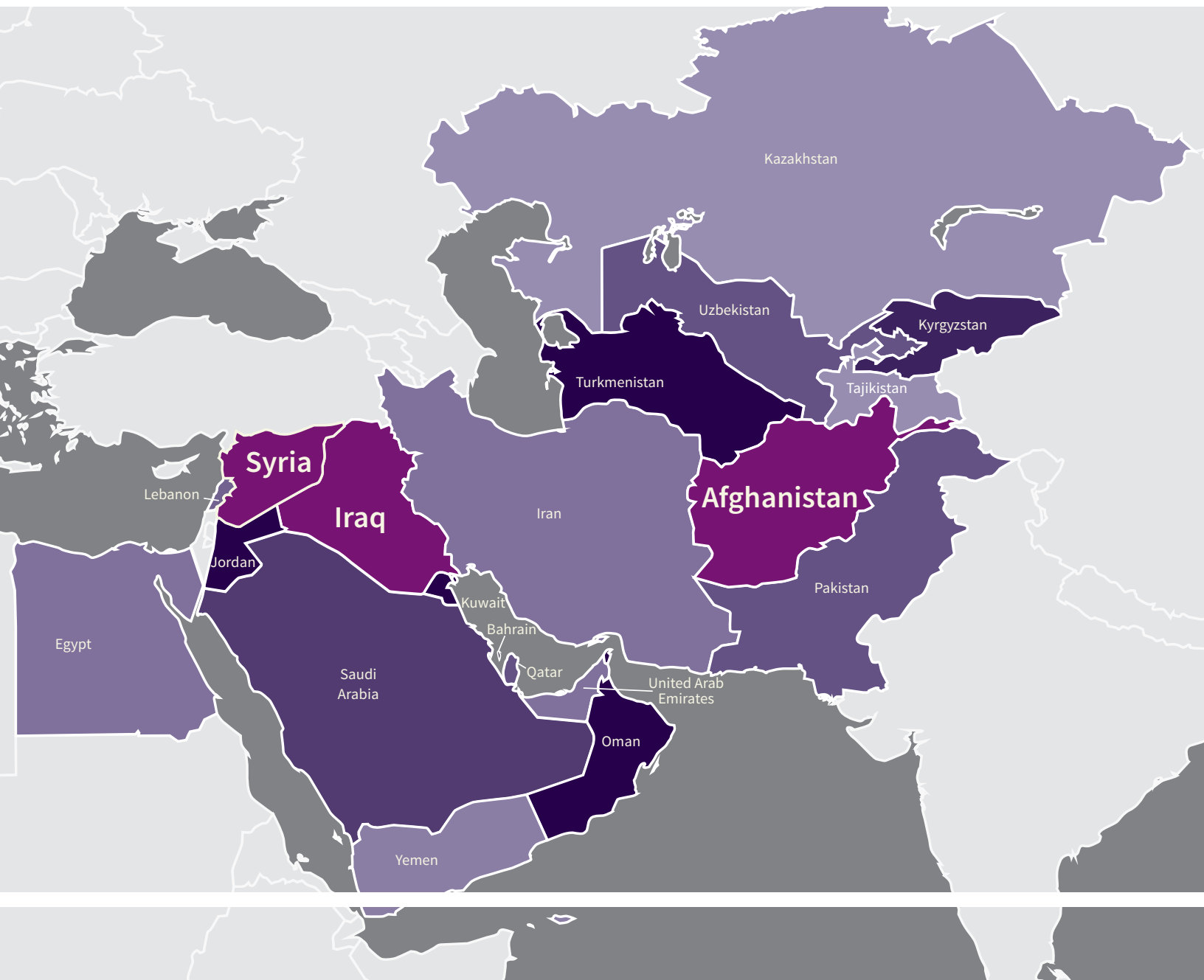




# COP-OCO

OCTOBER  
2015

**FY 2016 Comprehensive Oversight Plan – Overseas Contingency Operations**



INTEGRITY ★ EFFICIENCY ★ ACCOUNTABILITY ★ EXCELLENCE

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Events described in this publication reflect activities as of September 30, 2015.

# INTRODUCTION



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# INTRODUCTION

This FY 2016 *Comprehensive Oversight Plan for Overseas Contingency Operations* (COP-OCO) marks the first of its kind under the new Lead Inspector General (Lead IG) model. The primary contributors are the three Lead IG agencies of DoD, DOS, and USAID. Additional contributors include the Special Inspector General for Afghanistan Reconstruction (SIGAR), the U.S. Army Audit Agency (AAA), the Naval Audit Service (NAVAUDSVC), the U.S. Air Force Audit Agency (AFAA), and the U.S. Government Accountability Office (GAO).

Known formerly as the *Comprehensive Oversight Plan for Southwest Asia* (COPSWA), the content and structure of the COP-OCO have expanded to include Lead IG oversight requirements directed by Congress in the FY 2013 National Defense Authorization Act, enacted in January 2013. Section 8L of the IG Act of 1978, as amended, details oversight and reporting requirements for OCOs. This COP-OCO includes the Joint Strategic Oversight Plans (JSOP) for Operation Inherent Resolve (OIR) and Afghanistan. The Afghanistan JSOP includes Operation Freedom's Sentinel (OFS), as well as reconstruction and humanitarian assistance programs and activities that are separate from OFS.

Each JSOP includes a listing of all planned and ongoing oversight projects related to the U.S. Central Command (CENTCOM) in Southwest Asia (SWA). This document presents a total picture of oversight activities in SWA and, like past COPSWAs, this COP-OCO will assist CENTCOM and the Federal and Service oversight agencies in planning, coordinating, and completing oversight projects and fieldwork in SWA. Further, this annual publication of oversight projects facilitates effective and ongoing coordination within, and among, the oversight agencies and the Federal agencies and military commands. A listing of the 20 countries within the CENTCOM area of responsibility can be found in the Additional Information Section of the publication.

## RELATED LEGISLATION & THE DEVELOPMENT OF THE LEAD IG MODEL

Congressional oversight requirements for SWA were first directed by the FY 2008<sup>1</sup> and FY 2009<sup>2</sup> National Defense Authorization Acts. Pursuant to these requirements, the Department of Defense Office of Inspector General (DoD IG) has been responsible for coordinating and publishing the COPSWA and chairing the quarterly meetings of the SWA Joint Planning Group (JPG). These meetings continue to serve as a forum to identify duplicative projects and gaps in oversight coverage, and to disseminate useful information to the participating SWA JPG member agencies<sup>3</sup>.

In the FY 2013 NDAA, Congress enacted new provisions establishing Lead IG oversight responsibilities in designated OCOs. Section 8L of the IG Act requires the designated Lead IG to ensure coordinated and comprehensive oversight, which includes “developing and carrying out” joint strategic oversight plans. While only one IG is designated as Lead IG, the IGs of all three Lead IG agencies are responsible for staffing and supporting the Lead IG in the discharge of these responsibilities. Each Lead IG agency retains its statutory independence.

<sup>1</sup> Public Law 110-181, “The National Defense Authorization Act (NDAA) for FY 2008,” section 842, “Investigation of Waste, Fraud, and Abuse in Wartime Contracts and Contracting Processes in Iraq and Afghanistan.”

<sup>2</sup> Public Law 110-417, “NDAA for FY 2009,” section 852, “Comprehensive Audit of Spare Parts, Purchases, and Depot Overhaul and Maintenance of Equipment for Operations in Iraq and Afghanistan.”

<sup>3</sup> Current SWA JPG members are DoD IG, DOS OIG, USAID OIG, GAO, SIGAR, AAA, NAVAUDSVC, and AFAA.

## CURRENT OCOS

Since enactment of the Lead IG legislation, three OCOs have triggered Lead IG responsibilities. Two active OCOs are in the CENTCOM area of responsibility.

### Operation Inherent Resolve:

DoD IG was designated Lead IG for OIR on December 17, 2014. OIR was the first overseas contingency operation to be named under the amended IG Act of 1978. The purpose of this operation is to degrade and ultimately defeat the Islamic State of Iraq and the Levant (ISIL) and to deny ISIL safe-haven.

### Operation Freedom's Sentinel:

DoD IG was designated Lead IG for OFS on April 1, 2015. The purpose of this dual-missioned operation is to work with U.S. allies and NATO partners in discharging the NATO Train, Advise, and Assist mission named Resolute Support, and to continue the U.S. counterterrorism mission against the remnants of al-Qaeda and its affiliates.

The third OCO, Operation United Assistance, concerned the Ebola epidemic and occurred in the U.S. Africa Command area of responsibility. Operation United Assistance terminated as an OCO on June 30, 2015.

## FY 2016 COP-OCO

This FY 2016 COP-OCO includes JSOPs and oversight project listings for planned, ongoing, and completed audit, inspection, and evaluation work within SWA. The COP-OCO is divided into four main sections.

- Section 1 contains the JSOP for Afghanistan, which includes oversight planning information on OFS, reconstruction, and humanitarian assistance, as well as the listing of all oversight projects concerning Afghanistan.
- Section 2 contains the JSOP for OIR, as well as the listing of all oversight projects concerning OIR and additional humanitarian assistance efforts.
- Section 3 provides project information for all other SWA projects.
- Section 4 lists the oversight projects completed in FY 2015.

With the addition of the OCO-related oversight projects, we have revised the project numbering system, and assigned reference numbers according to OCO mission. This renumbering is particularly relevant to oversight projects in Afghanistan, where many projects concerning reconstruction and humanitarian assistance are not related to OFS. The oversight projects completed in FY 2015, as listed in Section 4, retain their original COPSWA Reference Numbers. The project crosswalk containing a cross-reference for all renumbered projects can be found in Appendix 1.C.

## THE WAY AHEAD

Federal and Service oversight agencies continue to monitor, audit, and evaluate these complex overseas contingency operations, as well as other programs and activities within SWA. As of September 30, 2015, the Federal and Service oversight agencies had completed 179 projects, which have made findings and recommendations to improve internal controls, reduce costs, ensure safety, and improve operational efficiencies.

As these whole-of-government efforts evolve, we may identify other Federal oversight agencies undertaking necessary projects in SWA. As we do, the COP-OCO will expand accordingly. Together, this coordinated oversight across agency jurisdictional boundaries results in effective whole-of-government oversight to assist Congress and agency leaders in making informed program, policy, and funding decisions.

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# SECTION 1

## AFGHANISTAN





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# FOREWORD

## AFGHANISTAN

This Fiscal Year (FY) 2016 Joint Strategic Oversight Plan for Afghanistan was prepared pursuant to section 8L of the Inspector General Act of 1978, as amended. Section 8L establishes the responsibilities for a Lead Inspector General (IG) to provide for coordinated and comprehensive oversight of all programs and operations of the Federal Government in support of an overseas contingency operation. These responsibilities are directed to the IGs for the U.S. Department of Defense (DoD), the U.S. Department of State (DOS), and the U.S. Agency for International Development (USAID).

Operation Freedom's Sentinel was designated an overseas contingency operation on January 1, 2015. On April 1, 2015, the Chair of the Council of the Inspectors General on Integrity and Efficiency designated the Inspector General for DoD as the Lead IG in accordance with Section 8L (d)(1). On May 4, 2015, the Lead IG appointed the Inspector General for DOS to serve as the Associate Inspector General in accordance with Section 8L (d)(2)(A).

This plan also addresses section 842 of the National Defense Authorization Act for FY 2008 (Pub. L. No. 110-118) regarding oversight of the continuing U.S. reconstruction effort in Afghanistan, including oversight by the Special Inspector General for Afghanistan Reconstruction (SIGAR) and the Offices of Inspector General (OIGs) for DOS and USAID.

The three Lead IG agencies have coordinated with SIGAR and other oversight partners of the Southwest Asia Joint Planning Group, who have planned and conducted audits, evaluations, inspections, and investigations in Afghanistan for the past several years. As such, this FY 2016 plan includes the oversight focus for both the U.S. military and counterterrorism activities regarding Operation Freedom's Sentinel and the continuing U.S. reconstruction activities regarding the empowerment of the government of Afghanistan's economic and social development.

The Lead IG agencies, SIGAR, and the other oversight partners of the Southwest Asia Joint Planning Group will continue to work together to provide coordinated whole-of-government oversight in Afghanistan to deter waste, fraud, and abuse and promote effective stewardship of taxpayer dollars.

EFFECTIVE DATE: This FY 2016 Joint Strategic Oversight Plan for Afghanistan is as of October 1, 2015. This plan is approved upon the signature by all parties below.



**JON T. RYMER**

Lead Inspector General for  
Operation Freedom's Sentinel  
Inspector General  
U.S. Department of Defense



**STEVE A. LINICK**

Associate Inspector General for  
Operation Freedom's Sentinel  
Inspector General  
U.S. Department of State  
and the Broadcasting Board  
of Governors



**CATHERINE M. TRUJILLO**

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Inspector General  
U.S. Agency for  
International Development



**JOHN F. SOPKO**

Special Inspector General for  
Afghanistan Reconstruction

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# FY 2016 JOINT STRATEGIC OVERSIGHT PLAN FOR AFGHANISTAN

## INTRODUCTION

The United States and partner nations have renewed their commitments to Afghanistan to build and sustain an enduring security capability, but have transitioned to a new phase, formally ending combat operations. Effective January 1, 2015, Operation Enduring Freedom concluded and Operation Freedom’s Sentinel (OFS) commenced. The United States is executing OFS to support two complementary missions:

- The United States will continue counterterrorism (CT) efforts to prevent the resurgence of al-Qaeda and its remnants; and
- Under the North Atlantic Treaty Organization’s (NATO’s) Resolute Support (RS) mission, U.S. forces will provide support to the train, advise, and assist program to improve the capabilities of the Afghan National Defense and Security Forces (ANDSF).

In 2012, the United States made a long-term commitment to help Afghanistan build a secure state with a democratic government that respects human rights. Through the Tokyo Mutual Accountability Framework, the United States and other international donors committed to provide Afghanistan \$16 billion in aid through 2015 and continuing assistance at levels commensurate with the last decade through 2017.<sup>1</sup> They also committed to continue their ongoing support to Afghanistan with a broad array of assistance programs. These include private sector growth, capacity-building for government institutions, support to improved professionalism of security forces, programs to support civil society and respect for human rights, counter narcotics programs, infrastructure projects, special support for the advancement of Afghan women and girls, and humanitarian relief.<sup>2</sup>

## PURPOSE

This FY 2016 Joint Strategic Oversight Plan for Afghanistan addresses U.S. commitments regarding the OFS mission and ongoing relief and reconstruction assistance programs in Afghanistan. Regarding OFS, this plan was prepared pursuant to section 8L of the Inspector General Act of 1978, as amended. Section 8L (d)(2)(B) mandates that the Lead IG, in coordination with IGs identified in Section 8L (c):

“develop and carry out a joint strategic plan to conduct comprehensive oversight over all aspects of the contingency operation and [–] ensure through either joint or individual audits, inspections, and investigations, independent and effective oversight of all programs and operations of the Federal Government in support of the contingency operation.”

These responsibilities are directed to the Inspectors General for the DoD, the DOS, and the USAID. This plan also addresses oversight conducted by these IGs and the SIGAR under section 842 of the National Defense Authorization Act of 2008, regarding the performance of security and reconstruction functions in Afghanistan. For these legislative mandates, see Appendixes 1.A and 1.B.

<sup>1</sup> USAID, Tokyo Mutual Accountability Framework, “International Commitment to Improving Aid Effectiveness,” section 1, July 8, 2012; posted at <https://www.usaid.gov/tokyoconference/framework> (accessed September 30, 2015).

<sup>2</sup> U.S. Department of State, “U.S. Relations with Afghanistan,” October 31, 2014; posted at <http://www.state.gov/r/pa/ei/bgn/5380.htm> (accessed September 28, 2015).

The FY 2016 Joint Strategic Oversight Plan for Afghanistan reflects interagency collaboration within the oversight community to develop a comprehensive and focused approach for oversight of U.S. activities and programs regarding the OFS mission and reconstruction activities. The plan highlights eight strategic oversight issue areas determined by trends identified in prior oversight of contingency operations.

This plan is included in and supports specific scheduled and ongoing audits, evaluations, and inspections identified in the FY 2016 Comprehensive Oversight Plan for Overseas Contingency Operations (COP-OCO). The primary contributors are the DoD IG, DOS OIG, USAID OIG, and SIGAR. Other contributors may include the U.S. Army Audit Agency, Naval Audit Service, U.S. Air Force Audit Agency, and the U.S. Government Accountability Office.

Although the FY 2016 Joint Strategic Oversight Plan for Afghanistan does not address law enforcement efforts, when criminal activity is suspected during the course of an audit, evaluation, or inspection, the allegations are referred to the respective law enforcement component. Through collaboration, investigative components of specific law enforcement agencies formed memoranda of understanding to identify, synchronize, and investigate fraud and corruption across Southwest Asia and for future Lead IG OCOs.

The IGs for DoD, DOS, and USAID are responsible for staffing and supporting the Lead IG in the discharge of responsibilities in accordance with section 8L of the IG Act of 1978. Each IG retains statutory independence, but, together and with SIGAR, they apply extensive regional experience and in-depth institutional knowledge in a coordinated interagency approach to accomplish oversight responsibilities for the whole-of-government mission. This comprehensive approach increases the effectiveness of oversight capabilities across agency jurisdictional divisions and provides results to help Congress and agency leadership make informed program, policy, and funding decisions.

## BACKGROUND

### *U.S. Presence in Afghanistan*

The United States and NATO agreed to continue their commitment to Afghanistan security and sovereignty under the NATO-Afghanistan Status of Forces Agreement and the U.S.-Afghanistan Bilateral Security Agreement.<sup>3</sup> NATO's engagement in Afghanistan in 2015 consists of three inter-related components: the NATO-led RS mission to train, advise, and assist the Afghan security forces; a contribution to the broad effort of financial sustainment of the Afghan security forces; and the enhanced NATO-Afghanistan Enduring Partnership.<sup>4</sup>

### ***TRAIN, ADVISE, AND ASSIST***

The legal framework for the RS mission is provided by a status of forces agreement. This agreement was signed on September 30, 2014, by the newly inaugurated Afghan President and NATO's Senior Civilian Representative to Afghanistan, and ratified by the Afghan Parliament on November 27, 2014. The status of forces agreement defines the terms and conditions under which NATO forces will be deployed in Afghanistan as part of RS, as well as the activities they are to carry out. The United Nations Security Council welcomed the RS mission with the unanimous adoption on December 12, 2014, of Resolution 2189, which underscores

<sup>3</sup> U.S. Department of Defense, "Report on Enhancing Security and Stability in Afghanistan," June 2015, p. 11; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf).

<sup>4</sup> NATO, "A new chapter in NATO-Afghanistan relations from 2015," p. 1, June 2015; posted at [http://www.nato.int/nato\\_static\\_fl2014/assets/pdf/pdf\\_2015\\_06/20150622\\_1506-media-bckgr-afghanistan.pdf](http://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2015_06/20150622_1506-media-bckgr-afghanistan.pdf).

the importance of continued international support for the stability of Afghanistan.<sup>5</sup> As of June 2015, 40 countries had contributed more than 13,000 troops to the RS mission; of that, U.S. troops comprised about 6,800.<sup>6</sup>

The U.S.-Afghanistan Security and Defense Cooperation Agreement, also known as the Bilateral Security Agreement (BSA) became effective on January 1, 2015, concurrent with the NATO-Afghanistan Status of Forces Agreement.<sup>7</sup> The BSA is similar to a status of forces agreement and covers U.S. military members serving in Afghanistan and contractors or U.S. government employees supporting U.S. forces in Afghanistan. Its provisions cover entry and exit requirements, procedures for obtaining business licenses, permits for personnel authorized to be armed in performance of official duties, and the boarding and use of aircraft for travel. Provisions of the BSA impacting DoD and NATO coalition contractors working in Afghanistan were effective as of September 1, 2015.<sup>8</sup>

### **FINANCIAL SUSTAINMENT**

NATO allies and partner nations continue to provide financial support that helps sustain the ANDSF. This effort is carried out through the NATO-Afghan National Army (ANA) Trust Fund. The ANA Trust Fund is one of three funding streams used by the international community to channel its financial support to Afghanistan's security forces and institutions. The other two are the Law and Order Trust Fund for Afghanistan (LOTFA), which is administered by the United Nations Development Programme, and the U.S. Afghanistan Security Forces Fund (ASFF). LOTFA is used to pay the salaries of police and justice personnel and to build the capacity of the Ministry of the Interior. The ASFF is subject to a U.S.-Afghanistan bilateral agreement and helps pay for equipping and running Afghanistan's security forces, as well as ongoing construction projects. The Afghan authorities have committed to undertake full financial responsibility for the annual sustainment of their security forces no later than 2024.<sup>9</sup>

### **ENDURING PARTNERSHIP**

The Enduring Partnership provides a framework for long-term political consultations and practical cooperation between NATO and Afghanistan. At the meeting of NATO Foreign Ministers in Antalya, Turkey, on May 13, 2015, ministers approved guidelines and principles for the enhancement of the Enduring Partnership. This decision initiated planning for a civilian-led temporary presence of civilian and military personnel after the current RS mission concludes, aimed at fostering the further development of the Afghan security institutions. The enhanced Enduring Partnership is intended as a bridging solution before a transition to a more traditional partnership between NATO and Afghanistan can occur.<sup>10</sup>

<sup>5</sup> NATO, "Resolute Support Mission in Afghanistan," February 27, 2015; posted at [http://www.nato.int/cps/en/natohq/topics\\_113694.htm](http://www.nato.int/cps/en/natohq/topics_113694.htm).

<sup>6</sup> NATO, "Resolute Support Mission (RSM): Key Facts and Figures," June 2015; posted at [http://www.nato.int/nato\\_static\\_fl2014/assets/pdf/pdf\\_2015\\_06/20150622\\_2015-06-RSM-Placemat.pdf](http://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2015_06/20150622_2015-06-RSM-Placemat.pdf). June 2015 was most recent period posted at main RSM website ([http://www.nato.int/cps/en/natohq/topics\\_113694.htm](http://www.nato.int/cps/en/natohq/topics_113694.htm)), as of September 30, 2015.

<sup>7</sup> Headquarters Resolute Support, Kabul, Afghanistan, "BSA/SOFA (Bilateral Security Agreement/Status of Forces Agreement) Implementation FAQs," April 21, 2015; posted at <http://www.rs.nato.int/images/media/PDFs/150421bsasofa.pdf>.

<sup>8</sup> NATO RS News, "Office of Legal Advisor gives update on BSA, NATO SOFA implementation," USFOR-A Public Affairs Office, August 25, 2015; posted at <http://www.rs.nato.int/article/isaf-news/office-of-legal-advisor-gives-update-on-bsa-nato-sofa-implementation.html> (accessed September 11, 2015).

<sup>9</sup> NATO, "A new chapter in NATO-Afghanistan relations from 2015," p. 1, June 2015; posted at [http://www.nato.int/nato\\_static\\_fl2014/assets/pdf/pdf\\_2015\\_06/20150622\\_1506-media-bckgr-afghanistan.pdf](http://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2015_06/20150622_1506-media-bckgr-afghanistan.pdf) (accessed September 11, 2015).

<sup>10</sup> NATO, "A new chapter in NATO-Afghanistan relations from 2015," p. 2, June 2015; posted at [http://www.nato.int/nato\\_static\\_fl2014/assets/pdf/pdf\\_2015\\_06/20150622\\_1506-media-bckgr-afghanistan.pdf](http://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2015_06/20150622_1506-media-bckgr-afghanistan.pdf) (accessed September 11, 2015).

## U.S. Funding for Afghanistan

### SECURITY

Although a new U.S. military mission commenced on January 1, 2015, with the designation of OFS, operational conditions and many of the objectives remain the same in programs to develop the ANDSF. In FY 2015 Congress authorized \$55.5 billion for DoD's OFS programs and operations. As reported by the DoD comptroller in February 2015, the costs (including contractor costs) to maintain U.S. forces in Afghanistan will decrease more slowly than the size of the force because of expenses associated with returning equipment, resetting the force, and closing bases. In addition, there is a continued U.S. demand for "higher-end" intelligence, surveillance, and reconnaissance (ISR) assets.<sup>11</sup> For FY 2016, DoD has requested \$42.5 billion with an assumed average annual force strength of 5,853 in Afghanistan.<sup>12</sup>

### RELIEF AND RECONSTRUCTION

U.S. funding also directly supports the continuing U.S. strategic partnership with Afghanistan. The DOS FY 2016 overseas contingency operations budget request for Afghanistan<sup>13</sup> reflects a transition of U.S. operations, diplomatic engagement, and assistance programs to a diplomatic-only footprint in Kabul. The FY 2016 DOS budget request for Afghanistan includes:

- \$1,086.1 million for the Economic Support Fund, including support for government reform efforts through the Afghan Reconstruction Fund;
- \$436.3 million for the Diplomatic and Consular Programs (D&CP) account, including worldwide security protection;
- \$205.0 million for the International Narcotics Control and Law Enforcement (INCLE) account;
- \$136.2 million for D&CP ongoing operations; and
- \$124.0 million for construction costs for the Afghanistan transition.

The FY 2016 USAID budget request includes \$65 million to fund the extraordinary costs of operations in Afghanistan to support U.S. direct hires and U.S./third country national personal services contractors.<sup>14</sup>

## OPERATION FREEDOM'S SENTINEL

In June 2015, DoD reported<sup>15</sup> that, with support from the Afghan government and the Afghan people, U.S. forces are conducting two well-defined and complementary missions to advance U.S. objectives to disrupt threats posed by al-Qaeda and to support the ANDSF in providing the Afghan people the opportunity to succeed as they stand on their own:

- First, U.S. forces are continuing a CT mission against the remnants of al-Qaeda in Afghanistan to prevent it from resurging and plotting against U.S. targets, including the homeland.

