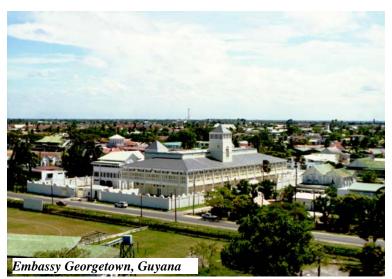


## **United States Department of State and the Broadcasting Board of Governors Office of Inspector General**

## Limited-Scope Inspection of Embassy Georgetown, Guyana



OIG's inspection of
Embassy Georgetown found that
mission leadership had organized
and orchestrated an operational
policy tied generally to Mission
Strategic Plan objectives while
specifically and effectively aimed at
areas of greatest potential effect.
Leadership was strong and
visionary, and interagency
cooperation was excellent. The
OIG team noted that all agreed that
little real progress was possible until
transparency and rule of law replace
crime and corruption. The post had

striven to encourage standards and improve performance in an uneven workforce while raising the overall level of resource management.

The public perception of the United States was good. With limited resources devoted to public affairs, a generally positive treatment in print and broadcast media was gratifying in its regularity, its breadth of coverage, and its attribution to American sources. However, communications and outreach were not well coordinated and were hampered by a shortage of resources. A dedicated locally employed (LE) staff position was needed.

Resource management had benefited significantly from the strong support of the Charleston Global Financial Services Center and especially from the Florida Regional Center. Their frequent visits for training and evaluation brought about major improvements in financial and human resources management and general services. In human resources management, Embassy Georgetown was hampered by staffing difficulties on the American side and in local terms by an environment where the labor pool was thin, poorly trained, and poorly motivated. The termination of 28 LE staff over the past two years illustrated the problem.

The consular section was staffed by an assortment of Civil Service officers on excursion tours, out-of-cone and entry-level Foreign Service officers, and a consular associate. It was functioning adequately in very difficult circumstances but was helped by its outreach programs. The nonimmigrant refusal rate was approximately two-thirds of all applicants. Aggressive antifraud measures were required for the large immigrant visa clientele and for American citizenship work.