not always coordinate or clear its activity within the Department and through the interagency policy process. Additionally, the office did not use its Functional Bureau Strategy to facilitate, coordinate, and improve office performance. OIG also determined STAS had not coordinated its new Regional Technology Officer program with the existing Regional Environmental Officer program, which also has regional technology policy responsibilities. Furthermore, lack of a clearly defined and Department-approved mandate impeded STAS' ability to advance science and

technology policy in the Department and abroad. Lastly, although the office provided the Department with widely valued science and technology expertise through its science fellowship programs, it did not have a COR to properly manage the contracts associated with two fellowship programs.

OIG made recommendations to improve STAS' policy implementation, operational effectiveness, and resource management.

Spotlight on Success: STAS successfully worked with other U.S. Government agencies, nongovernmental institutions, academia, and other bureaus and offices within the Department to advance the candidacy of the United States as the new host of the World Data System's International Program Office.

Review of the Bureau of Global Talent Management, Office of the Executive Director, Office of Technology Services' Information System Processes
(ISP-I-21-29, 7/2021)

OIG found the Office of Technology Services' information system processes were compliant with many Department and Federal standards, but there were some significant areas that required management attention. Specifically, OIG found that four of the Office of Technology Services' six information systems had expired authorizations to operate. Staff made changes to one of the office's information systems without the required notification to the Bureau of Information Resource Management (IRM). Additionally, the Office of Technology Services' systems development lifecycle

process lacked documented management approvals and a central location for project documentation storage. The office also did not perform ongoing security controls assessments, contrary to Department standards, and had designated third-party contractors to key positions, risking inherently governmental functions being performed by contractors. Finally, OIG found that the Office of Technology Services' contracts lacked designated CORs.

OIG made recommendations to improve the Office of Technology Services' information systems processes.

Inspection of the Bureau of Consular Affairs, Office of 1CA: Leadership, Management, and Innovation
(ISP-I-21-28, 7/2021)

OIG found the Office of 1CA: Leadership, Management, and Innovation (1CA) generally performed its mission in accordance with Department standards. Additionally, OIG found 1CA successfully promoted innovation and the use of metrics by consular employees. However, the office did not promote its programs and resources adequately to domestic consular employees, and 1CA did not conduct periodic, systematic reviews of the Leadership and Management Tenets and Management Framework that guide consular operations.

OIG made a recommendation to improve 1CA's policy and program implementation. The Department implemented the recommendation and it was closed prior to September 30, 2021.

*Inspection of the Bureau of Administration,
Office of the Procurement Executive, Office of
Acquisitions Management, International
Programs Division's Grants Branch
(ISP-I-21-26, 7/2021)*

OIG found the Grants Branch was managed effectively and generally succeeded in its mission of supporting the Federal assistance management needs of its customers. However, branch grants officers did not regularly engage in post-award management tasks for the Federal assistance awards they issued. The branch also did not close out all awards within the 1-year time-period required by Federal regulation. Lastly, the Grants Branch did not establish defined service standards to guide communication with customers and lacked internal controls to monitor the consistency and quality of the service it provided.

OIG made a recommendation to improve Grants Branch Federal assistance internal controls. Additionally, OIG made a recommendation to improve the branch's communication and customer service.

*Inspection of the Bureau of Information
Resource Management's Office of
Consolidated Customer Support
(ISP-I-21-19, 7/2021)*

OIG found that the Office of Consolidated Customer Support's Office Director and the Deputy Director modeled the Department's leadership and management principles. However, the master service level agreement between the Office of Consolidated Customer Support and its customers was out of date, did not accurately reflect current IT needs, and

did not distinguish the respective roles and responsibilities of the office and its customers. The master service level agreement also did not include a policy for calculating incident and service request resolution times. OIG also found the Department's technology modernization purchasing policies created challenges for the office to comply with the master level service agreement and risked creating security vulnerabilities on the Department's enterprise network. Additionally, IRM did not conduct semiannual customer feedback surveys as required by the master service level agreement. Lastly, the Office of Consolidated Customer Service and the Bureau of Administration's Executive Office, Working Capital Fund Division did not conduct required comprehensive cost model studies to justify the \$1,790 per desktop service fee charged to customers.

OIG made recommendations to improve the Office of Consolidated Customer Support's IT and management operations.

*Inspection of the Bureau of Administration,
Office of the Procurement Executive, Office of
Acquisitions Management, Diplomatic Security
Contracts Division
(ISP-I-21-15, 7/2021)*

OIG found the Office of Acquisitions Management's Diplomatic Security Contracts Division fostered a collaborative relationship with the Bureau of Diplomatic Security. However, the office had not conducted a comprehensive staffing analysis for the Diplomatic Security Contracts Division. Additionally, the division lacked integrated financial management and procurement information technology systems to support

efficient contracting operations, as well as a knowledge management strategy to efficiently store and retrieve information essential to its operations.

OIG made recommendations to improve Diplomatic Security Contracts Division's workforce management and information and knowledge management.

Spotlight on Success: The Diplomatic Security Contracts Division initiated two informal training sessions that gave contracting officers and CORs a platform to share information on contracting topics.

Inspection of the Office of Global Criminal Justice
(ISP-I-21-27, 6/2021)

The Office of Global Criminal Justice saw new leadership in January 2021 due to the change in administration. OIG found that the new Senior Official leading the office began to address insufficient communication and collaboration issues which had contributed to divisions, mistrust, and morale problems in the office. Stakeholders from other Federal agencies and Department offices praised the subject matter expertise of staff in the Office of Global Criminal Justice, but some questioned its efforts to expand into new issues outside its traditional areas of engagement. OIG found that the office lacked a functional statement to define its roles and responsibilities and to clarify its focus vis-a-vis other Department offices. Additionally, office leadership did not develop a strategic plan to align the office's activities and resources and to guide staff. Lastly, although the office planned to implement \$10 million in FY 2020

foreign assistance funding, it had not managed previous assistance awards in accordance with Department standards.

OIG made recommendations to improve the Office of Global Criminal Justice's executive direction, policy and program implementation, and foreign assistance.

Inspection of the Bureau of Legislative Affairs
(ISP-I-21-20, 6/2021)

OIG found that the Bureau of Legislative Affairs delivered results on high priority foreign policy objectives but struggled to accomplish more routine tasks. The bureau's organizational structure was not well-aligned with operational needs and impeded its mission. Moreover, bureau leadership and supervisors did not effectively address inappropriate workplace behavior or consistently hold employees accountable. Additionally, the bureau did not have effective processes to identify and mitigate internal control risks and failed to conduct annual strategic reviews. The bureau lacked a comprehensive knowledge management system, which contributed to problems in efficiently tracking communications and meeting congressionally mandated reporting deadlines. OIG also found the Executive Office did not record and track service requests or administrative support and lacked standards for response times to service requests. Finally, the bureau did not follow Department procedures for software application development.

OIG made recommendations to improve the Bureau of Legislative Affairs' executive direction, knowledge management and

reporting responsibilities, administrative operations, and information management.

Spotlights on Success: The bureau effectively coordinated with Congress to repatriate more than 101,000 American citizens and legal permanent residents during the first 6 months of the COVID-19 pandemic. It also successfully worked with the Department and other U.S. Government agencies to advance support for human rights and democracy in Hong Kong. Finally, the bureau effectively coordinated more than 600 congressional trips in FY 2019, a 50 percent increase since FY 2012.

Inspection of the Bureau of Overseas Buildings Operations' Office of Fire Protection
(ISP-I-21-22, 5/2021)

OIG found that overall, the Office of Fire Protection carried out its mission to prevent fire-related fatalities and injuries, and it reported three fatalities and five injuries from FY 2006 to FY 2020. However, the Office Director did not fully model the Department's leadership and management principles. OIG also determined the office lacked sufficient internal control procedures in the Department's annual Statement of Assurance templates and in the Department's Management Controls Checklist on fire protection. Additionally, limitations in the Bureau of Overseas Buildings Operation's Real Property Application database impeded the office's ability to fully monitor overseas posts' compliance with requirements of its high-rise building mitigation program.

OIG made recommendations to improve the Office of Fire Protection's operational

effectiveness and program implementation and resource management.

Targeted Inspection of the Bureau of Diplomatic Security's Office of Special Investigations
(ISP-I-21-18, 5/2021)

Based on responses to an OIG-administered questionnaire, OIG found that the Office of Special Investigations provided both effective support and sufficient training to agents in the field. In addition, stakeholders from other Federal agencies and Department offices described the office as a collaborative partner. OIG also found the leadership team in the Office of Special Investigations fostered a positive work environment. However, the COVID-19 pandemic delayed training required to certify new sexual assault investigators, and outdated computer equipment hampered the office's efficiency and risked affecting response times for urgent inquiries from overseas regional security officers.

OIG did not make any recommendations in this report.

Inspection of the Bureau of Overseas Buildings Operations' Office of Safety, Health, and Environmental Management
(ISP-I-21-21, 4/2021)

OIG found the Office of Safety, Health, and Environmental Management made progress in reducing safety risks to Department employees and family members. Fatalities and injuries associated with motor vehicle operations, carbon monoxide, pesticides, and swimming pools have declined since the introduction of special safety programs in

these areas. Nonetheless, from 2014 to 2020, the Department reported 6,214 mishaps that resulted in 65 fatalities, 442 hospitalizations, 27,983 lost workdays, and \$26.1 million in property damage. Additionally, 93 percent of overseas posts did not fully complete or enter a safety certification for all residences in the Post Occupational Safety and Health Officer Certification Application Database, as required. While the office improved its database tracking residential safety certifications, additional corrective actions

were needed to resolve other database limitations, including limitations that prevented tracking of overseas posts' noncompliance with nonresidential safety standards. Lastly, the office had outdated, inaccurate, and incomplete guidance governing its programs.

OIG made recommendations to improve the Office of Safety, Health, and Environmental Management's operational effectiveness and program implementation and resource management.

9 OFFICE OF INVESTIGATIONS

The Office of Investigations conducts worldwide investigations of criminal, civil, and administrative misconduct related to programs and operations of the Department.

The office refers investigative results to the Department of Justice (DOJ) for prosecution and to the Department's Bureau of Global Talent Management (previously known as the Bureau of Human Resources), the Bureau of Diplomatic Security, the Office of the Procurement Executive, and other entities for administrative or other appropriate action. OIG's involvement in complex investigations

of crimes affecting Department employees, programs, and operations has resulted in significant actions—including convictions, settlements, recoveries, suspensions, and debarments—and continues to promote integrity and accountability of personnel and programs.

For a summary of OIG investigative activity related to Department of State programs and operations this reporting period, see Table 9.1. For a breakdown of cases closed this reporting period, see Figure 9.1.

Table 9.1**OIG Investigative Activity Related to Department of State Programs and Operations,
4/1/2021–9/30/2021**

Preliminary Inquiries	
Opened	42
Closed	39
Investigations	
Opened	21
Closed	26
Pending (9/30/2021)	23
Reports Issued ^a	9
Criminal and Civil Actions	
Referrals to the Department of Justice	9
Referrals to Foreign, State, & Local Prosecuting Authorities	1
Arrests	13
Indictments/Informations ^b	16
Convictions	5
Civil Judgments/Settlements	0
Administrative Actions	
Removals (Resignation & Termination)	8
Suspensions/Revocations (Employee & Security Clearance)	4
Reprimands/Admonishments/Other	4
Investigative Monetary Results	
Civil Settlement	\$0
Cost Recovery	\$15,279
Criminal Forfeiture	\$0
Fines and Penalties	\$2,100
Funds Put to Better Use (Cost Savings)	\$0
Restitution	\$7,934,558
Suspensions and Debarments	
Contractors/Grantees Suspended	0
Employees/Contractors/Grantees Debarred	6
Fraud Awareness Briefings	28

Note: The figures in this table were derived from a defined search of the Office of Investigations' electronic case management system for the period from April 1, 2021, through September 30, 2021, based upon specific administrative action categories.

^a The number represents final Reports of Investigation issued during the reporting period. The same Report of Investigation may have been issued to more than one Department bureau or office and may include multiple subjects for possible administrative actions.

^b The number represents all indictments, criminal informations, and complaints that occurred during the reporting period. All indictments and criminal informations result from referral to prosecuting authorities. The referral may have occurred in a prior reporting period.

OIG's investigative efforts span the globe. As shown in Figure 9.2 and Table 9.2, of the 65 cases and preliminary inquiries closed this reporting period, 42 percent concerned activity in the United States, and 58 percent concerned activity in other countries.

Figure 9.1
OIG Investigations Closed, 4/1/2021–9/30/2021

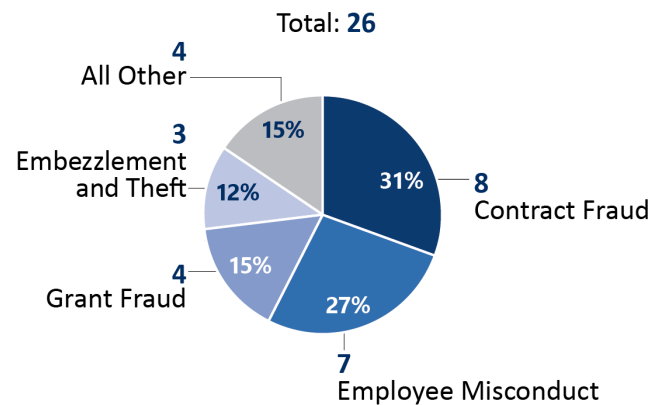


Figure 9.2
Department-Related Cases and Preliminary Inquiries Closed, by Country, 4/1/2021–9/30/2021



Source: Office of Investigations electronic case management system.

Table 9.2
Preliminary Inquiries and Cases Closed, 4/1/2021–9/30/2021

Type	Domestic	Overseas
Preliminary Inquiries Closed	18	21
Cases Closed	9	17

Source: Office of Investigations electronic case management system.

Investigations Involving Senior Government Employees

During the reporting period, OIG conducted a number of investigations involving senior Government employees. Table 9.3 details each such investigation where OIG

substantiated allegations of misconduct. Other than the investigations described in Table 9.3, OIG has no investigations to report involving senior Government employees that were substantiated and closed during the reporting period but not disclosed to the public.

Table 9.3

Investigations Involving Senior Government Employees Where Allegations Were Substantiated, 4/1/2021–9/30/2021

Description	Status	DOJ Referral & Response	Closed Date
Case #C2015-084			
On June 24, 2015, OIG opened an investigation based on information that an Attorney-Advisor may have structured cash transactions to evade mandatory reporting requirements.	The investigation substantiated the allegation and revealed the Attorney-Advisor made frequent loans to the owner of a wellness company and improperly encouraged other government employees to seek therapeutic services through the practice.	On September 14, 2016, the case was declined by DOJ in lieu of administrative action. The Department issued a warning memo and reprimand to the Attorney-Advisor for misconduct and poor judgement.	5/2021
Case #C2018-012			
On November 22, 2017, OIG opened an investigation based on information that a Regional Security Officer (RSO) claimed excessive overtime pay.	The investigation substantiated the allegation and revealed the RSO's overtime hours were not approved in advance by the Deputy Chief of Mission (DCM), who was the RSO's time and attendance approving official.	On December 5, 2017, the case was declined by DOJ in lieu of administrative action. The Department issued a letter of admonishment to the DCM for not following post policy regarding overtime authorization.	6/2021

Contract Fraud

In September 2021, May Salehi, a former Department employee, pled guilty to conspiracy to commit honest services fraud. As a technical expert, Salehi was involved in evaluating bids for critical overseas government construction projects such as U.S. embassies and consulates. OIG and Internal Revenue Service special agents determined that Salehi gave confidential inside bidding information to Sina Moayed, the owner of Montage Incorporated, and

received \$60,000 in kickback payments in return. This occurred in 2016, when Salehi was serving as a Technical Evaluation Panel Chair. Sentencing is pending. Previously, in May 2021, Moayed was arrested and charged with one count of wire fraud, one count of conspiracy to commit wire fraud, and bribery of a public official. Agents determined Moayed paid Salehi bribes in exchange for confidential bidding information and that he made

misrepresentations about his employees' qualifications to induce the Department into awarding approximately \$100 million in lucrative construction contracts to his company.

In September 2021, Elmer Baker, a former project manager of a construction company, was sentenced to approximately 30 months in prison, 3 years of probation, and ordered to pay \$309,000 in restitution. Baker previously pled guilty to one count of conspiracy to violate the anti-kickback statute and four counts of wire fraud for his role in a scheme to overbill a General Services Administration (GSA) contract for work performed on a Department facility. GSA, FBI, and OIG special agents determined that after Baker's company awarded a construction subcontract on the facility, he began receiving kickbacks in the form of meals and vacations. Baker later began demanding monetary kickbacks and tried to cover his tracks by sending the subcontractor fake invoices to make it appear as though payments were for legitimate work.

In August 2021, Beyung Kim, the owner of Iris Kim, Inc., a U.S. defense contractor, and four of his employees were sentenced for engaging in an extensive procurement fraud scheme involving government contracts. These contracts targeted the Department of Defense, Department of State, and other federal government agencies. The owner was sentenced to 58 months in prison, and his four employees were sentenced to a combined 93 months in prison and ordered to pay over \$7 million in restitution. OIG

special agents, in a joint investigation with the Defense Criminal Investigative Service and other agencies, determined that the company falsely declared goods pertaining to Department contracts that were not in compliance with the Buy America Act. The co-workers fraudulently imported goods into the United States that were made in prohibited countries, then falsely relabeled the goods as if they were made in the United States. In December 2020, the individuals pled guilty to conspiring to defraud the United States.

In May 2021, Keith Fisher Sr. pled guilty to one count of mail fraud and for violating the conditions of his supervised release from a prior conviction. Naval Criminal Investigative Service, General Services Administration, and OIG special agents determined that when Fisher was nearing the end of a previous prison sentence, he used his company, Atlantic Safety Corporation, to bid on federal contracts through a reverse auction online marketplace that enables government agencies to post requirements for goods. His company won a contract award, then used an alias to subcontract with a third-party vendor to provide goods directly to the government agency. Fisher also made fraudulent representations to other potential subcontractor vendors about the creditworthiness and financial status of his company. Sentencing is pending.

Embezzlement and Theft

In September 2021, Olayinka Agboola pled guilty to engaging in monetary transactions in property derived from specified unlawful activity. Sentencing is pending. A year earlier

(October 2020), Agboola, Linda Johnson, and Wanda Barker were indicted for using a business email compromise scheme to defraud the Department. OIG and FBI special agents determined the individuals tricked the Department and a non-profit agency into wiring at least \$575,000 into bank accounts they controlled for the purpose of enriching themselves and their co-conspirators.

In July 2021, Roudy Pierre-Louis pled guilty to one count of wire fraud in South Carolina District Court in Charleston. Army Criminal Investigations Division, Defense Criminal Investigative Service, and OIG special agents determined that, from 2015 through 2018, Pierre-Louis, a former budget analyst in the United States Embassy in Haiti, forged the names of U.S. Southern Command military commanders on vouchers he created. This was done to obtain cash from the U.S. Embassy as a trusted employee. Sentencing is pending.