<sup>11</sup> Office of the Under Secretary of Defense (Comptroller), "United States Department of Defense Fiscal Year 2016 Budget Request: Overview," February 2015, p. 7-3; posted at [http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016\\_Budget\\_Request\\_Overview\\_Book.pdf](http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016_Budget_Request_Overview_Book.pdf)

<sup>12</sup> FY 2015 enacted amount includes base budget amounts transferred by the Congress. Office of the Under Secretary of Defense (Comptroller), "United States Department of Defense Fiscal Year 2016 Budget Request: Overview," February 2015, pp. 7-1, 7-2, 7-3; posted at [http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016\\_Budget\\_Request\\_Overview\\_Book.pdf](http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016_Budget_Request_Overview_Book.pdf) (accessed September 11, 2015).

<sup>13</sup> U.S. Department of State, "Congressional Budget Justification Fiscal Year 2016: Department of State, Foreign Operations, and Related Programs," pp. 137 to 156, February 2, 2015; posted at <http://www.state.gov/documents/organization/236395.pdf> (accessed September 11, 2015).

<sup>14</sup> U.S. Department of State, "Congressional Budget Justification Fiscal Year 2016: Department of State, Foreign Operations, and Related Programs," February 2, 2015, p. 146; posted at <http://www.state.gov/documents/organization/236395.pdf> (accessed September 11, 2015).

<sup>15</sup> U.S. Department of Defense, "Report on Enhancing Security and Stability in Afghanistan," June 2015, pp. 1 – 2; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

- Second, in coordination with NATO Allies and RS operational partner nations, U.S. forces are conducting a train, advise, and assist mission to continue building the capabilities and long-term sustainability of the ANDSF.

DoD's strategy over the next two years sets the stage to transition responsibly to a long-term security partnership with the Afghan government that will enable it to build its defense capacity and protect U.S. national security interests in the region.

The United States and NATO significantly reduced their forces prior to OFS, reflecting the increased security capabilities and responsibilities of the ANDSF. President Obama announced in May 2015 that the authorized U.S. military force in Afghanistan would not exceed 9,800 personnel.<sup>16</sup> This force level will decrease until it reaches a small Kabul-based security cooperation element by January 2017.<sup>17</sup> The specific trajectory of the 2016 U.S. force drawdown will be established later in 2015 to enable the eventual consolidation of U.S. forces to a Kabul-based security cooperation element.<sup>18</sup> NATO allies and RS operational partner nations will undergo a similar phased reduction between 2015 and 2016.<sup>19</sup>

### **U.S. Counterterrorism Mission**

Approximately 2,000 U.S. forces continue to conduct the CT mission to disrupt al-Qaeda and key facilitators in Afghanistan. During Afghan President Ghani's visit to Washington, D.C., in March 2015, he and President Obama agreed to continue a dialogue on U.S. and Afghan CT objectives, including the development of a joint CT partnership strategy through and beyond 2016.<sup>20</sup>

The U.S. CT efforts focus on the defeat of core al-Qaeda and its affiliates in the region to prevent their resurgence and to deny it safe haven. Together, the U.S. CT mission and the RS train, advise, and assist mission with the ANDSF are mutually reinforcing and integral to CT goals. Initiatives to build the capacity of the ANDSF with limited direct action by the U.S. should preserve the security gains and contribute to a robust CT partnership with the Afghan Special Security Forces (ASSF) to address shared CT interests.

For force protection purposes, U.S. forces conduct limited security operations around the remaining 21 NATO bases. The majority of these operations are partnered with Afghan security forces. Closing additional bases will affect the ability of U.S. forces to conduct certain types of CT operations given the constraints of specific collection and ISR platforms.<sup>21</sup>

The Special Operations Joint Task Force – Afghanistan continues to train, advise, and assist the ASSF and accompanies them on certain operations. With their own capabilities, the ASSF continues to conduct operations throughout the country to address both insurgent and transnational threats. The focus of train, advise, and assist efforts remains on building capacity in logistics, command and control, intelligence sharing, and interoperability between Afghan special operations forces and conventional forces.<sup>22</sup>

<sup>16</sup> U.S. Department of Defense, "Report on Enhancing Security and Stability in Afghanistan," June 2015, p. 11; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

<sup>17</sup> 15 Oct 2015, President Obama announced a delay to the withdrawal of U.S. forces from Afghanistan, adding an anticipated 12 months to the timeline noted.

<sup>18</sup> *Ibid*

<sup>19</sup> *Ibid*.

<sup>20</sup> U.S. Department of Defense, "Report on Enhancing Security and Stability in Afghanistan," June 2015, p. 12; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

<sup>21</sup> *Ibid*. p. 11

<sup>22</sup> *Ibid*.



In addition to funding for OFS, the FY 2016 budget request for DoD<sup>23</sup> includes \$2.1 billion for the Counterterrorism Partnership Fund for two categories of CT support from South Asia to the Sahel:<sup>24</sup>

- Direct Partner Support: To establish and maintain a network of partners on the front lines of the terrorist threat. This assistance could include near-term training, equipping, advising, and operational support and longer-term capacity-building efforts in coordination with DOS.
- Augmenting U.S. Capability to Support Partners in CT Operations: To enhance selected DoD capabilities, which provide essential support to partner force operations, including improved ISR capacity.

The FY 2016 DOS budget request for nonproliferation, anti-terrorism, and demining and related programs includes \$390 million for DOS's portion of the Counterterrorism Partnership Fund to support CT capacity-building efforts in the Middle East.<sup>25</sup>

### ***NATO-Led Resolute Support Mission***

At the beginning of 2015, NATO's mission in Afghanistan transitioned from the International Security Assistance Force (ISAF) to the RS mission. This change signified the transition from ISAF-led operations and unit-based combat advising to a new process focused on functionally-based security force assistance. Under RS, advisors work with Afghan counterparts to establish and execute processes that enable sustainable Afghan systems and prepare the ANDSF for an enduring capability.

The RS mission focuses on training, advising, and assisting the ANDSF to become increasingly capable and sustainable. To enhance the capabilities of Afghan national security ministries, this RS mission focuses on the ministry level and extends down to the regional ANA corps and Afghan National Police (ANP)-equivalent levels. U.S. and coalition forces are no longer engaged in advising at the brigade-level and below, with the exception of tactical advising of the ASSF and the Afghan Air Force. In support of this mission, U.S. forces may provide combat enabler support to the ANDSF in limited circumstances to prevent detrimental strategic effects.

The cornerstone of the RS mission is functionally based security force assistance, an advisory effort focused on developing functions, systems processes, and organizational development between the ministry and operational levels.<sup>26</sup> To develop sustainable Afghan security ministries and forces, RS has eight essential functions and associated sub-functions as the main capacity-building efforts<sup>27</sup> (see Table 1-A).

<sup>23</sup> Office of the Under Secretary of Defense (Comptroller), "United States Department of Defense Fiscal Year 2016 Budget Request: Overview," February 2015, p. 7-7; posted at [http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016\\_Budget\\_Request\\_Overview\\_Book.pdf](http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016_Budget_Request_Overview_Book.pdf) (accessed September 11, 2015).

<sup>24</sup> The Sahel is a region of Africa stretching in an east-west band across the continent with the Sahara Desert to the north and the Sudanian Savanna to the south.

<sup>25</sup> U.S. Department of State, "Congressional Budget Justification Fiscal Year 2016: Department of State, Foreign Operations, and Related Programs," p. 155, February 2, 2015; posted at <http://www.state.gov/documents/organization/236395.pdf> (accessed September 15, 2015).

<sup>26</sup> U.S. Department of Defense, "Report on Enhancing Security and Stability in Afghanistan," June 2015, p. 13; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

<sup>27</sup> U.S. Department of Defense, "Report on Enhancing Security and Stability in Afghanistan," June 2015, pp. 16-18; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).



TABLE 1-A. OFS NATO-LED RESOLUTE SUPPORT MISSION ESSENTIAL FUNCTIONS

<p><b>EF 1: Plan, Program, Budget, and Execute:</b> ANDSF is able to formulate a defense strategy, generate requirements in support of that strategy, develop a resource-informed budget that meets those prioritized requirements, and execute a spend plan.</p>
<p><b>EF 2: Transparency, Accountability, and Oversight:</b> ANDSF ensures third-party oversight of the planning, programming, budgeting, and execution of financial (e.g., salaries) and nonfinancial processes (e.g., fuel).</p>
<p><b>EF 3: Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law:</b> ANDSF respects the rule of law and operates in accordance with Afghanistan’s constitution, domestic laws, and international obligations via the integration of civilian control of the security forces.</p>
<p><b>EF 4: Force Generation:</b> ANDSF is able to build combat power through the recruitment, training, retention, management, and development of a professional security force.</p>
<p><b>EF 5: Sustain the Force:</b> ANDSF is capable of sustaining combat power through maintenance, medical support, and logistics systems.</p>
<p><b>EF 6: Plan, Resource, and Execute Effective Security Campaigns:</b> ANDSF is capable of coordinating, planning, and executing operations in support of Afghanistan’s national-level objectives, and translating strategic guidance and objectives into operational plans supported by effective security campaigns.</p>
<p><b>EF 7: Develop Sufficient Intelligence Capabilities and Processes:</b> ANDSF collects, processes, analyzes, and disseminates intelligence effectively and integrates intelligence into combat operations.</p>
<p><b>EF 8: Maintain Internal and External Strategic Communication Capability:</b> ANDSF is able to counter insurgent messaging and offer a positive narrative to its people and the international community by consistent communication, both within ANDSF organizations and externally to the people of Afghanistan.</p>

### Legend

**EF** Essential Function

## RELIEF AND RECONSTRUCTION

On May 2, 2012, the United States and Afghanistan signed the Enduring Strategic Partnership Agreement between the Islamic Republic of Afghanistan and the United States. The document is a 10-year strategic partnership agreement that demonstrated the United States' enduring commitment to strengthen Afghanistan's sovereignty, stability, and prosperity and continue cooperation to defeat al-Qaeda and its affiliates.<sup>28</sup>

The United States supports the Afghan government's goals of reintegration and reconciliation, economic development, improving relations with Afghanistan's regional partners, and steadily increasing the security capability of Afghan forces. The United States is using a bilateral incentive program and the Tokyo Mutual Accountability Framework to accomplish the following:

- Hold the Afghan government accountable.
- Encourage the Afghan government to take actions to combat corruption and improve governance.
- Provide better services for the people of Afghanistan.
- Maintain and expand on the important democratic reforms and advances in women's rights that have been made since 2001.<sup>29</sup>

Since 2002, the United States has appropriated more than \$109.7 billion for relief and reconstruction in Afghanistan. This total has been allocated as follows:

- \$65.04 billion for security (including \$4.43 billion for counternarcotics initiatives).
- \$31.85 billion for governance and development (including \$3.77 billion for counternarcotics initiatives).
- \$2.90 billion for humanitarian aid.
- \$9.87 billion for civilian operations.
- \$8.91 billion for operations and oversight.<sup>30</sup>

In March 2015, the Afghan President and Chief Executive Officer visited Washington, D.C. The visit focused on the need to change the narrative of the U.S.-Afghanistan bilateral relationship. The visit resulted in a number of U.S. commitments of support for the Afghan government:<sup>31</sup>

- President Obama's announcement to maintain 9,800 deployed U.S. troops in Afghanistan through 2016.
- DoD's intention to seek funding through 2017 to sustain the ANDSF at an authorized force strength of 352,000.
- USAID-administered initiative for a new \$800 million, five-year "New Development Partnership" incentive-based program to support Afghan President Ghani's reform agenda. This initiative is designed to use already budgeted or requested funding and will be delivered through the World Bank's Afghanistan Reconstruction Trust Fund (ARTF).
- \$30 million in funding to support United Nations Development Programme's (UNDP) Enhancing Legal and Electoral Capacity for Tomorrow-Phase II program to enact electoral reforms and operations.
- Up to \$10 million to the UNDP's Support to Afghanistan Peace and Reintegration Programme (APRP) to support the efforts of the Afghan High Peace Council (HPC).

<sup>28</sup> U.S. Department of State, "U.S. Relations with Afghanistan," October 31, 2014; posted at <http://www.state.gov/r/pa/ei/bgn/5380.htm> (accessed September 28, 2015).

<sup>29</sup> *Ibid.*

<sup>30</sup> SIGAR, "Quarterly Report to the United States Congress," July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 28, 2015) p.77.

<sup>31</sup> *Ibid.* p.63.

USAID is working to support Afghanistan as U.S. troops responsibly exit and transition authority to the Afghan people. It is taking accountability and transparency very seriously; now oversight and monitoring have increased through a new accountability initiative.

USAID is focused on:

- Supporting self-sufficiency and institutional strength, so the country can take increasing responsibility for the security, health, and welfare of its people.
- Expanding the reach of health and education, so the country can reverse its high rates of maternal and child mortality.
- Strengthening the country’s economic growth, by supporting the country’s efforts to increase agricultural productivity and take advantage of its large mineral reserves.
- Increasing regional integration and trade, so the landlocked country can peacefully work and exchange goods and services with its neighbors.<sup>32</sup>

## INTERAGENCY OVERSIGHT APPROACH

The value of oversight will be realized through independent and comprehensive assessments of the efficiencies and effectiveness of the U.S. mission objectives for Afghanistan, including OFS and reconstruction. For a listing of ongoing and planned audits, evaluations, and inspections for FY 2016, see the Afghanistan projects section of the FY 2016 COP–OCO.

### *Joint Risk-Based Oversight Planning Process*

A joint risk-based planning process includes conducting outreach with civilian and military leadership, and congressional stakeholders. To maintain situational awareness of the overall U.S. mission, oversight representatives will meet, on a recurring basis, with various senior officials responsible for the significant operations and programs in their respective departments and agencies, to include acquisition/contracting, security, humanitarian, financial, logistics, and transportation operations.

Planning includes reviews of department, agency, and commanders’ strategic plans and mission execution documentation related to the contingency operation. Planning also considers the amount, purpose, and expenditure of funds authorized for specific programs and activities. Other inputs to planning include reviews of statements and testimony presented by senior agency leadership, reported management and program challenges, and the results of information gathered and assessed during audit, evaluation, and inspection work. Also considered are reports on prior oversight, lessons learned, and best practices to help identify systemic trends affecting a contingency operation.

This framework of relevant information assists in targeting immediate and future value-added oversight efforts by identifying existing and emerging systematic management challenges faced by the departments, agencies, commanders, and senior civilian leaders. Individually and collectively, the oversight agencies continuously assess risk to make decisions on appropriate oversight areas and projects to pursue.

### *Oversight Objectives*

- Provide insight and recommendations to agency and military leadership and Congress, and keep the public informed.
- Enable DoD to accomplish its national security mission.
- Enable DOS and USAID to accomplish their missions.

<sup>32</sup> USAID: Afghanistan and Pakistan; posted at <https://www.usaid.gov/where-we-work/afghanistan-and-pakistan> (accessed September 28, 2015).

- Enhance the capability of our fighting force.
- Promote accountability, integrity, economy, efficiency, and effectiveness.
- Amplify the impact of humanitarian and development assistance.
- Ensure the safety and needs of U.S. civilians and service members.
- Identify, deter, and investigate fraud, waste, and abuse.

### *Oversight Outcomes*

- Support to civilian and military leadership by identifying challenges in critical operations and funds that can be put to better use to support operations.
- Support to civilian and military leadership by providing independent, reliable, timely, and relevant reporting to internal and external organizations on the use of funds provided to achieve the national goals of the United States.
- Support to the military, civilians, and contractors by identifying life and safety risks and whether they have the necessary equipment, training, and resources to conduct missions within acceptable risks.
- Support for the improvement of contingency business operations, including contracting, logistics, and financial management.
- Support for the reform of acquisition and support processes.

### *Oversight Execution*

To conform with section 8L of the IG Act of 1978, as amended, the mission of the Lead IG requires coordinating, developing, and executing a joint strategic oversight plan to conduct comprehensive oversight and reporting over all aspects of the OFS contingency operation. The same approach is applied to the oversight of the relief and reconstruction activities. To execute this Joint Strategic Oversight Plan, the participating oversight agencies have identified, assigned, and are managing staff to conduct and report the results of audits, inspections, evaluations, and investigations in accordance with the standard operating procedures in place for each IG. The primary participating oversight agencies are the OIGs for DoD, DOS, and USAID, and SIGAR.

This plan will be periodically updated to correspond with the execution of the U.S. strategy in Afghanistan, the level of coordination and effort for oversight may correspond to a variety of project types and coverage, including:

- Individual OIG projects for oversight of agency programs executed independently by one participating oversight agency;
- Joint OIG projects for oversight of interagency programs executed by two or more participating oversight agencies;
- Joint OIG projects that include one or more of the participating OIGs and other federal OIGs or oversight organizations, where feasible, for oversight coverage of additional interagency programs; and
- Communication and coordination, where feasible, with other federal OIG organizations conducting oversight of agency programs exclusive of the participating oversight agencies for awareness and monitoring of whole-of-government oversight coverage.

The designated Lead IG will also consider opportunities for further interagency coordination with IGs of other agencies identified in the U.S. strategy specifically to accomplish government-wide oversight of the OFS mission.

## STRATEGIC OVERSIGHT ISSUE AREAS

The Joint Strategic Oversight Plan organizes all Afghanistan-related oversight projects into eight strategic oversight issue areas, each falling under one of three primary divisions of the broader Afghanistan mission: reconstruction, other than reconstruction, and cross-cutting. The eight strategic oversight issue areas were determined based on oversight coverage in prior operations in Afghanistan.

All FY 2016 Afghanistan-related oversight projects listed in the COP–OCO are identified by at least one strategic oversight issue area. For projects related to the oversight of the OFS RS mission, the essential function is also identified in the projects listing. Table 1-B lists the FY 2016 strategic oversight issue areas.

*TABLE 1-B. FY 2016 STRATEGIC OVERSIGHT ISSUE AREAS FOR ALL AFGHANISTAN-RELATED PROJECTS.*

RECONSTRUCTION
Building the Capacity and Capabilities of the Afghan National Defense and Security Forces and Administering and Maintaining Accountability of the Afghanistan Security Forces Fund
Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure
Implementing and Executing Anti-Corruption and Counternarcotics Programs
Awarding and Administering Reconstruction Contracts
OTHER THAN RECONSTRUCTION
Retrograde and Property Management
Contract Management and Oversight
CROSS-CUTTING
RS Mission and Transition to Security Cooperation
Intelligence and Counterterrorism

The eight strategic oversight issue areas, along with associated key questions and focus areas are described in the following three sections.

## RECONSTRUCTION

Since the overthrow of the Taliban in 2001, the U.S. has focused its reconstruction funds on building and sustaining the ANDSF, promoting governance and rule of law, supporting anticorruption and counternarcotic initiatives, and fostering economic development. During this timeframe, the United States has appropriated more than \$109.7 billion<sup>33</sup> for relief and reconstruction in Afghanistan. However, with the transition to OFS, and the concurrent drawdown of U.S. forces to 9,800, execution and oversight of the reconstruction mission has changed. Most U.S. bases have closed, and U.S. and Coalition personnel are now centered at four regional train, advise, and assist commands with a central command in Kabul. This reduced footprint and decrease in U.S.-provided security and medical evacuation capability have complicated and constrained management and oversight of U.S.-funded reconstruction projects.

In this new security environment, the effectiveness and sustainability of the ANDSF is critical. Ongoing U.S. and international assistance, including through direct payments to the Government of the Islamic Republic of Afghanistan (GIROA), heightens the importance of increased ministerial capacity, anticorruption initiatives, agreed-upon metrics of progress, and accountability within the GIROA.

### ***1. Building the Capacity and Capabilities of the Afghan National Defense Security Forces and Administering and Maintaining Accountability of the Afghanistan Security Forces Fund***

The ANDSF is a critical pillar for establishing security and stability in Afghanistan. Following the removal of the Taliban from power in 2001, U.S. and Coalition partners have focused on establishing an effective, independent, and sustainable ANDSF. The long-term goal is to build and develop an ANDSF that is nationally respected; professional; ethnically balanced; accountable; organized, trained, and equipped to meet the security needs of the country; and increasingly funded from GIROA revenue.

#### ***WHY IS THIS ISSUE IMPORTANT?***

A major national security goal of the U.S. is the establishment of a sovereign, stable, and self-reliant Afghanistan that contributes to the peace and security of the region and from which terrorists cannot launch another attack on the United States. The development of a professional and self-sufficient ANDSF capable of providing for its internal and external defense is essential to achieving these U.S. objectives.

U.S. assistance to build the capabilities of the ANDSF focuses on several areas susceptible to risk, including defining requirements; acquisition planning; training, advising, and assisting; and financial management and accountability. Sustainment challenges include developing literacy and vocational skills and building institutional capabilities, controls, and processes for effective performance by the Afghan Ministries of Defense and Interior.

As of July 30, 2015, Congress had appropriated more than \$63 billion over several years to develop the ANDSF. This represents more than half of all U.S. dollars appropriated for Afghanistan reconstruction since FY 2002. Established in 2005, the ASFF received \$60.7 billion of this funding to train, equip, and sustain the ANDSF. The FY 2015 appropriation for the ASFF was \$4.1 billion.<sup>34</sup>

<sup>33</sup> SIGAR, "Quarterly Report to the U.S. Congress," July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 11, 2015).

<sup>34</sup> SIGAR, "Quarterly Report to the U.S. Congress," July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 11, 2015).

The ANDSF primarily consists of the ANA and the ANP. As of June 30, 2015, DoD had disbursed approximately \$54 billion for ANDSF initiatives. Approximately \$35.8 billion was disbursed for the ANA and \$17.3 billion for the ANP.<sup>35</sup>

### **KEY QUESTIONS:**

- Is the ANDSF making sufficient progress in building capacity and capabilities needed to become self-sufficient and maintain accountability for the equipment and supplies they receive?
- How does DoD maintain accountability over the use of funds in the ASFF?
- To what extent has DoD developed the capabilities of the Ministries of Defense and Interior to effectively manage and account for funding received from the ASFF?

### **FOCUS AREAS:**

- Developing ministerial capability to plan and manage resources and human capital.
- Determining whether ANDSF is maintaining accountable control over U.S.-provided equipment and supplies.
- Verifying sufficiency of controls over ASFF transactions.
- Ensuring sufficient Afghan enabling force capabilities (combat readiness and sustainment) before withdrawal of Coalition capabilities.
- Measuring and reporting ANDSF operational readiness and effectiveness.
- Professionalizing the ANDSF.
- Ensuring ANDSF logistical systems can support an independent and sustainable security force.
- Preparing for post-2016 operations.

## **2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure**

The U.S. reconstruction strategy emphasizes strengthening Afghan governance and supporting sustainable, inclusive growth. Since FY 2002, Congress has provided nearly \$32 billion to build Afghanistan’s governing institutions and foster economic and social development. This money has gone to specific funds as well as programs managed by DoD, DOS, and USAID. The four largest funds and programs from FY 2002 to FY 2015 were the Economic Support Fund, the International Narcotics Control & Law Enforcement Fund, the Commander’s Emergency Response Program, and the Afghanistan Infrastructure Fund. These four programs have received \$28 billion, or about 88 percent, of all U.S. funds appropriated for governance and development.<sup>36</sup>

DoD, DOS, and USAID manage programs related to building governance capacity, promoting democracy and civil society, growing the economy, building or rehabilitating infrastructure, expanding access to education and health care, and boosting agricultural production. In FY 2015, appropriations for these programs totaled \$1.2 billion.<sup>37</sup>

<sup>35</sup> SIGAR, “Quarterly Report to the U.S. Congress,” July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 11, 2015).

<sup>36</sup> SIGAR, “Quarterly Report to the U.S. Congress,” July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 11, 2015).

<sup>37</sup> SIGAR, “Quarterly Report to the U.S. Congress,” July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 11, 2015).



### *Why is this issue important?*

The U.S. Government’s support to governance in Afghanistan is designed to empower the government and its institutions to be representative, accountable, responsive, and constitutionally legitimate. Furthermore, stability development programs are intended to ensure the government is capable of performing necessary functions and providing key services, such as healthcare, education, and power transmission and connectivity. Failure to address GIRoA’s capacity to sustain U.S. reconstruction programs and investments could waste U.S. taxpayers’ funds, undermine local government credibility, and impede progress in reconstruction and stabilization.

A key focus of U.S. capacity building efforts is developing the budgeting capability within Afghan national and sub-national governmental institutions. This capability is necessary for developing governmental budgets and having government ministries follow through with execution of their respective budgets within the proper budget cycle. Strengthening this capacity enhances GIRoA’s ability to make responsible decisions about the use of its finite resources, which is one of the fundamental requirements of self-governance.

The United States provides assistance to the Afghan governing institutions to build capacity to perform critical services in two ways: through contracts, grants, and cooperative agreements and, increasingly, through on-budget assistance. The United States provides on-budget assistance through direct payments to Afghan government entities and through contributions to multinational trust funds. From 2002 to June 2015, the United States has provided about \$9.5 billion in on-budget assistance. To improve governance and align development efforts with Afghan priorities, international donors (including the United States) committed to increasing the proportion of their on-budget development assistance to at least 50 percent. However, donor support is contingent upon the Afghan government fulfilling a set of commitments outlined in the Tokyo Mutual Accountability Framework and subsequent meetings.<sup>38</sup> These commitments include improved management of public funds.<sup>39</sup>

#### **KEY QUESTIONS:**

- To what extent has GIRoA developed financial management capacity at both the national and sub-national levels?
- To what extent have U.S. reconstruction programs and investments considered the capacity of GIRoA to sustain these programs and investments?
- To what extent has GIRoA generated revenues to fund governmental operations?
- To what extent has GIRoA improved its ability in the areas of good governance and delivery of key services?
- To what extent have capacity building and development programs and projects supporting sectors, such as health, energy, rule-of-law, education, information, and telecommunications, achieved intended objectives and goals?
- To what extent have efforts to develop the mining, oil, and gas industries in Afghanistan met their intended goals, and what are the challenges to ensuring these industries are a lasting source of revenue for Afghanistan?
- To what extent are GIRoA ministries providing stewardship of on-budget funds and achieving favorable outcomes from programs funded through on-budget mechanisms?

