



**United States Department of State  
and the Broadcasting Board of Governors  
Office of Inspector General**

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**Inspections of U.S. Embassy Paris, France,  
the U.S. Mission to the Organization for Economic Cooperation and Development, and  
the U.S. Mission to the United Nations Educational, Scientific and Cultural Organization**



*Embassy Paris*

The Office of Inspector General (OIG) recently inspected the three U.S. missions in Paris, France: the U.S. embassy, the U.S. mission to the Organization for Economic Cooperation and Development (USOECD), and the new U.S. mission to the United Nations Educational, Scientific and Cultural Organization (USUNESCO). OIG concluded that the missions are actively advancing U.S. government interests, that executive direction at the missions meets Department of State standards, that priorities and activities at each mission conform to the strategic plans in their mission performance plans, that Embassy Paris consular services are effective, despite severe space constraints; and that the missions are meeting their responsibilities for interagency coordination. Furthermore, morale and job satisfaction of American and local employees is generally high.

However, OIG also identified several areas for improvement. For instance, the existing management structures at the three missions contained a number of areas of overlap and duplication. Both USOECD and USUNESCO subscribe to – and pay for – a wide set of support services under the International Cooperative and Administrative Support Services (ICASS) framework directed by Embassy Paris. At the same time, both USOECD and USUNESCO maintain -- and pay again -- for extensive in-house administrative capabilities. OIG recommended that USOECD and USUNESCO move fully into a joint administrative structure, using Embassy Paris as the primary service provider under the ICASS umbrella. This would emulate existing successful models in Brussels and Vienna, cities where multiple, independent U.S. missions receive high-quality, cost-effective services via a single support mechanism.

In program implementation, OIG concluded that Embassy Paris is strengthening the U.S.-France relationship. The embassy effectively oversees the presence of 40 U.S. government agencies and offices that are active in France and engaged in such key topics as anti-terrorism coordination, scientific cooperation, and trade development.

Additionally, Embassy Paris's innovative use of one-officer American presence posts in provincial regions has proven highly effective in promoting trade, conducting public diplomacy programs, and providing American citizen services at a relatively low cost.

The U.S. mission to UNESCO reopened its doors on October 1, 2003, and the new Ambassador is successfully recruiting staff, developing mission strategies, and rebuilding U.S. ties to the organization's permanent staff and other delegations.

Many U.S. government agencies and U.S. non-governmental organizations have a stake in the work of USUNESCO. At this early stage in its development, the mission needs timely and comprehensive coordination and guidance from the Department's Bureau of International Organization Affairs, which has the lead in coordinating U.S. policy and developing guidance for the mission. USUNESCO and the Bureau of International Organization Affairs also need to establish close links to the freshly reconstituted U.S. National Commission for UNESCO, a body that will have considerable influence on shaping U.S. policy.

At USOECD, the Ambassador fosters a collegial and mutually supportive approach in the conduct of the mission's work among the specialists representing several U.S. government agencies. OIG, however, found several areas of concern. They include:

- A need for improved coordination and communication within the mission and with the Bureau of European and Eurasian Affairs, which has oversight of USOECD.
- The lack of a Washington process that coordinates the interests of the 23 U.S. government agencies or U.S. business or other non-governmental organizations with interests in OECD. This complicates strategic planning.
- U.S. agencies occasionally work directly with long-time OECD counterparts without close coordination with USOECD.

Furthermore, neither USUNESCO nor USOECD has developed effective public affairs and public diplomacy strategies appropriate to their multilateral organizations.

The missions' Ambassadors recognize the problems, as do Washington elements with responsibility for public diplomacy support.

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## **Office of Inspector General**

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OIG's Office of Inspections provides systematic and independent evaluations of the operations of the Department of State, its posts abroad, and related activities. Inspections cover policy implementation, resource management, and management controls. As part of the inspection, particular attention is given to consular, security, and information technology operations.

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