In May 2021, Katrin Verclas was sentenced to 728 days in prison, and her previous corporation, MobileActive, agreed to pay \$500,000 to settle a related civil complaint. Previously, in January 2021, Verclas pled guilty to charges of obstruction of a federal audit and causing a financial institution to fail to file a suspicious activity report, relating to more than \$1.2 million in Department grant funds awarded to her corporation, MobileActive. OIG special agents determined that, from November 2010 through October 2012, she failed to disclose to the bank that many of the transactions involving the MobileActive business account were for her own personal

gain rather than legitimate business purposes. Verclas, a German citizen living in the U.S., was initially arrested in March 2018 after her company had been awarded a grant to support and promote U.S. global internet freedom efforts under the guise that it was a 501(c)(3) nonprofit organization. OIG special agents determined the company was not a nonprofit organization and, thus, not eligible to apply for the grant.

Employee Misconduct

In July 2021, Paul Guertin, a former Foreign Service Officer, was arrested for intentionally concealing information on his SF-86 background investigation questionnaires and in interviews with Department background investigators. OIG special agents determined Guertin withheld information about several categories of conduct. Such issues included an undisclosed sexual relationship with a Chinese national, whose U.S. visa application was adjudicated by Guertin while he was serving as a consular officer; undisclosed gambling debts; and an undisclosed \$225,000 loan from two Chinese nationals, who were directed by Guertin to provide \$45,000 of the initial disbursement in the form of cash in \$100 bills. Previously, in March 2021, Guertin was indicted for wire fraud and obstructing an official proceeding.

Suspensions and Debarments

In April 2021, three individuals were each debarred 3 years for submitting false claims to grant officials while supporting two grants in Afghanistan. OIG special agents determined that from June 2016 to June

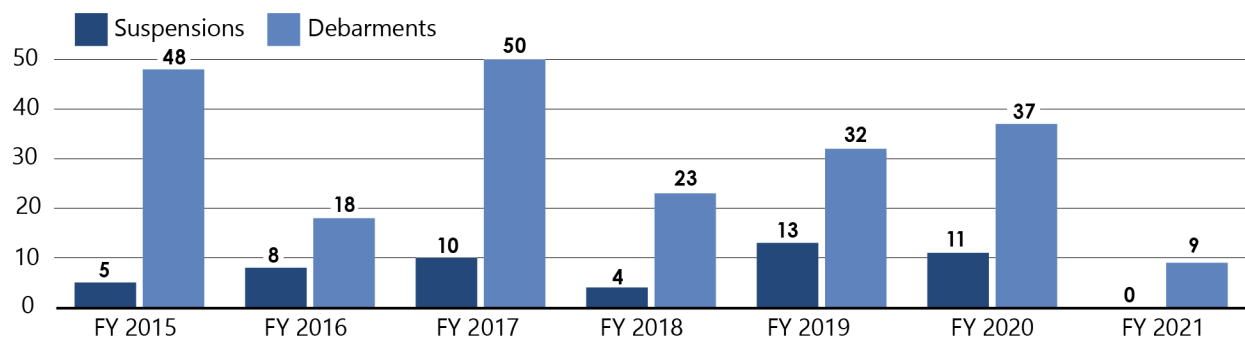
2017, the individuals inflated employee salaries by over \$26,000 in support of a grant that was meant to help the Afghan government develop a national strategy for countering violent extremism. In addition, they claimed approximately \$147,000 for services performed under a grant meant to provide media communication training for Afghan women and politicians; however, the services were never provided.

In June 2021, a CEO and his grantee organization were debarred for a period of 3

years for demonstrating a willful failure to perform in accordance with the terms of one or more public agreements or transactions. OIG special agents determined the CEO used Department grant funds for personal use, including travel and the purchase of a vehicle. In addition, the CEO created false documents to inflate the expenses paid for by the grant money.

Figure 9.3 shows suspension and debarment action taken by the Department as a result of OIG referrals from FY 2015 to FY 2021.

Figure 9.3
Suspension and Debarment Action Taken by the Department as a Result of OIG Referrals, FY 2015–FY 2021



Source: Office of Investigations electronic case management system.

Additional Cases

In April 2021, two businesses and nine of their officers and managers located across the country were indicted for their roles in an alleged conspiracy to defraud the U.S. Government and commit various fraud and criminal immigration offenses for profit. OIG and special agents from Homeland Security Investigations and U.S. Citizenship and Immigration Services determined that, from an unknown date through May 2017, the

defendants enriched themselves by participating in a scheme to recruit and hire noncitizen laborers. The defendants allegedly entered into contracts to provide hospitality-related businesses with lawful laborers to work in housekeeping, retail, and food service positions; however, they filled those positions with noncitizens who were not authorized to work in the United States.

10 FINANCIAL RESULTS OF OIG WORK RELATED TO THE DEPARTMENT OF STATE

In the reports it issued this reporting period, OIG identified over \$706 million in potential monetary benefits to the Department. Also during this reporting period, the Department made management decisions on approximately \$168 million in recommendations involving questioned costs or funds that could be put to better use. At the close of this reporting period, the Department had not yet made a management decision on just over \$1 billion in questioned costs or funds that could be put to better use, as identified by OIG. OIG determines that a management decision on questioned costs and funds put to better use has been

made and reports such a determination when OIG receives and accepts sufficient, specific evidence during the compliance process.

For the status of recommendations involving questioned costs in OIG reports on Department programs and operations, see Table 10.1. For the status of recommendations involving funds that could be put to better use, see Table 10.2. For a summary of consolidated Department totals of potential monetary benefits identified by OIG during this reporting period, see Section 5 of this report.

OIG Financial Lexicon

Questioned Costs
Costs that are questioned by OIG because of an alleged violation of a provision; costs not supported by adequate documentation; or a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.
Allowed: A cost questioned by OIG that management has decided should be charged to the Government.
Disallowed: A cost questioned by OIG that management has agreed should not be charged to the Government.
Funds Put to Better Use
Funds that could be used more efficiently if management took actions to implement and complete the recommendation.
Agreed: The dollar value of recommendations that management agreed to implement.
Disagreed: The dollar value of recommendations that management disagreed with implementing.

Table 10.1**Status of OIG Recommendations to the Department of State Including Questioned Costs,
4/1/2021–9/30/2021**

	# Reports	Questioned Costs (\$ Thousands)	Unsupported Costs ^a (\$ Thousands ^b)
A. No management decision made by start of the reporting period	8	\$240,560	\$109,065
B. Issued during the reporting period			
<i>Audit of Acquisition Planning and Cost Controls While Transitioning Support Service Contracts in Iraq</i>		\$4,099	\$10
<i>Management Assistance Report: Financial Monitoring of Foreign Assistance Grants and Cooperative Agreements in Somalia Needs Improvement</i>		\$663,194	\$0
<i>Management Alert: US Embassy Baghdad, Iraq Body Armor</i>		\$1,264	\$0
Total issued during the reporting period	3	\$668,556	\$10
Total (A+B)	11	\$909,116	\$109,075
C. Management decision made during the reporting period			
(i) Disallowed costs		\$0	\$0
(ii) Costs not disallowed		\$117,374	\$108,973
Subtotal	3	\$117,374	\$108,973
D. Total remaining for decision as of the end of the reporting period [(A+B) – Subtotal C]	9^c	\$791,742	\$101
E. Additional monetary benefits achieved as the result of prior OIG recommendations	0	\$0	\$0

^a “Unsupported Costs” is a subset of “Questioned Costs.”

^b Dollar amounts may be affected by rounding.

^c Count of remaining reports cannot be directly derived from the preceding report counts above because some reports include more than one recommendation with monetary benefits. The 9 reports noted in the table contain 11 recommendations without a management decision at the end of the period.

Table 10.2**Status of OIG Recommendations to the Department of State Recommending Funds Be Put to Better Use, 4/1/2021–9/30/2021**

	# Reports	Funds Put to Better Use (\$ Thousands ^a)
A. No management decision made by start of the reporting period	17	\$264,475
B. Issued during the reporting period		
<i>Inspection of the Bureau of Administration, Office of Overseas Schools</i>		\$3,050
<i>Inspection of Embassy Praia, Cabo Verde</i>		\$118
<i>Audit of Department of State Use of Appropriated Funds Prior to Expiration and Cancellation</i>		\$34,693
Total issued during the reporting period	3	\$37,861
Total (A+B)	20	\$302,336
C. Management decision made during the reporting period		
(i) Dollar value of recommendations agreed to by management		\$33,627
(ii) Dollar value of recommendations not agreed to by management		\$16,766
Subtotal	2	\$50,393
D. Total remaining for decision as of the end of the reporting period [(A+B) – Subtotal C]	18^b	\$251,943
E. Additional monetary benefits achieved as the result of prior OIG recommendations	4	\$685

^a Dollar amounts may be affected by rounding.

^b Count of remaining reports cannot be directly derived from the preceding report counts above because some reports include more than one recommendation with monetary benefits. The 18 reports noted in the table contain 20 recommendations without a management decision at the end of the period.

Office of Management and Budget Single Audits

OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200) establishes audit requirements for state and local governments, colleges and universities, and nonprofit organizations receiving Federal awards. Under 2 CFR Part 200, covered entities that expend \$750,000 or more a year in Federal funds must obtain an annual organization-wide "single audit" that includes the entity's financial statements and compliance with Federal award requirements. These audits are conducted by non-Federal auditors, such as public accounting firms and state auditors. OIG reviews selected audit reports for findings and questioned costs related to Department awards to ensure that the reports comply with the requirements of OMB related to single audits. OIG's oversight of non-Federal audit activity informs Federal managers about the soundness of the management of Federal programs and identifies any significant areas of internal control weaknesses, noncompliance, and questioned costs for resolution or follow-up.

In this reporting period, OIG's Office of Audits reviewed eight single audit reports covering \$743 million in Federal funds. Of this amount, Department funds totaled \$544 million. Five of the eight reports documented the awardee's noncompliance with Federal requirements, including significant deficiencies in internal control related to inappropriate segregation of duties, late invoice submissions, conflicts of interest in procurement, grant charges made to the wrong grant, and questioned costs due to inadequate documentation to support transactions. In addition, separate management letters were issued by the auditing firms to two of the eight awardees that identified other internal control matters, such as outdated internal controls manual, lack of timely responses to the auditing firm's documentation requests, needed improvements to federal documentation retention such as System for Award Management searches and sole-source procurement documentation, inconsistencies in the recording of contributions with restrictions, and delay in reporting an allegation of fraud to the auditing firm. OIG referred questioned costs of at least \$92,513 to Department program officials for resolution or follow-up as identified in one of the reports. Table 10.3 summarizes the Department's decisions during this period to allow or disallow the questioned costs.

Table 10.3
Inspector General-Referred Single Audit
Reports With Questioned Costs

Recommendation Status		# Reports	Questioned Costs (\$ Thousands ^a)
A.	For which no management decision had been made by the commencement of the reporting period	0	\$0
B.	Issued during the reporting period	1	\$93
Subtotal Questioned Costs (A+B)		1	\$93
C.	For which a management decision was made during the reporting period		
	(i) Disallowed costs	0	\$0
	(ii) Costs not disallowed	0	\$0
	Total Management Decisions	0	\$0
D.	For which no management decision has been made by the end of the reporting period [(A+B) – Subtotal C]	1	\$93

^a Dollar amounts may be affected by rounding.

Defense Contract Audit Agency Audits

The Office of Acquisitions Management (AQM) provided OIG information concerning Department contract awards. AQM's Business Operations Division initiates and coordinates audits with the Defense Contract Audit Agency (DCAA) to support Contracting Officers. Questioned costs that are identified represent the total of all

questioned dollars in DCAA audit reports issued during this reporting period. The management decision captures the resolution of audit reports made by the Contracting Officer during this reporting period to allow or disallow questioned costs. OIG did not verify, or otherwise audit, the values shown in Table 10.4 for the information AQM provided.

Table 10.4
Defense Contract Audit Agency Audit Reports With Questioned Costs

Recommendation Status	# Reports	Questioned Costs (\$ Thousands^a)
A. For which no management decision had been made by the commencement of the reporting period	11	\$78,765 ^b
B. Issued during the reporting period		
<i>Independent Audit Report on Taylors International Services Inc.'s Proposed Amounts on Unsettled Flexibly Priced Contracts for FY 2018 (2018H10100010, April 9, 2021)</i>		\$537
<i>Independent Audit Report on Taylors International Services Inc.'s Proposed Amounts on Unsettled Flexibly Priced Contracts for FY 2019 (2019H10100001, April 9, 2021)</i>		\$554
<i>Independent Audit Report on PAE Government Services' Proposed Amounts on Unsettled Flexibly Priced Contracts for FY 2018 (2018P10100001, April 25, 2021)</i>		\$3
<i>Independent Audit Report on Aegis Defense Services, LLC's Proposed Amounts on Unsettled Flexibly Priced Contracts for Fiscal Year (FY) ended January 31, 2020 (2020M10100002, July 8, 2021)</i>		\$4,278
<i>Independent Audit Report on AAR Worldwide Aviation Support Services Proposed Amounts on Unsettled Flexibly Priced Contracts for Contractor Fiscal Year (CFY) 2019 (2019M10100015, July 27, 2021)</i>		\$12,681
<i>Independent Audit Report on Janus Global Operations, LLC's Proposed Amounts on Unsettled Flexibly Priced Contracts for Contractor Fiscal Year 2019^d (2019B10100010, September 10, 2021)</i>		\$364

Recommendation Status	# Reports	Questioned Costs (\$ Thousands^a)
<i>Independent Audit Report on PAE Government Services' Proposed Amounts on Unsettled Flexibly Priced Contracts for FY 2019 (2019P10100001, September 24, 2021)</i>		\$179
Total Issued During the Reporting Period	7 ^c	\$18,597
Subtotal Questioned Costs (A+B)	18	\$97,362
C. For which management decision was made during the reporting period		
(i) Disallowed Costs		\$23,620
(ii) Costs Not Disallowed		\$22,248
Total Management Decisions	7 ^d	\$45,868
D. For which no management decision has been made by the end of the reporting period	11	\$51,494

^a Dollar amount may be affected by rounding.

^b The value for which no management decision had been made as of March 31, 2021 was \$81,481,728 (rounded \$81,482). The amount was decrease by \$3,832,990 (rounded \$3,833) based on information provided by the Department of State that the revised figure correctly represents direct costs. The difference was neither allowed nor disallowed but determined to be indirect costs not under the cognizance of the Department of State.

^c The count of reports excludes five reports issued this period with no questioned costs. Prior Semiannual Reports to the Congress erroneously excluded three reports with no questioned costs.

^d Number includes the number of reports with full management decisions on all remaining questioned costs and excludes the number of reports with pending questioned costs.

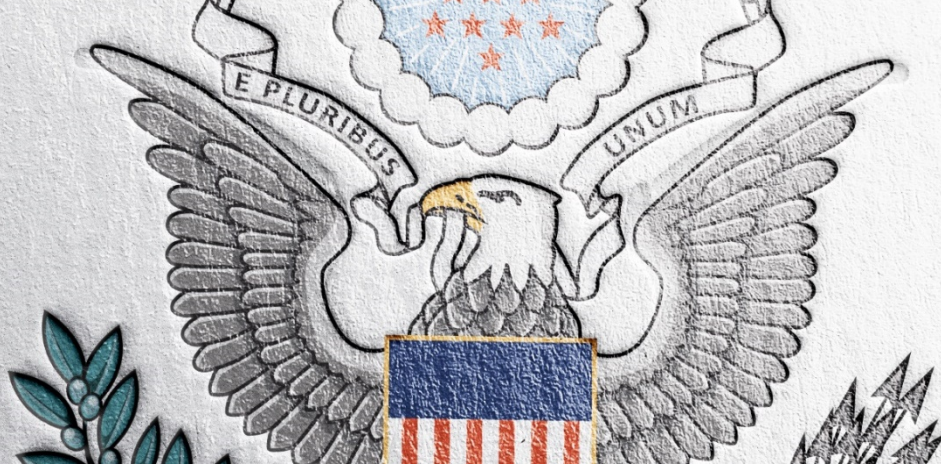
11 COMPLIANCE

OIG tracks and documents the status of OIG report recommendations and agency follow-up actions. OMB Circular A-50 requires prompt resolution and corrective action on OIG recommendations. Specifically, the circular states that resolution shall be made within 6 months after the final report is issued, with corrective action proceeding as rapidly as possible.

The tables in Appendix D provide detailed information about the status of OIG recommendations. Tables D.1 through D.3 identify resolved but unimplemented recommendations associated with unclassified reports issued prior to April 1, 2021, as well as each recommendation's associated potential monetary benefits. Table D.4 identifies recommendations that have been without management decision for more than 6 months.

Table D.5 shows reports issued in the previous reporting period that did not receive comments within 60 days of issuance. Table D.6 shows previous significant management decisions that the Department revised during this reporting period, and Table D.7 identifies significant management decisions with which OIG disagreed. Lastly, Table D.8 highlights a number of recommendations that were closed during the reporting period.

The recommendation text included in these tables is from final reports. In some instances, responsibility for implementing recommendations transfers to other action offices after a report is issued. However, OIG does not revise report text to reflect such changes. OIG provides the Department with monthly aging reports that list the assigned action offices.



OVERSIGHT OF U.S. AGENCY FOR GLOBAL MEDIA PROGRAMS AND OPERATIONS

12 OFFICE OF AUDITS

The Office of Audits supports the U.S. Agency for Global Media (USAGM) by auditing its programs and operations and making recommendations to improve management, strengthen integrity and accountability, and ensure the most efficient, effective, and economical use of resources. Audit work focuses on such areas of concern as financial management and information security and management practices. From April 1, 2021, to September 30, 2021, the Office of Audits issued one report related to USAGM programs and operations, which is summarized below.

Financial Management

Audit of U.S. Agency for Global Media FY 2020 Compliance With Improper Payments Requirements (AUD-FM-IB-21-29, 5/2021)

In accordance with the Payment Integrity Information Act of 2019, OIG conducted an audit of USAGM's FY 2020 compliance with improper payments requirements. OIG concluded that USAGM complied with improper payments requirements for the FY 2020 reporting period. Specifically, USAGM published on its website the FY 2020 Performance and Accountability Report, which included all applicable payment integrity disclosures. In addition, USAGM complied with the requirement to perform program-specific risk assessments.

13 OFFICE OF INVESTIGATIONS

The Office of Investigations conducts worldwide investigations of criminal, civil, and administrative misconduct related to USAGM programs and operations. From April 1, 2021, to September 30, 2021, the office's work resulted in one criminal information, one arrest, two administrative actions and the guilty plea of one subject that is summarized below. Additionally, the office opened one preliminary inquiry and closed three preliminary inquiries, while opening one case and closing two cases.