<sup>38</sup> The international community and Afghan government agreed to the Tokyo Mutual Accountability Framework (TMAF) at the Tokyo Conference of donors in July 2012. The TMAF set out 16 commitments, called indicators under the agreement, for the Afghan government and 9 for the international community.

<sup>39</sup> SIGAR, “Quarterly Report to the U.S. Congress,” July 30, 2015; posted at <https://www.sigar.mil/pdf/quarterlyreports/2015-07-30qr.pdf> (accessed September 11, 2015).

**FOCUS AREAS:**

- Capacity of the ministries to operate in accordance with approved budgets.
- GIROA's progress and challenges in implementing land-reform initiatives and whether USAID assistance is focused on these challenges.
- Whether USAID's support to the Afghan Parliament prepared both houses of Parliament for greater self-reliance.
- Extent that stabilization, development, and rule-of-law programs are achieving goals and objectives, and what reevaluation actions were taken in response to program metrics and outcomes achieved.
- Whether USAID's activities for power transmission, expansion, and connectivity are providing affordable, reliable, and sustainable power.
- Whether USAID's support and workforce development is helping higher education professionals manage the growth of tertiary education while improving academic quality.
- Whether USAID's workforce development is building the capacity of the providers of training programs to meet current and future labor market requirements.
- Extent that U.S. assistance has increased the population's access to primary healthcare services and products.
- Whether USAID is effectively coordinating with other donors and GIROA to ensure funds contributed to multi-donor trust funds are used for their intended purposes.
- Whether USAID is mitigating the impact of security and logistical challenges to monitor or oversee implementation of cooperative agreements, contracts, and other instruments on a regular basis.
- Whether DoD, DOS, and USAID are maintaining sufficient oversight of on-budget programs.

### ***3. Implementing and Executing Anti-Corruption and Counternarcotics Programs***

Congress appropriated \$7.55 billion for counternarcotics and law enforcement/rule-of-law initiatives in Afghanistan from FY 2002 through June 30, 2015. The FY 2015 appropriations were \$250 million. The bulk of appropriated funds were for the DOS's International Narcotics Control and Law Enforcement Fund (INCLE) and DoD's Drug Interdiction and Counter-Drug Activities. INCLE appropriations have also included funds for the Administration of Justice, Justice Sector Support, and Corrections System Support Programs carried out in Afghanistan. The FY 2016 INCLE budget request for Afghanistan is \$205 million.<sup>40</sup>

**ANTI-CORRUPTION:**

The international fight against corruption remains a priority for the United States because it is linked to the global community's shared interests in fighting terrorism and transnational crime. Fighting corruption helps to promote free and open markets, increase economic growth, and encourage stable democracies and the rule of law. Corruption deprives nations and their citizens of good government, safe roads, quality education, sound and accessible health care, and a future for their children. The Bureau of International Narcotics and Law Enforcement Affairs (INL) leads DOS efforts to work with international partners to set global standards, work cooperatively, and hold corrupt actors accountable.

<sup>40</sup> U.S. Department of State, "Congressional Budget Justification Fiscal Year 2016: Department of State, Foreign Operations, and Related Programs," p. 152, February 2, 2015; posted at <http://www.state.gov/documents/organization/236395.pdf> (accessed September 15, 2015).

For 3 years, the U.S. worked with 130 other countries to negotiate the terms of the United Nations Convention Against Corruption (UNCAC). Since its signing in December 2003, the UNCAC became effective in December 2005, and the U.S. became a party in October 2006. The UNCAC lays out a framework for governments to:

- Implement practices to prevent corruption.
- Hold corrupt actors accountable.
- Assist in the recovery of stolen assets.

### **COUNTERNARCOTICS:**

The DOS INL plays a key role in carrying out the President’s National Drug Control Strategy by leading the development and implementation of U.S. international drug control efforts. INL manages a diverse range of counternarcotics programs in 150 countries throughout Latin America and the Caribbean, Asia, Africa, and Europe. These bilateral, regional, and global initiatives aim to fight the cultivation of drugs from their source, disrupt the trafficking of drugs and precursor chemicals, and help build host nation law enforcement capacity. INL’s two largest programs are the Andean Counterdrug Initiative and the U.S. Counternarcotics program in Afghanistan. INL assists the Afghan government in developing the necessary capabilities and institutions to eradicate the drug trade.

### **WHY IS THIS ISSUE IMPORTANT?**

A major part of the U.S. reconstruction strategy focuses on promoting the rule of law and fighting corruption by providing Afghans with meaningful access to fair, efficient, and transparent justice. The U.S. Government is developing Afghan capacity to effectively investigate and prosecute corruption, national security, and major counternarcotics cases.

Afghanistan produces more than 90 percent of the world’s opium and its narcotics trade undermines the growth of the licit economy. This trade undermines good governance and public health, fuels corruption, and is the primary domestic funding source for the insurgency. While the illegal drug trade provides income for Afghan farmers, it also funds bribes for government officials, profits to dealers, and revenues for insurgents.<sup>41</sup> By undermining the rule of law and funding insurgents, the opium trade constitutes a major challenge to Afghanistan’s reconstruction.

### **KEY QUESTIONS:**

- To what extent has GIRoA implemented anticorruption programs within its ministries and deterred corruption by investigating, prosecuting, sanctioning, or removing corrupt officials from office?
- To what extent has GIRoA implemented financial transparency and accountability measures for government institutions and officials?
- To what extent have rule-of-law programs improved Afghanistan’s justice and corrections systems and increased public access to justice?
- To what extent has the U.S. counternarcotics strategy in Afghanistan achieved its goals and objectives?
- How capable is GIRoA of assuming a lead role and sustaining progress in counternarcotics operations?

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<sup>41</sup> Testimony on U.S. Counternarcotics Operations in Afghanistan, by Assistant Secretary of State William Brownfield, Bureau of International Narcotics and Law Enforcement Affairs, to the House Committee on Foreign Affairs, Subcommittee on the Middle East and North Africa, on February 5, 2014.

**FOCUS AREAS:**

- GIRoA's implementation of anticorruption programs within its ministries.
- DOS certification of GIRoA's progress toward meeting anticorruption goals in order to meet defined aid restrictions.
- Impact of U.S. assistance to GIRoA in achieving strategic objectives of anti-corruption programs.
- DOS monitoring and evaluation of training under rule-of-law programs.
- Outcomes of rule-of-law programs to develop capacity within Afghan justice institutions at the national and provincial levels.
- Prison construction projects administered by INL.
- Outcomes of counternarcotics programs and challenges and impediments to sustained progress.
- U.S. agencies' monitoring and evaluating counternarcotics programs and re-evaluation actions taken in response to program metrics.
- GIRoA preparations to sustain counternarcotics programs.

**4. Awarding and Administering Reconstruction Contracts**

In its final report, the Commission on Wartime Contracting in Iraq and Afghanistan found more than \$60 billion of waste, fraud, abuse in contracts for the wars in Iraq and Afghanistan.<sup>42</sup> The report highlighted the prevalence of poorly defined contract requirements, inappropriate contract types, and inadequate contract surveillance. It identified a need for improved contract oversight in a contingency environment. Subsequent oversight of contingency operations in Afghanistan has found the same types of contracting problems over the past several years.

The risks associated with contingency contracting remain high. Contracting has provided indispensable support for the U.S. reconstruction mission; however, agencies have faced challenges effectively awarding and managing these contracts. Oversight agencies have repeatedly identified deficiencies with procurement and contract management, including poor requirements definitions and inadequate statements of work; inadequate quality assurance performed by contracting personnel; poor or no documentation of project progress and contractor performance; and widespread lack of compliance with published rules, policies, and standards. These deficiencies increase the risk for waste, fraud, and abuse.

It is essential for DoD field commanders, as well as military and civilian contracting personnel, to ensure that the U.S. Government receives what it pays for in a timely manner and at a reasonable price, and that it meets quality requirements, especially in contingency operations where the environment is less controlled. Accordingly, contract management remains high-risk.

**WHY ARE THESE ISSUES IMPORTANT?**

The drawdown of military forces and the significant security challenges have made it more difficult to oversee and monitor contracts. As accessibility to sites decreases, agencies will increasingly rely on remote quality assurance and surveillance methods, including third-party monitoring. These methods have unique limitations and risks, which are likely to increase. Additionally, the constant rotation of contracting personnel creates challenges in maintaining sufficient qualified personnel to provide adequate oversight.

<sup>42</sup> Section 841 of the NDAA for FY 2008 (P.L. 110-181) established the Commission on Wartime Contracting to investigate federal agency contracting for the reconstruction of Iraq and Afghanistan, the logistical support of coalition forces operating in Iraq and Afghanistan, and the performance of security functions in such operations. Commission on Wartime Contracting In Iraq and Afghanistan, "Transforming Wartime Contracting: Controlling Costs, Reducing Risk, Final Report to Congress," August 2011.

**KEY QUESTIONS:**

- To what extent are contracts for Afghanistan’s reconstruction awarded competitively?
- To what extent are these contracts administered to control costs and ensure contractors remain on schedule and perform as required?
- How does the U.S. government assure the performance of third-party monitors?

**FOCUS AREAS:**

- Acquisition strategies that promote competition, minimize risk, control cost, and achieve favorable performance outcomes.
- Prices of goods and services purchased by the U.S. Government, and whether they were properly delivered and accounted for.
- Allowable, allocable, and reasonable cost determination.
- Disposition of contractor-managed, government-owned equipment.
- Contract administration, to include appropriate close-out procedures.
- Risk in the use of remote monitoring techniques and strategies.

## OTHER THAN RECONSTRUCTION

In FY 2016, challenges in Afghanistan include removal, transportation, accountability, and resetting of equipment returning to the continental United States (CONUS). These retrograde activities will be accomplished with diminished logistical resources, and further complicated by such factors as the region’s geographic location, mountainous terrain, and limited road networks.

In addition, the drawdown and security environment impede the ability of the oversight community and contracting officials to visit project field sites to conduct oversight of service and construction contracts as well as transition and sustainment activities.

### ***5. Retrograde and Property Management***

In FY 2015, the U.S. began to transition to a train, advise, and assist mission in Afghanistan that required fewer troops and equipment. In March 2015, the President announced that the United States would maintain 9,800 troops through the end of the year, and, by the end of calendar year 2015, will develop plans for the continued drawdown. Therefore, the U.S. plans to continue to remove troops and equipment from Afghanistan in the future.

**WHY IS THIS ISSUE IMPORTANT?**

In FY 2016, the remaining challenges will likely be removing any remaining equipment in Afghanistan, transporting cargo/equipment throughout the region, accounting for equipment returning to the CONUS, and entering equipment into reset processes. Each of these tasks will have to be accomplished with a diminished force to execute the retrograde and provide security. The task of returning equipment to the United States is complicated because Afghanistan has no port or sea access, so returning equipment must be transported by air or land.

The redeployment of remaining forces results in a significant amount of deployed equipment and property requiring efficient property accountability controls. Critical processes are needed to identify, account for, safeguard, and determine the optimum disposition of materiel. Some important considerations are both

cost effectiveness and the required reset of CONUS-based DoD units, opportunities to transfer equipment to DOS embassy operations, and the practicality of appropriate transfers to the GIRoA or other Coalition nations. In addition, maintaining adequate visibility and accountability during intra- and inter-theater transportation helps prevent sensitive items from getting into the hands of our enemies while continuing to fill the critical needs of U.S. forces.

Additionally, DoD must provide sufficient contract oversight for the contractor services provided throughout the retrograde process. Critical processes are needed to provide clear contractor requirements and establish appropriate quality control procedures to ensure contractor performance.

### **KEY QUESTIONS:**

- Has DoD sufficiently planned and developed adequate management controls to execute the redeployment, retrograde, redistribution, return, and disposal (R4D) of materiel?
- What are the future equipment requirements for U.S. forces?
- Has DoD accurately identified and quantified the remaining amount of materiel for retrograde processing and its associated costs?
- Do management control processes governing R4D adequately mitigate the risk of loss during transportation to the final destination—intra-theater, inter-theater, or ground and air lines of communication?
- Does DoD have effective controls over the management of lost equipment?
- Has DoD established procedures to provide clear contractor requirements and appropriate quality controls?
- To what extent is DoD shipping controlled/sensitive equipment and munitions properly?

### **FOCUS AREAS:**

- R4D:
  - Maintaining physical security controls.
  - Executing the end-stages of the R4D process.
  - Property disposal.
  - Air and ground lines of communication (transportation and distribution).
  - Depots for the sorting and reset of retrograded non-rolling stock.
  - Property accountability and security.
  - Equipment transfers.
  - Contractor oversight.
  - Disposition of excess real and personal property.
  - Facilities construction, management, and sustainment.

## **6. Contract Management and Oversight**

Prior oversight efforts found that contract oversight responsibility was given to a contracting workforce, including the contracting officer representatives, that was not properly sized, not sufficiently trained, and did not possess the experience necessary to manage the complexities of these acquisitions. For these reasons, contract management and oversight remains a high-risk area and continues to be vulnerable to fraud, waste, and mismanagement of taxpayer funds.

In March 2015, DoD IG reported<sup>43</sup> that the five most prevalent contracting problems it found from April 1, 2012, through December 30, 2014, relating to contingency operations were:

- Oversight and surveillance;
- Requirements;
- Property accountability;
- Financial management; and
- Contract pricing.

### **WHY IS THIS ISSUE IMPORTANT?**

In the execution of OFS and as the United States draws down in Afghanistan, DoD, DOS, and USAID continue to face significant oversight challenges in contract management. Those challenges are further complicated by the diminishing security posture and force protection assets. Despite (and even because of) these challenges, there is a continuing need to assess the award and execution of contracts, the adequacy of oversight of those contracts, and the controls over fair labor practices.

### **KEY QUESTIONS:**

- To what extent are U.S. government officials properly awarding, managing, and administering contracts in accordance with federal acquisition regulations and other applicable guidance?
- To what extent do agencies have systems in place to adequately manage contractors and provide oversight of contractor performance during contingency operations?
- To what extent do existing safeguards adequately protect third-country nationals from unfair labor practices and abuses, including trafficking in persons?

### **FOCUS AREAS:**

- Contract and contractor management and oversight.
- Labor recruitment and employment practices.

## **CROSS-CUTTING**

The NATO Foreign Ministers' decision to transition toward a NATO-Afghanistan Enduring Partnership will require planning for a civilian-led temporary presence of civilian and military personnel after the current RS mission concludes. This is intended as a bridging solution before a more traditional partnership between NATO and Afghanistan can occur. The transition of U.S. operations, diplomatic engagement, and assistance programs to a diplomatic footprint in Kabul will create a broad range of cross-cutting coordination challenges for DoD and DOS.

Other cross-cutting issues arise from supporting activities that span multiple sectors and subsectors of Afghan reconstruction. They are typically not linked to a particular reconstruction appropriation. Examples include the transition from a train, advise, and assist mission to security cooperation and the Afghan intelligence enterprise.

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<sup>43</sup> DoD OIG, "Contingency Contracting: A Framework For Reform - 2015 Update," March 31, 2015, posted at [http://www.dodig.mil/pubs/report\\_summary.cfm?id=6309](http://www.dodig.mil/pubs/report_summary.cfm?id=6309) (accessed September 18, 2015).



The development of the Afghan intelligence enterprise is one of the essential functions of the RS mission. According to DoD’s June 2015 report to Congress, “Report on Enhancing Security and Stability in Afghanistan,” the continuing U.S. CT mission and the train, advise, and assist mission with the ANDSF are mutually reinforcing efforts that are integral to achieving U.S. CT goals.

## **7. Resolute Support Mission and Transition to Security Cooperation**

The RS mission is to train, advise, and assist the ANDSF. The mission focuses on functionally-based security force assistance, which is an advisory effort to achieve sustainable systems within the Afghan security ministries and their forces. The Defense Security Cooperation Management Office-Afghanistan (DSCMO-A) will assist in building Afghanistan’s security capabilities and capacity throughout the transition and after the withdrawal of U.S. and Coalition combat forces.

The ANDSF’s most critical gaps remain in aviation, intelligence, and special operations and will endure for some time, even with the addition of key enablers. RS advisors are addressing developmental shortfalls in logistics, medical support, and other capabilities.<sup>44</sup> In general, the ANDSF are better trained and equipped than insurgent forces, and they continue to demonstrate tactical proficiency across security pillars.<sup>45</sup>

### **WHY IS THIS ISSUE IMPORTANT?**

The 2015 fighting season is the first in which the ANDSF battled insurgents without the full support of U.S. and coalition combat forces. Receiving limited coalition air and ISR support, the ANDSF are learning to use their organic capabilities to maintain pressure on the insurgency.

The United States will continue to train, equip, advise and assist the ANDSF. The Afghans require assistance in maturing the systems, processes, and institutions that are required to sustain a modern army and police force.

### **KEY QUESTIONS:**

- What progress has GIRoA made in securing DoD military bases and convoys?
- Have planning, implementation, and operative activities been sufficient to ensure successful, efficient, and effective implementation of DSCMO-A?
- Does sufficient interagency and international coordination exist to support enduring security cooperation objectives for Afghanistan?
- What steps are being taken to fill ANDSF critical gaps in aviation, intelligence, logistics, and special operations?
- To what extent does the planned construction of the U.S. Embassy facilities in Kabul align with projected staffing levels post-2015?
- To what extent has DOS implemented effective security and safety support for embassy personnel, including locally employed staff?
- To what extent has DoD implemented effective security and safety support for DSCMO-A personnel?

<sup>44</sup> See “Report on Enhancing Security and Stability in Afghanistan,” June 2015, p. 6; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

<sup>45</sup> See “Report on Enhancing Security and Stability in Afghanistan,” June 2015, p. 33; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

**FOCUS AREAS:**

- ANDSF sustainment of army and police forces.
- ANDSF National Maintenance Strategy.
- ANDSF Procurement Capability and Systems.
- CORE-Inventory Management System (CORE-IMS).
- Critical ANDSF Enablers.
- ANDSF transparency and accountability.
- Ministries' budget and human resources management systems.
- Security and safety of personnel, including locally employed staff.
- DSCMO-A implementation and effectiveness.
- Interagency and international coordination for Afghanistan security cooperation.
- U.S. Embassy facilities post-2016.

**8. Intelligence and Counterterrorism**

Actionable intelligence drives operational tempo and is indispensable to effective conventional and CT operations. Train, advise, and assist efforts focus on building capacity in logistics, command and control, intelligence sharing, and interoperability between Afghan special operations forces and conventional forces.

During the Afghan 2015 fighting season, intelligence-driven operations enabled the Afghan Special Security Forces to execute approximately 92 percent of all its missions.<sup>46</sup> These missions were Afghan planned and led. During 2015, commando units conducted night raids independently using their own intelligence to drive their operations; moreover, commando units and the Special Mission Wing conducted unilateral direct action missions.

Most notably, intelligence collaboration, joint planning, and coordination increased as evidenced by several Ministry of Interior (MoI) and Ministry of Defense (MoD) operations. These multi-pillar operations not only highlight many positive developments, but also expose challenges, particularly in logistics, intelligence-operations fusion, and air platform management.

At the strategic level, the new GIROA National Threat Intelligence Center (NTIC) creates increased possibilities for cooperation between the National Directorate of Security (NDS)<sup>47</sup>, the MoI, and the MoD. Having these three GIROA entities work side by side and share intelligence is a major step forward in Afghan intelligence development.<sup>48</sup> While the NTIC fosters improved intelligence collaboration and operational planning among senior Afghan security entities, much work remains at the operational and tactical level to fully integrate intelligence capabilities into the full spectrum of GIROA security and stability operations.

The Afghans' most proficient intelligence competency is human intelligence (HUMINT), but the ANDSF will require more Coalition assistance to fuse HUMINT-derived intelligence with other ISR intelligence collection. Fused intelligence is a significant capability gap. The ANDSF also displays some reluctance to embrace technology and automation as a way to improve outcomes on the battlefield. Finally, challenges remain in maintaining ISR systems, since many spare parts and higher-level field services are provided by the Coalition.

<sup>46</sup> "Report on Enhancing Security and Stability in Afghanistan," June 2015, p. 37; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

<sup>47</sup> The National Directorate of Security is the primary intelligence agency of the Government of the Islamic Republic of Afghanistan and prosecutes individuals found guilty of criminal and terrorist activities.

<sup>48</sup> "Report on Enhancing Security and Stability in Afghanistan," June 2015, p. 18; posted at [http://archive.defense.gov/pubs/June\\_1225\\_Report\\_Final.pdf](http://archive.defense.gov/pubs/June_1225_Report_Final.pdf) (accessed September 11, 2015).

**WHY IS THIS ISSUE IMPORTANT?**

The extent of the ANDSF's progress in developing organic intelligence capabilities and integrating them into operations will be a key measure of success to ensure that the ANDSF is primarily self-sustaining with limited external support.

**KEY QUESTIONS:**

- What progress has DoD made to establish the conditions for ANDSF to take the lead in employing indigenous ISR capabilities for CT operations?
- What progress has ANDSF made to sustain an organic intelligence enterprise?
- What progress has ANDSF made in integrating fused intelligence products into CT and other operations?
- What will be the DoD's ongoing intelligence support role in Afghanistan?
- To what extent have DoD and DOS established an intelligence sharing agreement with the GIRoA?
- What progress has DoD made in training Afghan security forces in intelligence operations at the strategic, operational, and tactical levels?
- To what extent has DoD maintained visibility over ISR assets transferred to GIRoA?

**FOCUS AREAS:**

- DoD support required to conduct intelligence operations for U.S. CT mission.
- DoD support required to enable ANDSF to create and sustain an intelligence enterprise.
- ANDSF progress in developing an organic intelligence enterprise.
- Progress and development of ANDSF ISR capabilities.
- U.S. ISR assets employed in Afghanistan.
- U.S.-GIRoA intelligence sharing agreements.
- Intelligence sharing with other countries.
- Minimizing corruption in HUMINT.
- DoD support to ANDSF brigade and below ISR training (to include ISR Maintenance).
- Progress and development of ANDSF ISR maintenance program.

**OTHER OVERSIGHT CAPABILITIES*****Technical Evaluations***

DoD IG conducts technical evaluations to detect and deter fraud, waste, and abuse, and to identify health and safety concerns. These evaluations include identifying hazardous conditions, such as noncompliance with electrical and fire protection standards. DoD IG technical evaluators and engineers with specific areas of expertise work with Lead IG oversight teams to ensure compliance with contract specifications and codes and standards, including international standards when applicable.

***Investigations: Fraud and Corruption***

The collective experience of the law enforcement agencies charged with investigating fraud and corruption in wartime contracting proved that a collaborative team model is the most effective approach in Afghanistan. The Lead IG investigative components completed a memorandum of understanding (MOU) that established

the structure and procedures for the Lead IG's Fraud and Corruption Investigative Working Group (FCIWG) model. The mission of the FCIWG is to allow its member agencies to identify, synchronize, and deconflict fraud and corruption investigations related to U.S. Government OCO contracts, grants, cooperative agreements, and other Federal assistance awards; protect the integrity of relevant U.S. Government processes; and deter future crimes.

Specifically, the Lead IG investigative components are:

The Defense Criminal Investigative Service (DCIS), which is the law enforcement arm of the DoD OIG.

- The Offices of Investigations for the DOS OIG and the USAID OIG.
- The U.S. Army Criminal Investigative Command, Major Procurement Fraud Unit.
- The Air Force Office of Special Investigations.
- The Naval Criminal Investigative Service.

An additional investigative partner, the Federal Bureau of Investigations, is considering endorsement of the MOU.

Please note that all of these agencies are currently members of the International Contract Corruption Task Force (ICCTF), a previously established investigative group formed exclusively to investigate public corruption and contract fraud across Southwest Asia. The FCIWG will coordinate and deconflict investigations in Afghanistan via the ICCTF. However, the FCIWG was specifically designed and established as an overarching investigative structure for any future Lead IG OCO.

Additionally, IG Hotlines provide a confidential avenue for reporting allegations of wrongdoing pertaining to programs, personnel, and operations. Investigations of alleged misconduct by senior officials and protection of whistleblowers from reprisal foster public confidence in agency leadership.

### ***Investigations: Outreach***

DCIS maintains liaison with contracting and support commands, such as the Defense Contract Management Agency, the U.S. Army Corps of Engineers, and the Joint Regional Contracting Commands. DCIS provides fraud awareness briefings and mission briefings to U.S. and host nation military and civilian leaders, contracting officials and defense contractors, and host nation law enforcement. These briefings educate personnel about recognizing, reporting, and countering fraud, waste, and abuse.

DOS OIG Investigations engages DOS and Broadcasting Board of Governors (BBG) employees in order to conduct effective oversight and address priorities and challenges. DOS OIG Investigations conducts fraud awareness briefings that highlight the Hotline and available whistleblower protections. DOS OIG Investigations also distributes marketing materials to DOS and BBG employees, contractors, and grantees.

