



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

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### Inspection of Embassy Amman, Jordan



*Embassy Amman*

Embassy Amman's support of Embassy Baghdad has taxed it heavily in the past year. There have been visits by congressional delegations that were primarily associated with Iraq issues and the need to provide off-site administrative support for Embassy Baghdad, to train Embassy Baghdad personnel, and to establish an Iraq Support Unit in Amman. The chargé d'affaires at Embassy Amman has effectively guided the mission through this complex period involving Iraq reconstruction activities and growing security concerns and has been particularly impressive in responding to the heavy official visitor workload.

Embassy Amman is also experiencing rapid growth. Although some agencies in the chancery had sufficient space, other sections were seriously over-crowded. Office of Inspector General (OIG) recommended that the embassy complete needed chancery-measurement, space-allocation, and realignment activities before making decisions regarding staffing increases.

The embassy's safety, health, and environmental management program was also found to have limitations. OIG recommended that the embassy develop and implement a safety, health, and environmental management program.

OIG also found problems with the American Embassy Community Services Association. Some Foreign Affairs Manual guidelines were not being met, management control deficiencies existed, and several association members were disgruntled. OIG recommended the association establish and implement procedures to ensure that activities are conducted in accordance with Department guidance.

OIG also found several aspects of the mission were largely functioning well. These include:

- The consular area, which provides high-quality services to Jordan and Iraq in spite of challenging circumstances,
- The political and economic sections, which are providing Washington readers with high-quality and wide-ranging substantive reporting, despite staffing gaps and the need to support Congressional delegations and VIP visits,
- The public affairs section, which is well-integrated within the mission, innovative and strategic in its thinking, well-connected to Jordanian target audiences, and effective in spite of dramatic program level increases,
- The International Cooperative Administrative Support Services operations were functioning well, although duplicative administrative structures exist. (The Department of State and the U.S. Agency for International Development maintained unnecessarily redundant motor pool, warehouse, and other operations. OIG recommended that the Embassy formally evaluate whether these services could be combined.)

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OIG Report No. ISP-I-05-02A, Report of Inspection - Embassy Amman.

The fieldwork for this inspection was conducted by the Office of Inspections in October 2004. This is an unclassified summary of a full inspection report, which receives limited official distribution.



*Map of Jordan*

Jordan, a small Arab state surrounded by Israel, the occupied West Bank, Syria, Iraq, and Saudi Arabia, is at the heart of the Arab world and the center of the Middle East. Jordan is mainly desert, with its only outlet to the sea at Aqaba on the Red Sea. The nation's population of 5.4 million, who live largely in the Amman metropolitan area and two smaller cities, is predominantly Muslim. With a birth rate of 2.8 percent, Jordan's population will double by 2027, putting strains on its scarce water resources.

Seen as an island of political stability and economic opportunity in the region, Jordan attracts U.S. trade and investment, notably in transport, telecommunication services, wheat, motor vehicles, health care, mining, drugs, information technology, and textiles. The U.S. mission to Jordan has ably orchestrated an increasingly important bilateral relationship.

The government of Jordan, long a vital part of ensuring the success of the U. S. government's efforts to promote peace and security in the Middle East, assumed a new role with the start of Iraq reconstruction. The mission has been successful in solidifying Jordanian diplomatic and logistical support for Coalition efforts in Iraq. The U.S. mission in Amman is staffed by 162 direct-hire American positions, of which 103 are Department employees. There are 334 Foreign Service national and employed personal services agreement staff. These employees, along with U.S. local-hire staff, personal service contractors, and third-country nationals, bring the total staff to 562.

## **Office of Inspector General**

The Office of Inspector General's (OIG's) mission is to assess Department of State and Broadcasting Board of Governors operations and recommend ways to strengthen their integrity, effectiveness, and accountability.

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.