Contract Fraud

In June 2021, Rita M. Starliper, the former owner and CEO of a Government contracting firm, pleaded guilty to conspiracy to commit bribery and honest services mail fraud for her role in a bribery scheme with a former contracting officer (CO) for USAGM. OIG and FBI special agents determined that between late 2014 and 2016, Starliper agreed to hire the contracting officer's relative for a job involving minimal work that resulted in payments to the relative of more than \$68,000. In exchange, the former CO took actions that benefited Starliper and her company, including the awarding of a professional staffing contract worth millions

of dollars. Sentencing is scheduled for November. Previously, in March 2021, Diane Sturgis, a former USAGM contracting officer, was sentenced to 2 years in prison and ordered to pay \$45,000 in restitution and a \$10,000 fine for engaging in the bribery and procurement fraud scheme.

In June 2021, a supervisory contract specialist for the U.S. Agency for Global Media was suspended for 30 days for failure to follow standards of ethical conduct and multiple Federal Acquisition Regulation (FAR) violations. OIG special agents determined the employee awarded a family member sole source contracts and failed to disclose the relationship.

Investigations Involving Senior Government Employees

During the reporting period, OIG conducted no investigations involving senior Government employees at USAGM where OIG substantiated allegations of misconduct. OIG also has no investigations to report involving senior Government employees that were substantiated and closed during the reporting period but not disclosed to the public.

14 FINANCIAL RESULTS OF OIG WORK RELATED TO THE U.S. AGENCY FOR GLOBAL MEDIA

In the reports it issued this reporting period, OIG did not identify potential monetary benefits to USAGM. USAGM had no open recommendations involving questioned costs or funds put to better use from this or previous reporting periods that required a

management decision. OIG determines that a management decision on questioned costs and funds put to better use has been made and reports such a determination when OIG receives and accepts sufficient, specific evidence during the compliance process.

OIG Financial Lexicon

Questioned Costs

Costs that are questioned by OIG because of an alleged violation of a provision; costs not supported by adequate documentation; or a finding that the expenditure of funds for the intended purpose is unnecessary or unreasonable.

Allowed:

A cost questioned by OIG that management has decided should be charged to the Government.

Disallowed:

A cost questioned by OIG that management has agreed should not be charged to the Government.

Funds Put to Better Use

Funds that could be used more efficiently if management took actions to implement and complete the recommendation.

Agreed:

The dollar value of recommendations that management agreed to implement.

Disagreed:

The dollar value of recommendations that management disagreed with implementing.

Office of Management and Budget Single Audits

OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200) establishes audit requirements for state and local governments, colleges and universities, and non-profit organizations receiving Federal awards. Under 2 CFR Part 200, covered entities that expend \$750,000 or more a year in Federal funds must obtain an annual organization-wide "single audit" that includes the entity's financial statements and compliance with Federal award requirements. These audits are conducted by non-Federal auditors, such as public accounting firms and state auditors.

In this reporting period, OIG's Office of Audits reviewed three single audit reports covering \$280 million in Federal funds to USAGM. Two of the three reports documented the awardee's noncompliance with Federal requirements, including significant internal control deficiencies related to untimely reconciliation of asset and liability accounts, failure to demonstrate terrorist screening of its contractors and vendors, and unjustified sole source procurements. OIG referred these findings to USAGM officials for resolution. OIG also conducted follow-up on questioned costs of \$105,000 referred to USAGM for resolution in prior periods. Table 14.1 summarizes USAGM's decisions during this period to allow or disallow the questioned costs.

Table 14.1
Inspector General-Referred Single Audit Reports With Questioned Costs

Recommendation Status		# Reports	Questioned Costs (\$ Thousands ^a)
A.	For which no management decision had been made by the commencement of the reporting period	1	\$105
B.	Issued during the reporting period	0	\$0
Subtotal Questioned Costs (A+B)		1	\$105
C.	For which a management decision was made during the reporting period		
	(i) Disallowed costs	0	\$0
	(ii) Costs not disallowed	0	\$0
Total Management Decisions		0	\$0
D.	For which no management decision has been made by the end of the reporting period [(A+B) – Subtotal C]	1	\$105

^a Dollar amounts may be affected by rounding.

15 COMPLIANCE

OIG tracks and documents the status of OIG report recommendations and agency follow-up actions. OMB Circular A-50 requires prompt resolution and corrective action on OIG recommendations. Specifically, the circular states that resolution shall be made within 6 months after the final report is issued, with corrective action proceeding as rapidly as possible.

The tables in Appendix E provide detailed information about the status of OIG recommendations. Tables E.1 and E.2 identify resolved but unimplemented recommendations associated with unclassified reports issued prior to April 1, 2021, as well as each recommendation's associated potential monetary benefits. Table E.3 identifies recommendations that have been without management decision for more than 6 months.

Table E.4 shows reports issued in the previous reporting period that did not receive comments within 60 days of issuance. Table E.5 shows previous significant management decisions that USAGM revised during this reporting period, and Table E.6 identifies significant management decisions with which OIG disagreed.



APPENDICES

APPENDIX A: OIG REPORTS RELATED TO DEPARTMENT OF STATE PROGRAMS AND OPERATIONS

Table A.1

OIG Reports Related to Department of State Programs and Operations, 4/1/2021–9/30/2021

Report #	Report Title	Date
Office of Audits		
AUD-MERO-21-43	<i>Audit of Acquisition Planning and Cost Controls While Transitioning Support Service Contracts in Iraq</i>	9/2021
AUD-MERO-21-41	<i>Management Assistance Report: Process To Report Department of State Security Clearance Data to the Office of the Director of National Intelligence Needs Improvement</i>	9/2021
AUD-SI-21-40	<i>Audit of Official and Diplomatic Passport Records Maintained by the Bureau of Consular Affairs</i>	8/2021
AUD-SI-21-39	<i>Audit of the Bureau of Diplomatic Security's Process To Verify That Purchased Protective Equipment Complied With Performance and Contractual Requirements</i>	8/2021
AUD-IT-21-34	<i>Compliance Follow-Up Audit of the Department of State Process To Select and Approve IT Investments</i>	8/2021
AUD-MERO-21-38	<i>Audit of Department of State Compliance With Requirements Relating to Undefinitized Contract Actions</i>	7/2021
AUD-MERO-21-37	<i>Management Assistance Report: Improved Guidance and Acquisition Planning is Needed to Reduce the Use of Bridge Contracts in Afghanistan and Iraq</i>	7/2021
AUD-CGI-21-36	<i>Audit of the Bureau of Global Talent Management, Office of Talent Services, Fulfillment of Service-Level Agreement Requirements</i>	7/2021
AUD-MERO-21-35	<i>Management Assistance Report: Financial Monitoring of Foreign Assistance Grants and Cooperative Agreements in Somalia Needs Improvement</i>	7/2021
AUD-MERO-21-33	<i>Audit of Department of State Protocols for Establishing and Operating Remote Diplomatic Missions</i>	7/2021
AUD-AOQC-21-32	<i>Management Assistance Report: Support From the Under Secretary for Management Is Needed To Facilitate the Closure of Open Office of Audits Recommendations</i>	6/2021
AUD-FM-21-31	<i>Audit of Foreign Per Diem Rates Established by the Department of State</i>	6/2021
AUD-FM-21-30	<i>Audit of Department of State FY 2020 Compliance With Improper Payment Requirements</i>	5/2021
AUD-SI-21-28	<i>Management Assistance Report: Accountability of Official and Diplomatic Passports of Separating Employees Needs Improvement</i>	5/2021

Report #	Report Title	Date
AUD-FM-21-27	<i>Audit of Department of State Use of Appropriated Funds Prior to Expiration and Cancellation</i>	4/2021
AUD-MERO-21-24	<i>Compliance Follow-Up Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq</i>	4/2021
Office of Enterprise Risk Management		
OIG-ERM-21-03	<i>Work Plan FY 2022-FY 2023</i>	9/2021
Office of Evaluations and Special Projects		
ESP-21-02	<i>Review of Allegations of Misuse of Department of State Resources</i>	4/2021
Office of Inspections		
ISP-I-21-34	<i>Inspection of the Bureau of Administration's Property Management Division</i>	9/2021
ISP-I-21-32	<i>Inspection of the Bureau of Administration, Office of Overseas Schools</i>	9/2021
ISP-I-21-17	<i>Inspection of the Bureau of Consular Affairs' Passport Services Directorate</i>	9/2021
ISP-I-21-33	<i>Inspection of the Bureau of Diplomatic Security's Overseas Security Advisory Council Program Office</i>	8/2021
ISP-I-21-30	<i>Inspection of the Office of the Science and Technology Adviser to the Secretary</i>	8/2021
ISP-I-21-29	<i>Review of the Bureau of Global Talent Management, Office of the Executive Director, Office of Technology Services' Information System Processes</i>	7/2021
ISP-I-21-28	<i>Inspection of the Bureau of Consular Affairs, Office of 1CA: Leadership, Management, and Innovation</i>	7/2021
ISP-I-21-26	<i>Inspection of the Bureau of Administration, Office of the Procurement Executive, Office of Acquisitions Management, International Programs Division's Grants Branch</i>	7/2021
ISP-I-21-19	<i>Inspection of the Bureau of Information Resource Management's Office of Consolidated Customer Support</i>	7/2021
ISP-I-21-15	<i>Inspection of the Bureau of Administration, Office of the Procurement Executive, Office of Acquisitions Management, Diplomatic Security Contracts Division</i>	7/2021
ISP-I-21-27	<i>Inspection of the Office of Global Criminal Justice</i>	6/2021
ISP-I-21-20	<i>Inspection of the Bureau of Legislative Affairs</i>	6/2021
ISP-21-14	<i>Management Assistance Report: Department Can Take Further Steps to Improve Executive Direction of Overseas Missions</i>	6/2021
ISP-I-21-25	<i>Review of the Effects of the COVID-19 Pandemic on the International Exchange Programs of the Bureau of Educational and Cultural Affairs</i>	5/2021
ISP-I-21-22	<i>Inspection of the Bureau of Overseas Buildings Operations' Office of Fire Protection</i>	5/2021

Report #	Report Title	Date
ISP-I-21-18	<i>Targeted Inspection of the Bureau of Diplomatic Security's Office of Special Investigations</i>	5/2021
ISP-I-21-24	<i>Review of the Public Diplomacy Staffing Initiative</i>	4/2021
ISP-I-21-21	<i>Inspection of the Bureau of Overseas Buildings Operations' Office of Safety, Health, and Environmental Management</i>	4/2021

Table A.2
OIG Reports Related to Department of State Programs and Operations and Summarized in the
Department of State Classified Annex to the Semiannual Report to the Congress,
4/1/2021–9/30/2021

Report #	Report Title	Date
Office of Audits		
AUD-IT-21-44	<i>Audit of the Department of State FY 2021 Information Security Program for Sensitive Compartmented Information Systems</i>	9/2021
AUD-MERO-21-42	<i>Audit of U.S. Embassy Kabul, Afghanistan, Public Affairs Section Administration of Grants and Cooperative Agreements</i>	9/2021
MA-21-01	<i>Management Alert: U.S. Embassy Baghdad, Iraq Body Armor</i>	7/2021
AUD-IT-21-25	<i>Audit of the Department of State FY 2020 Information Security Program</i>	4/2021
Office of Inspections		
ISP-I-21-31	<i>Inspection of Embassy Praia, Cabo Verde</i>	8/2021
ISP-I-21-23	<i>Inspection of the Bureau of Oceans and International Environmental and Scientific Affairs</i>	8/2021
ISP-I-21-35	<i>Targeted Inspection of the Bureau of Diplomatic Security, Criminal Investigative Liaison Branch</i>	7/2021

APPENDIX B: OIG REPORTS RELATED TO U.S. AGENCY FOR GLOBAL MEDIA PROGRAMS AND OPERATIONS

Table B.1

**OIG Reports Related to U.S. Agency for Global Media Programs and Operations,
4/1/2021–9/30/2021**

Report #	Report Title	Date
Office of Audits		
AUD-FM-IB-21-29	<i>Audit of U.S. Agency for Global Media FY 2020 Compliance With Improper Payment Requirements</i>	5/2021

Table B.2

**OIG Reports Related to U.S. Agency for Global Media Programs and Operations Summarized in
the *United States Agency for Global Media Sensitive But Unclassified Annex to the Semiannual
Report to the Congress*, 4/1/2021–9/30/2021**

Report #	Report Title	Date
None		

APPENDIX C: PEER REVIEWS

The Office of Inspector General (OIG) conducts oversight activities to help ensure that the Department of State and the U.S. Agency for Global Media manage and execute programs and operations as efficiently and effectively as possible. To underscore the importance of operational efficiency and effectiveness, OIG is measured by industry standards and best practices set forth by the oversight community, represented by the Council of the Inspectors General on Integrity and Efficiency (CIGIE). As part of this shared internal control system, CIGIE requires OIGs to conduct and undergo periodic external peer reviews, and the Inspector General Act of 1978 requires the results of these peer reviews to be published in this *Semiannual Report to the Congress*.

Office of Audits

The Office of Audits (AUD) did not undergo a peer review related to Government Auditing Standards during this reporting period. The date of the most recent peer review to determine accordance with such standards was February 12, 2019. In that review, the Office of Audits received a peer review rating of pass, the best possible rating.

Quality Standards for Inspection and Evaluation Peer Review

The Office of Evaluations and Special Projects (ESP), the Office of Inspections (ISP), and AUD did not undergo a peer review related to Quality Standards for Inspection and Evaluation during this reporting period. The date of the most recent peer review to determine accordance with such standards was June 15, 2020. In that review, ISP, ESP, and AUD policies and procedures generally met the seven Quality Standards for Inspection and Evaluation addressed in the peer review. Additionally, all reports reviewed generally met the Quality Standards for Inspection and Evaluation standards and generally complied with associated internal policies and procedures in effect at the time.

Office of Investigations

The Office of Investigations did not undergo a peer review during this reporting period. The Office of Investigations was last peer reviewed in July 2018 and has no outstanding recommendations.

APPENDIX D: DEPARTMENT OF STATE COMPLIANCE

Tables D.1 through D.8 report the status of open Office of Inspector General (OIG) recommendations to the Department of State (Department) as of September 30, 2021, as well as certain recommendations that were closed during the reporting period. There is one unresolved recommendation; OIG did

not classify the recommendations as significant and continues to work with Department officials to resolve and close the recommendation.

The current action offices listed in some of the recommendations may have changed since the recommendations were issued in the original reports.

OIG Compliance Lexicon

Open
<p>Unresolved: No agreement between OIG and management on the recommendation or proposed corrective action.</p> <p>Resolved: Agreement on the recommendation and proposed corrective action but implementation has not been completed.</p>
Closed
Agreed-upon corrective action is complete.

Table D.1
Open Office of Audits Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 9/30/2021

Significant Open Recommendations	Potential Monetary Benefits
<i>Audit of the Department of State's Unarmored Overseas Motor Vehicle Fleet (AUD-SI-21-13, 1/2021)</i>	
Recommendation 1: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement a detailed vehicle program plan that (a) contains clear, measurable goals and objectives; (b) establishes internal controls within all facets of the motor vehicle program; and (c) defines areas of authority, roles, and responsibilities for personnel responsible for carrying out the motor vehicle program.	N/A
Recommendation 3: OIG recommends that the Bureau of Administration update the Foreign Affairs Manual to require use of the internal controls developed in response to Recommendation 1 in this OIG report.	N/A
Recommendation 4: OIG recommends that the Bureau of Administration (a) conduct a staffing study of its Office of Logistics Management, Office of Program Management and Policy, Overseas Fleet Division, to determine appropriate staffing levels, whether its staff have requisite fleet management expertise, and whether staff are in the right positions to perform the duties for which they are assigned; and (b) develop and implement a plan to address the results of the study.	N/A

Significant Open Recommendations	Potential Monetary Benefits
Recommendation 7: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement detailed standard operating procedures related to vehicle acquisitions. These procedures should, at a minimum, include (a) guidance to assist posts in understanding the vehicle allocation methodology and target fleet size to allow posts to more effectively determine an appropriate number of vehicles needed, (b) steps to be taken to address the overage of fleet sizes, and (c) guidance on requesting and documenting waivers.	N/A
Recommendation 15: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, (a) conduct a study of Form OF-108, Daily Vehicle Use Record, to determine an effective method for capturing the required vehicle information in accordance with the Foreign Affairs Manual (14 FAM 437.2); and (b) develop and implement a plan to address the results of the study.	N/A
Recommendation 18: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement a method to verify that posts perform preventive maintenance on vehicles at appropriate intervals and timely document the maintenance performed in the Fleet Management Information System.	N/A
Recommendation 19: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement detailed standard operating procedures to assist posts in tracking and documenting vehicle maintenance in accordance with Department of State policies and procedures.	N/A
Recommendation 21: OIG recommends that the Bureau of Administration complete the development of and implement detailed standard operating procedures to assist posts in completing vehicle disposals and forms. These procedures should include guidance on conducting periodic checks of disposal forms, entering information into the Integrated Logistics Management System, and performing disposal analyses (Recommendation 20).	N/A
<i>Audit of the Department of State Bureau of African Affairs Monitoring and Coordination of the Trans-Sahara Counterterrorism Partnership Program</i> (AUD-MERO-20-42, 9/2020)	
Recommendation 9: OIG recommends that the Bureau of African Affairs develop a written framework and work with other Government entities to achieve a whole-of-government approach in the execution of the Trans-Sahara Counterterrorism Partnership program that includes elements such as roles and responsibilities, organizational structure, and coordination mechanisms.	N/A

Significant Open Recommendations	Potential Monetary Benefits
<i>Management Assistance Report: Additional Guidance Needed to Improve the Oversight and Management of Locally Employed Staff Serving at Remote Missions</i> (AUD-MERO-20-40, 9/2020)	
Recommendation 14: OIG recommends that the Bureau of Diplomatic Security develop an addendum to its January 2020 Overseas Vetting Guidelines, including instructions regarding how security certifications should be updated if key parts of the background investigation cannot be completed and how to proceed if security certifications lapse. The addendum should include instructions specific to updating security certifications for locally employed staff at missions in suspended operations status.	N/A
<i>Review of the Afghan Special Immigrant Visa Program</i> (AUD-MERO-20-35, 6/2020)	
Recommendation 5: OIG recommends that the Secretary of State or his designee direct an evaluation to determine if legacy systems should be updated or made interoperable or if a new system should instead be developed to minimize redundancy in data entry. The evaluation results should include (a) deployment dates for the updated, modified, or new system or an explanation as to why these improvements would not be prudent to execute and (b) other improvements that can be made to promote the efficacy of the Afghan Special Immigrant Visa program. The results of this evaluation should be provided to OIG and, as appropriate, incorporated into congressional reporting.	N/A
<i>Audit of Selected Internal Controls for the Special Needs Education Allowance</i> (AUD-FM-20-33, 6/2020)	
Recommendation 1: OIG recommends that the Under Secretary for Management designate the “M Family Special Needs Committee” as a permanent coordinating body to complete implementation of the Special Needs Education Allowance reform remedies and to identify and execute additional internal controls that are necessary to effectually administer the Special Needs Education Allowance. The Foreign Affairs Manual should be updated to reflect the formal establishment of the committee, its membership, and responsibility for Special Needs Education Allowance administration.	N/A
<i>Review of Delays Encountered Constructing the New Embassy Compound in Ashgabat, Turkmenistan</i> (AUD-MERO-20-20, 2/2020)	
Recommendation 6: OIG recommends that the Bureau of Overseas Buildings Operations, in coordination with the Office of Acquisitions Management and the Office of the Legal Advisor, take the following actions: (a) assess whether Caddell Construction Co., LLC, is liable for damages for not fulfilling the terms and conditions of its contract and (b) recover all monetary damages for which Caddell is liable and report the final disposition of the recovery to the Office of Inspector General.	N/A
Recommendation 7: OIG recommends that the Under Secretary for Management, in coordination with the Bureau of Overseas Buildings Operations and the Office of the Legal Advisor, take action to end the impasse regarding the construction of the New Office Building on the New Embassy Compound in Ashgabat, Turkmenistan.	N/A