USAID OIG provides fraud awareness briefings and accountability training. Assistance projects in developing countries are at significant risk of fraud, waste, and abuse. Those risks are multiplied when the project unfolds during a disaster or military contingency. To address these risks, OIG staff trains USAID officials, implementing partner staff, and local auditors to identify fraud, comply with the requirements of USAID contracts and agreements, and report potential violations to OIG.

# FY 2016 OPERATION FREEDOM'S SENTINEL-RESOLUTE SUPPORT OVERSIGHT PROJECTS AT A GLANCE

## OFS-RS PROJECT SUMMARY OVERVIEW BY AGENCY

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS*										STRATEGIC OVERSIGHT ISSUE AREAS*							
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability										1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism							
AGENCY	ONGOING/PLANNED PROJECT TOTALS	ESSENTIAL FUNCTIONS CONCENTRATION								STRATEGIC OVERSIGHT ISSUES CONCENTRATION							
		1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
DoD OIG	5	20%	80%	20%	20%	20%				40%	40%	20%			60%	20%	
DOS OIG	4											25%			75%	25%	
SIGAR	24	29%	33%	21%	38%	71%	29%	13%	8%	46%	13%	13%	38%			13%	
<b>Total Projects</b>	<b>33</b>																

\* Projects may cover more than one Essential Function/Strategic Oversight Issue; therefore, totals may exceed 100%.

**Legend**

**EF** Essential Function

## OFS–RS PROJECT DETAILED OVERVIEW BY AGENCY

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS				STRATEGIC OVERSIGHT ISSUE AREAS															
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability				1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism															
AGENCY	PROJECT	START DATE	EST. END DATE	ESSENTIAL FUNCTIONS								STRATEGIC OVERSIGHT ISSUES							
				1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
DoD OIG																			
Ref. No: OFS 0003	TITLE: Audit of Controls Over Afghanistan Ministry of Interior Fuel Contracts (Project: D2015-D000JB-0174.000)	Apr-15	Dec-15	●	●			●											●
Ref. No: OFS 0005	TITLE: Assessment of U.S./Coalition Efforts to Train, Advise, Assist, and Equip the Afghan National Army Special Operations Forces (ANASOF) (Project: TBD)	Jan-16	Jul-16															●	
Ref. No: OFS 0011	TITLE: Assessment U.S. and Coalition Efforts to Develop the ANDSF IG System (Project: TBD)	Jun-16	Dec-16		●												●	●	●
Ref. No: OFS 0021	TITLE: Audit of Oversight of Contracts in Afghanistan (Project: D2015-D000JB-0239.000)	Aug-15	Mar-16		●														●
Ref. No: OFS 0063	TITLE: Abuse of Afghans by Afghan Officials (Project: TBD)	Oct-15	Jan-16		●	●	●											●	●

Acronyms used throughout this Table are defined on the final page.

# OFS–RS PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS				STRATEGIC OVERSIGHT ISSUE AREAS															
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability				1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism															
AGENCY	PROJECT	START DATE	EST. END DATE	ESSENTIAL FUNCTIONS								STRATEGIC OVERSIGHT ISSUES							
				1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
DOS OIG																			
Ref. No: OFS 0012	TITLE: Audit of the Department of States Compliance with Critical Environment Contracting Policies (Project: TBD)	TBD	TBD																
Ref. No: OFS 0013	TITLE: Audit of Embassy Kabul Planning for the Transition to a Civilian-led Mission in Afghanistan (Project: TBD)	TBD	TBD																
Ref. No: OFS 0061	TITLE: Audit of Department of State Use of DUNS Number 12-345-6787 (Miscellaneous Foreign Awardees) in Afghanistan (Project: TBD)	TBD	TBD																
Ref. No: OFS 0062	TITLE: Audit of Contract and Grant Oversight Staffing in Afghanistan (Project: TBD)	TBD	TBD																
SIGAR																			
Ref. No: OFS 0023	TITLE: Audit of ANA National Engineer Brigade’s Engineering Equipment (Project: SIGAR-090A)	Nov-13	Oct-15				●	●						●					
Ref. No: OFS 0024	TITLE: Inspection of the Afghanistan Defense Ministry Headquarters in Kabul, Afghanistan (Project: SIGAR-I-015)	Feb-14	Oct-15					●							●				

Acronyms used throughout this Table are defined on the final page.



## OFS–RS PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS				STRATEGIC OVERSIGHT ISSUE AREAS															
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability				1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism															
AGENCY	PROJECT	START DATE	EST. END DATE	ESSENTIAL FUNCTIONS								STRATEGIC OVERSIGHT ISSUES							
				1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
SIGAR (cont'd)																			
Ref. No: OFS 0025	TITLE: DoD Oversight of Infrastructure Projects Transferred to the Afghan Government (Project: SIGAR-100A)	Sep-14	Jan-16																
Ref. No: OFS 0026	TITLE: Village Stability Operations/Afghan Local Police (Project: SIGAR-098A)	Jul-14	Oct-15		●		●		●				●						
Ref. No: OFS 0029	TITLE: Afghanistan Technical Equipment Maintenance Program (A-TEMP) for ANA Vehicle Maintenance and Capacity Building (Project: SIGAR-101A)	Nov-14	Dec-15				●	●				●							
Ref. No: OFS 0030	TITLE: Interim Assessment SIGAR’s Audits and Inspections of DoD-funded Construction Projects in Afghanistan Issued from Fiscal Year 2009 through Fiscal Year 2015 (Project: SIGAR-I-030)	Jul-15	Dec-15					●								●			
Ref. No: OFS 0031	TITLE: Inspection of the Ministry of Interior’s Headquarters Complex (Project: SIGAR-I-031)	Jul-15	Jan-16					●								●			
Ref. No: OFS 0032	TITLE: Inspection of the Afghanistan Defense Ministry Headquarters Support and Security Brigade Expansion Phase II (Project: SIGAR-I-032)	Jul-15	Jan-16					●								●			

Acronyms used throughout this Table are defined on the final page.

# OFS–RS PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS				STRATEGIC OVERSIGHT ISSUE AREAS															
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability				1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism															
AGENCY	PROJECT	START DATE	EST. END DATE	ESSENTIAL FUNCTIONS								STRATEGIC OVERSIGHT ISSUES							
				1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
SIGAR (cont'd)																			
Ref. No: OFS 0033	TITLE: Inspection of Afghan National Army Camp Commando Phases III and IV (Project: SIGAR-I-033)	Jul-15	Jan-16					●											●
Ref. No: OFS 0034	TITLE: Inspection of the Afghan National Army’s Ground Forces Command, Garrison Support Unit, and Army Support Command (Project: SIGAR-I-034)	Aug-15	Feb-16					●											●
Ref. No: OFS 0035	TITLE: Award, Administration, and Performance of Legacy Research Contracts (Project: SIGAR-111A)	Jul-15	May-16							●		●							
Ref. No: OFS 0036	TITLE: Review of Counternarcotics Police of Afghanistan (CNPA) Specialized Units (Project: TBD)	Jan-16	Aug-16					●	●									●	
Ref. No: OFS 0037	TITLE: Use of the Afghanistan Financial Management Information System (AFMIS) to Track and Monitor U.S. Direct Assistance Funding to the Afghan Government (Project: TBD)	Feb-16	Sep-16	●														●	

Acronyms used throughout this Table are defined on the final page.

## OFS–RS PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS				STRATEGIC OVERSIGHT ISSUE AREAS															
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability				1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism															
AGENCY	PROJECT	START DATE	EST. END DATE	ESSENTIAL FUNCTIONS								STRATEGIC OVERSIGHT ISSUES							
				1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
SIGAR (cont'd)																			
Ref. No: OFS 0038	TITLE: Department of Defense Efforts to Advise the Afghan Ministries of Defense and Interior (Project: TBD)	Mar-16	Oct-16	●	●	●	●	●	●	●	●	●	●	●			●		
Ref. No: OFS 0039	TITLE: Afghan Air Force (AAF) Use and Maintenance of Its Mi-17 Fleet (Project: TBD)	Sep-16	Jun-17	●			●	●						●					
Ref. No: OFS 0040	TITLE: Afghan Special Mission Wing (SMW) Use and Maintenance of Its PC-12s (Project: TBD)	Sep-16	Jun-17	●			●	●						●					
Ref. No: OFS 0049	TITLE: Assessment of Afghan Air Force's operations and maintenance of Light Air Support (LAS) aircraft provided by the U.S. government & training of Afghan pilots in the U.S. (Project: SIGAR-SP-20)	Mar-13	Dec-15				●	●	●					●					
Ref. No: OFS 0050	TITLE: Corruption in Afghanistan: Perceptions and Responses of the U.S. Government (Project: SIGAR-LL-03)	May-15	Jan-16		●											●			

Acronyms used throughout this Table are defined on the final page.

## OFS–RS PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

RESOLUTE SUPPORT ESSENTIAL FUNCTIONS				STRATEGIC OVERSIGHT ISSUE AREAS															
EF 1. Plan, Program, Budget, and Execute EF 2. Transparency, Accountability, and Oversight EF 3. Civilian Governance of the Afghan Security Institutions and Adherence to Rule of Law EF 4. Force Generation EF 5. Sustain the Force EF 6. Plan, Resource, and Execute Effective Security Campaigns EF 7. Develop Sufficient Intelligence Capabilities and Processes EF 8. Maintain Internal and External Strategic Communication Capability				1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF 2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure 3. Implementing and Executing Anti-Corruption and Counternarcotics Program 4. Awarding and Administering Reconstruction Contracts 5. Retrograde and Property Management 6. Contract Management and Oversight 7. RS Mission and Transition to Security Cooperation 8. Intelligence and Counterterrorism															
AGENCY	PROJECT	START DATE	EST. END DATE	ESSENTIAL FUNCTIONS								STRATEGIC OVERSIGHT ISSUES							
				1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
SIGAR (cont'd)																			
Ref. No: OFS 0051	TITLE: Assistance to the Security Sector (Project: SIGAR-LL-06)	Oct-15	Aug-16	●	●	●	●	●	●					●					
Ref. No: OFS 0052	TITLE: Implementation and Effectiveness of On-Budget Assistance (Project: SIGAR-LL-07)	Nov-15	Sep-16	●	●	●			●					●	●	●	●		
Ref. No: OFS 0053	TITLE: Monitoring, Evaluation, & Oversight of Reconstruction Efforts (Project: SIGAR-LL-11)	Apr-16	Feb-17		●											●			
Ref. No: OFS 0054	TITLE: Assistance to Improve Governance in Afghanistan (Project: SIGAR-LL-12)	Jul-16	May-17		●	●								●					
Ref. No: OFS 0055	TITLE: Inspection of the Afghan 3rd Air Squadron Special Mission Wing Facilities in Kandahar (Project: SIGAR-I-035)	Aug-15	Feb-16					●								●			
Ref. No: OFS 0057	TITLE: Resolute Support’s Progress Executing Its Train, Advise, and Assist Mission (Project: TBD)	Dec-15	Aug-16	●	●	●	●	●	●	●	●	●	●	●					●

**Legend**

EF Essential Function

## FY 2016 OFS–RS ONGOING/PLANNED PROJECT LIST

### Operation FREEDOM'S SENTINEL - Resolute Support

DoD OIG

Total Projects: 5

**Ref No:** OFS 0003                      **Country:** AF  
**SOI:** 6                                      **RS Essential Functions:** EF-1, EF-2, EF-5  
(Project: D2015-D000JB-0174.000) **Start Date:** Apr-15              **Est. Final Date:** Dec-15

#### Audit of Controls Over Afghanistan Ministry of Interior Fuel Contracts

Objective: Determine whether the Combined Security Transition Command-Afghanistan (CSTC-A) and the Afghanistan Ministry of Interior (OI) have established effective controls for oversight of Mol Fuel contracts.

**Ref No:** OFS 0005                      **Country:** AF  
**SOI:** 1                                      **RS Essential Functions:**  
(Project: TBD)                              **Start Date:** Jan-16              **Est. Final Date:** Jul-16

#### Assessment of U.S./Coalition Efforts to Train, Advise, Assist, and Equip the Afghan National Army Special Operations Forces (ANASOF)

Objective: To determine whether U.S. Government, Resolute Support, Coalition, and Afghan Ministry of Defense goals, objectives, plans, and resources to train the ANASOF are sufficient, operative, and relevant. (Subject to change)

**Ref No:** OFS 0011                      **Country:** AF  
**SOI:** 1, 2, 3, 6                              **RS Essential Functions:** EF-2  
(Project: TBD)                              **Start Date:** Jun-16              **Est. Final Date:** Dec-16

#### Assessment U.S. and Coalition Efforts to Develop the ANDSF IG System

Objective: To assess U.S. and Coalition planning for and development of Afghan National Defense and Security Forces Inspector General systems in Afghanistan.

**Ref No:** OFS 0021                      **Country:** AF  
**SOI:** 6                                      **RS Essential Functions:** EF-2  
(Project: D2015-D000JB-0239.000) **Start Date:** Aug-15              **Est. Final Date:** Mar-16

#### Audit of Oversight of Contracts in Afghanistan

Objective: Determine whether DoD controls for monitoring contractor performance were effective for contracts in support of enduring functions in Afghanistan. Specifically, to determine whether contracting officer's representatives were properly assigned, appointed, and trained.

**Ref No:** OFS 0063                      **Country:** AF  
**SOI:** 2, 7                                      **RS Essential Functions:** EF-2, EF-3, EF-4  
(Project: TBD)                              **Start Date:** Oct-15              **Est. Final Date:** Jan-16

#### Abuse of Afghans by Afghan Officials

Objective: Research on allegations of child sexual abuse by Security Ministry and Afghan National Defense Security Force Officials and DoD activity in response to such allegations.

## Operation FREEDOM'S SENTINEL - Resolute Support

**DOS OIG**

**Total Projects: 4**

**Ref No: OFS 0012**

**Country: AF**

**SOI: 6**

**RS Essential Functions:**

(Project: TBD)

**Start Date: TBD**

**Est. Final Date: TBD**

### **Audit of the Department of States Compliance with Critical Environment Contracting Policies**

Objective: To determine the extent to which the Department is complying with Public Law 112-239 and 14 FAM 240 requirements for the Department to, among other things, perform comprehensive risk assessments and develop risk-mitigation plans for operational risk associated with contractor performance of critical functions. The audit will also look at the Department's role in carrying-out the P.L. 112-239, Section 853 requirement for a database on contractor performance that can be used for source selection decisions.

**Ref No: OFS 0013**

**Country: AF**

**SOI: 7**

**RS Essential Functions:**

(Project: TBD)

**Start Date: TBD**

**Est. Final Date: TBD**

### **Audit of Embassy Kabul Planning for the Transition to a Civilian-led Mission in Afghanistan**

Objective: To determine 1) Whether planning and coordination mechanisms are in place at Embassy Kabul and in Washington, D.C. for assuming DoD support functions; 2) The status of transitioning construction and infrastructure development projects to the Government of the Islamic Republic of Afghanistan; and 3) Key transition issues and operational challenges.

**Ref No: OFS 0061**

**Country: AF**

**SOI:**

**RS Essential Functions:**

(Project: TBD)

**Start Date: TBD**

**Est. Final Date: TBD**

### **Audit of Department of State Use of DUNS Number 12-345-6787 (Miscellaneous Foreign Awardees) in Afghanistan**

Objective: To determine whether the Department's use of the general DUNS number 12-345-6787 (Miscellaneous Foreign Awardees) is in compliance with Federal regulations and Department guidance.

**Ref No: OFS 0062**

**Country: AF**

**SOI:**

**RS Essential Functions:**

(Project: TBD)

**Start Date: TBD**

**Est. Final Date: TBD**

### **Audit of Contract and Grant Oversight Staffing in Afghanistan**

Objective: To determine whether the number of contract and grant oversight staff in Afghanistan is commensurate with the amount and complexity of funds being expended.

## Operation FREEDOM'S SENTINEL - Resolute Support

### SIGAR

Total Projects: 24

**Ref No:** OFS 0023

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-4, EF-5

(Project: SIGAR-090A)

**Start Date:** Nov-13

**Est. Final Date:** Oct-15

#### Audit of ANA National Engineer Brigade's Engineering Equipment

Objective: 1) Assess the extent to which DoD efforts to train, equip, and sustain the National Engineer Brigade (NEB) and CEKs will build an independent and capable engineering operations for the ANA; 2) Identify challenges, if any, to building and sustaining the NEB and CEKs.

**Ref No:** OFS 0024

**Country:** AF

**SOI:** 4

**RS Essential Functions:** EF-5

(Project: SIGAR-I-015)

**Start Date:** Feb-14

**Est. Final Date:** Oct-15

#### Inspection of the Afghanistan Defense Ministry Headquarters in Kabul, Afghanistan

Objective: Assess whether 1) Construction has been or is being completed in accordance with contract requirements and applicable construction standards; and 2) The parts of the facility, if any, that are occupied are being used as intended and properly maintained.

**Ref No:** OFS 0025

**Country:** AF

**SOI:** 7

**RS Essential Functions:** EF-5

(Project: SIGAR-100A)

**Start Date:** Sep-14

**Est. Final Date:** Jan-16

#### DoD Oversight of Infrastructure Projects Transferred to the Afghan Government

Objective: Assess 1) The extent to which the Afghan government uses and sustains assets transferred from DoD; and 2) The challenges, if any, that DoD faces in overseeing the use and sustainment of infrastructure that has been transferred to the Afghan government.

**Ref No:** OFS 0026

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-2, EF-4, EF-6

(Project: SIGAR-098A)

**Start Date:** Jul-14

**Est. Final Date:** Oct-15

#### Village Stability Operations/Afghan Local Police

Objective: 1) Determine the extent to which the Village Stability Operations/Afghan Local Police (VSO/ALP) has achieved its goals of establishing security and stability bubbles around rural villages to date; and 2) Examine and evaluate SOJTF-A plans to monitor the VSO/ALP's progress after 2014 when the number of U.S. Forces is expected to be greatly reduced.

**Ref No:** OFS 0029

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-4, EF-5

(Project: SIGAR-101A)

**Start Date:** Nov-14

**Est. Final Date:** Dec-15

#### Afghanistan Technical Equipment Maintenance Program (A-TEMP) for ANA Vehicle Maintenance and Capacity Building

Objective: Review DoD's support to the ANA's Technical Equipment Maintenance Program (TEMP). Specifically, to determine 1) The extent to which the ANA A-TEMP is meeting its stated goals; and 2) Whether key ANA A-TEMP contract requirements are being met and, if not, assess the reasons why.



## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0030                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
(Project: SIGAR-I-030)                      **Start Date:** Jul-15                      **Est. Final Date:** Dec-15

### **Interim Assessment SIGAR's Audits and Inspections of DoD-funded Construction Projects in Afghanistan Issued from Fiscal Year 2009 through Fiscal Year 2015**

Objective: Review SIGAR's prior audit and inspection reports issued from fiscal year 2009 through fiscal year 2015 that contained findings on construction projects in Afghanistan, and summarize the findings and recommendations in those reports.

**Ref No:** OFS 0031                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
(Project: SIGAR-I-031)                      **Start Date:** Jul-15                      **Est. Final Date:** Jan-16

### **Inspection of the Ministry of Interior's Headquarters Complex**

Objective: Assess whether 1) The work was completed in accordance with contract requirements and applicable construction standards; and 2) The complex is being maintained and used as intended.

**Ref No:** OFS 0032                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
(Project: SIGAR-I-032)                      **Start Date:** Jul-15                      **Est. Final Date:** Jan-16

### **Inspection of the Afghanistan Defense Ministry Headquarters Support and Security Brigade Expansion Phase II**

Objective: Assess whether 1) The work was completed in accordance with contract requirements and applicable construction standards; and 2) The complex is being maintained and used as intended.

**Ref No:** OFS 0033                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
(Project: SIGAR-I-033)                      **Start Date:** Jul-15                      **Est. Final Date:** Jan-16

### **Inspection of Afghan National Army Camp Commando Phases III and IV**

Objective: Assess whether 1) The work was completed in accordance with contract requirements and applicable construction standards; and 2) The project is being maintained and used as intended.

**Ref No:** OFS 0034                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
(Project: SIGAR-I-034)                      **Start Date:** Aug-15                      **Est. Final Date:** Feb-16

### **Inspection of the Afghan National Army's Ground Forces Command, Garrison Support Unit, and Army Support Command**

Objective: Assess whether 1) The work was completed in accordance with contract requirements and applicable construction standards; and 2) The project is being maintained and used as intended.

## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0035

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-7

(Project: SIGAR-111A)

**Start Date:** Jul-15

**Est. Final Date:** May-16

### **Award, Administration, and Performance of Legacy Research Contracts**

Objective: Determine the extent to which 1) The Army Research Laboratory (ARL) developed and awarded the Legacy contracts in accordance with its broad agency announcements for research and analysis contracts, and Department of Defense and federal regulations; 2) ARL provided oversight of the tasks performed by Imperatis and New Century Consulting in accordance with the broad agency agreements and terms of the contracts; and 3) Imperatis and New Century Consulting performed tasks in accordance with ARL broad agency agreements and terms of the contracts.

**Ref No:** OFS 0036

**Country:** AF

**SOI:** 3

**RS Essential Functions:** EF-5, EF-6

(Project: TBD)

**Start Date:** Jan-16

**Est. Final Date:** Aug-16

### **Review of Counternarcotics Police of Afghanistan (CNPA) Specialized Units**

Objective: 1) Determine the extent to which CNPA specialized units are achieving their goals; 2) Assess the oversight of salary payments made to personnel in the specialized units; and 3) Assess the long-term sustainability of the CNPA specialized units.

**Ref No:** OFS 0037

**Country:** AF

**SOI:** 2

**RS Essential Functions:** EF-1

(Project: TBD)

**Start Date:** Feb-16

**Est. Final Date:** Sep-16

### **Use of the Afghanistan Financial Management Information System (AFMIS) to Track and Monitor U.S. Direct Assistance Funding to the Afghan Government**

Objective: 1) Describe how the Afghan government uses AFMIS to track and monitor U.S. direct assistance funds; 2) Identify the capabilities and weaknesses of AFMIS for tracking and monitoring U.S. direct assistance funds; and 3) Determine the extent to which U.S. agencies are working with the Afghan Ministry of Finance to address weaknesses within the system.

**Ref No:** OFS 0038

**Country:** AF

**SOI:** 1, 7

**RS Essential Functions:** EF-1, EF-2, EF-3, EF-4, EF-5, EF-6, EF-7, EF-8

(Project: TBD)

**Start Date:** Mar-16

**Est. Final Date:** Oct-16

### **Department of Defense Efforts to Advise the Afghan Ministries of Defense and Interior**

Objective: 1) Assess the extent to which DoD has clearly articulated goals, objectives, and strategy of its advisory efforts; 2) Describe DoD's advisory efforts, to include funding, the number of advisors and contractors, their assigned locations, criteria for selecting the advisors, among other things; and 3) Assess the extent to which DoD measures success.

## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0039

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-1, EF-4, EF-5

(Project: TBD)

**Start Date:** Sep-16

**Est. Final Date:** Jun-17

### **Afghan Air Force (AAF) Use and Maintenance of Its Mi-17 Fleet**

Objective: 1) Assess the extent to which the AAF can operate and maintain the Mi-17s currently in its fleet; and 2) Assess DoD's efforts to ensure that the SMW can operate and maintain the Mi-17s, including any contracts DoD is funding or plans to fund to provide those services.

**Ref No:** OFS 0040

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-1, EF-4, EF-5

(Project: TBD)

**Start Date:** Sep-16

**Est. Final Date:** Jun-17

### **Afghan Special Mission Wing (SMW) Use and Maintenance of Its PC-12s**

Objective: 1) Assess the extent to which the SMW can operate and maintain the PC-12s currently in its fleet; and 2) Assess DoD's efforts to ensure that the SMW can operate and maintain the PC-12s, including any contracts DoD is funding or plans to fund to provide those services.

**Ref No:** OFS 0049

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-4, EF-5, EF-6

(Project: SIGAR-SP-20)

**Start Date:** Mar-13

**Est. Final Date:** Dec-15

### **Assessment of Afghan Air Forces' operations and maintenance of Light Air Support (LAS) aircraft provided by the U.S. government & training of Afghan pilots in the U.S.**

Objective: Assess the extent to which the Afghan Air Force is operating and maintaining the LAS as intended.

**Ref No:** OFS 0050

**Country:** AF

**SOI:** 3

**RS Essential Functions:** EF-2

(Project: SIGAR-LL-03)

**Start Date:** May-15

**Est. Final Date:** Jan-16

### **Corruption in Afghanistan: Perceptions and Responses of the U.S. Government**

Objective: To 1) Establish a timeline of the corruption problem in Afghanistan, including when, how and why corruption swelled over time since 2001; 2) Analyze how the U.S. government understood the threat of corruption and how this perception changed over time, and identify the U.S. response in terms of policies, programs, and resources devoted to address the corruption problem; 3) Evaluate the adequacy of the U.S. response (policies, programs, and resources) relative to U.S. strategic goals, interests, and risks. Identify where U.S. policies or actions mitigated and/or contributed to corruption; 4) Compare U.S. perceptions and responses to corruption, to those of the international community; and 5) Identify lessons learned from the U.S. experience with corruption in Afghanistan, and make actionable recommendations aimed at policy-makers and practitioners as to how best to mitigate corruption or the risk thereof in future U.S. reconstruction efforts in Afghanistan and elsewhere.

## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0051

**Country:** AF

**SOI:** 1

**RS Essential Functions:** EF-1, EF-2, EF-3, EF-4, EF-5, EF-6

(Project: SIGAR-LL-06)

**Start Date:** Oct-15

**Est. Final Date:** Aug-16

### Assistance to the Security Sector

Objective: To 1) Identify security sector assistance strategy and how it evolved from 2001 to 2014; 2) Assess the outcomes of the security sector effort, i.e., to what extent has ANSF performance met specified USG strategic objectives; and 3) Examine the sources of disconnect between stated objectives and outcomes of US efforts to identify lessons for future operations involved in security sector assistance.

**Ref No:** OFS 0052

**Country:** AF

**SOI:** 1, 2, 3, 4

**RS Essential Functions:** EF-1, EF-2, EF-3, EF-6

(Project: SIGAR-LL-07)

**Start Date:** Nov-15

**Est. Final Date:** Sep-16

### Implementation and Effectiveness of On-Budget Assistance

Objective: To 1) Determine the. Amount of on-budget assistance provided to Afghanistan from 2001-2014 and the mechanisms used to provide the assistance; 2) Assess the impact of on-budget assistance on developing the capacity of Afghan ministries; and 3) Evaluate potential negative effects of on-budget assistance, e.g., corruption, and how these externalities were mitigated.

**Ref No:** OFS 0053

**Country:** AF

**SOI:** 4

**RS Essential Functions:** EF-2

(Project: SIGAR-LL-11)

**Start Date:** Apr-16

**Est. Final Date:** Feb-17

### Monitoring, Evaluation, & Oversight of Reconstruction Efforts

Objective: TBD

**Ref No:** OFS 0054

**Country:** AF

**SOI:** 2

**RS Essential Functions:** EF-2, EF-3

(Project: SIGAR-LL-12)

**Start Date:** Jul-16

**Est. Final Date:** May-17

### Assistance to Improve Governance in Afghanistan

Objective: TBD

**Ref No:** OFS 0055

**Country:** AF

**SOI:** 4

**RS Essential Functions:** EF-5

(Project: SIGAR-I-035)

**Start Date:** Aug-15

**Est. Final Date:** Feb-16

### Inspection of the Afghan 3rd Air Squadron Special Mission Wing Facilities in Kandahar

Objective: To inspect the 3rd Air Squadron Special Mission Wing facilities. Specifically, to assess whether 1) The construction was completed in accordance with contract requirements and applicable construction standards; and 2) The facilities are being maintained and used as intended.

## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0057

**Country:** AF

**SOI:** 1, 7

**RS Essential Functions:** EF-1, EF-2, EF-3, EF-4, EF-5, EF-6, EF-7, EF-8

(Project: TBD)

**Start Date:** Dec-15

**Est. Final Date:** Aug-16

### **Resolute Support's Progress Executing Its Train, Advise, and Assist Mission**

Objective: To 1) Identify the metrics RSM uses to determine success of its mission to develop the capacity of the Afghan Ministries of Defense and Interior, and assess the extent to which these metrics have been met; and 2) Determine what factors contribute to RSM's successes and failures.

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**Total All OFS Projects: 33**

# FY 2016 OPERATION FREEDOM'S SENTINEL– COUNTERTERRORISM OVERSIGHT PROJECTS AT A GLANCE

## OFS–COUNTERTERRORISM PROJECT SUMMARY OVERVIEW BY AGENCY

STRATEGIC OVERSIGHT ISSUE AREAS*									
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF									
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure									
3. Implementing and Executing Anti-Corruption and Counternarcotic Program									
4. Awarding and Administering Reconstruction Contracts									
5. Retrograde and Property Management									
6. Contract Management and Oversight									
7. RS Mission and Transition to Security Cooperation									
8. Intelligence and Counterterrorism									
AGENCY	ONGOING/PLANNED PROJECT TOTALS	STRATEGIC OVERSIGHT ISSUES CONCENTRATION							
		1	2	3	4	5	6	7	8
DoD OIG	3								100%
DOS OIG	2		50%						100%
<b>Total Projects</b>	<b>5</b>								

\* Projects may cover more than one Strategic Oversight Issue; therefore, totals may exceed 100%.

## OFS–COUNTERTERRORISM PROJECT DETAILED OVERVIEW BY AGENCY

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
DoD OIG											
Ref. No: OFS 0006	TITLE: Evaluation of U.S. Intelligence and Information Sharing/Fusion Centers with Coalition/Afghan Partners in Support of Operation FREEDOM'S SENTINEL (Project: TBD)	Mar-16	Aug-16								●
Ref. No: OFS 0009	TITLE: Assessment of USFOR-A Intelligence Training for Afghan Security Forces (Project: TBD)	Mar-16	Aug-16								●
Ref. No: OFS 0010	TITLE: Assessment of ISR Support to OFS Counterterrorism Operations (Project: TBD)	Oct-15	Feb-16								●
DOS OIG											
Ref. No: OFS 0015	TITLE: Audit of the Antiterrorism Assistance Program in Countries Under the Department of State Bureaus of Near Eastern Affairs (NEA) and South and Central Asian Affairs (SCA) (Project: TBD)	TBD	TBD								●
Ref. No: OFS 0060	TITLE: Inspection of Embassy Islamabad and Constituent Posts (Project: TBD)	Aug-16	TBD		●						



## FY 2016 OFS–COUNTERTERRORISM ONGOING/PLANNED PROJECT LIST

### Operation FREEDOM'S SENTINEL - Counterterrorism

**DoD OIG**

**Total Projects: 3**

**Ref No:** OFS 0006

**Country:** AF

**SOI:** 8

(Project: TBD)

**Start Date:** Mar-16

**Est Final Date:** Aug-16

**Evaluation of U.S. Intelligence and Information Sharing/Fusion Centers with Coalition/Afghan Partners in Support of Operation FREEDOM'S SENTINEL**

Objective: Evaluate DoD's procedures and guidelines for sharing information, to include Intelligence, Surveillance and Reconnaissance, with coalition partners in support of Operation FREEDOM'S SENTINEL Counterterrorism.

**Ref No:** OFS 0009

**Country:** AF

**SOI:** 8

(Project: TBD)

**Start Date:** Mar-16

**Est Final Date:** Aug-16

**Assessment of USFOR-A Intelligence Training for Afghan Security Forces**

Objective: Determine: 1) If US support to Afghan training is sufficient; and 2) The extent of training implementation and sustainability.

**Ref No:** OFS 0010

**Country:** AF

**SOI:** 8

(Project: TBD)

**Start Date:** Oct-15

**Est Final Date:** Nov-15

**Assessment of ISR Support to OFS Counterterrorism Operations**

Objective: Determine 1) If DoD is setting the conditions for Afghan Special Security Forces to take the lead in employing indigenous ISR capabilities for future CT operations against al-Qaeda and its affiliates; and 2) The status of drawdown planning of U.S. OCO funded ISR capabilities currently employed in Afghanistan.

## Operation FREEDOM'S SENTINEL - Counterterrorism

### DOS OIG

Total Projects: 2

Ref No: OFS 0015

Country: AF

SOI: 8

(Project: TBD)

Start Date:

Est Final Date:

#### **Audit of the Antiterrorism Assistance Program in Countries Under the Department of State Bureaus of Near Eastern Affairs (NEA) and South and Central Asian Affairs (SCA)**

Objective: To determine the extent to which the Bureaus of Diplomatic Security (DS) and Counterterrorism (CT) have 1) Developed specific, measureable, and outcome-oriented goals and objectives; 2) Developed and implemented an evaluation process to assess host country performance; and 3) Established letters of agreement with host countries for sustaining the Antiterrorism Assistance (ATA) programs. The audit will also assess DS and CT's contract monitoring and oversight, and invoice review processes.

Ref No: OFS 0060

Country: PK

SOI: 2

(Project: TBD)

Start Date: Aug-15

Est Final Date: Dec-16

#### **Inspection of Embassy Islamabad and Constituent Posts**

Objective: As part of the inspection of Embassy Islamabad, to determine whether the Chief of Mission is effectively coordinating and supporting security and counterterrorism activities in Pakistan. This project will include a classified component.

**Total All CT Projects: 5**

# FY 2016 RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS AT A GLANCE

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS SUMMARY OVERVIEW BY AGENCY

STRATEGIC OVERSIGHT ISSUE AREAS*									
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF									
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure									
3. Implementing and Executing Anti-Corruption and Counternarcotic Program									
4. Awarding and Administering Reconstruction Contracts									
5. Retrograde and Property Management									
6. Contract Management and Oversight									
7. RS Mission and Transition to Security Cooperation									
8. Intelligence and Counterterrorism									
AGENCY	ONGOING/PLANNED PROJECT TOTALS	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
		1	2	3	4	5	6	7	8
AFAA	4					75%	25%	25%	
DOS OIG	5						80%	20%	
GAO	1						100%		
SIGAR	74	4%	39%	4%	59%		1%		
USAID OIG	39		36%		62%		3%		
<b>Total Projects</b>	<b>123</b>								

\* Projects may cover more than one Strategic Oversight Issue; therefore, totals may exceed 100%.

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
AFAA											
Ref. No: AFG 0026	TITLE: Wireless Network Security Issue (Project: F2014-O10000-0097.000)	Feb-15	Feb-16						●		
Ref. No: AFG 0027	TITLE: AOR- Morale Network Operations (Project: F2014-O10000-0098.000)	Feb-15	Feb-16						●		
Ref. No: AFG 0028	TITLE: USAFCENT - Deployed Equipment Assets (Project: F2015-L40000-0092.000)	Oct-14	Nov-15						●		
Ref. No: AFG 0029	TITLE: Follow Up – USAFCENT Commercial Tender Program (Project: F2015-O30000-0108.000)	Oct-14	Nov-15							●	●

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS												
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF												
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure												
3. Implementing and Executing Anti-Corruption and Counternarcotics Program												
4. Awarding and Administering Reconstruction Contracts												
5. Retrograde and Property Management												
6. Contract Management and Oversight												
7. RS Mission and Transition to Security Cooperation												
8. Intelligence and Counterterrorism												
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION								
				1	2	3	4	5	6	7	8	
DOS OIG												
Ref. No: AFG 0020	TITLE: Audit of Afghanistan Life Support Services (ALSS) Contract Planning & Solicitation and Award Process (Project: TBD)	Sep-15	Feb-16							●		
Ref. No: AFG 0021	TITLE: Audit of Embassy Kabul Planning for a Reduced Military Presence in Afghanistan and the Sustainability of Key Programs (Project: TBD)	Feb-15	Jul-16								●	
Ref. No: AFG 0090	TITLE: Audit of the Department of State's Vetting of non-U.S. contractors in Afghanistan (Project: TBD)	TBD	TBD							●		
Ref. No: AFG 0129	TITLE: Audit of Department of State Use of DUNS Number 12-345-6787 (Miscellaneous Foreign Awardees) in Afghanistan (Project: TBD)	TBD	TBD							●		
Ref. No: AFG 0130	TITLE: Audit of Contract and Grant Oversight Staffing in Afghanistan (Project: TBD)	TBD	TBD							●		

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
GAO											
Ref. No: AFG 0093	TITLE: Disposal of Waste in Burn Pits (Project: 100148)	Jul-15	TBD							●	
SIGAR											
Ref. No: AFG 0001	TITLE: U.S. Agency for International Development’s (USAID) Measuring Impacts of Stabilization Initiatives (MISTI) Program (Project: SIGAR-103A)	Nov-14	Dec-15				●				
Ref. No: AFG 0002	TITLE: U.S. Government Efforts to Assist in Reconstruction and Commercialization of Afghanistan’s Information and Communication Technology Sector (Project: SIGAR-088A)	Nov-13	Oct-15		●						
Ref. No: AFG 0003	TITLE: Use of Third-Party Monitoring by USAID (Project: TBD)	Jun-16	Feb-17		●						
Ref. No: AFG 0004	TITLE: Lessons Learned Review of the G222 (C-27A) Aircraft Program (Project: SIGAR-SP-19)	Dec-13	Jan-16	●							
Ref. No: AFG 0005	TITLE: Audit of USAID's Afghan Growth Finance Program (Project: TBD)	Jan-16	Aug-16		●						

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0008	TITLE: Stabilization in Key Areas (SIKA) South – Contract-306-AID-306-C-12-00005/306-AID-306-C-13-00003 (Project: SIGAR-F-046)	Apr-15	Oct-15				●				
Ref. No: AFG 0009	TITLE: Improving Livelihoods and Governance through Natural Resource Management - Contract - 306-A-00-10-00516 (Project: SIGAR-F-048)	Apr-15	Oct-15				●				
Ref. No: AFG 0010	TITLE: Engineering, Quality Assurance and Logistical Support (EQUALS) - Contract - 306-C-00-11-00512-00 (Project: SIGAR-F-049)	Apr-15	Oct-15				●				
Ref. No: AFG 0012	TITLE: Promotion and Protection of Afghan Women's Rights in Afghanistan - Contract - SAF20011GR60431/SINLECI1GR017 (Project: SIGAR-F-058)	Apr-15	Oct-15				●				
Ref. No: AFG 0013	TITLE: Human Trafficking of Third Country Nationals (TCNs) on Reconstruction Contracts (Project: SIGAR-SP-36)	Jan-14	Oct-15				●		●		
Ref. No: AFG 0014	TITLE: Fiscal year 2011 Afghanistan Infrastructure Fund Follow-up (Project: SIGAR-102A)	Nov-14	Feb-16		●						



# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0015	TITLE: Healthcare Sector Audit (Project: SIGAR-105A)	Apr-15	Jan-16		●						
Ref. No: AFG 0016	TITLE: Data Collection and Verification on US Foreign Assistance to Afghanistan (Project: TBD)	Sep-16	Jun-17				●				
Ref. No: AFG 0017	TITLE: Review of land reform in Afghanistan (Project: SIGAR-108A)	Apr-15	Feb-16		●						
Ref. No: AFG 0022	TITLE: USG Strategy and Planning for Afghanistan Reconstruction (Project: SIGAR-LL-01)	Dec-14	Mar-16	●	●	●					
Ref. No: AFG 0030	TITLE: USG International Coordination and Governance of Afghanistan Reconstruction (Project: SIGAR-LL-02)	Nov-14	Nov-15		●	●					
Ref. No: AFG 0031	TITLE: Financial Audit of Zantech IT Services, Inc. (Project: SIGAR-F-067)	Feb-15	Nov-15				●				
Ref. No: AFG 0032	TITLE: Financial Audit Zantech IT Services, Inc. (Project: SIGAR-F-068)	Feb-15	Nov-15				●				

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0037	TITLE: Sheberghan Teacher Training Facility Follow-up (Project: SIGAR-I-024)	Nov-14	Oct-15		●						
Ref. No: AFG 0038	TITLE: Gardez Hospital Inspection Follow-Up (Project: SIGAR-I-025)	Nov-14	Oct-15		●						
Ref. No: AFG 0039	TITLE: U.S. Efforts to Assist Afghan Refugees and Internally Displaced Persons (Project: SIGAR-096A-2)	May-14	Oct-15		●						
Ref. No: AFG 0040	TITLE: U.S. Efforts to Develop Afghanistan's Extractives Industry (Project: SIGAR-097A-2)	Mar-14	Oct-15		●						
Ref. No: AFG 0041	TITLE: U.S. Efforts to Assist and Improve Afghanistan's Primary and Secondary Education Systems (Project: SIGAR-104A)	Dec-14	Jan-16		●						
Ref. No: AFG 0042	TITLE: U.S. Funding for Road Projects in Afghanistan (Project: SIGAR-107A)	Apr-15	Mar-16		●						
Ref. No: AFG 0046	TITLE: Inspection of the Women's Dormitory at Herat University (Project: SIGAR-I-027)	Feb-15	Nov-15		●						

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0047	TITLE: USAID’s Promoting Gender Equity in National Priority Programs (Promote) (Project: TBD)	Jul-16	Jan-17		●						
Ref. No: AFG 0075	TITLE: Financial Audit for Support for AUAF (Project: SIGAR-F-069)	Aug-15	Mar-16				●				
Ref. No: AFG 0076	TITLE: Financial Audit of Health Care Improvement (Project: SIGAR-F-070)	Aug-15	Mar-16				●				
Ref. No: AFG 0077	TITLE: Financial Audit of Irrigation and Watershed Management Program (IWMP) (Project: SIGAR-F-071)	Aug-15	Mar-16				●				
Ref. No: AFG 0078	TITLE: Financial Audit of Mission Essential Personnel, LLC (Project: SIGAR-F-072)	Aug-15	Mar-16				●				
Ref. No: AFG 0079	TITLE: Financial Audit of Environmental Chemical Corp (Project: SIGAR-F-073)	Aug-15	Mar-16				●				
Ref. No: AFG 0080	TITLE: Financial Audit of Gilbane Federal (Project: SIGAR-F-074)	Aug-15	Mar-16				●				

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0081	TITLE: Financial Audit of Gilbane Federal (Project: SIGAR-F-075)	Aug-15	Mar-16				●				
Ref. No: AFG 0082	TITLE: Financial Audit of PRI/DJI, A Construction JV (Project: SIGAR-F-076)	Aug-15	Mar-16				●				
Ref. No: AFG 0083	TITLE: Financial Audit of AMEC Earth & Environmental Inc. (Project: SIGAR-F-077)	Aug-15	Mar-16				●				
Ref. No: AFG 0084	TITLE: Financial Audit of PRI/DJI, A Construction JV (Project: SIGAR-F-078)	Aug-15	Mar-16				●				
Ref. No: AFG 0085	TITLE: Financial Audit of PRI/DJI, A Construction JV (Project: SIGAR-F-079)	Aug-15	Mar-16				●				
Ref. No: AFG 0086	TITLE: U.S. Funding Provided to the Afghan Government to Pay for Salary Supplements (Project: SIGAR-109A)	May-15	Jan-16		●						

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0087	TITLE: Interim Assessment of SIGAR’s Audits and Inspections of State- and USAID-funded Construction Projects in Afghanistan Issued from Fiscal Year 2009 through Fiscal Year 2015 (Project: SIGAR-I-029)	Jul-15	Nov-15				●				
Ref. No: AFG 0088	TITLE: Follow Up on U.S. Efforts to Strengthen the Afghan Government’s Central Audit Capacity (Project: TBD)	May-16	Feb-17		●						
Ref. No: AFG 0089	TITLE: Counternarcotics in the Afghanistan Reconstruction (Project: SIGAR-LL-04)	Apr-15	Feb-16			●					
Ref. No: AFG 0094	TITLE: Effectiveness of the Commander’s Emergency Response Program (CERP) in Afghanistan (Project: SIGAR-110A)	Aug-15	May-16				●				
Ref. No: AFG 0095	TITLE: Follow Up Audit of the Afghanistan Reconstruction Trust Fund (ARTF) (Project: TBD)	Oct-15	Jul-16		●						
Ref. No: AFG 0096	TITLE: Review of Efforts to Develop the Afghan Government’s Internal Audit Capacity (Project: TBD)	Jan-16	Aug-16		●						

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
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5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0097	TITLE: Organization, Planning, and Management of USAID-funded Industrial Parks in Afghanistan (Project: TBD)	Feb-16	Aug-16		●						
Ref. No: AFG 0098	TITLE: U.S. Efforts to Develop Afghanistan's Agriculture Sector (Project: TBD)	Mar-16	Oct-16		●						
Ref. No: AFG 0099	TITLE: Use of Third-Party Monitoring by the U.S. Army Corps of Engineers (Project: TBD)	Mar-16	Oct-16				●				
Ref. No: AFG 0100	TITLE: Use of Contractors' Past Performance to Award Select Reconstruction Contracts in Afghanistan (Project: TBD)	Apr-16	Dec-17				●				
Ref. No: AFG 0101	TITLE: USAID Support for the Ministry of Public Health's Hospital Policy Project (HPP) and Public-Private Partnerships (PPP) (Project: TBD)	Aug-16	Mar-17		●						
Ref. No: AFG 0102	TITLE: Use and Oversight of Reconstruction Funds Transferred from USAID to Other U.S. Agencies (Project: TBD)	Aug-16	Mar-17				●				
Ref. No: AFG 0103	TITLE: Use of Third-Party Monitoring by the Department of State (Project: TBD)	Aug-16	Mar-17		●						

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0104	TITLE: Department of Defense's, Department of State's, and U.S. Agency for International Development's Implementation of Wartime Contracting Commission Recommendations (Project: TBD)	Sep-16	Jun-17				●				
Ref. No: AFG 0105	TITLE: Status (survey) of schools constructed using USAID or CERP funding in selected Afghan provinces (Project: SP-TBD)	Sep-14	Dec-17		●						
Ref. No: AFG 0106	TITLE: Status (survey) of health facilities in Afghanistan supported by either PCH or the World Bank's System Enhancement for Health Action in Transition (SEHAT) program (Project: SIGAR-15-82-SP)	Jun-14	Dec-17		●						
Ref. No: AFG 0107	TITLE: G222 Scrapping (Project: SP-19D)	Mar-15	TBD		●		●				
Ref. No: AFG 0108	TITLE: G222 Procurement Lessons Learned (Project: SP-19A)	Mar-16	Dec-16		●		●				
Ref. No: AFG 0109	TITLE: USG Efforts to Promote Economic Growth in Afghanistan (Project: SIGAR-LL-05)	Sep-15	Jul-16		●						



## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0110	TITLE: Filling of Personnel Requirements for the Reconstruction (Project: SIGAR-LL-08)	Dec-15	Oct-16				●				
Ref. No: AFG 0111	TITLE: Role and Impact of Stabilization Efforts (Project: SIGAR-LL-09)	Feb-16	Dec-16				●				
Ref. No: AFG 0112	TITLE: Contracting & Procurement for the Afghanistan Reconstruction (Project: SIGAR-LL-10)	Apr-16	Feb-17				●				
Ref. No: AFG 0113	TITLE: Inspection of Women's Dormitories at Balkh University (Project: SIGAR-I-036)	Aug-15	Jun-16				●				
Ref. No: AFG 0114	TITLE: Inspection of the Salang Hospital in Parwan Province (Project: SIGAR-I-037)	Aug-15	Feb-16				●				
Ref. No: AFG 0115	TITLE: Inspection of the Baghlan Prison (Project: SIGAR-I-038)	Aug-15	Jun-16				●				
Ref. No: AFG 0116	TITLE: Financial Audit of American Soybean Association (Project: SIGAR-F-066)	Aug-15	Mar-16				●				

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0117	TITLE: Financial Audit of the Halo Trust (Project: SIGAR-F-080)	Aug-15	Mar-16				●				
Ref. No: AFG 0118	TITLE: Financial Audit of Mine Detection Dog Center (Project: SIGAR-F-081)	Aug-15	Mar-16				●				
Ref. No: AFG 0119	TITLE: Inspection of the Bagrami Industrial Park in Kabul, Afghanistan (Project: SIGAR-I-28)	Feb-15	Nov-15				●				
Ref. No: AFG 0122	TITLE: Final assessment of the efficiency and effectiveness of TFBSO activities in Afghanistan (Project: SP-84)	Nov-15	Mar-16				●				
Ref. No: AFG 0123	TITLE: Financial Audit of Dyncorp International, LLC (Project: F-061)	Apr-15	Mar-16				●				
Ref. No: AFG 0124	TITLE: Financial Audit of Counterpart International (Project: F-082)	Oct-15	Jun-16				●				
Ref. No: AFG 0125	TITLE: Financial Audit of Democracy International (Project: F-083)	Oct-15	Jun-16				●				

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
SIGAR (cont'd)											
Ref. No: AFG 0126	TITLE: Financial Audit of Black & Veatch Special Projects Corporation (Project: F-084)	Oct-15	Jun-16				●				
Ref. No: AFG 0127	TITLE: Inspection of New Construction and Renovation Work at the Afghan Air Force Air University (Project: I-026)	Dec-14	Jun-16				●				
Ref. No: AFG 0128	TITLE: Accountability for Afghan National Security Forces Organizational Clothing and individual Equipment (Project: 106A)	Apr-15	Jun-16	●							
USAID OIG											
Ref. No: AFG 0018	TITLE: ACA Financial Audit on Ministry of Public Health (MoPH) (Project: FF201414)	Oct-14	Dec-15		●						
Ref. No: AFG 0019	TITLE: ACA Financial Audit on The Asia Foundation (TAF) (Project: FF201815)	Jan-15	Oct-15		●						
Ref. No: AFG 0023	TITLE: ACA Financial Audit on Chemonics International, Inc. (Project: FF201215)	Jul-14	Oct-15		●						

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
USAID OIG (cont'd)											
Ref. No: AFG 0024	TITLE: Audit of USAID/Afghanistan's Assistance in Building Afghanistan by Developing Enterprises Program (Project: FF100315)	Mar-15	Dec-15		●						
Ref. No: AFG 0033	TITLE: Audit of USAID/Afghanistan's Strategy for Monitoring and Evaluating its Programs Throughout Afghanistan (Project: FF101014)	Aug-14	Dec-15						●		
Ref. No: AFG 0034	TITLE: ACA Financial Audit on Independent Administrative Reform and Civil Services Commission (IARCSC) (Project: FF201315)	Sep-15	Dec-15		●						
Ref. No: AFG 0035	TITLE: ACA Financial Audit on International Organization for Migration (Project: FF201415)	Nov-14	Nov-15		●						
Ref. No: AFG 0036	TITLE: ACA Financial Audit on Roots of Peace (Project: FF201615)	Oct-15	Mar-16		●						
Ref. No: AFG 0043	TITLE: ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Public Health (MoPH) (Project: FF202115)	Aug-15	Mar-16		●						
Ref. No: AFG 0044	TITLE: ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Education (MoE) (Project: FF202215)	Jun-15	Mar-16		●						