Significant Open Recommendations	Potential Monetary Benefits
<i>Audit of the Execution of Security-Related Construction Projects at U.S. Embassy Kabul, Afghanistan</i> (AUD-MERO-19-40, 9/2019)	
Recommendation 7: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Overseas Buildings Operations, amend the 2015 Memorandum of Agreement Regarding Construction Services for Physical Security Upgrades in Kabul, Afghanistan, to more clearly define roles and responsibilities for physical security construction in Afghanistan with a specific focus on the types and locations of construction projects to be managed by each bureau as well as the Kabul Regional Security Office in Afghanistan.	N/A
Recommendation 8: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Overseas Buildings Operations, take steps to develop standardized designs for physical security structures for use at volatile posts in high-threat, high-risk areas around the world.	N/A
<i>Audit of Monitoring and Evaluating Department of State Foreign Assistance in the Philippines</i> (AUD-MERO-19-39, 9/2019)	
Recommendation 24: OIG recommends that the Office of U.S. Foreign Assistance Resources enforce evaluation policies by developing and implementing an oversight plan to verify that bureaus and offices that are administering foreign assistance funding are implementing and adhering to the Foreign Aid Transparency and Accountability Act of 2016, the Foreign Affairs Manual (18 FAM 301.4), and the corresponding Guidance for the Design, Monitoring and Evaluation Policy at the Department of State, January 2018. This plan should include, at a minimum, a requirement to verify that definitions of “programs” and “large programs” are consistent with the FAM and a requirement to verify that Bureau Evaluation Plans are developed and implemented in accordance with existing guidance and by the established deadlines.	N/A
<i>Audit of the Department of State’s Local Configuration Control Boards</i> (AUD-IT-19-36, 7/2019)	
Recommendation 3: OIG recommends that the Bureau of Information Resource Management provide guidance to Local Configuration Control Boards on the documentation regarding IT configuration change requests that must be retained at a post.	N/A
Recommendation 4: OIG recommends that the Bureau of Information Resource Management develop and issue standard operating procedures for overseas posts’ Local Configuration Control Boards to follow when reviewing, approving, and implementing IT configuration change requests. These standard operating procedures should establish and implement a process that provides for the evaluation, approval, and documentation of IT change requests in accordance with Department of State policies and National Institute of Standards and Technology requirements.	N/A
Recommendation 5: OIG recommends that the Bureau of Information Resource Management develop and implement a methodology to oversee Local Configuration Control Board (LCCB) activities, including LCCB approval of IT configuration change requests at the local level. This methodology should include specific procedures for	N/A

Significant Open Recommendations	Potential Monetary Benefits
verification of the LCCB's testing of approved changes, security impact analyses, and retention of required documentation.	
<i>Management Assistance Report: Modernizing Processes to Maintain Overseas Buildings Operations Commissioning Documentation Is Needed</i> (AUD-MERO-19-31, 6/2019)	
Recommendation 1: OIG recommends that the Bureau of Overseas Buildings Operations (1) identify industry best practices for automating commissioning documentation, (2) develop an electronic commissioning platform, and (3) conduct a pilot program using the electronic platform that would allow commissioning tests to be created digitally and test results saved to an online repository.	N/A
<i>Audit of the Department of State Implementation of Policies Intended to Counter Violent Extremism</i> (AUD-MERO-19-27, 6/2019)	
Recommendation 1: OIG recommends that the Bureau of African Affairs develop and implement standard operating procedures to align its regional strategy objectives, sub-objectives, and performance indicators for countering violent extremism with Department of State and Bureau of Counterterrorism and Countering Violent Extremism strategies, goals, and objectives.	N/A
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs develop and implement standard operating procedures to align its regional strategy objectives, sub-objectives, and performance indicators for countering violent extremism with Department of State and Bureau of Counterterrorism and Countering Violent Extremism strategies, goals, and objectives.	N/A
Recommendation 3: OIG recommends that the Bureau of South and Central Asian Affairs develop and implement standard operating procedures to align its regional strategy objectives, sub-objectives, and performance indicators for countering violent extremism with Department of State and Bureau of Counterterrorism and Countering Violent Extremism strategies, goals, and objectives.	N/A
Recommendation 4: OIG recommends that the Bureau of Counterterrorism and Countering Violent Extremism seek designation from the Secretary of State to be the controlling authority on countering violent extremism issues and policy.	N/A
Recommendation 5: OIG recommends that the Bureau of Counterterrorism and Countering Violent Extremism, in coordination with the Office of the Legal Adviser, provide written guidance for developing and implementing programs and projects intended to rehabilitate and reintegrate former violent extremists into society in a manner consistent with U.S. laws prohibiting material support to terrorists and terrorist organizations.	N/A
Recommendation 6: OIG recommends that the Bureau of Counterterrorism and Countering Violent Extremism, in coordination with the Office of U.S. Foreign Assistance Resources, the Office of the Under Secretary of State for Public Diplomacy and Public Affairs, Office of Policy, Planning, and Resources (PPR), and the Bureau of Budget and Planning, develop and implement a single definition for what constitutes a countering violent extremism program or project.	N/A

Significant Open Recommendations	Potential Monetary Benefits
Recommendation 7: OIG recommends that the Bureau of Counterterrorism and Countering Violent Extremism, in coordination with the Office of U.S. Foreign Assistance Resources, the Office of the Under Secretary of State for Public Diplomacy and Public Affairs, Office of Policy, Planning, and Resources, and the Bureau of Budget and Planning, establish a process to verify that grants and cooperative agreements awarded for the purpose of countering violent extremism comply with the definition established in Recommendation 6 as to what constitutes a countering violent extremism program or project.	N/A
Recommendation 8: OIG recommends that the Bureau of Counterterrorism and Countering Violent Extremism, in coordination with the Office of U.S. Foreign Assistance Resources, the Office of the Under Secretary of State for Public Diplomacy and Public Affairs, Office of Policy, Planning, and Resources, and the Bureau of Budget and Planning, develop and implement procedures to ensure that bureaus and missions report only awards and expenditures that meet the definition of a countering violent extremism established in Recommendation 6 as to what constitutes a countering violent extremism program or project.	N/A
<i>Audit of Cost Controls Within the Baghdad Life Support Services Contract Food Services Task Order SAQMMA14F0721</i> (AUD-MERO-18-55, 8/2018)	
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs incorporate requirements for food services cost controls and a contractor cost control plan into the new worldwide support services contract and develop an acquisition plan that addresses their implementation and comprehensive oversight.	N/A
<i>Audit of the Bureau of European and Eurasian Affairs Administration and Oversight of Selected Contracts and Grants</i> (AUD-CGI-18-50, 8/2018)	
Recommendation 4: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement procedures to verify that contracting officers are developing quality assurance surveillance plans for all service contracts and monitoring contracting officers Representatives adherence to the quality assurance surveillance plans.	N/A

Significant Open Recommendations	Potential Monetary Benefits
<i>Audit of Bureau of Overseas Buildings Operations' Oversight of New Construction Projects at the U.S. Embassy in Kabul, Afghanistan</i> (AUD-MERO-18-17, 1/2018)	
Recommendation 2: OIG recommends the Bureau of Overseas Buildings Operations require project directors to certify that all required building equipment and systems are fully commissioned prior to issuing the certificate of substantial completion.	N/A
<i>Management Assistance Report: The Process to Authorize and Track Information Technology Systems Needs Improvement</i> (AUD-IT-17-56, 8/2017)	
Recommendation 7: OIG recommends that the Bureau of Information Resource Management develop and implement a corrective action plan that addresses how the Department will comply with Department policy on the Systems Authorization Process. The corrective action plan should identify the root cause of compliance failures, action steps to resolve such compliance failures, improvement benchmarks and a timeframe for completion, and an escalation process to hold system owners accountable.	N/A
<i>Aspects of the Invoice Review Process Used by the Bureau of Near Eastern Affairs to Support Contingency Operations in Iraq Need Improvement</i> (AUD-MERO-17-33, 3/2017)	
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs, in coordination with the Bureau of Administration, provide sufficient resources to the Contract Management Office-Frankfurt to ensure all unallowable costs are identified and recovered in a timely manner. This review should begin with those invoices provisionally approved beginning in September 2014 and already identified as awaiting post-payment review and then going back to identify and review those provisionally approved invoices submitted before September 2014 that did not receive full review.	N/A
Recommendation 7: OIG recommends that the Bureau of Near Eastern Affairs, develop reliable, objective, clear, and measurable performance metrics and include these metrics in all current and future Bureau of Near Eastern Affairs Iraq contracts.	N/A
<i>Audit of the Oversight of Fuel Acquisition and Related Services Supporting Department of State Operations in Iraq</i> (AUD-MERO-17-16, 12/2016)	
Recommendation 5: OIG recommends that the Bureau of Near Eastern Affairs conduct a study to determine the appropriate numbers of trained, technically experienced, and certified oversight personnel required to oversee the Baghdad Life Support Services and Operations and Maintenance Support Services contracts, to include specific consideration of 2-year assignments, required Federal Acquisition Certification for Contracting Officer's Representatives certification levels, and appointment of additional assistant contracting officer's representatives.	N/A

Significant Open Recommendations	Potential Monetary Benefits
<i>Audit of the Department of State Travel Card Program</i> (AUD-CGI-16-48, 9/2016)	
Recommendation 1: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop, implement, and publish policies in the Foreign Affairs Manual and/or Foreign Affairs Handbook governing cash advances on Department-issued travel cards, specifically regarding the timing and dollar value of cash advances that may be obtained.	N/A
Recommendation 4: OIG recommends that the Bureau of the Comptroller and Global Financial Services establish controls to identify Department employees eligible to receive a travel card who travel more than two times in a 12-month period and verify that they obtain and use a Department-issued travel card for all official travel-related expenses.	N/A
Recommendation 5: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement split disbursement procedures as required by the Office of Management and Budget for all Department-issued travel card holders.	N/A
<i>Audit of the Department of State Process To Select and Approve Information Technology Investments</i> (AUD-FM-16-31, 3/2016)	
Recommendation 11: OIG recommends that the Bureau of Information Resource Management develop and implement policies and procedures to oversee and enforce requirements for bureaus and offices to avoid duplicative IT investments.	N/A
Recommendation 25: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, develop and implement a process to validate the completeness of the data in iMatrix. At a minimum, this process should include an analysis of IT expenditures in the financial management system to ensure expenditures are reported in iMatrix, as needed.	N/A
Recommendation 26: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, develop and implement a process to validate the accuracy of data in iMatrix. This could include developing and implementing analytical procedures to identify anomalies in iMatrix data.	N/A
<i>Compliance Follow-up Audit of the Process To Request and Prioritize Physical Security-Related Activities at Overseas Posts</i> (AUD-ACF-16-20, 12/2015)	
Recommendation 7: OIG recommends that the Bureau of Overseas Buildings Operations, in coordination with the Bureau of Diplomatic Security, develop and implement formal standardized processes to prioritize physical security-related deficiencies at posts by category, such as major physical security upgrades, forced-entry/ballistic-resistant projects, and minor physical security upgrades. The prioritizations should be performed based on a comprehensive list of all physical security needs and should be periodically updated based on changes in risk factors or posts' needs. The processes used to perform the prioritizations should be documented and repeatable. In addition, in developing the processes, consideration should be given	N/A

Significant Open Recommendations	Potential Monetary Benefits
to how the Overseas Security Policy Board standards will be utilized, what risk factors will be considered, and what impact upcoming major rehabilitation projects or new construction would have on the prioritized rankings.	
Open Recommendations	Potential Monetary Benefits
<i>Audit of the Department of State's Risk Assessments and Monitoring of Voluntary Contributions to Public International Organizations</i> (AUD-MERO-21-18, 3/2021)	
Recommendation 1: OIG recommends that the Bureau of Administration, Office of the Procurement Executive update the Federal Assistance Directive to require specific, measurable objectives to be identified in voluntary contribution award documents consistent with Standards for Internal Control in the Federal Government requirements.	N/A
Recommendation 2: OIG recommends that the Bureau of Administration, Office of the Procurement Executive update the Federal Assistance Directive to require awarding offices to conduct risk assessments consistent with Standards for Internal Control in the Federal Government requirements.	N/A
Recommendation 3: OIG recommends that the Bureau of Administration, Office of the Procurement Executive update the Federal Assistance Directive to require that bureaus issuing voluntary contributions incorporate monitoring activities tied to voluntary contribution objectives as terms and conditions in award documents, consistent with Standards for Internal Control in the Federal Government requirements.	N/A
Recommendation 4: OIG recommends that the Bureau of Administration, Office of the Procurement Executive update the Federal Assistance Directive to require that bureaus issuing voluntary contributions document the results of ongoing monitoring, consistent with Standards for Internal Control in the Federal Government requirements.	N/A
<i>Audit of the Department of State's Unarmored Overseas Motor Vehicle Fleet</i> (AUD-SI-21-13, 1/2021)	
Recommendation 6: OIG recommends that the Bureau of Diplomatic Security, in coordination with the Bureau of Administration, (a) update any bureau-specific motor vehicle procedures in place to comply with the Foreign Affairs Manual and Bureau of Administration guidance within 90 days of final report issuance; and (b) establish a process to review and update these procedures, as appropriate, at least annually thereafter.	N/A
Recommendation 8: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement a formal process to oversee post's motor vehicle acquisitions and to periodically perform an independent validation to determine whether posts are complying with vehicle acquisition requirements. This process should, at a minimum, include a review of post's vehicle allocation methodology justifications for keeping vehicles that the Overseas Fleet Division determined were questionable or should be eliminated.	N/A
Recommendation 9: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement a policy	N/A

Open Recommendations	Potential Monetary Benefits
related to posts' local acquisition of used vehicles. This policy should include the circumstances in which a used vehicle may be purchased locally, how to acquire it, and how to record it in the Integrated Logistics Management System.	
Recommendation 10: OIG recommends that the Bureau of Administration perform an analysis to determine whether (a) posts are legally allowed to standardize locally purchased foreign-made vehicles, (b) it would be cost-beneficial to allow such standardization, and (c) this type of standardization should be allowed.	N/A
Recommendation 11: OIG recommends that, if the Bureau of Administration determines that posts will be allowed to standardize the acquisition of foreign-made vehicles (Recommendation 10), the Bureau of Administration update the Foreign Affairs Manual (14 FAM 436.4) and Department of State Acquisition Regulation (§ 606.370) to formalize this policy.	N/A
Recommendation 12: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement (a) a policy to comply with 14 FAM 431.6-2(b)(6) and 14 FAM 436.5(a) to maintain all post vehicles in the Integrated Logistics Management System, including vehicles acquired without authorization; and (b) procedures for how posts should enter and track vehicles in the Integrated Logistics Management System that have been purchased without authorization or that exceed post's target fleet size, including used vehicles.	N/A
Recommendation 13: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement a method to accurately record and verify vehicle identification numbers in the Integrated Logistics Management System.	N/A
Recommendation 14: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, (a) conduct a study to determine effective mileage and utilization standards for the Department of State's overseas fleet; and (b) develop and implement a plan to address the results of the study.	N/A
Recommendation 17: OIG recommends that the Bureau of Administration require responsible officials at overseas posts to use the Fleet Management Information System as a tracking mechanism for preventive maintenance for each unarmored motor vehicle.	N/A
Recommendation 20: OIG recommends that the Bureau of Administration, in coordination with the Fleet Management Council, develop and implement a methodology for posts to use when considering the disposal of an unarmored motor vehicle and codify the methodology in the Foreign Affairs Manual. The methodology should include a quantitative minimum for vehicle age, use, and maintenance costs. The methodology should also require posts to conduct and document a disposal analysis to ensure the vehicle meets the necessary criteria for disposal.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Management Assistance Report: The Bureau of Diplomatic Security Did Not Always Conduct Post Security Program Reviews Within Required Timeframes</i> (AUD-SI-21-03, 12/2020)	
Recommendation 1: OIG recommends that the Bureau of Diplomatic Security (a) evaluate the Post Security Program Review process, including the staffing structure (Foreign Service versus Civil Service) and levels (how many positions are needed to conduct Post Security Program Reviews in a timely manner) and (b) identify recommendations, as appropriate, for meeting required timeframes and the intent of the program.	N/A
Recommendation 2: OIG recommends that the Bureau of Diplomatic Security develop and execute a corrective action plan that implements the recommendations of its evaluation (Recommendation 1).	N/A
<i>Audit of Food Services Under the Afghanistan Life Support Services Contract</i> (AUD-MERO-20-46, 9/2020)	
Recommendation 4: OIG recommends that the Bureau of South and Central Asian Affairs, in coordination with the Bureau of Administration, Office of the Procurement Executive, Office of Acquisitions Management incorporate a requirement for the contractor to develop a cost control plan into the Diplomatic Platform Support Services contract's request for task order proposals for food services in Afghanistan.	N/A
Recommendation 5: OIG recommends that the Bureau of South and Central Asian Affairs, in coordination with the Bureau of Administration, Office of the Procurement Executive, Office of Acquisitions Management take appropriate steps to ensure a cost control plan is executed under the Diplomatic Platform Support Services contract's food services task order in Afghanistan.	N/A
<i>Audit of the Bureau of Overseas Buildings Operations Process To Execute Construction Closeout Procedures for Selected Capital Construction Projects</i> (AUD-CGI-20-43, 9/2020)	
Recommendation 2: OIG recommends that the Bureau of Overseas Buildings Operations establish and implement procedures, when circumstances warrant deviation from standard construction project closeout procedures, that require the Project Director to justify and document the decision to issue the Certificate of Substantial Completion before all major building systems are tested and commissioned, including how such decisions influence project milestones, the additional costs to be incurred, and the projected final acceptance date of the project.	N/A
Recommendation 3: OIG recommends that the Bureau of Overseas Buildings Operations establish and implement procedures requiring Project Directors assigned to execute a construction project to ensure that a complete and accurate punch list is provided to the contractor with the issuance of the Certificate of Substantial Completion.	N/A
Recommendation 4: OIG recommends that the Bureau of Overseas Buildings Operations establish and implement procedures, when circumstances warrant deviation from standard construction project closeout procedures, that require the	N/A

Open Recommendations	Potential Monetary Benefits
Project Directors to justify and document the decision to issue the Certificate of Substantial Completion without promptly providing a consolidated, complete, and accurate punch list to the contractor, including the impact of such decisions on the projected final acceptance date of the project and the additional costs to be incurred as a result.	
Recommendation 6: OIG recommends that the Bureau of Overseas Buildings Operations establish and implement procedures, when circumstances warrant deviation from established staffing plans for capital construction projects, that require the Project Director to document the deviation from the staffing plan, including the effect of such decisions on project milestones, the additional costs to be incurred, and the projected final acceptance date of the project.	N/A
Recommendation 10: OIG recommends that the Bureau of Overseas Buildings Operations update the OBO Construction Management Guidebook to clarify that punch list items must be documented and tracked separately from warranty list items to avoid ambiguity.	N/A
Recommendation 11: OIG recommends that the Bureau of Overseas Buildings Operations, in concert with Recommendation 10, establish and communicate the required process to track and clear punch list and warranty list items to ensure consistent application of the process across all construction projects.	N/A
<i>Audit of the Department of State Bureau of African Affairs Monitoring and Coordination of the Trans-Sahara Counterterrorism Partnership Program</i> (AUD-MERO-20-42, 9/2020)	
Recommendation 2: OIG recommends that the Bureau of African Affairs develop and implement procedures that ensure personnel charged with monitoring and overseeing the Trans-Sahara Counterterrorism Partnership projects in the countries of performance are formally authorized to perform these functions through designation as a government technical monitor or alternate contracting officer's representatives in accordance with the Foreign Affairs Handbook Section 14 FAH-2 H-140.	N/A
Recommendation 10: OIG recommends that the Bureau of African Affairs establish and implement memoranda of understanding with the Office of Security Cooperation and other partners, as applicable, to describe roles and responsibilities for coordinating, executing, and monitoring Trans-Sahara Counterterrorism Partnership (TSCTP) projects in the countries where TSCTP is implemented, including establishment of a structure for communicating and coordinating in-country.	N/A
Recommendation 11: OIG recommends that the Bureau of African Affairs, in coordination with relevant bureaus, establish, populate, and maintain a central repository of all Trans-Sahara Counterterrorism Partnership projects, accessible to those involved with the execution of projects, that includes project name and identification number, the project proposal, the award mechanism, a detailed description of the project, and project documentation needed for implementation.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Management Assistance Report: Additional Guidance Needed to Improve the Oversight and Management of Locally Employed Staff Serving at Remote Missions</i> (AUD-MERO-20-40, 9/2020)	
Recommendation 8: OIG recommends that the Yemen Affairs Unit 1) review all current locally employed staff titles and positions, 2) identify those that do not accurately reflect current titles and duties, and 3) revise locally employed staff titles, position descriptions, and workplans, as appropriate.	N/A
<i>Management Assistance Report: Execution of the New Embassy Compound London Construction Project Offers Multiple Lessons</i> (AUD-CGI-20-36, 7/2020)	
Recommendation 7: OIG recommends that, once an accurate consolidated schedule of defects is developed (Recommendation 6), the Bureau of Overseas Buildings Operations, in coordination with Embassy London, establish timeframes for completing all identified defects and verify completion before final acceptance.	N/A
<i>Management Assistance Report: Department of State Guidance Does Not Comply With Federal Travel Regulations</i> (AUD-CGI-20-37, 6/2020)	
Recommendation 1: OIG recommends that the Bureau of the Comptroller and Global Financial Services update the Foreign Affairs Manual to reflect the requirements and exemptions found in the Federal Travel Regulation, 41 C.F.R., §§ 301-51.1, 301-51.2, 301-51.3, and 301-51.4.	N/A
Recommendation 2: OIG recommends that the Bureau of the Comptroller and Global Financial Services update the Foreign Affairs Handbook to reflect the requirements and exemptions found in the Federal Travel Regulation, 41 C.F.R., §§ 301-51.1, 301-51.2, 301-51.3, and 301-51.4.	N/A
<i>Audit of Selected Internal Controls for the Special Needs Education Allowance</i> (AUD-FM-20-33, 6/2020)	
Recommendation 2: OIG recommends that the Under Secretary for Management develop and publish specific guidance in the Foreign Affairs Manual to clarify guidance on obtaining a medical clearance based on educational needs, as it relates to the Special Needs Education Allowance. At a minimum, the guidance should describe the process to obtain medical clearances for children with special needs.	N/A
Recommendation 3: OIG recommends that the Under Secretary for Management develop and incorporate specific guidance in the Foreign Affairs Manual for the Special Needs Education Allowance eligibility determination process. At a minimum, the guidance should describe the process to determine eligibility for the allowance and a process to appeal an ineligible determination.	N/A
Recommendation 4: OIG recommends that the Under Secretary for Management incorporate in the Foreign Affairs Manual the guidance outlined in the Department of State Standardized Regulations concerning the allowability of special needs children to reside at post when not in school.	N/A

Open Recommendations	Potential Monetary Benefits
Recommendation 5: OIG recommends that the Under Secretary for Management update guidance in the Foreign Affairs Manual, 3 FAM 3284, “Required Documentation,” to include specific, detailed, required contents of an Individual Learning Plan for children with special needs that mirror the requirements prescribed by the Individuals with Disabilities Education Improvement Act for an individualized education program.	N/A
Recommendation 6: OIG recommends that the Under Secretary for Management update guidance in the Foreign Affairs Manual, 3 FAM 3285, “Department of State Policy,” to establish parameters and guidance for decision makers regarding the term “as flexibly as possible” used in reference to authorizing the Special Needs Education Allowance so that it complies with the requirements of the Department of State Standardized Regulations.	N/A
Recommendation 8: OIG recommends that the Bureau of the Comptroller and Global Financial Services incorporate in the Foreign Affairs Manual or the Foreign Affairs Handbook required use of a Special Needs Education Allowance project code or a budget object code to record expenditures in the Department’s financial management system.	N/A
Recommendation 10: OIG recommends that the Under Secretary for Management (a) direct the “M Family Special Needs Committee” (as designated in Recommendation 1) to develop and implement monitoring activities for administering the Special Needs Education Allowance that, at a minimum and in accordance with the Standards for Internal Control in the Federal Government, include establishing a baseline, monitoring internal controls, and evaluating the results and (b) incorporate the responsibilities for monitoring the Special Needs Education Allowance in the Foreign Affairs Manual.	N/A
Recommendation 11: OIG recommends that the Under Secretary for Management (a) direct the “M Family Special Needs Committee” (as designated in Recommendation 1) to develop and implement a process to identify, evaluate, and remediate deficiencies identified with the Special Needs Education Allowance, that at a minimum and in accordance with the Standards for Internal Control in the Federal Government, include the reporting of issues, evaluations of issues, and corrective action documentation and (b) incorporate the responsibilities for the processes in the Foreign Affairs Manual.	N/A
Recommendation 13: OIG recommends that the Bureau of Medical Services develop and implement internal policies and procedures to guide the effective use of eMED to document the Special Needs Education Allowance application status. The policies and procedures should ensure accurate, real-time data are available to appropriate Department of State officials.	N/A
Recommendation 14: OIG recommends that the Bureau of Administration, Deputy Assistant Secretary for Operations, Office of Allowances, develop and implement internal controls to ensure the Special Needs Education Allowance rates are reviewed annually, as required by Office of Allowances standard operating procedures.	N/A
Recommendation 15: OIG recommends that the Bureau of Administration, Deputy Assistant Secretary for Operations, Office of Allowances, update its methodology for	N/A

Open Recommendations	Potential Monetary Benefits
calculating the Special Needs Education Allowance school at post and school away from post rates to require the use of actual Special Needs Education Allowance expenditures as the basis for the establishing rates.	
<i>Audit of Global Engagement Center Federal Assistance Award Management and Monitoring</i> (AUD-MERO-20-26, 4/2020)	
Recommendation 2: OIG recommends that the Global Engagement Center implement to the extent feasible the results of the staffing needs assessment conducted in response to Recommendation 1.	N/A
<i>Management Assistance Report: Legal Determination Concerning Department of State Non-Acquisition Interagency Agreements Is Needed</i> (AUD-MERO-20-24, 4/2020)	
Recommendation 2: OIG recommends that the Bureau of Administration, Office of the Procurement Executive, update Procurement Information Bulletin 2014-05 and other Department of State policy governing non-acquisition interagency agreements, once it receives the legal determination resulting from Recommendation 1, regarding the use of a notice to proceed to extend the period of performance for a non-acquisition interagency agreement, to incorporate the policy and communicate the determination to all relevant stakeholders.	N/A
Recommendation 4: OIG recommends that the Bureau of Administration, Office of the Procurement Executive, update Procurement Information Bulletin 2014-05 and other Department of State policy governing non-acquisition interagency agreements, once it receives the legal determination and ratification procedures resulting from Recommendation 3, to incorporate the policy and communicate the ratification procedures to all relevant stakeholders.	N/A
<i>Review of Delays Encountered Constructing the New Embassy Compound in Ashgabat, Turkmenistan</i> (AUD-MERO-20-20, 2/2020)	
Recommendation 8: OIG recommends that the Bureau of Overseas Buildings Operations, following the Under Secretary for Management's decision in Recommendation 7 to end the impasse regarding construction of the New Office Building on the New Embassy Compound in Ashgabat, Turkmenistan, take appropriate action to execute the decision and report to the Office of Inspector General the actual amount of funds, which could be as much as \$125 million, placed under contract to finalize construction of the New Office Building.	\$125,000,000
<i>Audit of the Department of State's Coordination and Oversight of the U.S. President's Emergency Plan for AIDS Relief</i> (AUD-SI-20-17, 2/2020)	
Recommendation 4: OIG recommends that the Office of the U.S. Global AIDS Coordinator and Health Diplomacy, in coordination with the Bureau of Human Resources, develop and implement a plan to hire full-time Civil Service U.S. President's Emergency Plan for AIDS Relief Country Coordinators.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Audit of Mission Turkey and Embassy Beirut Fuel Oversight and Payment Process</i> (AUD-MERO-20-19, 1/2020)	
Recommendation 15: OIG recommends that Embassy Beirut, Lebanon, purchase and install a fuel flow meter to independently verify the quantity of fuel delivered by the contractor.	N/A
Recommendation 19: OIG recommends that Embassy Beirut, Lebanon, establish and implement procedures in the quality assurance surveillance plans for its fuel contracts that require oversight officials to (a) independently verify the quantity of fuel delivered using Department of State-owned flow meters and (b) detail the process that should be followed if fuel does not meet quality standards or if the volume of fuel measured by the embassy's flow meters does not match the quantity measured by the contractor's flow meters.	N/A
Recommendation 23: OIG recommends that Embassy Beirut, Lebanon, review the contract files for all fuel contracts to assess the file quality in accordance with the Bureau of Administration, Office of the Procurement Executive, Procurement Information Bulletin 2014-10, "Contract Files and COR File Checklist" (Updated June 4, 2015) and implement corrective actions necessary to maintain complete contract files.	N/A
Recommendation 24: OIG recommends that Embassy Beirut, Lebanon, direct its contracting officers to immediately review the contracting officer's representatives' files for gasoline and diesel fuel for completeness and include the results of this review in the contract files.	N/A
<i>Audit of the Department of State's FY 2019 Implementation of the Digital Accountability and Transparency Act of 2014</i> (AUD-FM-20-05, 11/2019)	
Recommendation 4: OIG recommends that the Bureau of the Comptroller and Global Financial Services develop and implement a process in the Global Financial Management System that documents modifications of obligation amounts due to exchange rate fluctuations.	N/A
<i>Audit of Cooperative Agreement Sub-Award Recipients Supporting the U.S. President's Emergency Plan for AIDS Relief</i> (AUD-SI-19-43, 9/2019)	
Recommendation 2: OIG recommends that the Office of the U.S. Global AIDS Coordinator and Health Diplomacy—to the extent practicable and for the purpose of fulfilling the vocational training related to the Mercy Corps Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe Partnership Innovation Challenge project in Uganda—provide supply vouchers to the young women who successfully completed the vocational training.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Audit of the Execution of Security-Related Construction Projects at U.S. Embassy Kabul, Afghanistan</i> (AUD-MERO-19-40, 9/2019)	
Recommendation 4: OIG recommends that Embassy Kabul take steps to ensure that a qualified Project Manager with relevant construction expertise is assigned to oversee the day-to-day management of each physical security project initiated at post to confirm that the project meets relevant construction standards, building codes, and physical security requirements.	N/A
<i>Management Assistance Report: Open Audit Recommendations Awaiting Final Action and Closure</i> (AUD-AOQC-19-35, 9/2019)	
Recommendation 1: OIG recommends that the Under Secretary for Management (a) direct the Department entities responsible for the recommendations identified in this report to respond to OIG within 30 days of the issuance of this report with the status of actions taken to implement the recommendations and (b) periodically, but no more than every 90 days thereafter, follow up with those entities on the status of their corrective actions with recommendations that have yet to be implemented and closed.	N/A
<i>Management Assistance Report: Modernizing Processes to Maintain Overseas Buildings Operations Commissioning Documentation Is Needed</i> (AUD-MERO-19-31, 6/2019)	
Recommendation 5: Until such time as Recommendation 3 is fully implemented, OIG recommends that the Bureau of Overseas Buildings Operations update its Construction Management Guidebook to include instructions on how to establish the file structure to organize construction project records. These instructions should address, for example, whether documents should be maintained in tabs or folders and what categories of documents should be included. These categories should include the contract award, contract modifications, payment records, progress schedules, submittals, and commissioning tests and related documents, and closeout documentation.	N/A
Recommendation 6: Until such a time as Recommendation 3 is fully implemented, OIG recommends that the Bureau of Overseas Buildings Operations establish a centralized, Compact Disk library to maintain and manage the custody of construction project records submitted by commissioning agents on Compact Disks.	N/A
<i>Audit of Department of State Directorate of Defense Trade Controls Export Licensing Processes</i> (AUD-SI-19-07, 2/2019)	
Recommendation 2: OIG recommends that, once its license application review standard operating procedures have been updated (Recommendation 1), the Office of Defense Trade Controls Licensing (a) train all Licensing Officers in the new procedures and (b) develop and implement an annual refresher training program for its Licensing Officers on the procedures.	N/A
Recommendation 3: OIG recommends that the Office of Defense Trade Controls Licensing develop and implement a process to annually review and update its license application review standard operating procedures.	N/A
Recommendation 4: OIG recommends that the Office of Defense Trade Controls Licensing (a) determine the capacity of its Licensing Officers to meet the license	N/A

Open Recommendations	Potential Monetary Benefits
application workload, (b) establish the appropriate Licensing Officer staffing level needed to meet that workload, and (c) develop and implement an action plan to attain the established Licensing Officer staffing level and related resources needed to be successful.	
Recommendation 7: OIG recommends that the Office of Defense Trade Controls Licensing establish a central repository to document Licensing Officers' signature authority.	N/A
Recommendation 8: OIG recommends that the Office of Defense Trade Controls Licensing develop and implement controls for license applications that are referred to other Department bureaus and offices, as required.	N/A
Recommendation 9: OIG recommends that the Office of Defense Trade Controls Licensing develop and implement a process to document, keep current, and communicate referral guidance to all Licensing Officers.	N/A
Recommendation 10: OIG recommends that the Office of Defense Trade Controls Policy (a) establish and maintain a database of all current Blue Lantern Officers, their expected arrival and departure dates from assigned posts, and the date when they received Blue Lantern Program training and (b) develop and implement a process to notify posts when a Blue Lantern Officer will be departing in order to begin the reassignment process.	N/A
Recommendation 11: OIG recommends that the Office of Defense Trade Controls Policy develop and implement a training program for new Blue Lantern Officers.	N/A
<i>Audit of the Bureau of Near Eastern Affairs Selection and Management of Contract Oversight Personnel in Iraq</i> (AUD-MERO-19-10, 11/2018)	
Recommendation 1: OIG recommends that the Bureau of Near Eastern Affairs (a) analyze all contracts for which it assigns contracting officer's representatives and government technical monitors and determine the appropriate level of Federal Acquisition Certification for contracting officer's representatives, the technical expertise, and other qualifications required; (b) document the analysis and determinations; (c) and provide the determinations to the contracting officers assigned to those contracts.	N/A
Recommendation 2: OIG recommends that the Bureau of Near Eastern Affairs compare contracting officer's representative and government technical monitor nominee qualifications to the analysis conducted for the Bureau's contracts as noted in Recommendation 1 and only nominate those with the necessary technical expertise and level of Federal Acquisition Certification for contracting officer's representatives to oversee the contract and hold contractors accountable for quality and cost performance in accordance with contract terms.	N/A
Recommendation 4: OIG recommends that the Bureau of Near Eastern Affairs discontinue the practice of nominating contracting officer's representatives and government technical monitors who do not meet Level III Federal Acquisition Certification for contracting officer's representatives and technical expertise	N/A

Open Recommendations	Potential Monetary Benefits
requirements for its contracts or obtain a temporary waiver from the Bureau of Administration, Office of the Procurement Executive, as required by Procurement Information Bulletin No. 2012-15.	
<i>Audit of the Department of State's Administration of its Aviation Program</i> (AUD-SI-18-59, 9/2018)	
Recommendation 25: OIG recommends that Embassy Lima, Peru, develop and implement a documented nationalization plan with clear goals and attainable objectives for the aviation program.	N/A
<i>Audit of the Bureau of European and Eurasian Affairs Administration and Oversight of Selected Contracts and Grants</i> (AUD-CGI-18-50, 8/2018)	
Recommendation 2: OIG recommends that the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, develop and implement procedures to verify that contracting officers are monitoring contracting officer's representatives files in accordance with Procurement Information Bulletin No. 2014-10.	N/A
<i>Audit of Bureau of Overseas Buildings Operations' Oversight of New Construction Projects at the U.S. Embassy in Kabul, Afghanistan</i> (AUD-MERO-18-17, 1/2018)	
Recommendation 1: OIG recommends that the Bureau of Overseas Buildings Operations issue a Construction Alert defining which building equipment and systems must be fully commissioned prior to substantial completion and update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to include those requirements.	N/A
Recommendation 3: OIG recommends that the Bureau of Overseas Buildings Operations establish and implement internal controls to verify that all required documentation in support of commissioning testing is completed prior to substantial completion. This should include all pre-functional checks, functional performance tests, and integrated systems tests to ensure that building equipment and systems are functioning as intended.	N/A
Recommendation 5: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to include procedures for identifying and approving instances in which it is appropriate to issue the certificate of substantial completion before commissioning has been fully completed. Specifically, these protocols should include mechanisms that (a) require a formal waiver be issued by the construction executive to proceed with substantial completion and occupancy even though commissioning is not yet complete, (b) establish milestones for completing the commissioning process after substantial completion and occupancy, and (c) execute a contract modification requiring the contractor to grant an extended warranty for those systems that were not commissioned at the time of substantial completion.	N/A
Recommendation 6: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and	N/A