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
USAID OIG (cont'd)											
Ref. No: AFG 0045	TITLE: ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Da Afghanistan Breshna Sherkat (DABS) (Project: FF202315)	Jun-15	Mar-16				●				
Ref. No: AFG 0048	TITLE: ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Agriculture, Irrigation & Livestock (Project: FF204415)	Dec-15	Mar-16		●						
Ref. No: AFG 0049	TITLE: ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Finance (Project: FF204315)	Dec-15	Mar-16		●						
Ref. No: AFG 0050	TITLE: ACA Financial Audit on Advanced Engineering Associates International (Project: FF202915)	Dec-15	Mar-16				●				
Ref. No: AFG 0051	TITLE: ACA Financial Audit on Aga Khan Foundation USA (Project: FF202815)	Dec-15	Mar-16				●				
Ref. No: AFG 0053	TITLE: ACA Financial Audit on Checchi & Company (Project: 33200315)	May-15	Dec-15				●				

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
USAID OIG (cont'd)											
Ref. No: AFG 0054	TITLE: ACA Financial Audit on Chemonics International (Project: TBD)	May-15	Dec-15				●				
Ref. No: AFG 0055	TITLE: ACA Financial Audit on Creative Associates International (Project: 33200315)	May-15	Dec-15				●				
Ref. No: AFG 0056	TITLE: ACA Financial Audit on Development Alternatives Inc. (Project: 33200315)	May-15	Dec-15				●				
Ref. No: AFG 0057	TITLE: ACA Financial Audit on Democracy International (Project: FF203715)	Dec-15	Mar-16				●				
Ref. No: AFG 0058	TITLE: ACA Financial Audit on ECC Worley Parsons LLC (Project: FF202615)	Dec-15	Mar-16				●				
Ref. No: AFG 0059	TITLE: ACA Financial Audit on Family Health International (Project: FF203315)	Dec-15	Mar-16				●				

## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
USAID OIG (cont'd)											
Ref. No: AFG 0060	TITLE: ACA Financial Audit on Futures Group International LLC (Project: FF203615)	Dec-15	Mar-16				●				
Ref. No: AFG 0061	TITLE: ACA Financial Audit on International Relief & Development (Project: FF203115)	Sep-15	Dec-15				●				
Ref. No: AFG 0062	TITLE: ACA Financial Audit on John Snow, Inc. (Project: FF203215)	Dec-15	Mar-16				●				
Ref. No: AFG 0063	TITLE: ACA Financial Audit on KNCV (Project: FF204015)	Dec-15	Mar-16				●				
Ref. No: AFG 0064	TITLE: ACA Financial Audit on MSH (Project: FF203815)	Dec-15	Mar-16				●				
Ref. No: AFG 0065	TITLE: ACA Financial Audit on MSI (Project: 33200315)	May-15	Dec-15				●				
Ref. No: AFG 0066	TITLE: ACA Financial Audit on National Academy of Sciences (Project: TBD)	Dec-15	Mar-16				●				

# RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
USAID OIG (cont'd)											
Ref. No: AFG 0067	TITLE: ACA Financial Audit on National Democratic Institute (Project: FF202515)	Dec-15	Mar-16				●				
Ref. No: AFG 0068	TITLE: ACA Financial Audit on New Mexico State University (Project: FF203015)	Aug-15	Feb-16				●				
Ref. No: AFG 0069	TITLE: ACA Financial Audit on Purdue University (Project: FF203915)	Aug-15	Feb-16				●				
Ref. No: AFG 0070	TITLE: ACA Financial Audit on The Asia Foundation (Project: FF204215)	Dec-15	Mar-16				●				
Ref. No: AFG 0071	TITLE: ACA Financial Audit on Tetra Tech, Inc (Project: FF203515)	Sep-15	Dec-15				●				
Ref. No: AFG 0073	TITLE: ACA Financial Audit on UC-Davis (Project: FF203415)	Aug-15	Feb-16				●				



## RECONSTRUCTION/ALL OTHER AFGHANISTAN PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

STRATEGIC OVERSIGHT ISSUE AREAS											
1. Building Capacity and Capabilities of the ANDSF and Administering and Maintaining Accountability of the ASFF											
2. Building Afghan Governance Capacity and Sustaining U.S. Investment in Afghan Institutions and Infrastructure											
3. Implementing and Executing Anti-Corruption and Counternarcotics Program											
4. Awarding and Administering Reconstruction Contracts											
5. Retrograde and Property Management											
6. Contract Management and Oversight											
7. RS Mission and Transition to Security Cooperation											
8. Intelligence and Counterterrorism											
AGENCY	PROJECT	START DATE	EST. END DATE	STRATEGIC OVERSIGHT ISSUE CONCENTRATION							
				1	2	3	4	5	6	7	8
USAID OIG (cont'd)											
Ref. No: AFG 0074	TITLE: ACA Financial Audit on Volunteers for Economic Growth Alliance (Project: FF204115)	Aug-15	Feb-16				●				
Ref. No: AFG 0091	TITLE: Audit of USAID/Afghanistan's Use of the Afghanistan Reconstruction Trust Fund (ARTF) (Project: FF1C0116)	Dec-15	Jun-16		●						
Ref. No: AFG 0092	TITLE: Follow-up Review of Selected Recommendations From the Audit of USAID/Afghanistan's Internal Controls in the Administration of the Involuntary Separate Maintenance Allowance (ISMA) (Project: FF1C0316)	Nov-15	Apr-16		●						
Ref. No: AFG 0120	TITLE: Audit of USAID/Afghanistan's New Development Partnership (Project: FF1C0216)	Jan-16	Jun-16		●						

## FY 2016 RECONSTRUCTION/ALL OTHER PROJECTS ONGOING/PLANNED LIST

### Reconstruction/All Other Projects in Afghanistan

#### AFAA

Total Projects: 4

Ref No: AFG 0026

Country: AF

SOI: 5

(Project: F2014-O10000-0097.000)

Start Date: Feb-15

Est. Final Date: Feb-16

#### Wireless Network Security Issue

Objectives: Evaluate management of Second Generation Wireless Local Area Network (2GWLAN) security. Specifically, determine whether Air Force officials effectively manage wireless network and device authorization, configuration, and operation.

Ref No: AFG 0027

Country: AF

SOI: 5

(Project: F2014-O10000-0098.000)

Start Date: Feb-15

Est. Final Date: Feb-16

#### AOR- Morale Network Operations

Objectives: Determine whether Air Force Central Command personnel effectively and efficiently manage the Morale Network in deployed locations. Specifically, determine if management properly locates morale networked in authorized common areas, properly funds morale networks, and effectively performs contract administration when required.

Ref No: AFG 0028

Country: AF

SOI: 5

(Project: F2015-L40000-0092.000)

Start Date: Oct-14

Est. Final Date: Nov-15

#### USAFCENT - Deployed Equipment Assets

Objectives: Evaluate the accuracy of inventory records for items in deployed status.

Ref No: AFG 0029

Country: AF

SOI: 6, 7

(Project: F2015-O30000-0108.000)

Start Date: Oct-14

Est. Final Date: Nov-15

#### Follow Up – USAFCENT Commercial Tender Program

Objectives: Determine whether AFCENT personnel effectively and efficiently managed the tender program within the CENTCOM AOR. Specifically, determine whether Air Force personnel 1) Properly awarded tenders; 2) Properly processed tender cargo; 3) Effectively manage tender funding; and 4) Accurately determined tender cargo requirements.

#### DOS OIG

Total Projects: 5

Ref No: AFG 0020

Country: AF

SOI: 6

(Project: TBD)

Start Date: Sep-15

Est. Final Date: Feb-16

#### Audit of Afghanistan Life Support Services (ALSS) Contract Planning & Solicitation and Award Process

Objectives: To determine whether the Department is planning and implementing the solicitation and award process for the ALSS contract in accordance with acquisition regulations and Department guidance.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0021

**Country:** AF

**SOI:** 7

(Project: TBD)

**Start Date:** Feb-15

**Est. Final Date:** Jul-16

### **Audit of Embassy Kabul Planning for a Reduced Military Presence in Afghanistan and the Sustainability of Key Programs**

Objectives: To determine whether Embassy Kabul 1) has established management and monitoring plans for contracts and grants as the U.S. military reduces its presence in Afghanistan; and 2) has fully considered Afghan capacity to independently advance program goals as the U.S. mission is normalized.

**Ref No:** AFG 0090

**Country:** AF

**SOI:** 6

(Project: TBD)

**Start Date:**

**Est. Final Date:**

### **Audit of the Department of State's Vetting of non-U.S. contractors in Afghanistan**

Objectives: To ensure that contractors working on behalf of the U.S. government do not have "enemy" affiliations, the Department has established processes for vetting non-U.S. contractors in high-risk areas. The objective of this audit is to determine whether the process used to vet non-U.S. contractors has been pilot tested and has achieved desired outcomes.

**Ref No:** AFG 0129

**Country:** AF

**SOI:** 6

(Project: TBD)

**Start Date:**

**Est. Final Date:**

### **Audit of Department of State Use of DUNS Number 12-345-6787 (Miscellaneous Foreign Awardees) in Afghanistan**

Objectives: To determine whether the Department's use of the general DUNS number 12-345-6787 (Miscellaneous Foreign Awardees) is in compliance with Federal regulations and Department guidance.

**Ref No:** AFG 0130

**Country:** AF

**SOI:** 6

(Project: TBD)

**Start Date:**

**Est. Final Date:**

### **Audit of Contract and Grant Oversight Staffing in Afghanistan**

Objectives: To determine whether the number of contract and grant oversight staff in Afghanistan is commensurate with the amount and complexity of funds being expended.

## GAO

**Total Projects:** 1

**Ref No:** AFG 0093

**Country:** AF

**SOI:** 6

(Project: 100148)

**Start Date:** Jul-15

**Est. Final Date:**

### **Disposal of Waste in Burn Pits**

Objectives: To determine the extent to which 1) DoD's report on the disposal of waste in burn pits complies with the reporting requirements, to include: a) An assessment of the methodology used, and b) The extent to which the report complies with DoD Instruction and applicable law; and 2) DoD's policies and procedures for the disposal of waste in burn pits comply with relevant DoD instruction and applicable law?

## Reconstruction/All Other Projects in Afghanistan

**SIGAR****Total Projects: 74****Ref No: AFG 0001****Country: AF****SOI: 4**

(Project: SIGAR-103A)

**Start Date: Nov-14****Est. Final Date: Dec-15****U.S. Agency for International Development's (USAID) Measuring Impacts of Stabilization Initiatives (MISTI) Program**

Objectives: Examine USAID's use of the MISTI contract to measure agency progress in its stabilization programs. Specifically, to Assess the extent to which the MISTI contractor provided third party monitoring services in accordance with the terms of the contract; 2) Assess the extent to which USAID considered MISTI program results in the planning and implementation of stabilization programs; and 3) Identify challenges in MISTI, if any, with USAID using third-party monitoring to evaluate stabilization reconstruction programs, and the extent to which USAID has addressed those challenges.

**Ref No: AFG 0002****Country: AF****SOI: 2**

(Project: SIGAR-088A)

**Start Date: Nov-13****Est. Final Date: Oct-15****U.S. Government Efforts to Assist in Reconstruction and Commercialization of Afghanistan's Information and Communication Technology Sector**

Objectives: Assess the U.S government's efforts to support ICT reconstruction and commercialization in Afghanistan and the outcomes of those efforts. Specifically, to: 1) Identify the U.S.-funded initiatives to support development of Afghanistan's ICT sector and describe the objectives of these initiatives; 2) Assess the extent to which the objectives of U.S.-funded ICT reconstruction and commercialization efforts have been achieved; and 3) Identify the challenges related to efforts to develop Afghanistan's ICT sector and assess how the U.S. Government is assisting the Afghan government in overcoming these challenges.

**Ref No: AFG 0003****Country: AF****SOI: 2**

(Project: TBD)

**Start Date: Jun-16****Est. Final Date: Feb-17****Use of Third-Party Monitoring by USAID**

Objectives: 1) Determine the extent and effectiveness of USAID's use of third-party monitoring to gather data on project status and contractor performance; 2) Assess the extent to which USAID reviews, validates, and uses the information collected.

**Ref No: AFG 0004****Country: AF****SOI: 1**

(Project: SIGAR-SP-19)

**Start Date: Dec-13****Est. Final Date: Jan-16****Lessons Learned Review of the G222 (C-27A) Aircraft Program**

Objectives: 1) Review the decision to provide 20 G222s to the AAF; 2) Determine the total. Amount spent to procure, operate, sustain, and dispose of the G222s; 3) Review future plans (disposal or otherwise) for the G222s; and 4) Evaluate what processes and controls have been put in place to prevent similar challenges from affecting future AAF purchases.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0005

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Jan-16

**Est. Final Date:** Aug-16

### Audit of USAID's Afghan Growth Finance Program

Objectives: 1) Determine how USAID selected implementer(s) for the Afghan Growth Finance program; 2) Identify metrics used to measure program success; and 3) Assess whether the program met goals and objectives.

**Ref No:** AFG 0008

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-046)

**Start Date:** Mar-14

**Est. Final Date:** Oct-15

### Stabilization in Key Areas (SIKA) South - Contract - 306-AID-306-C-12-00005/306-AID-306-C-13-00003

Objectives: Review costs incurred under U.S.-funded (USAID) contracts and grants for Afghanistan reconstruction activities. Contractor/Grantee is AECOM International Development INC. Amount is \$27,000,000.

**Ref No:** AFG 0009

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-048)

**Start Date:** Mar-14

**Est. Final Date:** Oct-15

### Improving Livelihoods and Governance through Natural Resource Management - Contract - 306-A-00-10-00516

Objectives: Review costs incurred under U.S.-funded (USAID) contracts and grants for Afghanistan reconstruction activities. Contractor/Grantee is WCS-Wildlife Conservation Society. Amount is \$11,000,000.

**Ref No:** AFG 0010

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-049)

**Start Date:** Mar-14

**Est. Final Date:** Oct-15

### Engineering, Quality Assurance and Logistical Support (EQUALS) - Contract - 306-C-00-11-00512-00

Objectives: Review costs incurred under U.S.-funded (USAID) contracts and grants for Afghanistan reconstruction activities. Contractor/Grantee is IRD - International Relief and Development. Amount is \$46,345,493.

**Ref No:** AFG 0012

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-058)

**Start Date:** Mar-14

**Est. Final Date:** Oct-15

### Promotion and Protection of Afghan Women's Rights in Afghanistan - Contract - SAF20011GR60431/SINLEC11GR017

Objectives: Review costs incurred under U.S.-funded (State) contracts and grants for Afghanistan reconstruction activities. Contractor/Grantee is Women for Afghan Women. Amount is \$5,707,079.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0013

**Country:** AF

**SOI:** 4, 6

(Project: SIGAR-SP-36)

**Start Date:** Jan-14

**Est. Final Date:** Oct-15

### Human Trafficking of Third Country Nationals (TCNs) on Reconstruction Contracts

Objectives: Assess the extent to which agencies enforced adherence to applicable laws and regulations pertaining to human trafficking.

**Ref No:** AFG 0014

**Country:** AF

**SOI:** 2

(Project: SIGAR-102A)

**Start Date:** Nov-14

**Est. Final Date:** Feb-16

### Fiscal year 2011 Afghanistan Infrastructure Fund Follow-up

Objectives: As a follow-on to SIGAR's 2012 report on the FY11 Afghanistan Infrastructure Fund (AIF), this project will examine DoD and State/USAID's progress in completing fiscal year 2011 AIF projects.

**Ref No:** AFG 0015

**Country:** AF

**SOI:** 2

(Project: SIGAR-105A)

**Start Date:** Mar-14

**Est. Final Date:** Jan-16

### Healthcare Sector Audit

Objectives: 1) Identify USAID's programs or initiatives to improve healthcare in Afghanistan since 2010; 2) Evaluate the extent to which USAID assessed the overall impact of its efforts to support and improve healthcare in Afghanistan; and 3) Assess the extent to which USAID collects, verifies, and reconciles healthcare data to determine its accuracy.

**Ref No:** AFG 0016

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** Sep-16

**Est. Final Date:** Jun-17

### Data Collection and Verification on US Foreign Assistance to Afghanistan

Objectives: 1) Determine the extent to which agencies are meeting OMB Bulletin 12-01, "Guidance on Collection of US Foreign Assistance Data," for collecting and reporting on assistance provided to Afghanistan; 2) Identify challenges, if any, agencies are experiencing in collecting and reporting this data; and 3) Determine if the agencies requested exemptions and the reasons for the requests.

**Ref No:** AFG 0017

**Country:** AF

**SOI:** 2

(Project: SIGAR-108A)

**Start Date:** May-15

**Est. Final Date:** Feb-16

### Review of land reform in Afghanistan

Objectives: 1) Determine to what extent lessons learned from earlier land reform project were incorporated into the design and implementation of USAID's Land Reform in Afghanistan project (LARA); 2) Assess Tetra Tech ARD's performance in meeting LARA contract requirements and sustainable contribution to Afghan ministries' capacity between 2011-2014; and 3) Assess the overall progress the USG has achieved toward meeting its Afghan development objectives and strategies.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0022

**Country:** AF

**SOI:** 1, 2, 3

(Project: SIGAR-LL-01)

**Start Date:** Dec-14

**Est. Final Date:** Mar-16

### USG Strategy and Planning for Afghanistan Reconstruction

Objectives: 1) Identify critical decision points in the planning, resourcing, administration and oversight of DoD, DOS, USAID, and other agency reconstruction programs from 2001 to 2014; 2) Identify overall strategic policy objectives in critical focus areas (Security, Governance, Economic & Social Development), and analyze the intended outcomes of specific programs and plans; 3) Trace the challenges that arose over time, map coordination shortfalls and identify constraints that emerged as events on the ground in Afghanistan unfolded over time; 4) Assess achievements, measure impact and evaluate how cross-cutting issues may have influenced strategic intent and outcomes; and 5) Describe insights and identify lessons learned that could guide current and future reconstruction efforts.

**Ref No:** AFG 0030

**Country:** AF

**SOI:** 2, 3

(Project: SIGAR-LL-02)

**Start Date:** Nov-14

**Est. Final Date:** Nov-15

### USG International Coordination and Governance of Afghanistan Reconstruction

Objectives: 1) Identify U.S. goals and objectives in developing or engaging with strategies and structures to coordinate development aid with the Afghan government and the international community; 2) Assess the effectiveness of U.S. coordination with external partners in ensuring that aid was appropriately prioritized, planned, coordinated, and overseen with reference to widely accepted international criteria for aid administration, U.S. objectives, and intended program results; and 3) Identify best practices and lessons learned for the effective coordination of development aid that can be applied to future development efforts by the U.S. and the international community.

**Ref No:** AFG 0031

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-067)

**Start Date:** Nov-14

**Est. Final Date:** Nov-15

### Financial Audit of Zantech IT Services, Inc.

Objectives: Program: TFBSO Energy Support Services Obligation: \$17,793,003. Award: D11PC18784.

**Ref No:** AFG 0032

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-068)

**Start Date:** Nov-14

**Est. Final Date:** Nov-15

### Financial Audit Zantech IT Services, Inc.

Objectives: Program: TFBSO Analytical Support Services in Traditional and Alternative Energy Sectors Obligation: \$31,341,201. Award: D12PC00523.



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0037

**Country:** AF

**SOI:** 2

(Project: SIGAR-I-024)

**Start Date:** Nov-14

**Est. Final Date:** Oct-15

### Sheberghan Teacher Training Facility Follow-up

Objectives: Building on SIGAR's previous work, the focus of this inspection will be to evaluate the progress made in completing the Sheberghan teacher training facility. Specifically, to determine the extent to which 1) Construction has been or is being completed in accordance with contract requirements, and applicable construction standards; and 2) The facility is being used as intended and maintained.

**Ref No:** AFG 0038

**Country:** AF

**SOI:** 2

(Project: SIGAR-I-025)

**Start Date:** Nov-14

**Est. Final Date:** Oct-15

### Gardez Hospital Inspection Follow-Up

Objectives: Building on SIGAR's previous work, the focus of this inspection will be to evaluate the progress made in completing the Gardez Hospital. Specifically, to determine the extent to which 1) Construction has been or is being completed in accordance with contract requirements and applicable construction standards; and 2) The hospital is being used as intended and maintained.

**Ref No:** AFG 0039

**Country:** AF

**SOI:** 2

(Project: SIGAR-096A-2)

**Start Date:** Feb-14

**Est. Final Date:** Oct-15

### U.S. Efforts to Assist Afghan Refugees and Internally Displaced Persons

Objectives: 1) Describe the mechanisms in place for USAID- and State-funded NGOs to coordinate and share information on IDP assistance; and 2) Assess the extent to which the Afghan government has implemented the 2013 National Policy on Internally Displaced Persons.

**Ref No:** AFG 0040

**Country:** AF

**SOI:** 2

(Project: SIGAR-097A-2)

**Start Date:** Mar-14

**Est. Final Date:** Oct-15

### U.S. Efforts to Develop Afghanistan's Extractives Industry

Objectives: Determine 1) The extent to which TFBSO and USAID efforts to develop the extractives industry in Afghanistan met their stated goals; and 2) The challenges, if any, to creating a stable and lasting extractives industry as a source of revenue to Afghanistan. (Also related to COPSWA 1431)

**Ref No:** AFG 0041

**Country:** AF

**SOI:** 2

(Project: SIGAR-104A)

**Start Date:** Dec-14

**Est. Final Date:** Jan-16

### U.S. Efforts to Assist and Improve Afghanistan's Primary and Secondary Education Systems

Objectives: 1) Determine the extent to which DoD, State, and USAID have defined strategies and objectives to support primary and secondary education in Afghanistan; 2) Evaluate the extent to which DoD, State, and USAID have identified and tracked U.S. government funding and efforts to support primary and secondary education in Afghanistan since 2002; 3) Evaluate the extent to which DoD, State, and USAID have assessed the progress the United States has made in achieving its primary and secondary education development objectives in Afghanistan.



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0042

**Country:** AF

**SOI:** 2

(Project: SIGAR-107A)

**Start Date:** May-15

**Est. Final Date:** Mar-16

### U.S. Funding for Road Projects in Afghanistan

Objectives: 1) Determine the extent to which DoD and USAID have defined strategies and objectives for their road projects in Afghanistan; 2) Evaluate the extent to which DoD and USAID have identified and tracked US government road projects, and their associated funding; and 3) Assess to what extent have DoD and USAID planned for the sustainment of their road projects and assessed their impact on the surrounding populations.

**Ref No:** AFG 0046

**Country:** AF

**SOI:** 2

(Project: SIGAR-I-027)

**Start Date:** Feb-15

**Est. Final Date:** Nov-15

### Inspection of the Women's Dormitory at Herat University

Objectives: To assess whether 1) The work was completed in accordance with contract requirements and applicable construction standards; and 2) The dormitory is being maintained and used as intended.

**Ref No:** AFG 0047

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Jul-16

**Est. Final Date:** Jan-17

### USAID's Promoting Gender Equity in National Priority Programs (Promote)

Objectives: This audit will examine the implementation and oversight of the Promote program. Specifically, to assess the extent to which 1) Promote implementing partners are providing services in accordance with the terms of the contracts; 2) USAID has developed performance metrics for the program and is monitoring contractor performance; 3) The program is achieving its intended outcomes; and 4) To identify the challenges, if any, USAID and its contractors have faced in implementing the program.

**Ref No:** AFG 0075

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-069)

**Start Date:** Feb-15

**Est. Final Date:** Mar-16

### Financial Audit for Support for AUAF

Objectives: Program: American University of Afghanistan (AUAF), August 1, 2013–June 30, 2015. Obligation: \$13,093,557. Award: 306-A-13-00004.

**Ref No:** AFG 0076

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-070)

**Start Date:** Feb-15

**Est. Final Date:** Mar-16

### Financial Audit of Health Care Improvement

Objectives: Program: University Research, Period September 30, 2009–September 29, 2014. Obligation \$13,950,000. Award: 306-AID-GHN-I-03-07-00003.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0077

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-071)

**Start Date:** Feb-15

**Est. Final Date:** Mar-16

### Financial Audit of Irrigation and Watershed Management Program (IWMP)

Objectives: Program: Perini Management Services, Inc. Period December 21, 2012–June 30, 2015.

Obligation: \$16,000,000. Award: 306-AID-306-TO-13-00002.

**Ref No:** AFG 0078

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-072)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of Mission Essential Personnel, LLC

Objectives: Program: Army Intelligence and Security Command (INSCOM) Translation/Linguist Support Services, February 2, 2012– November 20, 2012, Obligation: \$557,457,559. Award:

W911W407-D-0010-0093 & 0108.

**Ref No:** AFG 0079

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-073)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of Environmental Chemical Corp

Objectives: Program: Environmental Chemical Corp. Construction of 2nd Special Forces Kandak, Kandahar February 28, 2011–April 23, 2014. Obligation: \$21,637,402. Award: FA890306-D-8511-0074.

**Ref No:** AFG 0080

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-074)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of Gilbane Federal

Objectives: Program: Gilbane Federal Construction of Afghan National Civil Order Police Battalion & Brigade HQ, Marjah, January 10, 2011– May 9, 2014. Obligation: \$44,070,650. Award: FA890306-D-8513-0044.

**Ref No:** AFG 0081

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-075)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of Gilbane Federal

Objectives: Program: Gilbane Federal Construction of 1st Commando Brigade HQ & Transient Kandak, Gardez, March 15, 2011– July 8, 2014. Obligation: \$31,588,250. Award: FA890306-D-8513-

**Ref No:** AFG 0082

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-076)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of PRI/DJI, A Construction JV

Objectives: Program: PRI/DJI, A Construction JV Repair of Shindand Runway, Shindand March 26, 2010– February 29, 2012. Obligation: \$36,648,119. Award: FA890306-D-8506-0004.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0083

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-077)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of AMEC Earth & Environmental Inc.

Objectives: Program: AMEC Earth & Environmental Inc. Construction of Afghan Defense University, Qarghah, September 11, 2008–February 26, 2013. Obligation: \$94,672,773 Award: FA890306-D-8507-0012.

**Ref No:** AFG 0084

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-078)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of PRI/DJI, A Construction JV

Objectives: Program: A Construction JV Construction of 4th Special Forces Kandak, Shindand, April 18, 2011–September 14, 2013 Award: FA890306-D-8506-005 PRI/DJI. Obligation: \$28,179,391.

**Ref No:** AFG 0085

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-079)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of PRI/DJI, A Construction JV

Objectives: Program: A Construction JV Construction of District HQ Uniform Police Station, Marjah September 1, 2011–December 20, 2013. Award: FA890306-D-8506-007 PRI/DJI. Obligation: \$14,318,329.

**Ref No:** AFG 0086

**Country:** AF

**SOI:** 2

(Project: SIGAR-109A)

**Start Date:** May-15

**Est. Final Date:** Jan-16

### U.S. Funding Provided to the Afghan Government to Pay for Salary Supplements

Objectives: 1) Determine the. Amount of U.S. funds provided to the Afghan government for salary supplements since 2010; 2) Assess the U.S. government's process for ensuring that the funds are used to pay salary supplements; and 3) Assess the impact of salary supplements on the capacity and sustainability of the Afghan government.

**Ref No:** AFG 0087

**Country:** AF

**SOI:** 4

(Project: SIGAR-I-029)

**Start Date:** Jul-15

**Est. Final Date:** Nov-15

### Interim Assessment of SIGAR's Audits and Inspections of State- and USAID-funded Construction Projects in Afghanistan Issued from Fiscal Year 2009 through Fiscal Year 2015

Objectives: Review SIGAR's prior audit and inspection reports issued from fiscal year 2009 through fiscal year 2015 contained findings on construction projects in Afghanistan, and summarize the findings and recommendations in those reports.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0088

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** May-16

**Est. Final Date:** Feb-17

### Follow Up on U.S. Efforts to Strengthen the Afghan Government's Central Audit Capacity

Objectives: Assess the extent to which 1) The Supreme Audit Office (SAO) has strengthened its authority, independence, and capacity to fulfill its responsibilities and conduct audits in compliance with international standards; 2) The United States has taken steps to assist the Afghan government in strengthening its capacity to prevent and detect fraud in ministerial operations; and 3) To identify additional measures, if any, that the United States and other donor nations can take to further strengthen the SAO's capacity.

**Ref No:** AFG 0089

**Country:** AF

**SOI:** 3

(Project: SIGAR-LL-04)

**Start Date:** Apr-15

**Est. Final Date:** Feb-16

### Counternarcotics in the Afghanistan Reconstruction

Objectives: 1) Identify and describe what were counternarcotics strategies, policies, priorities, and goals over the course of our reconstruction engagement in Afghanistan and how these compared to the priorities of Afghan and international partners regarding counternarcotics and with the wider USG Afghanistan reconstruction effort; 2) Determine the effectiveness of rural/alternative development programs aimed at reducing opium/poppy cultivation; 3) Determine the effectiveness of eradication efforts to reduce opium supply and deter future opium/poppy cultivation; 4) Determine the effectiveness of efforts aimed at engaging the national and provincial authorities in drug control efforts and how sustainable these were; 5) Determine the impact of security on the effectiveness of counternarcotics effort; and 6) Determine the effectiveness of law enforcement efforts in disruption and severing the nexus between the drugs trade and the insurgency.

**Ref No:** AFG 0094

**Country:** AF

**SOI:** 4

(Project: SIGAR-110A)

**Start Date:** Aug-15

**Est. Final Date:** May-16

### Effectiveness of the Commander's Emergency Response Program (CERP) in Afghanistan

Objectives: Determine the extent to which 1) CERP regulations and standard operating procedures include guidance for the assessment of CERP projects; 2) DoD assessed the effectiveness of individual CERP projects to determine how the projects advance DoD and U.S. strategic objectives; and 3) DoD measured the effectiveness of CERP as a whole in meeting DoD and U.S. strategic goals.

**Ref No:** AFG 0095

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Oct-15

**Est. Final Date:** Jul-16

### Follow Up Audit of the Afghanistan Reconstruction Trust Fund (ARTF)

Objectives: To assess the extent to which the World Bank and the Afghan government have 1) Established and implemented mechanisms to independently monitor and account for U.S. and other donor contributions to the fund; 2) Verified and reconciled the accuracy of financial and performance data; 3) Evaluated the extent to which the ARTF and the programs it has funded have achieved their stated goals and objectives; and 4) Have adhered to efforts to place conditionality on ARTF funds through the Incentive Fund and other mechanisms.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0096

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Jan-16

**Est. Final Date:** Aug-16

### Review of Efforts to Develop the Afghan Government's Internal Audit Capacity

Objectives: 1) Identify the assistance the U.S. government has provided to develop and strengthen the capacity of internal audit offices within Afghan ministries; and 2) Assess the extent to which these audit offices are achieving their missions.

**Ref No:** AFG 0097

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Feb-16

**Est. Final Date:** Aug-16

### Organization, Planning, and Management of USAID-funded Industrial Parks in Afghanistan

Objectives: 1) Determine the extent to which USAID has assisted the Afghan government in establishing an industrial property and development framework; and 2) Evaluate the implementation and effectiveness of the Afghan government's industrial property and development framework.

**Ref No:** AFG 0098

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Mar-16

**Est. Final Date:** Oct-16

### U.S. Efforts to Develop Afghanistan's Agriculture Sector

Objectives: 1) Determine the extent to which USAID, USDA, and other agencies have a defined strategy and objectives to support agriculture development in Afghanistan; 2) Evaluate the extent to which USAID, USDA, and other agencies have identified and tracked U.S. government funding and efforts to support agriculture development in Afghanistan since 2010; and 3) Evaluate the extent to which USAID, USDA, and other agencies has assessed the progress it has made in achieving its agriculture development objectives in Afghanistan.

**Ref No:** AFG 0099

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** Mar-16

**Est. Final Date:** Oct-16

### Use of Third-Party Monitoring by the U.S. Army Corps of Engineers

Objectives: 1) Determine the scope of USACE's third party monitoring efforts; 2) Determine how USACE obtains data on project status and contractor performance; and 3) Assess the extent to which USACE reviews, validates, and uses the information collected.

**Ref No:** AFG 0100

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** Apr-16

**Est. Final Date:** Dec-17

### Use of Contractors' Past Performance to Award Select Reconstruction Contracts in Afghanistan

Objectives: 1) Identify requirements for evaluating contractors' past performance during the contract award process; 2) Identify the data and systems used to evaluate contractors' past performance and determine the extent to which these data and systems provide agencies the information needed to evaluate contractors' past performance prior to awarding contracts; and 3) Determine the extent to which agencies use information to evaluate past performance.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0101

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Aug-16

**Est. Final Date:** Mar-17

### **USAID Support for the Ministry of Public Health’s Hospital Policy Project (HPP) and Public-Private Partnerships (PPP)**

Objectives: 1) Determine the extent to which USAID and the HPP developed, and the Afghan Ministry of Public Health (MOPH) implemented, a PPP policy framework for hospitals to be operated under PPPs; 2) Evaluate USAID and MOPH’s process for selecting private firms to partner with MOPH to operate the hospitals; 3) Assess the extent to which the PPPs have developed plans to operate the hospitals and metrics to assess their effectiveness; and 4) Determine the extent to which USAID and the MOPH have provided oversight of the PPPs and the hospitals they operate.

**Ref No:** AFG 0102

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** Aug-16

**Est. Final Date:** Mar-17

### **Use and Oversight of Reconstruction Funds Transferred from USAID to Other U.S. Agencies**

Objectives: 1) Identify the Amount of funds USAID transferred to other U.S. agencies for Afghanistan’s reconstruction efforts; 2) Determine the reasons for the transfers; and 3) Assess the extent to which USAID provided oversight of the funds to ensure they were spent for intended purposes.

**Ref No:** AFG 0103

**Country:** AF

**SOI:** 2

(Project: TBD)

**Start Date:** Aug-16

**Est. Final Date:** Mar-17

### **Use of Third-Party Monitoring by the Department of State**

Objectives: 1) Determine the scope of State’s third-party monitoring efforts; 2) Determine the effectiveness of these efforts to gather data on project status and contractor performance; and 3) Assess the extent to which State reviews, validates, and uses the information collected.

**Ref No:** AFG 0104

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** Sep-16

**Est. Final Date:** Jun-17

### **Department of Defense’s, Department of State’s, and U.S. Agency for International Development’s Implementation of Wartime Contracting Commission Recommendations**

Objectives: 1) Assess the extent to which DoD, State, and USAID have implemented the Wartime Contracting Commission’s recommendations relevant to the Afghanistan reconstruction effort; and 2) Assess the extent to which these audit offices are achieving their missions.

**Ref No:** AFG 0105

**Country:** AF

**SOI:** 2

(Project: SIGAR-SP-TBD)

**Start Date:** Dec-15

**Est. Final Date:** Dec-17

### **Status (survey) of schools constructed using USAID or CERP funding in selected Afghan provinces**

Objectives: Evaluate the extent to which schools constructed using USAID or CERP funding in selected Afghanistan provinces are operated, maintained, and functioning as intended and reported. This project could produce multiple products.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0106

**Country:** AF

**SOI:** 2

(Project: SIGAR-15-82-SP)

**Start Date:** Jun-14

**Est. Final Date:** Dec-17

**Status (survey) of health facilities in Afghanistan supported by either PCH or the World Bank's System Enhancement for Health Action in Transition (SEHAT) program**

Objectives: Evaluate the extent to which health facilities supported by either PCH or SEHAT in selected Afghan provinces are operated, maintained, and functioning as intended and reported. This project could produce multiple products.

**Ref No:** AFG 0107

**Country:** AF

**SOI:** 2, 4

(Project: SIGAR-SP-19D)

**Start Date:** Mar-15

**Est. Final Date:**

**G222 Scrapping**

Objectives: Assess the circumstances and decisions leading to the scrapping of the G222 platform in Afghanistan.

**Ref No:** AFG 0108

**Country:** AF

**SOI:** 2, 4

(Project: SIGAR-SP-19A)

**Start Date:** Mar-16

**Est. Final Date:** Dec-16

**G222 Procurement Lessons Learned**

Objectives: Evaluate the circumstances and decisions leading to the procurement and ultimate disposition of the G222 platform in Afghanistan.

**Ref No:** AFG 0109

**Country:** AF

**SOI:** 2

(Project: SIGAR-LL-05)

**Start Date:** Nov-15

**Est. Final Date:** Jul-16

**U.S. Government Involvement in Afghanistan's Private Sector Development and Economic Growth**

Objectives: Determine to what extent U.S. government support for private sector development and economic growth (PSD/EG) contributed to the development of a broad-based, sustainable Afghan economy; where that support was effective; and where different types and modalities of support might have proved more effective. Analysis will look both at institutional processes and actual impact. More specifically, the project seeks to fulfill the following sub-objectives: 1. Strategy: Determine the extent to which there was a comprehensive and consistent U.S. strategy for PSD/EG, and how it evolved over time in response to changes in Afghanistan's political and security situation. 2. Program Fit with Strategy: Establish the extent to which individual PSD/EG programs and projects fit with the overall stated strategy and goals. 3. Fit with Environment: Evaluate the extent to which strategy, policies, programs, and projects were a good fit with the environment. 4. Internal and External Coordination: Analyze the level of programmatic coherence among U.S. government agencies and other sectors and donors. 5. Lessons Learned and Recommendations: Identify lessons learned from the U.S. experience with PSD/EG in Afghanistan, and make actionable recommendations aimed at policy-makers and practitioners for addressing PSD/EG reconstruction assistance in Afghanistan and for potential future U.S. government engagements elsewhere.



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0110

**Country:** AF

**SOI:** 4

(Project: SIGAR-LL-08)

**Start Date:** Dec-15

**Est. Final Date:** Oct-16

### Filling of Personnel Requirements for the Reconstruction

Objectives: 1) Identify the level of personnel that DoD, USAID, and State determined they needed to effectively implement the reconstruction effort and how these requirements were determined; and 2) Assess how well the agencies filled these requirements and the overall cost of these efforts.

**Ref No:** AFG 0111

**Country:** AF

**SOI:** 4

(Project: SIGAR-LL-09)

**Start Date:** Feb-16

**Est. Final Date:** Dec-16

### Role and Impact of Stabilization Efforts

Objectives: 1) Assess DoD, USAID, and State's conception of stabilization and their roles in stabilization from 2001-2014; and 2) Evaluate the impact of stabilization efforts and projects in Afghanistan and their ultimate affect on the security situation there.

**Ref No:** AFG 0112

**Country:** AF

**SOI:** 4

(Project: SIGAR-LL-10)

**Start Date:** Apr-16

**Est. Final Date:** Feb-17

### Contracting & Procurement for the Afghanistan Reconstruction

Objectives: 1) Identify the vehicles that DoD, USAID, and State used to implement projects in Afghanistan, as well as the amounts of money that went through each of these mechanisms; and 2) Assess the relative effectiveness of these various vehicles and their comparative risks of waste, fraud, and abuse.

**Ref No:** AFG 0113

**Country:** AF

**SOI:** 4

(Project: SIGAR-I-036)

**Start Date:** Aug-15

**Est. Final Date:** Jun-16

### Inspection of Women's Dormitories at Balkh University

Objectives: To assess whether construction was completed in accordance with contract requirements and applicable construction standards, and whether the dormitories are being maintained and used as intended.

**Ref No:** AFG 0114

**Country:** AF

**SOI:** 4

(Project: SIGAR-I-037)

**Start Date:** Aug-15

**Est. Final Date:** Feb-16

### Inspection of the Salang Hospital in Parwan Province

Objectives: To determine the extent to which 1) Progress has been made in addressing previously identified deficiencies; and 2) The hospital is being maintained and used as intended.



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0115

**Country:** AF

**SOI:** 4

(Project: SIGAR-I-038)

**Start Date:** Aug-15

**Est. Final Date:** Jun-16

### Inspection of the Baghlan Prison

Objectives: To evaluate the progress made in repairing Baghlan prison. Specifically, to determine the extent to which 1) Repairs and any additional construction have been or are being completed in accordance with contract requirements, any subsequent agreements between OHG and INL, and applicable construction standards; and 2) The prison is being used as intended and maintained.

**Ref No:** AFG 0116

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-066)

**Start Date:** Jul-15

**Est. Final Date:** Mar-16

### Financial Audit of American Soybean Association

Objectives: Program: American Soybean Association -Provision of Agricultural Commodities through the Food for Progress Act; October 1, 2010 – September 30, 2013. Award: FCC-306-2010/028-00. Obligation: \$16,784,150.

**Ref No:** AFG 0117

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-080)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of the Halo Trust

Objectives: Program: The HALO Trust- Mine Clearance and Survey in Afghanistan; April 1, 2011–March 31, 2015. Award: SPMWRA13-GR-1004 and -1006, SPMWRA12-GR-1007 and -1009, SPMWRA11-GR-0016. Obligation: \$14,763,900.

**Ref No:** AFG 0118

**Country:** AF

**SOI:** 4

(Project: SIGAR-F-081)

**Start Date:** Mar-15

**Est. Final Date:** Mar-16

### Financial Audit of Mine Detection Dog Center

Objectives: Program: Mine Detection Dog Center- Community Based Demining Project; April 19, 2011–September 30, 2014. Award: SPMWRA11GR013, SPMWRA11GR017, SPMWRA12GR1014, SPMWRA12GR1015, SPMWRA13GR1005, SPMWRA13GR1018. Obligation: \$10,581,236.

**Ref No:** AFG 0119

**Country:** AF

**SOI:** 4

(Project: SIGAR-I-28)

**Start Date:** Feb-15

**Est. Final Date:** Nov-15

### Inspection of the Bagrami Industrial Park in Kabul, Afghanistan

Objectives: Assess whether 1) The work was completed in accordance with contract requirements and applicable construction standards; and 2) The project is being maintained and used as intended.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0122

**Country:** AF

**SOI:** 2, 4, 6

(Project: SP-84)

**Start Date:** Nov-15

**Est. Final Date:** Mar-16

**Final assessment of the efficiency and effectiveness of TFBSO activities in Afghanistan**

Objectives: Assess the extent to which TFBSO accomplished its mandate and achieved intended outcomes.

**Ref No:** AFG 0123

**Country:** AF

**SOI:** 4

(Project: F-061)

**Start Date:** Apr-14

**Est. Final Date:** Mar-16

**Financial Audit of Dyncorp International, LLC**

Objectives: Program: mentoring and training services in Afghanistan for the Afghan National Army; Obligation: \$1,030,743,724; Award Nos.: W91CRB-11-C-0053 & W91CRB-11-C-0030.

**Ref No:** AFG 0124

**Country:** AF

**SOI:** 4

(Project: F-082)

**Start Date:** Oct-15

**Est. Final Date:** Jun-16

**Financial Audit of Counterpart International**

Objectives: Program: Promoting Afghan Civic Education (PACE); Obligation: \$22,000,000; Award No: AID-306-A-14-00001.

**Ref No:** AFG 0125

**Country:** AF

**SOI:** 4

(Project: F-083)

**Start Date:** Oct-15

**Est. Final Date:** Jun-16

**Financial Audit of Democracy International**

Objectives: Program: Electoral Reform and Civic Advocacy (AERCA); Obligation: \$7,000,000–\$8,000,000; Award No.: 306-A-00-09-00522.

**Ref No:** AFG 0126

**Country:** AF

**SOI:** 4

(Project: F-084)

**Start Date:** Oct-15

**Est. Final Date:** Jun-16

**Financial Audit of Black & Veatch Special Projects Corporation**

Objectives: Program: Kandahar-Helmand Power Program; Obligation: \$224,002,578; Award No.: 306-C-00-11-00506.

**Ref No:** AFG 0127

**Country:** AF

**SOI:** 4

(Project: I-026)

**Start Date:** Dec-14

**Est. Final Date:** Jun-16

**Inspection of New Construction and Renovation Work at the Afghan Air Force Air University**

Objectives: Assess whether 1) work was or is being completed in accordance with contract requirements and applicable construction standards; and 2) completed facilities are being maintained and used as intended.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0128

**Country:** AF

**SOI:** 1

(Project: 106A)

**Start Date:** Apr-15

**Est. Final Date:** Jun-16

### Accountability for Afghan National Security Forces Organizational Clothing and Individual Equipment

Objectives: This audit will focus on DoD's procurement, maintenance, and oversight of ANSF OCIE. Specifically, we will evaluate: 1) the data and assumptions CSTC-A used for determining OCIE requirements for the ANA and ANP, and the extent to which those requirements reflected ongoing OCIE replacement needs resulting from troop attrition, equipment damage or loss, and regular wear and tear; 2) the effectiveness of DoD's oversight during the solicitation, award, and execution of the contracts to procure and maintain OCIE for the ANA and ANP; and 3) the extent to which CSTC-A and the Afghan government have developed and implemented processes and controls to account for OCIE that has been provided to the ANA and ANP.

## USAID OIG

**Total Projects:** 39

**Ref No:** AFG 0018

**Country:** AF

**SOI:** 2

(Project: FF201414)

**Start Date:** Oct-14

**Est. Final Date:** Dec-15

### ACA Financial Audit on Ministry of Public Health (MoPH)

Objectives: Under Partnership Contracts for Health (PCH) Program, 306-08-IL-06-00, for the period 9/23/2010 to 12/20/2013.

**Ref No:** AFG 0019

**Country:** AF

**SOI:** 2

(Project: FF201815)

**Start Date:** Jan-15

**Est. Final Date:** Oct-15

### ACA Financial Audit on The Asia Foundation (TAF)

Objectives: Under Financial Management Services for the American University of Afghanistan, 306-G-00-05-00525-00, Survey of the Afghan People, 306-A-00-09-00514, Fairness & Credibility of 2009 Presidential and Provincial Council Elections, 306-G-00-09-00521, Ministry of Women's Affairs, Restructuring & Empowerment, 306-AID-306-A-13-0001, Strengthening Education in Afghanistan, 306-A-00-10-00530, for the Period 3/24/2005-6/30/2014.

**Ref No:** AFG 0023

**Country:** AF

**SOI:** 2

(Project: FF201215)

**Start Date:** Jul-14

**Est. Final Date:** Oct-15

### ACA Financial Audit on Chemonics International, Inc.

Objectives: Under Trade Access and Facilitation for Afghanistan (TAF II), AID-306-TO-12-00010, for the period 10/16/2012 to 08/31/2013; Under Review of Ineligible Costs as a Result of SIGAR Financial Audit of Costs Incurred under USAID's Alternative Livelihood Program Southern Region (ALP/SR), 306-M-00-05-00516-00, for the period 02/15/2005 to 10/01/2009. Under Financial Access for Investing in the Development of Afghanistan - FAIDA, AID/306-C-00-11-00531-00, for the period 2/7/2011 to 3/31/2014.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0024

**Country:** AF

**SOI:** 2

(Project: FF100315)

**Start Date:** Mar-15

**Est. Final Date:** Dec-15

### **Audit of USAID/Afghanistan's Assistance in Building Afghanistan by Developing Enterprises Program**

Objectives: Determine whether the program is increasing private investment, creating jobs, and improving the business environment as planned.

**Ref No:** AFG 0033

**Country:** AF

**SOI:** 6

(Project: FF101014)

**Start Date:** Aug-14

**Est. Final Date:** Dec-15

### **Audit of USAID/Afghanistan's Strategy for Monitoring and Evaluating its Programs Throughout Afghanistan**

Objectives: Determine whether USAID/Afghanistan's monitoring and evaluation strategy provides effective coverage over program activities in Afghanistan.

**Ref No:** AFG 0034

**Country:** AF

**SOI:** 2

(Project: FF201315)

**Start Date:** Sep-15

**Est. Final Date:** Dec-15

### **ACA Financial Audit on Independent Administrative Reform and Civil Services Commission (IARCSC)**

Objectives: Under Civil Service Reform, Grant Agreement Number 306-06-00-01, for the period from Mar 1, 2013 to Oct 31, 2014.

**Ref No:** AFG 0035

**Country:** AF

**SOI:** 2

(Project: FF201415)

**Start Date:** Nov-14

**Est. Final Date:** Nov-15

### **ACA Financial Audit on International Organization for Migration**

Objectives: Under Construction of Health and Education Facilities (CHEF), Cooperative Agreement Number 306-A-00-08-00512, for the year ended 6/30/2014.

**Ref No:** AFG 0036

**Country:** AF

**SOI:** 2

(Project: FF201615)

**Start Date:** Oct-15

**Est. Final Date:** Mar-16

### **ACA Financial Audit on Roots of Peace**

Objectives: Under Commercial Horticulture and Agriculture Marketing Program (CHAMP), 306-A-00-10-00512, Afghan Agricultural Research and Extension Development (AGRED), AID-306-C-12-00006, for the three years ended 12/31/2014.

**Ref No:** AFG 0043

**Country:** AF

**SOI:** 2

(Project: FF202115)

**Start Date:** Aug-15

**Est. Final Date:** Mar-16

### **ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Public Health (MoPH)**

Objectives: Under Partnership Contracts for Health (PCH), Implementation Letter 306-08-IL-06, for the year ended 12/20/2014.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0044

**Country:** AF

**SOI:** 2

(Project: FF202215)

**Start Date:** Jun-15

**Est. Final Date:** Mar-16

**ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Education (MoE)**

Objectives: Under Basic Education, Literacy and Technical-Vocational Education (BELT), Implementation Letter No. 306-IL-12-07-20, for the year ended 12/20/2014.

**Ref No:** AFG 0045

**Country:** AF

**SOI:** 4

(Project: FF202315)

**Start Date:** Jun-15

**Est. Final Date:** Mar-16

**ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Da Afghanistan Breshna Sherkat (DABS)**

Objectives: Under Power Transmission Expansion and Connectivity (PTEC), 306-IL-13-22-7, for the period from 1/1/2013-12/20/2014, and Instalation of Turbine Generator Unit 2 at Kajaki Dam Hydropower Plant Project, 306-IL-13-56-1, for the period from 4/22/2013-12/20/2014.

**Ref No:** AFG 0048

**Country:** AF

**SOI:** 2

(Project: FF204415)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

**ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Agriculture, Irrigation & Livestock**

Objectives: Under Agriculture Development Fund, 306-IL-12-OAG-21, for the period from 1/1/14-12/31/14.

**Ref No:** AFG 0049

**Country:** AF

**SOI:** 2

(Project: FF204315)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

**ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Finance**

Objectives: Under Civilian Technical Assistance Program, 306-10-CTAP-IL, for the period from 3/21/14-TBD.

**Ref No:** AFG 0050

**Country:** AF

**SOI:** 4

(Project: FF202915)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

**ACA Financial Audit on Advanced Engineering Associates International**

Objectives: Under Shebregan Gas Development Activity, 306-AID-306-TO-12-00002, for the period from 10/1/13-3/31/15.

**Ref No:** AFG 0051

**Country:** AF

**SOI:** 4

(Project: FF202815)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

**ACA Financial Audit on Aga Khan Foundation USA**

Objectives: Under Multi Input Area Development, 306-AID-306-A-13-00002, for the period from 3/23/13-12/31/14.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0053

**Country:** AF

**SOI:** 4

(Project: 33200315)

**Start Date:** May-15

**Est. Final Date:** Dec-15

### ACA Financial Audit on Checchi & Company

Objectives: Under SUPPORT II, 306-AID-306-C-12-00012, for the period from 7/5/12-12/31/14, and Rule of Law Stabilization (Informal), 306-AID-306-C-12-00013, for the period from 7/16/12-3/13/14.