Open Recommendations	Potential Monetary Benefits
<p>Transition to Occupancy of Overseas Facilities (P&PD CM 01) as well as its Guide to Excellence in Diplomatic Facilities to ensure that references to the commencement of the warranty period are consistent with FAR 52.246-21, Warranty of Construction. Specifically, existing policies and procedures should be updated to indicate that the warranty period begins at final acceptance unless the Government takes possession of any part of the work before final acceptance, in which case, the warranty shall begin at the date the Government takes possession. The Bureau of Overseas Buildings Operations should also explicitly define when the Government officially takes possession of the completed work, including whether possession occurs at substantial completion or at the time of occupancy.</p>	
<p>Recommendation 7: OIG recommends that the Bureau of Overseas Buildings Operations establish requirements in its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) for the preparation and submission of key project documents for newly constructed facilities, including (a) owner’s project requirements, (b) a Basis of Design document, (c) systems manuals, (d) a commissioning plan, and (e) a final commissioning report. These documents should be prepared and submitted at the appropriate interval of construction for each building or facility constructed by the Bureau of Overseas Buildings Operations. Additionally, the requirements should indicate the parties responsible for preparation, review, and approval of each of the key project documents.</p>	N/A
<p>Recommendation 8: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to require its project directors and facility managers to establish a memorandum of agreement 9 months prior to the estimated substantial completion target date to facilitate the building turnover process. This memorandum of agreement should, at a minimum, (a) define the type of access that Facility Management personnel and operations and management contractors should be given to new buildings prior to substantial completion; (b) specify relevant documentation, such as punch lists, lists of equipment to be maintained, and commissioning documentation that should be provided to facility managers and operations and management contractors; and (c) establish timelines for providing building access and documentation to facility personnel and operations and management contractors prior to substantial completion and occupancy.</p>	N/A
<p>Recommendation 9: OIG recommends that the Bureau of Overseas Buildings Operations update its Policy and Procedures Directive for the Commissioning and Transition to Occupancy of Overseas Facilities (P&PD CM 01) to require its project directors and facility managers to hold a pre-turnover meeting approximately 60 days prior to substantial completion. The entire project team should be included in this meeting with participants discussing the status of construction, commissioning, required turnover documentation, and the planned schedule and outstanding actions required to ensure a smooth and successful turnover of facilities.</p>	N/A

Open Recommendations	Potential Monetary Benefits
<i>Audit of the Department of State's Information Technology Configuration Control Board (AUD-IT-17-64, 9/2017)</i>	
Recommendation 4: OIG recommends that the Bureau of Information Resource Management develop and implement guidance for change requests to require and include: (a) minimum testing standards for change requests, (b) instructions that testing be performed in advance of the change request being submitted and that the testing documentation be submitted as part of the change request process, and (c) a clearly defined technical review of the testing documentation that is submitted to verify the documentation complies with minimum standards.	N/A
Recommendation 10: OIG recommends that the Bureau of Information Resource Management define the roles, responsibilities, and technical skillsets for each technical review and voting area and develop and implement a vetting process to verify Technical Reviewers and Voters have the knowledge, skills, and abilities to perform their assigned duties related to the Information Technology Configuration Control Board process.	N/A
Recommendation 12: OIG recommends that the Bureau of Information Resource Management develop and implement complete and consistent policies and procedures and supplemental guidance, such as a Submitter's Guide, for the Information Technology Configuration Control Board process. The policies, procedures, and guidance should, at a minimum, include guidance on roles and responsibilities, detailed procedure steps for submitters, minimum testing requirements, instructions on how Technical Reviewers and Voters should conduct their review, the appropriate use of "stops," and established timelines for the process.	N/A
Recommendation 14: OIG recommends that the Bureau of Information Resource Management develop and implement required, periodic, training for Information Technology Configuration Control Board management and personnel, Bureau Sponsors, Technical Reviewers, Voters, and change request submitters involved in the Information Technology Configuration Control Board process.	N/A
Recommendation 16: OIG recommends that the Bureau of Information Resource Management develop and implement policies and procedures to hold officials accountable for failure to meet established deadlines in the Information Technology Configuration Control Board change request process. Once completed, the policies, procedures, and supplemental guidance discussed in Recommendation 12 should be updated.	N/A
Recommendation 17: OIG recommends that the Bureau of Information Resource Management develop and implement a formal process to periodically gather, assess, and report on its change request review process timeliness metrics and to make those results available to its stakeholders and customers in addition to appropriate bureau officials.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Audit of the Bureau of Diplomatic Security's Administration of the Armored Vehicle Program</i> (AUD-SI-17-21, 2/2017)	
Recommendation 28: OIG recommends that the Bureau of Diplomatic Security develop and implement guidance for overseas posts on the construction and use of shelters for armored vehicles.	N/A
Recommendation 32: OIG recommends that the Bureau of Diplomatic Security update the current armored vehicle policy to define specifically what types of maintenance must be performed under an embassy employee's observation.	N/A
<i>Audit of the Oversight of Fuel Acquisition and Related Services Supporting Department of State Operations in Iraq</i> (AUD-MERO-17-16, 12/2016)	
Recommendation 6: OIG recommends that the Bureau of Near Eastern Affairs use the results of the study from Recommendation 5 to nominate appropriate personnel so contracting officers with the Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management, can assign qualified oversight personnel for those contracts and task orders.	N/A
<i>Audit of the Department of State Vetting Process for Syrian Non-Lethal Assistance</i> (AUD-MERO-17-01, 11/2016)	
Recommendation 3: OIG recommends that the Bureau of Near Eastern Affairs develop and implement internal controls to verify that its implementing partners are submitting information on required individuals for vetting in accordance with the consolidated vetting guidance from Recommendation 1.	N/A
Recommendation 4: OIG recommends that the Bureau of Near Eastern Affairs include in future award agreements the vetting requirements for Syria programs.	N/A
Recommendation 5: OIG recommends that the Bureau of Democracy, Human Rights, and Labor distribute the consolidated vetting guidance from Recommendation 1 to implementing partners to make them aware of Department vetting requirements.	N/A
Recommendation 6: OIG recommends that the Bureau of Democracy, Human Rights, and Labor develop and implement internal controls to verify that its implementing partners are submitting information on required individuals for vetting in accordance with the consolidated vetting guidance from Recommendation 1.	N/A
Recommendation 7: OIG recommends that the Bureau of Democracy, Human Rights, and Labor include in future award agreements the vetting requirements for Syria programs.	N/A
<i>Audit of the Department of State Process to Select and Approve Information Technology Investments</i> (AUD-FM-16-31, 3/2016)	
Recommendation 10: OIG recommends that the Bureau of Information Resource Management develop and implement a process to (a) identify and review all bureau-specific IT investment methodologies (ones currently in place as well as ones that will be developed in the future); (b) determine whether the bureau-specific IT investment methodologies comply with Office of Management and Budget Circular A-130; and, if they do not comply, (c) provide bureaus with guidance regarding the modifications	N/A

Open Recommendations	Potential Monetary Benefits
needed to fully comply and verify that the methodologies were modified as necessary. This effort should include reviewing the standard forms used by each bureau during the IT selection process to ensure consistency and compliance with Office of Management and Budget Circular A-130.	
Recommendation 20: OIG recommends that the Bureau of Information Resource Management develop and issue a policy stating that bureaus must update the information on non-major investments in iMatrix quarterly, rather than only when the reports are due to be submitted to the Office of Management and Budget.	N/A
Recommendation 22: OIG recommends that the Bureau of Information Resource Management, in coordination with the Bureau of Budget and Planning, develop and implement a process to verify that all bureau and office IT investment managers and budget analysts complete the respective training courses related to IT capital planning and reporting that are provided annually.	N/A
Recommendation 27: OIG recommends that the Bureau of Information Resource Management develop and implement a policy requiring bureaus and offices to submit source documents to support the information entered into iMatrix.	N/A
Recommendation 28: OIG recommends that the Bureau of Information Resource Management develop and implement a process to verify that bureaus and offices are submitting source documents to support the information entered into iMatrix in accordance with the policy developed that requires bureaus and offices to submit source documents that support the information entered into iMatrix.	N/A

Table D.2

Open Office of Evaluations and Special Projects Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 9/30/2021

Significant Open Recommendations	Potential Monetary Benefits
<i>Review of Allegations of Improper Passport Seizures at Embassy Sana'a, Yemen</i> (ESP-19-01, 10/2018)	
Recommendation 1: The Bureau of Consular Affairs, Office of Passport Services, in conjunction with the Bureau of Diplomatic Security, should develop centralized, searchable databases to track and manage passport revocation cases, as well as retentions of passports and other documents seized on suspicion of fraud when citizens apply for consular services, or under other circumstances, and to track confiscations of such documents if they are seized on grounds other than retention authority.	N/A
Recommendation 2: The Secretary of State should clarify the role of the Office of the Legal Adviser as the senior legal authority for the Department and consider whether attorneys in other offices should report directly to the Legal Adviser.	N/A
Recommendation 3: The Bureau of Consular Affairs should coordinate with the Office of the Legal Adviser to issue guidance and, if necessary, amend the Foreign Affairs Manual to clarify (1) The differences between retention and confiscation of a passport and any other authority that exists to take a passport, the circumstances under which	N/A

Significant Open Recommendations	Potential Monetary Benefits
<i>Review of Allegations of Improper Passport Seizures at Embassy Sana'a, Yemen</i> (ESP-19-01, 10/2018)	
each is authorized, the types of documentation or data entries the Department must create and maintain in exercising each authority, the notifications and advisements that must be given to the document holders in each case, and the fact that retentions must be limited to a specific temporary period. (2) The circumstances in which individuals whose passports are retained, confiscated, or revoked while overseas are entitled to limited validity passports to return to the United States.	
Open Recommendations	Potential Monetary Benefits
<i>Evaluation of the Department's Handling of Sexual Harassment Reports</i> (ESP-20-06, 9/2020)	
Recommendation 4: OIG recommends that OCR formalize its newly established timeliness standards for investigating reports of sexual harassment and assess whether the office is able to meet the standards.	N/A
Recommendation 5: OIG recommends that GTM establish and implement timeliness standards for determining discipline for sexual harassment cases.	N/A
<i>Review of Allegations of Politicized and Other Improper Personnel Practices Involving the Office of the Secretary</i> (ESP-20-01, 11/2019)	
Recommendation 1: The Bureau of Human Resources should ensure that all political and presidential appointees receive training on prohibited personnel practices and related Department policies.	N/A
<i>Management Assistance Report: Use of Personal Social Media Accounts to Conduct Official Business</i> (ESP-19-02, 2/2019)	
Recommendation 3: The Office of Policy, Planning and Resources, in coordination with the Bureau of Public Affairs and the Bureau of International Information Programs, should review the personal Twitter accounts of ambassadors and other senior Department officials and take appropriate action to remedy any violations of Department policy.	N/A
<i>Review of Allegations of Improper Passport Seizures at Embassy Sana'a, Yemen</i> (ESP-19-01, 10/2018)	
Recommendation 4: The Bureau of Consular Affairs and the Bureau of Diplomatic Security should ensure that all ARSO-Is receive appropriate training on the clarifications described in Recommendation 3 and identify a single point of contact for ARSO-Is and other DS agents seeking legal guidance.	N/A
<i>Management Assistance Report: Incorporation of Clause Requiring Contractor Cooperation with the Office of Inspector General</i> (ESP-18-02, 3/2018)	
Recommendation 1: The Bureau of Administration, Office of the Procurement Executive, should amend the Department of State Acquisition Regulation to require contracting	N/A

Open Recommendations	Potential Monetary Benefits
<p>officers to include a provision requiring contracting officers to insert a clause in all current and future contracts stating:</p> <p>“(a) This contract incorporates by reference 1 FAM 053.2-5, which mandates the contractor’s and/or any subcontractor’s duty to cooperate fully with Office of Inspector General personnel.</p> <p>(b) Cooperation includes:</p> <p>(1) Complete, prompt, and free access to all files (in any format), documents, premises, and employees, except as limited by law, including access to records, premises, and employees;</p> <p>(2) Statements, both oral and written, including statements under oath or affirmation;</p> <p>(3) Technical consultation, examination, and assistance regarding information or evidence being collected or developed;</p> <p>(4) Such other information and assistance as may be requested in order to complete the OIG activity.”</p>	
<i>Evaluation of the Department of State’s Security Clearance Process</i> (ESP-17-02, 7/2017)	
Recommendation 2: The Bureau of Diplomatic Security, Office of Personnel Security and Suitability, in coordination with the Bureau of Human Resources, should establish clear responsibilities for the processing of security clearance requests in order to reduce or eliminate unnecessary delays in the clearance process and require appropriate training for all Human Resources personnel involved in the process.	N/A
Recommendation 3: The Bureau of Diplomatic Security should perform a workforce analysis of its employees who perform security clearance work to ensure that it has the proper staffing levels in place to meet its timeliness goals.	N/A
Recommendation 5: The Bureau of Diplomatic Security, Office of Personnel Security and Suitability should determine the actual cost of the security clearance work it performs for other Government agencies in order to fully recoup its expended funds, in accordance with the Economy Act and Department policy.	N/A

Table D.3
Open Office of Inspections Recommendations Issued in Previous Periods, Pending Final Department of State Action, as of 9/30/2021

Significant Open Recommendations	Potential Monetary Benefits
<i>Inspection of the Libya External Office</i> (ISP-I-21-04, 11/2020)	
Recommendation 2: The Bureau of Near Eastern Affairs, in coordination with the Bureau of Overseas Buildings Operations and the Libya External Office, should conduct a cost-benefit analysis to determine whether the Department should continue to lease the interim embassy compound in Tripoli and put up to \$7 million to better use if the decision is to terminate the lease.	\$7,000,000

Significant Open Recommendations	Potential Monetary Benefits
<i>Inspection of Embassy London and Constituent Posts, United Kingdom</i> (ISP-I-20-12, 8/2020)	
Recommendation 9: Embassy London, in coordination with the Bureaus of the Comptroller and Global Financial Services, Global Talent Management, and European and Eurasian Affairs, should implement a plan to fund current liabilities and reduce future liabilities in the locally employed staff defined benefit pension plan in order to comply with local labor law and address long-term funding concerns.	N/A
<i>Inspection of Embassy Canberra and Constituent Posts, Australia</i> (ISP-I-20-07, 2/2020)	
Recommendation 7: Embassy Canberra, in coordination with the Bureaus of Overseas Buildings Operations and East Asian and Pacific Affairs, should dispose of property numbers R48 and R49 at Kalgoorlie Crescent in accordance with Department guidelines and put up to \$896,849 to better use.	\$896,849
<i>Inspection of Embassy N'Djamena, Chad</i> (ISP-I-20-02, 11/2019)	
Recommendation 5: The Bureau of Overseas Buildings Operations, in coordination with Embassy N'Djamena and the Bureau of African Affairs, should develop and implement a strategy that prioritizes the disposal of Embassy N'Djamena's excess real property, in order to put funds estimated at \$7.1 million to better use.	\$7,100,000
<i>Inspection of Embassy Port-au-Prince, Haiti</i> (ISP-I-19-18, 6/2019)	
Recommendation 20: The Bureau of Overseas Buildings Operations, in coordination with Embassy Port-au-Prince, should connect the "Stecher-Roumain" housing compound to the local power grid, and put funds of up to \$3.03 million over 5 years to better use.	\$3,030,000
Recommendation 22: Embassy Port-au-Prince, in coordination with the Bureau of Overseas Buildings Operations, should perform seismic evaluations of its residential properties in accordance with Department standards.	N/A
Open Recommendations	Potential Monetary Benefits
<i>Management Assistance Report: Deficiencies in Consular Physical Space at Overseas Missions</i> (ISP-21-08, 2/2021)	
Recommendation 1: The Bureau of Consular Affairs, in coordination with the Foreign Service Institute, should implement a plan to improve both training and the availability of resources on consular physical space standards for consular managers.	N/A
Recommendation 2: The Bureau of Consular Affairs, in coordination with the Bureaus of Diplomatic Security and Overseas Buildings Operations, should update Department standards and guidance to clarify the circumstances under which canopies or other shelters are required in consular waiting spaces.	N/A
Recommendation 3: The Bureau of Consular Affairs should update the Consular Package – Management Survey and the Annual Certification of Consular Management Controls to collect data on compliance with Department consular physical space standards and use the information to identify and correct physical space deficiencies.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of the Bureau of Diplomatic Security's Special Program for Embassy Augmentation and Response</i> (ISP-I-21-12, 1/2021)	
Recommendation 1: The Bureau of Diplomatic Security, in coordination with the Bureau of Administration, should provide training for Regional Security Office staff who support Special Program for Embassy Augmentation and Response units on the Integrated Logistics Management System.	N/A
Recommendation 2: The Bureau of Diplomatic Security, in coordination with the Bureau of Administration, should publish and disseminate updated guidance for the management and inventory of Special Program for Embassy Augmentation and Response property overseas, including the respective responsibilities of General Services Officers and Regional Security Officers.	N/A
Recommendation 3: The Bureau of Diplomatic Security, in coordination with the Bureau of Administration, should properly account for Special Program for Embassy Augmentation and Response loaned vehicles.	N/A
Recommendation 4: The Bureau of Diplomatic Security, in coordination with the Bureau of Overseas Buildings Operations, should bring Special Program for Embassy Augmentation and Response motor vehicle operations into compliance with Department motor vehicle safety requirements.	N/A
Recommendation 5: The Bureau of Diplomatic Security should implement quality assurance surveillance plans for each contract that supports the Special Program for Embassy Augmentation and Response, in accordance with Federal regulations.	N/A
Recommendation 7: The Bureau of Diplomatic Security should establish controls to ensure that third-party contractors supporting the Special Program for Embassy Augmentation and Response do not perform inherently governmental functions.	N/A
Recommendation 8: The Bureau of Diplomatic Security should complete the revision of the Foreign Affairs Handbook to clarify and define realistic conditions for transitioning a Special Program for Embassy Augmentation and Response unit to embassy management.	N/A
Recommendation 9: The Bureau of Diplomatic Security should align its monitoring and evaluation plan with standards in the Foreign Affairs Handbook and include specific metrics for assessing Special Program for Embassy Augmentation and Response units' progress towards transition.	N/A
<i>Inspection of the Office of Global Women's Issues</i> (ISP-I-21-10, 1/2021)	
Recommendation 1: The Office of Global Women's Issues, in coordination with the Bureau of Global Talent Management, should conduct an organizational assessment to align its organizational structure with operational needs.	N/A
Recommendation 2: The Office of Global Women's Issues, in coordination with the Office of the Secretary's Executive Secretariat's Executive Office, should follow Department guidelines outlined in the Foreign Affairs Manual to establish the Women's Global Development and Prosperity Unit as a subordinate bureaucratic entity.	N/A

Open Recommendations	Potential Monetary Benefits
Recommendation 3: The Office of Global Women's Issues, in coordination with the Bureau of Global Public Affairs, should develop a public diplomacy action plan consistent with its Functional Bureau Strategy and that supports the Strategy on Women, Peace, and Security and the Women's Global Development and Prosperity Initiative.	N/A
Recommendation 4: The Office of Global Women's Issues, in coordination with the Office of the Secretary's Executive Secretariat's Executive Office, should review and staff its public diplomacy operation to comply with Department guidelines.	N/A
Recommendation 6: The Office of Global Women's Issues should close out Federal assistance awards as required by Department and Federal standards.	N/A
<i>Management Assistance Report: Continued Deficiencies in Performance of Information Systems Security Officer Responsibilities at Overseas Posts</i> (ISP-21-07, 12/2020)	
Recommendation 1: The Bureau of Global Talent Management, in coordination with the Under Secretary for Management, the Bureaus of Diplomatic Security and Information Resource Management, and the regional bureaus, should conduct an organizational assessment of the information systems security officer program to determine the feasibility of creating full-time overseas positions and implement the results of the assessment with an appropriate reporting structure for those positions.	N/A
Recommendation 2: The Bureau of Information Resource Management, in coordination with the Bureau of the Comptroller and Global Financial Services, should incorporate an attestation relating to the completion of information systems security officer responsibilities in the annual Chief of Mission Management Control Statement of Assurance.	N/A
Recommendation 4: The Bureau of Information Resource Management should review and update the information systems security officer checklist and clearly state for each task whether it should be performed by overseas information systems security officers, by other overseas post information management personnel, or by the Bureau of Information Resource Management.	N/A
Recommendation 5: The Bureau of Information Resource Management, in coordination with the Foreign Service Institute, should update the information systems security officer foundations training course to increase both hands-on exercises and discussion on how to perform specific tasks and use Department-provided tools.	N/A
<i>Management Assistance Report: Expendable Property Management Overseas</i> (ISP-21-11, 11/2020)	
Recommendation 2: The Bureau of Administration, in coordination with the Bureau of Overseas Buildings Operations, should issue formal guidance on the receipt and accountability of overseas surplus construction materials and supplies.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of the Libya External Office</i> (ISP-I-21-04, 11/2020)	
Recommendation 4: The Bureau of Near Eastern Affairs, in coordination with the Office of Management Strategy and Solutions and the Libya External Office, should conduct a review of the Libya External Office's staffing in Tunis and Libya.	N/A
Recommendation 5: The Libya External Office should assess the progress of U.S. Government foreign assistance programs operating in Libya to ensure alignment with current policy and planning requirements.	N/A
Recommendation 6: The Libya External Office should update its guidance for monitoring foreign assistance programs that benefit Libya.	N/A
Recommendation 7: The Libya External Office, in coordination with the Bureau of Near Eastern Affairs and the Bureau of Administration, should develop and publish a formal risk management policy for foreign assistance programs operating in Libya, including updating current risks and outlining the process for identifying and managing risk.	N/A
<i>Inspection of Consulate General Hamilton, Bermuda</i> (ISP-I-21-03, 11/2020)	
Recommendation 1: Embassy London should request that the Department of Homeland Security initiate National Security Decision Directive 38 procedures to either retain or abolish its Customs and Border Protection positions at Consulate General Hamilton that have been vacant for at least 2 years.	N/A
Recommendation 5: Consulate General Hamilton should close out procurement files in accordance with Department standards.	N/A
<i>Inspection of Embassy Windhoek, Namibia</i> (ISP-I-20-32, 9/2020)	
Recommendation 1: The Bureau of African Affairs, in coordination with the Office of Policy, Planning, and Resources for Public Diplomacy and Public Affairs and Embassy Windhoek, should implement the Public Diplomacy Staffing Modernization Initiative at Embassy Windhoek.	N/A
<i>Inspection of Embassy Prague, Czech Republic</i> (ISP-I-20-28, 9/2020)	
Recommendation 2: Embassy Prague, in coordination with the Bureau of Overseas Buildings Operations, should bring its safety, health, and environmental management program into compliance with Department standards.	N/A
Recommendation 3: Embassy Prague, in coordination with the Bureau of Overseas Buildings Operations, should bring its fire protection program into compliance with Department standards.	N/A
Recommendation 4: Embassy Prague should comply with Department standards for residential safety and security certifications.	N/A
Recommendation 8: Embassy Prague should conduct refresher information technology contingency training for employees with information technology contingency planning responsibilities in accordance with Department standards.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of Embassy Ouagadougou, Burkina Faso</i> (ISP-I-20-18, 9/2020)	
Recommendation 1: Embassy Ouagadougou should retire its official records in accordance with Department standards.	N/A
Recommendation 2: Embassy Ouagadougou should comply with applicable Department overseas motor vehicle safety standards for chauffeurs and incidental drivers under chief of mission authority.	N/A
Recommendation 5: Embassy Ouagadougou should conduct annual reviews of its blanket purchase agreements in accordance with Department standards.	N/A
Recommendation 6: Embassy Ouagadougou should implement procedures to conduct acquisition and property management in accordance with Department standards.	N/A
Recommendation 10: Embassy Ouagadougou should terminate personal internet and television support to American embassy employees in accordance with Department standards.	N/A
<i>Inspection of the Bureau of European and Eurasian Affairs</i> (ISP-I-20-15, 9/2020)	
Recommendation 3: The Bureau of European and Eurasian Affairs should review and de-obligate any of the unliquidated obligations totaling \$3.3 million without activity for over 1 year and put de-obligated funds to better use.	\$3,300,000
Recommendation 4: The Bureau of European and Eurasian Affairs, in coordination with the Bureau of Administration, should evaluate the administrative professional services contract in accordance with Office of Acquisitions Management direction and Department standards.	N/A
<i>Inspection of Embassy London and Constituent Posts, United Kingdom</i> (ISP-I-20-12, 8/2020)	
Recommendation 4: Embassy London should install a closed-circuit television monitoring system or other means to enable Consular Section managers to visually observe the activities within the American citizen services cashier booth.	N/A
Recommendation 6: Embassy London, in coordination with the Bureau of Overseas Buildings Operations, should bring Consulate General Edinburgh's consular waiting room into compliance with current Department standards.	N/A
Recommendation 10: Embassy London, in coordination with the Bureaus of European and Eurasian Affairs and of the Comptroller and Global Financial Services, should reprogram additional Diplomatic and Consular Program-funded information management positions to International Cooperative Administrative Support Services-funded positions in accordance with Department standards, in order to put funds of \$243,993 over 3 years, per position, to better use.	\$243,993
Recommendation 12: Embassy London should dispose of excess nonexpendable property in accordance with Department guidelines.	N/A
Recommendation 13: Embassy London should complete and document safety certifications of all mission residences in the Post Occupational Safety and Health Officer Certification Application, in accordance with Department standards.	N/A

Open Recommendations	Potential Monetary Benefits
Recommendation 14: Embassy London should close out procurement files in accordance with Department standards.	N/A
Recommendation 20: Embassy London, in coordination with Regional Information Management Center Frankfurt and the Bureau of Information Resource Management, should establish an operational high frequency radio system.	N/A
Recommendation 21: Embassy London should complete the systems authorization process for its locally developed applications as required by Department standards.	N/A
<i>Inspection of Embassy Dhaka, Bangladesh</i> (ISP-I-20-17, 6/2020)	
Recommendation 9: Embassy Dhaka should install a closed-circuit television monitoring system or other means to enable consular managers to visually observe the activities within the Consular Section cashier booth.	N/A
Recommendation 14: Embassy Dhaka should dismantle and remove its shipping containers and portable structures in accordance with Department requirements.	N/A
Recommendation 15: Embassy Dhaka should close out procurement files in accordance with Department standards.	N/A
Recommendation 17: Embassy Dhaka, in coordination with the Bureau of Overseas Buildings Operations, should conduct a technical review of the design plans for the two structures used as warehouses on the embassy annex compound and submit the survey for approval, in accordance with Department standards.	N/A
Recommendation 18: Embassy Dhaka, in coordination with the Bureau of Overseas Buildings Operations, should complete all elevator repairs needed to obtain a current certificate of use for each elevator, in accordance with Department standards.	N/A
<i>Inspection of U.S. Mission to the United Nations and Other International Organizations in Geneva, Switzerland</i> (ISP-I-20-16, 6/2020)	
Recommendation 3: The Bureau of International Organization Affairs, in coordination with Mission Geneva and the Office of the Legal Adviser, should implement a standard operating procedure for the promotion and efficient tracking of U.S. citizen employment at the United Nations and other international organizations that includes Mission Geneva.	N/A
Recommendation 11: Mission Geneva should bring the safety, health, and environmental management program into compliance with Department standards.	N/A
<i>Inspection of Embassy Kathmandu, Nepal</i> (ISP-I-20-22, 5/2020)	
Recommendation 4: Embassy Kathmandu should comply with all Department overseas motor vehicle safety standards for chauffeurs and incidental drivers under chief of mission authority.	N/A
Recommendation 14: Embassy Kathmandu should comply with the Department's accounting standards for the local employee retirement Provident Fund.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of Embassy Bern, Switzerland</i> (ISP-I-20-21, 5/2020)	
Recommendation 2: Embassy Bern, in coordination with the Bureau of Overseas Buildings Operations, should provide accommodations for consular applicants in accordance with Department standards.	N/A
Recommendation 6: Embassy Bern, in coordination with the Bureau of Global Talent Management, should update its local compensation plan to comply with Government of Switzerland labor law, in accordance with Department standards.	N/A
<i>Inspection of the Bureau of Counterterrorism</i> (ISP-I-20-13, 5/2020)	
Recommendation 2: The Bureau of Counterterrorism should implement a plan to improve policy guidance, training, and administrative support for Regional Field Coordinators.	N/A
Recommendation 4: The Bureau of Counterterrorism, in coordination with the Bureau of Administration, should designate an employee with substantive knowledge of contract 19AQMM18F2561 as the contracting officer's representative.	N/A
Recommendation 8: The Bureau of Counterterrorism should comply with Department standards to prepare a bureau emergency action plan.	N/A
Recommendation 11: The Bureau of Counterterrorism should establish a records management program that complies with Department standards.	N/A
<i>Inspection of Embassy Pretoria and Constituent Posts, South Africa</i> (ISP-I-20-09, 1/2020)	
Recommendation 2: Embassy Pretoria should conduct end-use monitoring checks of defense, dual-use, or sensitive equipment in accordance with Department standards.	N/A
<i>Inspection of Embassy Nouakchott, Mauritania</i> (ISP-I-20-04, 11/2019)	
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.	N/A
Recommendation 3: Embassy Nouakchott should comply with Department standards for the use of public diplomacy funds.	N/A
Recommendation 12: Embassy Nouakchott should close out procurement files in accordance with Department standards.	N/A
<i>Inspection of Embassy Maseru, Lesotho</i> (ISP-I-20-01, 10/2019)	
Recommendation 2: The Bureau of Overseas Buildings Operations, in coordination with Embassy Maseru, should bring the doors in the President's Emergency Plan for AIDS Relief building into compliance with Department standards.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of the U.S. Mission to the Organization of American States</i> (ISP-I-19-37, 9/2019)	
Recommendation 4: The U.S. Mission to the Organization of American States should implement a records management program in accordance with Department standards.	N/A
<i>Inspection of the Bureau of Consular Affairs, Kentucky Consular Center</i> (ISP-I-19-36, 8/2019)	
Recommendation 6: The Bureau of Consular Affairs, in coordination with the Bureau of Administration, should conduct a space utilization study of the Kentucky Consular Center's Appalachian Processing Center and implement a plan for its cost-effective use or repurposing.	N/A
<i>Inspection of Embassy Tirana, Albania</i> (ISP-I-19-26, 8/2019)	
Recommendation 2: Embassy Tirana, in coordination with the Bureau of Overseas Buildings Operations and the Bureau of Consular Affairs, should provide a wheelchair-accessible interview window for consular clients as required by Department standards.	N/A
Recommendation 6: Embassy Tirana, in coordination with the Bureau of Overseas Buildings Operations, should perform seismic evaluations of embassy residential properties in accordance with Department standards.	N/A
<i>Inspection of Embassy Nassau, The Bahamas</i> (ISP-I-19-19, 8/2019)	
Recommendation 12: Embassy Nassau should establish a comprehensive corrective action plan and certify all residences for occupancy in accordance with Department standards.	N/A
Recommendation 18: Embassy Nassau, in coordination with the Bureau of Overseas Buildings Operations, should establish a plan for the future use of the Chief of Mission residence and the Deputy Chief of Mission residence.	N/A
Recommendation 20: Embassy Nassau should review its unliquidated obligations in accordance with Department guidelines and put up to \$2.3 million to better use.	\$2,300,000
Recommendation 25: Embassy Nassau, in coordination with the Regional Information Management Center Ft. Lauderdale and the Bureau of Western Hemisphere Affairs, should remediate the embassy's computer network infrastructure to improve network performance.	N/A
<i>Inspection of Embassy Paramaribo, Suriname</i> (ISP-I-19-20, 7/2019)	
Recommendation 8: The Bureau of Overseas Buildings Operations, in coordination with Embassy Paramaribo, should address the roof leaks in the new embassy compound and mitigate the resulting health hazards within 180 days.	N/A
Recommendation 12: Embassy Paramaribo, in coordination with the Bureau of Human Resources, should correct the deficit in the locally employed staff pension plan in accordance with Department guidance.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of Embassy Santo Domingo, Dominican Republic</i> (ISP-I-19-17, 7/2019)	
Recommendation 8: Embassy Santo Domingo should review its unliquidated obligations in accordance with Department guidance, and put up to \$1.3 million to better use.	\$1,300,000
Recommendation 11: Embassy Santo Domingo should close out procurement files in accordance with Department standards.	N/A
<i>Inspection of Embassy Port-au-Prince, Haiti</i> (ISP-I-19-18, 6/2019)	
Recommendation 1: Embassy Port-au-Prince should conduct project and program evaluations in accordance with Department guidance.	N/A
Recommendation 17: Embassy Port-au-Prince should close out procurement files in accordance with Department standards.	N/A
Recommendation 26: Embassy Port-au-Prince should clear overdue travel advances in accordance with Department guidelines, and put up to \$146,557 to better use.	\$146,557
<i>Inspection of Embassy Libreville, Gabon</i> (ISP-I-19-16, 6/2019)	
Recommendation 12: Embassy Libreville should verify and document that grant recipients were eligible to receive \$272,600 in foreign assistance funds and that the funds were used for the intended purpose. If the recipients are deemed ineligible or funds were not used for the intended purpose, Embassy Libreville should recover the funds in accordance with the grant agreements.	\$272,600
Recommendation 16: Embassy Libreville should update its consular internet pages to ensure the information complies with Department standards.	N/A
<i>Inspection of Embassy Bogota, Colombia</i> (ISP-I-19-14, 4/2019)	
Recommendation 4: Embassy Bogota should comply with Department standards for the use of public diplomacy funds.	N/A
Recommendation 25: Embassy Bogota should clear overdue travel advances in accordance with Department guidelines and put funds up to \$1,451,820 to better use.	\$1,451,820
Recommendation 28: Embassy Bogota, in coordination with the Bureau of Overseas Buildings Operations, should implement an action plan to resolve the mission's fire protection deficiencies and bring the program into full compliance with Department standards.	N/A
Recommendation 29: Embassy Bogota should remove the KACTUS database from the dedicated internet network and conduct a risk assessment based on the National Institute of Standards and Technology's Risk Management Framework.	N/A
Recommendation 30: Embassy Bogota, in coordination with the Bureau of Western Hemisphere Affairs, should relocate the telecommunications demarcation point outside the limited access communications rooms.	N/A
Recommendation 39: Embassy Bogota should test the information technology contingency plans for unclassified and classified networks in accordance with Department standards.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of Embassy Koror, Republic of Palau</i> (ISP-I-19-06, 2/2019)	
Recommendation 1: Embassy Koror should implement a standard operating procedure for conducting supervisory reviews of nonimmigrant visa adjudications in accordance with Department standards.	N/A
Recommendation 2: Embassy Koror should take actions to prepare for a consular crisis according to Department guidance.	N/A
Recommendation 3: Embassy Koror should assess and test its warden system in accordance with Department standards.	N/A
Recommendation 11: Embassy Koror, in coordination with Embassy Manila, should review all unliquidated obligations, deobligate any funds that are no longer needed, and put up to \$823,547 to better use.	\$823,547
Recommendation 13: Embassy Koror, in coordination with Embassy Manila, should update and conduct annual information technology contingency plan testing of the unclassified and classified networks in accordance with Department standards.	N/A
<i>Inspection of Embassy Kolonia, Federated States of Micronesia</i> (ISP-I-19-05, 2/2019)	
Recommendation 9: Embassy Kolonia, in coordination with Embassy Manila, should review \$707,000 in unliquidated obligations and deobligate any funds that are no longer needed.	\$707,000
<i>Inspection of Embassy New Delhi and Constituent Posts, India</i> (ISP-I-19-10, 12/2018)	
Recommendation 3: Embassy New Delhi, in coordination with the Bureau of Counterterrorism and Countering Violent Extremism and the Bureau of South and Central Asian Affairs, should prepare a position description for the regional counterterrorism coordinator position, number 10262001, that contains an accurate statement of responsibilities.	N/A
Recommendation 4: The Office of Policy, Planning, and Resources for Public Diplomacy and Public Affairs, in coordination with Embassy New Delhi and the Bureau of South and Central Asian Affairs, should update all public diplomacy position descriptions by implementing the Public Diplomacy Locally Employed Staff Initiative at Mission India in FY 2019.	N/A
Recommendation 12: Embassy New Delhi should reconcile transactions in the Suspense Deposit Abroad account in accordance with Department guidelines, and put funds of \$65,772 to better use.	\$65,772
Recommendation 25: Embassy New Delhi, in coordination with the Bureau of Overseas Buildings Operations, should implement an action plan to resolve the mission's safety, health, and environmental management deficiencies and bring the program into full compliance with Department standards.	N/A

Open Recommendations	Potential Monetary Benefits
<i>Inspection of Embassy Banjul, The Gambia</i> (ISP-I-19-04, 11/2018)	
Recommendation 2: The Bureau of Overseas Buildings Operations, in coordination with Embassy Banjul and the Bureau of Consular Affairs, should renovate Embassy Banjul's Consular Section to comply with Department standards.	N/A
Recommendation 5: Embassy Banjul, in coordination with the Bureau of the Comptroller and Global Financial Services, should collect salary advances of \$2,000 due from former employees and put those funds to better use.	\$2,000
<i>Inspection of the Bureau of Democracy, Human Rights, and Labor's Foreign Assistance Program Management</i> (ISP-I-19-12, 10/2018)	
Recommendation 3: The Bureau of Democracy, Human Rights, and Labor, in coordination with the Bureau of Administration, should finalize a service level agreement clarifying the Bureau of Administration's responsibilities for grants support.	N/A
Recommendation 5: The Bureau of Democracy, Human Rights, and Labor should modify its grants processes to accurately record expenditures in the Department's financial system.	N/A
Recommendation 6: The Bureau of Democracy, Human Rights, and Labor, in coordination with the Bureau of the Comptroller and Global Financial Services and the Office of the Legal Adviser, should determine whether grants payment irregularities identified for award number S-LMAQM-17-CA-1232 constitute a violation of the Anti-Deficiency Act and, if so, report the violation.	N/A
<i>Inspection of Embassy Lisbon and Consulate Ponta Delgada, Portugal</i> (ISP-I-18-22, 5/2018)	
Recommendation 3: The Bureau of Human Resources should respond to Embassy Lisbon's request for proposed changes to the local compensation plan.	N/A
<i>Inspection of Embassy Georgetown, Guyana</i> (ISP-I-18-19, 5/2018)	
Recommendation 23: Embassy Georgetown should vacate the U.S. Government-owned warehouse and notify the Bureau of Overseas Buildings Operations so it can be sold.	N/A
<i>Inspection of Embassy Addis Ababa, Ethiopia</i> (ISP-I-18-18, 5/2018)	
Recommendation 11: Embassy Addis Ababa, in coordination with the Bureau of Administration, should implement property management internal controls, in accordance with Department standards.	N/A
Recommendation 12: Embassy Addis Ababa should implement a real property management program that is fully compliant with Department requirements.	N/A
Recommendation 19: The Bureau of Overseas Buildings Operations, in coordination with Embassy Addis Ababa, should implement a plan to address the embassy's safety, health, and environmental management deficiencies.	N/A
Recommendation 29: Embassy Addis Ababa should stop managing personal internet service for embassy employees and collect \$99,324 from employees who had internet	\$99,324

Open Recommendations	Potential Monetary Benefits
service at their residences that was paid by the embassy in FY 2017 and put those funds to better use.	
<i>Inspection of Embassy Riyadh and Constituent Posts, Saudi Arabia</i> (ISP-I-18-17, 5/2018)	
Recommendation 16: Embassy Riyadh, in coordination with the Bureau of the Comptroller and Global Financial Services, should implement procedures to require U.S. direct-hire employees to comply with Department of State Standard Regulation 532 (a)(2) and collect overpayments made in cases of non-compliance.	N/A
<i>Inspection of Embassy Guatemala City, Guatemala</i> (ISP-I-18-16, 5/2018)	
Recommendation 9: Embassy Guatemala City, in coordination with the Bureau of Human Resources, should complete updates to the local compensation plan.	N/A
Recommendation 11: Embassy Guatemala City, in coordination with the Bureau of Overseas Buildings Operations, should perform seismic evaluations of its residential properties in accordance with Department standards.	N/A
<i>Inspection of the Bureau of Information Resource Management's Office of Governance, Resource, and Performance Management</i> (ISP-I-18-15, 4/2018)	
Recommendation 10: The Bureau of Information Resource Management should implement procedures to ensure regularly scheduled reviews and updates to the Department's information technology management policies and procedures in Volume 5 of the Foreign Affairs Manual and its associated Foreign Affairs Handbooks.	N/A
Recommendation 11: The Bureau of Information Resource Management should revise and promulgate the bureau process for timely handling of responses to U.S. Government Accountability Office recommendations.	N/A
<i>Inspection of Embassy Djibouti, Djibouti</i> (ISP-I-18-14, 4/2018)	
Recommendation 8: Embassy Djibouti should implement a comprehensive residential fuel delivery program that complies with Department standards.	N/A
Recommendation 25: Embassy Djibouti should conduct annual information technology contingency plan testing of the unclassified and classified networks in accordance with Department standards.	N/A
<i>Compliance Follow-up Review: Department of State Has Not Implemented Recommendations Pertaining to Official Residence Expense Staff Salaries</i> (ISP-C-17-32, 8/2017)	
Recommendation 1: The Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of Human Resources, should issue consistent guidance to overseas missions on the proper procedures for paying Official Residence Expense staff salaries within 30 days of the issuance of this report.	N/A
Recommendation 2: The Bureau of the Comptroller and Global Financial Services, in coordination with the Bureau of Human Resources, should revise and reissue consistent	N/A

Open Recommendations	Potential Monetary Benefits
Foreign Affairs Manual and Foreign Affairs Handbook guidance on paying Official Residence Expense staff salaries within 6 months of the issuance of this report.	
<i>Management Assistance Report: Deficiencies Reported in Cyber Security Assessment Reports Remain Uncorrected</i> (ISP-17-39, 7/2017)	
Recommendation 1: The Bureau of Diplomatic Security, in coordination with the Bureau of Information Resource Management and regional bureaus, should require implementation of Cyber Security Assessment report recommendations and establish a process to track and verify that overseas posts comply with those recommendations.	N/A
<i>Management Assistance Report: Department Can Take Steps Toward More Effective Executive Direction of Overseas Missions</i> (ISP-17-38, 7/2017)	
Recommendation 3: The Director General of the Foreign Service and Director of Human Resources should issue additional Foreign Affairs Manual and Foreign Affairs Handbook guidance requiring all chiefs of mission and deputy chiefs of mission to implement structured First- and Second-Tour employee programs in collaboration with First- and Second-Tour employees at their posts.	N/A
<i>Inspection of Embassy Luanda, Angola</i> (ISP-I-17-19, 6/2017)	
Recommendation 6: Embassy Luanda, in coordination with the Bureau of Overseas Buildings Operations, should relocate employees to residences that meet Department fire standards.	N/A
Recommendation 7: Embassy Luanda should strengthen its controls over residential fuel deliveries in accordance with Department standards to include establishing a receiving clerk to oversee deliveries.	N/A
<i>Inspection of Emergency Preparedness at Consulate General Hamilton, Bermuda</i> (ISP-I-17-26, 5/2017)	
Recommendation 3: Consulate General Hamilton, in coordination with the Regional Information Management Center in Ft. Lauderdale, should repair or replace the high-frequency radio at its alternate command center.	N/A
<i>Inspection of Embassy Tel Aviv, Israel</i> (ISP-I-17-20, 5/2017)	
Recommendation 18: Embassy Tel Aviv should update all outdated locally employed staff position descriptions.	N/A
<i>Inspection of Embassy Monrovia, Liberia</i> (ISP-I-17-12, 5/2017)	
Recommendation 16: Embassy Monrovia, in coordination with the Bureau of Human Resources, should update its local employee staff human resources handbook and local compensation plan to reflect the Government of Liberia's labor law.	N/A

Table D.4

Report Recommendations Without Management Decision by the Department of State for More Than 6 Months, as of 9/30/2021

None

Table D.5

Reports Issued in Prior Reporting Period That Did Not Receive Comment Within 60 Days of Issuance, as of 9/30/2021

None

Table D.6

Department of State Significant Revised Management Decisions, 4/1/2021–9/30/2021

None

Table D.7

Department of State Significant Management Decisions With Which OIG Disagreed, 4/1/2021–9/30/2021

None

Table D.8

Department of State Management Success in Implementing Recommendations, 4/1/2021–9/30/2021

Office of Audits

<i>Audit of the Department of State's Administration of its Aviation Program (AUD-SI-18-59, 9/2018) and Management Assistance Report: Modification and Oversight of the Bureau of Medical Services' Contract for Aeromedical Biocontainment Evacuation Services Violated Federal Requirements (AUD-SI-19-11, 12/2018)</i>

The Office of the Under Secretary for Management worked with the Bureau of International Narcotics and Law Enforcement Affairs and the Aviation Governing Board to update the Foreign Affairs Manual to strengthen the centralized management and oversight of all Department aviation programs and assets. The Department also revised the Aviation Governing Board charter and established Aviation Safety Management Systems and Flight Program Standards as well as an Aviation Strategic Plan.

Office of Inspections*Review of Department of State Foreign Assistance Tracking Capabilities*
(ISP-I-21-09, 12/2020)

OIG recommended that the Office of Foreign Assistance develop and communicate a plan and process to monitor bureaus that manage foreign assistance to ensure compliance with any new foreign assistance tracking requirements. In response to the recommendation, the Office of Foreign Assistance provided documentation showing the monitoring plan, FADR newsletters, and additional correspondences with reporting bureau stakeholders, as well as specific guidance provided to bureaus during the FADR Roadshow that communicated the steps for securing compliance with foreign assistance tracking requirements in accordance with the FADR initiative.

Inspection of Embassy Windhoek, Namibia
(ISP-I-20-32, 9/2020)

OIG recommended that Embassy Windhoek bring its motor vehicle fleet operations into compliance with Department standards. In response to the recommendation, Embassy Windhoek provided additional documentation showing the sale of proceeds in the amount of \$12,198 for the disposal of two vehicles by auction.

Inspection of Embassy Bern, Switzerland
(ISP-I-20-21, 5/2020)

OIG recommended that Embassy Bern, in coordination with the Bureaus of Consular Affairs, Diplomatic Security, and Overseas Buildings Operations, conduct a cost-benefit analysis to determine whether to continue consular operations in Zurich and Geneva or instead to consolidate them in the embassy. Embassy Bern conducted the cost-benefit analysis showing a benefit to maintaining these three distinct locations; as well as an explanation of nonmonetary benefits of continuing consular operations in Zurich and Geneva.

Inspection of Ouagadougou, Burkina Faso
(ISP-I-20-18, 9/2020)

OIG recommended that Embassy Ouagadougou, in coordination with the Bureau of Administration dispose of excess vehicles according to Department guidelines and put proceeds of sales to better use. In response to the recommendation, Embassy Ouagadougou provided documentation showing a full accounting of auctions and disposals of excess vehicles and generators that resulted in putting \$310,857 to better use.

Inspection of Embassy New Delhi and Constituent Posts, India
(ISP-I-19-10, 12/2018)

OIG recommended that Embassy New Delhi implement a detailed plan that included a cost benefit analysis to consolidate its two print and graphics operations. In response to the recommendation, Embassy New Delhi provided documentation showing that three positions were abolished, and the total salary saved resulted in \$29,898 in funds put to better use.

Inspection of U.S. Mission to Somalia
(ISP-I-19-09, 10/2018)

OIG recommended that the Bureau of Administration finalize all risk mitigation plans for third-party contracts as required by Department guidance. In response to the recommendation, the A Bureau coordinated with U.S. Mission Somalia to provide documentation showing finalize mitigation plans identified in the report, and to cancel remaining requirements that were determined not to require a mitigation plan.

Inspection of Embassy Nairobi, Kenya
(ISP-I-19-08, 10/2018)

OIG recommended that Embassy Nairobi conduct a utilization survey and sell or dispose of excess inventory in accordance with Department standards and put up to \$14 million to better use. In response to the recommendation, Embassy Nairobi provided documentation showing a full accounting of auctions and disposals of expendable property that resulted in putting \$1,789,653 to better use.

OIG recommended that Embassy Nairobi review all unliquidated obligations with no activity for over one year, deobligate those that are no longer valid in accordance with Department standards, and put up to \$1.7 million to better use. In response to the recommendation, Embassy Nairobi provided documentation showing a full accounting of the close-out of all ULOs resulting in \$1,621,182 put to better use.

APPENDIX E: U.S. AGENCY FOR GLOBAL MEDIA COMPLIANCE

Tables E.1 through E.6 report the status of open Office of Inspector General (OIG) recommendations to the U.S. Agency for Global Media (USAGM) as of September 30, 2021. Prior to August 22, 2018, USAGM was known as the Broadcasting Board of Governors.

OIG Compliance Lexicon

Open
<p>Unresolved: No agreement between OIG and management on the recommendation or proposed corrective action.</p> <p>Resolved: Agreement on the recommendation and proposed corrective action but implementation has not been completed.</p>
Closed
Agreed-upon corrective action is complete.

Table E.1
Open Office of Audits Recommendations Issued in Previous Periods, Pending Final
U.S. Agency for Global Media Action, as of 9/30/2021

Significant Open Recommendations	Potential Monetary Benefits
<p><i>Management Assistance Report: Broadcasting Board of Governors Incident Response and Reporting</i> (AUD-IT-IB-16-25, 1/2016)</p> <p>Recommendation 1: OIG recommends that the Broadcasting Board of Governors Office of Technology, Services, and Innovation amend and implement the Computer Security Incident Response Policy and the Computer Security Incident Response Procedure to reflect all elements of an effective incident response and reporting program in accordance with National Institute of Standards and Technology Special Publication 800-61, Revision 2.</p>	N/A
Open Recommendations	Potential Monetary Benefits
<p><i>Audit of the U.S. Agency for Global Media's FY 2019 Implementation of the Digital Accountability and Transparency Act of 2014</i> (AUD-FM-IB-20-10, 12/2019)</p> <p>Recommendation 1: OIG recommends that the U.S. Agency for Global Media develop and implement a methodology for recording estimated accounts payable amounts using a Budget Object Classification code that complies with guidance in Office of Management and Budget Circular A-11, § 83.</p> <p>Recommendation 4: OIG recommends that the U.S. Agency for Global Media revise its Data Quality Plan (DQP) to more thoroughly document items required by Office of</p>	N/A

Open Recommendations	Potential Monetary Benefits
Management and Budget's Circular A-123, Appendix A. At a minimum, the revised DQP should provide details of the testing plan (which elements are tested and how often the testing will occur), details of the results of testing (errors identified for individual data elements), information on data elements that are at a higher risk of being reported incorrectly, and actions that are needed and have been taken to address the risk of misreported data.	
<i>Management Assistance Report: The Broadcasting Board of Governors Did Not Fully Address Invalid Unliquidated Obligations Identified During the FY 2016 Financial Statements Audit</i> (AUD-FM-IB-18-28, 2/2018)	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors develop and implement annual training for allotment holders emphasizing their responsibility to monitor and deobligate invalid unliquidated obligations, as prescribed in the Broadcasting Administrative Manual.	N/A
<i>Audit of the Broadcasting Board of Governors Implementation of the Digital Accountability and Transparency Act of 2014</i> (AUD-FM-IB-18-04, 11/2017)	
Recommendation 1: OIG recommends that the Broadcasting Board of Governors improve guidance and procedures in the Broadcasting Administrative Manual for Contracting Officers related to entering accurate and complete procurement award transaction data into the Federal Procurement Data System–Next Generation.	N/A

Table E.2
Open Office of Inspections Recommendations Issued in Previous Periods, Pending Final U.S. Agency for Global Media Action, as of 9/30/2021

Significant Open Recommendations	Potential Monetary Benefits
None	
Open Recommendations	Potential Monetary Benefits
<i>Targeted Inspection of the U.S. Agency for Global Media: Journalistic Standards and Principles</i> (ISP-IB-21-06, 12/2020)	
Recommendation 1: The Office of Cuba Broadcasting, in coordination with the U.S. Agency for Global Media, should prepare and communicate with its staff a comprehensive plan for timely implementation of the editorial oversight reforms, including annual program reviews.	N/A
Recommendation 2: Voice of America, in coordination with the United States Agency for Global Media, should schedule and conduct a program review of each of its language services at least once per year.	N/A
Recommendation 3: The Office of Cuba Broadcasting should develop an updated version of its journalistic standards and communicate those standards in English and Spanish to its internal workforce and external audiences.	N/A

Open Recommendations	Potential Monetary Benefits
Recommendation 4: The United States Agency for Global Media should direct each network to develop systematic employee training on journalistic standards and related professional development plans.	N/A
<i>Inspection of Embassy Libreville, Gabon</i> (ISP-I-19-16, 6/2019)	
Recommendation 9: U.S. Agency for Global Media, in coordination with Embassy Libreville and the Bureau of Overseas Buildings Operations, should improve the perimeter fence around the transmitting station in São Tomé.	N/A
<i>Targeted Inspection of the Governance of the United States Agency for Global Media</i> (ISP-IB-19-22, 4/2019)	
Recommendation 3: The U.S. Agency for Global Media should update policies and procedures in its Broadcasting Administrative Manual.	N/A
<i>Inspection of Radio Free Europe/Radio Liberty</i> (ISP-IB-17-21, 5/2017)	
Recommendation 6: The Broadcasting Board of Governors should revise its grant agreement with Radio Free Europe/Radio Liberty to include specific requirements for security policies.	N/A
Recommendation 7: The International Broadcasting Bureau, in coordination with Radio Free Europe/Radio Liberty, should establish a written protocol on background investigations to comply with the grant agreement.	N/A
<i>Inspection of the Broadcasting Board of Governors' Middle East Broadcasting Networks</i> (ISP-IB-17-09, 2/2017)	
Recommendation 2: The International Broadcasting Bureau Office of Chief Financial Officer should implement an action plan to close out expired Middle East Broadcasting Networks grants.	N/A
Recommendation 8: The International Broadcasting Bureau Office of Security, in coordination with the Middle East Broadcasting Networks, should establish a written protocol to comply with Article X of the grant agreement.	N/A

Table E.3**Report Recommendations Without Management Decision by the U.S. Agency for Global Media for More Than 6 Months, as of 9/30/2021**

None

Table E.4**Reports Issued in Prior Reporting Period That Did Not Receive Comment Within 60 Days of Issuance, as of 9/30/2021**

None

Table E.5**U.S. Agency for Global Media Significant Revised Management Decisions, 4/1/2021–9/30/2021**

None

Table E.6**U.S. Agency for Global Media Significant Management Decisions With Which OIG Disagreed, 4/1/2021–9/30/2021**

None

APPENDIX F: ABBREVIATIONS

Abbreviation	Full Name
1CA	Office of 1CA: Leadership, Management, and Innovation
AUD	Office of Audits
AQM	Office of Acquisitions Management
BLISS	Baghdad Life Support Services
CA	Bureau of Consular Affairs
CFR	Code of Financial Regulations
CIGIE	Council of the Inspectors General on Integrity and Efficiency
CO	contracting officer
COM	chief of mission
COR	contracting officer representative
COVID-19	Coronavirus Disease 2019
DCAA	Defense Contract Audit Agency
DiPSS	Diplomatic Platform Support Services
DOJ	Department of Justice
DS	Bureau of Diplomatic Security
ECA	Bureau of Educational and Cultural Affairs
ESP	Office of Evaluations and Special Projects
FAH	Foreign Affairs Handbook
FAM	Foreign Affairs Manual
FAR	Federal Acquisition Regulation
FPDS-NG	Federal Procurement Data System — Next Generation
GSA	General Services Administration
GTM	Bureau of Global Talent Management
IBWC	International Boundary and Water Commission, U.S. and Mexico, US. Section
IRM	Information Resource Management
ISIS	Islamic State of Iraq and Syria
ISP	Office of Inspections
LE	locally employed
NEA	Bureau of Near Eastern Affairs
NIJ	National Institute of Justice
OCO	overseas contingency operations
ODNI	Office of the Director of National Intelligence
OIG	Office of Inspector General
OMB	Office of Management and Budget
OMSS	Operations and Maintenance Support Services

Abbreviation	Full Name
OPE	Office of the Procurement Executive
OSAC	Overseas Security Advisory Council
PDSI	Public Diplomacy Staffing Initiative
R/PPR	Office of Policy, Planning, and Resources of the Office of the Under Secretary for Public Diplomacy and Public Affairs
SLA	service-level agreements
STAS	Office of the Science and Technology Adviser to the Secretary
TIGTA	Treasury Inspector General for Tax Administration
UCA	undefinitized contract action
USAGM	U.S. Agency for Global Media

APPENDIX G: INDEX OF REPORTING REQUIREMENTS UNDER THE INSPECTOR GENERAL ACT OF 1978

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