**Ref No:** AFG 0054

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** May-15

**Est. Final Date:** Dec-15

### ACA Financial Audit on Chemonics International

Objectives: Under FEWSNET Phase III, 306-AID-306-OAA-TO-12-00003 for the period from 12/29/11-12/31/14; RAMP-UP South, 306-C-00-10-00527, for the period from 10/1/13-3/31/14; FAIDA, 306-C-00-11-00531, for the period from 4/1/14-12/31/14; RADP-South, 306-C-13-00018, for the period from 10/7/13-12/31/14; Technical Assistance Project, 306-EEM-E-03-05-00006, for the period from 7/25/08-7/26/12; ATAR, 306-TO-13-00009, for the period from 11/7/13-12/31/14.

**Ref No:** AFG 0055

**Country:** AF

**SOI:** 4

(Project: 33200315)

**Start Date:** May-15

**Est. Final Date:** Dec-15

### ACA Financial Audit on Creative Associates International

Objectives: Under Afghanistan Workforce Development Program, 306-AID-306-C-12-00007, for the period from 4/5/12-4/4/15 and SWIFT III, 306-AID-OAA-TO-12-00010 for the period from 3/1/12-2/28/15.

**Ref No:** AFG 0056

**Country:** AF

**SOI:** 4

(Project: 33200315)

**Start Date:** May-15

**Est. Final Date:** Dec-15

### ACA Financial Audit on Development Alternatives Inc.

Objectives: Under IDEA NEW, 306-A-00-09-00508, for the period from 1/1/14-2/28/15; SIKa North, 306-AID-306-C-12-00003 for the period from 1/1/14-12/31/14; RADP-North, 306-AID-306-C-14-00002, for the period from 5/21/14-12/31/14; ALBA, 306-AID-306-TO-13-00004, for the period from 1/1/14-12/31/14; ACE, 306-EDH-I-14-05-00004, for the period from 1/1/14-1/15/15.

**Ref No:** AFG 0057

**Country:** AF

**SOI:** 4

(Project: FF203715)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

### ACA Financial Audit on Democracy International

Objectives: Under International Election Observation, 306-AID-306-A-14-00006, for the period from 2/1/14-12/31/14; Rule of Law Stabilization (Formal), 306-AID-306-TO-12-00005, for the period from 4/15/12-8/30/12; Governance Assessment, 306-AID-306-TO-12-00009, for the period from 6/21/12-8/9/12.

## Reconstruction/All Other Projects in Afghanistan

**Ref No: AFG 0058**

**Country: AF**

**SOI: 4**

(Project: FF202615)

**Start Date: Dec-15**

**Est. Final Date: Mar-16**

### ACA Financial Audit on ECC Worley Parsons LLC

Objectives: Under MIDAS, 306-AID-306-TO-13-00003, for the period from 3/31/13-12/31/14.

**Ref No: AFG 0059**

**Country: AF**

**SOI: 4**

(Project: FF203315)

**Start Date: Dec-15**

**Est. Final Date: Mar-16**

### ACA Financial Audit on Family Health International

Objectives: Under Afghanistan University Support & Workforce Development Program, 306-A-13-00009, for the period from 1/1/14-12/31/14. Development Program, AID-306-A-13-00009, for the period from 1/1/14-9/30/14.

**Ref No: AFG 0060**

**Country: AF**

**SOI: 4**

(Project: FF203615)

**Start Date: Dec-15**

**Est. Final Date: Mar-16**

### ACA Financial Audit on Futures Group International LLC

Objectives: Under Health Policy Project, 306-OAA-A-10-00067, for the period from 4/10/12-12/31/14.

**Ref No: AFG 0061**

**Country: AF**

**SOI: 4**

(Project: FF203115)

**Start Date: Sep-15**

**Est. Final Date: Dec-15**

### ACA Financial Audit on International Relief & Development

Objectives: Under Kandahar Food Zone, 306-AID-306-A-13-00008, for the period from 7/31/13-12/31/14.

**Ref No: AFG 0062**

**Country: AF**

**SOI: 4**

(Project: FF203215)

**Start Date: Dec-15**

**Est. Final Date: Mar-16**

### ACA Financial Audit on John Snow, Inc.

Objectives: Under 306-AID-OAA-TO-10-00066 for the period from 9/30/10-12/31/14.

**Ref No: AFG 0063**

**Country: AF**

**SOI: 4**

(Project: FF204015)

**Start Date: Dec-15**

**Est. Final Date: Mar-16**

### ACA Financial Audit on KNCV

Objectives: Under TB Field Support, 306-AID-OAA-A-10-00020 for the period from 9/29/10-12/31/14.

**Ref No: AFG 0064**

**Country: AF**

**SOI: 4**

(Project: FF203815)

**Start Date: Dec-15**

**Est. Final Date: Mar-16**

### ACA Financial Audit on MSH

Objectives: Under Strengthening Pharmaceutical Systems, 306-A-00-11-00532, for the period from 7/1/14 - 6/30/15.



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0065

**Country:** AF

**SOI:** 4

(Project: 33200315)

**Start Date:** May-15

**Est. Final Date:** Dec-15

### ACA Financial Audit on MSI

Objectives: Under MISTI, 306-AID-306-TO-12-00004, for the period from 9/14/13-3/31/15 and Assistance to Afghanistan Anti-Corruption Authority Program, for the period from 7/1/12-11/15/13.

**Ref No:** AFG 0066

**Country:** AF

**SOI:** 4

(Project: TBD)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

### ACA Financial Audit on National Academy of Sciences

Objectives: Under PEER Grants, 306-AID-OAA-A-11-00012 for the period from 7/25/11-12/31/14.

**Ref No:** AFG 0067

**Country:** AF

**SOI:** 4

(Project: FF202515)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

### ACA Financial Audit on National Democratic Institute

Objectives: Under Supporting Political Entities and Civil Society, 306-A-13-00003 and International Election Observation, 306-AID-306-A-14-00005 for the period from 7/7/13-2/28/15.

**Ref No:** AFG 0068

**Country:** AF

**SOI:** 4

(Project: FF203015)

**Start Date:** Aug-15

**Est. Final Date:** Feb-16

### ACA Financial Audit on New Mexico State University

Objectives: Under Afghanistan Water, Agriculture, and Technology Transfer, 306-A-00-08-00506 for the period from 3/3/08-6/30/11.

**Ref No:** AFG 0069

**Country:** AF

**SOI:** 4

(Project: FF203915)

**Start Date:** Aug-15

**Est. Final Date:** Feb-16

### ACA Financial Audit on Purdue University

Objectives: Under Advancing Afghan Agriculture Alliance, 306-A-00-07-00509 for the period from 9/14/06-3/31/11 and Strengthening Afghanistan Agricultural Faculties, 306-A-00-11-00516 for the period 1/1/14-12/31/14.

**Ref No:** AFG 0070

**Country:** AF

**SOI:** 4

(Project: FF204215)

**Start Date:** Dec-15

**Est. Final Date:** Mar-16

### ACA Financial Audit on The Asia Foundation

Objectives: Under Ministry of Women's Affairs Restructuring, 306-AID-306-A-13-00001, for the period from 7/1/14-12/31/14; Strengthening Education in Afghanistan, 306-AID-306-A-14-00008 for the period 5/19/14-12/31/14; Survey of the Afghanistan People Program, 306-G-12-00003, for the period from 10/11/12-4/30/15; International Elections Observation, 306-AID-306-A-14-00012 for the period from 8/4/14-1/5/15.



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0071

**Country:** AF

**SOI:** 4

(Project: FF203515)

**Start Date:** Sep-15

**Est. Final Date:** Dec-15

### ACA Financial Audit on Tetra Tech, Inc

Objectives: Under Afghan Engineering Support Program, 306-EDH-I-00-08-00027, for the period from 1/1/14-12/31/14.

**Ref No:** AFG 0073

**Country:** AF

**SOI:** 4

(Project: FF203415)

**Start Date:** Aug-15

**Est. Final Date:** Feb-16

### ACA Financial Audit on UC-Davis

Objectives: Under Pastoral Engagement, Adaptation & Capacity Enhancement, 306-A-00-06-00521, for the period from 7/1/06-10/31/12.

**Ref No:** AFG 0074

**Country:** AF

**SOI:** 4

(Project: FF204115)

**Start Date:** Aug-15

**Est. Final Date:** Feb-16

### ACA Financial Audit on Volunteers for Economic Growth Alliance

Objectives: Under ABADE, 306-AID-306-LA-13-00001, for the period from 1/1/14-12/31/14 and CBCMP-II, 306-AID-306-A-14-00010, for the period from 7/10/14-12/31/14.

**Ref No:** AFG 0091

**Country:** AF

**SOI:** 2

(Project: FF1C0116)

**Start Date:** Dec-15

**Est. Final Date:** Jun-16

### Audit of USAID/Afghanistan's Use of the Afghanistan Reconstruction Trust Fund (ARTF)

Objectives: Determine whether USAID/Afghanistan adopted effective and consistent practices to provide reasonable assurance that activities implemented through the Afghanistan Reconstruction Trust Fund contribute to achieving USAID's objectives in Afghanistan.

**Ref No:** AFG 0092

**Country:** AF

**SOI:** 2

(Project: FF1C0316)

**Start Date:** Nov-15

**Est. Final Date:** Apr-16

### Follow-up Review of Selected Recommendations From the Audit of USAID/Afghanistan's Internal Controls in the Administration of the Involuntary Separate Maintenance Allowance (ISMA)

Objectives: Determine whether USAID/Afghanistan's implementation of Recommendations 1, 2, 4, and 9 from the Audit of USAID/Afghanistan's Internal Controls in the Administration of the Involuntary Separate Maintenance Allowance prevented improper use of ISMA.

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0120

**Country:** AF

**SOI:** 2

(Project: FF1C0216)

**Start Date:** Jan-16

**Est. Final Date:** Jun-16

### **Audit of USAID/Afghanistan's New Development Partnership**

Objectives: To determine if USAID/Afghanistan 1) Adequately has verified sufficient evidence of the achievement of indicators under the New Development Partnership for any payments made to date; and 2) Has adopted internal policies and procedures to provide reasonable assurance that sufficient evidence of the achievement of indicators not yet attained under the New Development Partnership will be presented and adequately verified.

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**Total All AFG Projects:** 123

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# APPENDIX 1.A

## SECTION 8L OF THE INSPECTOR GENERAL ACT OF 1978, AS AMENDED

### §8L. Special Provisions Concerning Overseas Contingency Operations

(a) Additional Responsibilities of Chair of Council of Inspectors General on Integrity and Efficiency.-Upon the commencement or designation of a military operation as an overseas contingency operation that exceeds 60 days, the Chair of the Council of Inspectors General on Integrity and Efficiency (CIGIE) shall, in consultation with the members of the Council, have the additional responsibilities specified in subsection (b) with respect to the Inspectors General specified in subsection (c).

(b) Specific Responsibilities.-The responsibilities specified in this subsection are the following:

*(1) In consultation with the Inspectors General specified in subsection (c), to designate a lead Inspector General in accordance with subsection (d) to discharge the authorities of the lead Inspector General for the overseas contingency operation concerned as set forth in subsection (d).*

*(2) To resolve conflicts of jurisdiction among the Inspectors General specified in subsection (c) on investigations, inspections, and audits with respect to such contingency operation in accordance with subsection (d)(2)(B).*

*(3) To assist in identifying for the lead inspector general for such contingency operation, Inspectors General and inspector general office personnel available to assist the lead Inspector General and the other Inspectors General specified in subsection (c) on matters relating to such contingency operation.*

(c) Inspectors General.-The Inspectors General specified in this subsection are the Inspectors General as follows:

*(1) The Inspector General for the Department of Defense.*

*(2) The Inspector General for the Department of State.*

*(3) The Inspector General for the United States Agency for International Development.*

(d) Lead Inspector General for Overseas Contingency Operation.-

*(1) A lead Inspector General for an overseas contingency operation shall be designated by the Chair of the Council of Inspectors General on Integrity and Efficiency under subsection (b)(1) not later than 30 days after the commencement or designation of the military operation concerned as an overseas contingency operation that exceeds 60 days. The lead Inspector General for a contingency operation shall be designated from among the Inspectors General specified in subsection (c).*

*(2) The lead Inspector General for an overseas contingency operation shall have the following responsibilities:*

*(A) To appoint, from among the offices of the other Inspectors General specified in subsection (c), an Inspector General to act as associate Inspector General for the contingency operation who shall act in a coordinating role to assist the lead Inspector General in the discharge of responsibilities under this subsection.*

(B) To develop and carry out, in coordination with the offices of the other Inspectors General specified in subsection (c), a joint strategic plan to conduct comprehensive oversight over all aspects of the contingency operation and to ensure through either joint or individual audits, inspections, and investigations, independent and effective oversight of all programs and operations of the Federal Government in support of the contingency operation.

(C) To review and ascertain the accuracy of information provided by Federal agencies relating to obligations and expenditures, costs of programs and projects, accountability of funds, and the award and execution of major contracts, grants, and agreements in support of the contingency operation.

(D)(i) If none of the Inspectors General specified in subsection (c) has principal jurisdiction over a matter with respect to the contingency operation, to exercise responsibility for discharging oversight responsibilities in accordance with this Act with respect to such matter.

(ii) If more than one of the Inspectors General specified in subsection (c) has jurisdiction over a matter with respect to the contingency operation, to determine principal jurisdiction for discharging oversight responsibilities in accordance with this Act with respect to such matter.

(E) To employ, or authorize the employment by the other Inspectors General specified in subsection (c), on a temporary basis using the authorities in section 3161 of title 5, United States Code, such auditors, investigators, and other personnel as the lead Inspector General considers appropriate to assist the lead Inspector General and such other Inspectors General on matters relating to the contingency operation.

(F) To submit to Congress on a bi-annual basis, and to make available on an Internet website available to the public, a report on the activities of the lead Inspector General and the other Inspectors General specified in subsection (c) with respect to the contingency operation, including-

(i) the status and results of investigations, inspections, and audits and of referrals to the Department of Justice; and

(ii) overall plans for the review of the contingency operation by inspectors general, including plans for investigations, inspections, and audits.

(G) To submit to Congress on a quarterly basis, and to make available on an Internet website available to the public, a report on the contingency operation.

(H) To carry out such other responsibilities relating to the coordination and efficient and effective discharge by the Inspectors General specified in subsection (c) of duties relating to the contingency operation as the lead Inspector General shall specify.

(3)(A) The lead Inspector General for an overseas contingency operation may employ, or authorize the employment by the other Inspectors General specified in subsection (c) of, annuitants covered by section 9902(g) of title 5, United States Code, for purposes of assisting the lead Inspector General in discharging responsibilities under this subsection with respect to the contingency operation.

(B) The employment of annuitants under this paragraph shall be subject to the provisions of section 9902(g) of title 5, United States Code, as if the lead Inspector General concerned was the Department of Defense.

- (C) The period of employment of an annuitant under this paragraph may not exceed three years, except that the period may be extended for up to an additional two years in accordance with the regulations prescribed pursuant to section 3161(b)(2) of title 5, United States Code.*
- (4) The lead Inspector General for an overseas contingency operation shall discharge the responsibilities for the contingency operation under this subsection in a manner consistent with the authorities and requirements of this Act generally and the authorities and requirements applicable to the Inspectors General specified in subsection (c) under this Act.*
- (e) Sunset for Particular Contingency Operations.-The requirements and authorities of this section with respect to an overseas contingency operation shall cease at the end of the first fiscal year after the commencement or designation of the contingency operation in which the total amount appropriated for the contingency operation is less than \$100,000,000.
- (f) Construction of Authority.-Nothing in this section shall be construed to limit the ability of the Inspectors General specified in subsection (c) to enter into agreements to conduct joint audits, inspections, or investigations in the exercise of their oversight responsibilities in accordance with this Act with respect to overseas contingency operations.

(Pub. L. 95-452, §8L, as added Pub. L. 112-239, div. A, title VIII, §848(2), Jan. 2, 2013, 126 Stat. 1851.).

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## **APPENDIX 1.B**

### **SECTION 842 OF THE NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2008**

Public Law 110-181, “The National Defense Authorization Act for Fiscal Year 2008,” section 842, “Investigation of Waste, Fraud, and Abuse in Wartime Contracts and Contracting Processes in Iraq and Afghanistan,” January 28, 2008, requires the Inspector General of the Department of Defense to develop a comprehensive plan for a series of audits of Department of Defense contracts, subcontracts, and task and delivery orders for the logistical support of coalition forces in Iraq and Afghanistan. The Act also requires that the Special Inspector General for Afghanistan Reconstruction develop a comprehensive plan for a series of audits of Federal agency contracts, subcontracts, and task and delivery orders for the performance of security and reconstruction functions in Iraq and Afghanistan.



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# APPENDIX 1.C

## COP–OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN

To more accurately distinguish OCO-related oversight projects from general in-country oversight projects, the project numbering system has been updated. Previously, all projects not directly related to OFS or OIR were assigned a general Southwest Asia (SWA) Reference Number. Ongoing and Planned projects related to Reconstruction and Humanitarian Aid in Afghanistan are now assigned a reference number prefixed with AFG.

The Crosswalk Table 1-C below shows those projects impacted by this change. The new AFG number may be used as a reference to locate the project and additional details in the Afghanistan section, FY 2016 Reconstruction/All Other Afghanistan Projects at a Glance beginning on page 60. All projects completed by the end of FY 2015 have retained their historic COPSWA Reference Numbers.

*TABLE 1-C. COP–OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN*

AGENCY	PROJECT TITLE	OLD REF. #	NEW REF. #
AFAA	Wireless Network Security Issue	SWA 1617	AFG 0026
AFAA	AOR-Morale Network Operations	SWA 1618	AFG 0027
AFAA	USAFCENT - Deployed Equipment Assets	SWA 1619	AFG 0028
AFAA	Follow Up – USAFCENT Commercial Tender Program	SWA 1620	AFG 0029
DOS OIG	Audit of Afghanistan Life Support Services (ALSS) Contract Planning & Solicitation and Award Process	SWA 1565	AFG 0020
DOS OIG	Audit of Embassy Kabul Planning for a Reduced Military Presence in Afghanistan and the Sustainability of Key Programs	SWA 1566	AFG 0021
DOS OIG	Audit of the Department of State’s Vetting of non-U.S. contractors in Afghanistan	SWA 1783	AFG 0090
DOS OIG	Audit of Embassy Kabul Planning for a Reduced Military Presence in Afghanistan and the Sustainability of Key Programs	SWA 1566	AFG 0121
GAO	Disposal of Waste in Burn Pits	SWA 1788	AFG 0093
SIGAR	U.S. Agency for International Development’s (USAID) Measuring Impacts of Stabilization Initiatives (MISTI) Program	SWA 1301	AFG 0001
SIGAR	U.S. Government Efforts to Assist in Reconstruction and Commercialization of Afghanistan’s Information and Communication Technology Sector	SWA 1302	AFG 0002
SIGAR	Use of Third-Party Monitoring by USAID	SWA 1304	AFG 0003

TABLE 1-C. COP-OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN (CONT'D)

AGENCY	PROJECT TITLE	OLD REF. #	NEW REF. #
SIGAR	Lessons Learned Review of the G222 (C-27A) Aircraft Program	SWA 1394	AFG 0004
SIGAR	Audit of USAID's Afghan Growth Finance Program	SWA 1432	AFG 0005
SIGAR	Stabilization in Key Areas (SIKA) South - Contract - 306-AID-306-C-12-00005/306-AID-306-C-13-00003	SWA 1453	AFG 0008
SIGAR	Improving Livelihoods and Governance through Natural Resource Management - Contract - 306-A-00-10-00516	SWA 1455	AFG 0009
SIGAR	Engineering, Quality Assurance and Logistical Support (EQUALS) - Contract - 306-C-00-11-00512-00	SWA 1456	AFG 0010
SIGAR	Promotion and Protection of Afghan Women's Rights in Afghanistan - Contract - SAF20011GR60431/SINLEC11GR017	SWA 1466	AFG 0012
SIGAR	Human Trafficking of Third Country Nationals (TCNs) on Reconstruction Contracts	SWA 1479	AFG 0013
SIGAR	Fiscal year 2011 Afghanistan Infrastructure Fund Follow-up	SWA 1494	AFG 0014
SIGAR	Healthcare Sector Audit	SWA 1495	AFG 0015
SIGAR	Data Collection and Verification on US Foreign Assistance to Afghanistan	SWA 1496	AFG 0016
SIGAR	Financial Audit of PRI/DJI, A Construction JV	SWA 1724	AFG 0084
SIGAR	Financial Audit of PRI/DJI, A Construction JV	SWA 1725	AFG 0085
SIGAR	U.S. Funding Provided to the Afghan Government to Pay for Salary Supplements	SWA 1751	AFG 0086
SIGAR	Interim Assessment of SIGAR's Audits and Inspections of State- and USAID-funded Construction Projects in Afghanistan Issued from Fiscal Year 2009 through Fiscal Year 2015	SWA 1752	AFG 0087
SIGAR	Follow Up on U.S. Efforts to Strengthen the Afghan Government's Central Audit Capacity	SWA 1754	AFG 0088
SIGAR	Counternarcotics in the Afghanistan Reconstruction	SWA 1757	AFG 0089
SIGAR	Effectiveness of the Commander's Emergency Response Program (CERP) in Afghanistan	SWA 1796	AFG 0094
SIGAR	Follow Up Audit of the Afghanistan Reconstruction Trust Fund (ARTF)	SWA 1798	AFG 0095
SIGAR	Review of Efforts to Develop the Afghan Government's Internal Audit Capacity	SWA 1800	AFG 0096
SIGAR	Organization, Planning, and Management of USAID-funded Industrial Parks in Afghanistan	SWA 1801	AFG 0097

TABLE 1-C. COP-OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN (CONT'D)

AGENCY	PROJECT TITLE	OLD REF. #	NEW REF. #
<b>SIGAR</b>	U.S. Efforts to Develop Afghanistan's Agriculture Sector	SWA 1804	AFG 0098
<b>SIGAR</b>	Use of Third-Party Monitoring by the U.S. Army Corps of Engineers	SWA 1805	AFG 0099
<b>SIGAR</b>	Use of Contractors' Past Performance to Award Select Reconstruction Contracts in Afghanistan	SWA 1806	AFG 0100
<b>SIGAR</b>	USAID Support for the Ministry of Public Health's Hospital Policy Project (HPP) and Public-Private Partnerships (PPP)	SWA 1807	AFG 0101
<b>SIGAR</b>	Use and Oversight of Reconstruction Funds Transferred from USAID to Other U.S. Agencies	SWA 1808	AFG 0102
<b>SIGAR</b>	Use of Third-Party Monitoring by the Department of State	SWA 1809	AFG 0103
<b>SIGAR</b>	Department of Defense's, Department of State's, and U.S. Agency for International Development's Implementation of Wartime Contracting Commission Recommendations	SWA 1812	AFG 0104
<b>SIGAR</b>	Status (survey) of schools constructed using USAID or CERP funding in selected Afghan provinces	SWA 1813	AFG 0105
<b>SIGAR</b>	Status (survey) of health facilities in Afghanistan supported by either PCH or the World Bank's System Enhancement for Health Action in Transition (SEHAT) program	SWA 1814	AFG 0106
<b>SIGAR</b>	G222 Scrapping	SWA 1816	AFG 0107
<b>USAID OIG</b>	ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Public Health (MoPH)	SWA 1679	AFG 0043
<b>USAID OIG</b>	ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Education (MoE)	SWA 1680	AFG 0044
<b>USAID OIG</b>	ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Da Afghanistan Breshna Sherkat (DABS)	SWA 1681	AFG 0045
<b>USAID OIG</b>	ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Agriculture, Irrigation & Livestock	SWA 1686	AFG 0048
<b>USAID OIG</b>	ACA Financial Audit on the Government of the Islamic Republic of Afghanistan, Ministry of Finance	SWA 1687	AFG 0049
<b>USAID OIG</b>	ACA Financial Audit on Advanced Engineering Associates International	SWA 1688	AFG 0050
<b>USAID OIG</b>	ACA Financial Audit on Aga Khan Foundation USA	SWA 1689	AFG 0051
<b>USAID OIG</b>	ACA Financial Audit on Black & Veatch Special Projects Corporation	SWA 1690	AFG 0052

TABLE 1-C. COP-OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN (CONT'D)

AGENCY	PROJECT TITLE	OLD REF. #	NEW REF. #
USAID OIG	ACA Financial Audit on Checchi & Company	SWA 1691	AFG 0053
USAID OIG	ACA Financial Audit on Chemonics International	SWA 1693	AFG 0054
USAID OIG	ACA Financial Audit on Creative Associates International	SWA 1694	AFG 0055
USAID OIG	ACA Financial Audit on Development Alternatives Inc.	SWA 1695	AFG 0056
USAID OIG	ACA Financial Audit on Democracy International	SWA 1696	AFG 0057
USAID OIG	ACA Financial Audit on ECC Worley Parsons LLC	SWA 1697	AFG 0058
USAID OIG	ACA Financial Audit on Family Health International	SWA 1698	AFG 0059
USAID OIG	ACA Financial Audit on Futures Group International LLC	SWA 1699	AFG 0060
USAID OIG	ACA Financial Audit on International Relief & Development	SWA 1700	AFG 0061
SIGAR	Review of land reform in Afghanistan	SWA 1498	AFG 0017
SIGAR	USG Strategy and Planning for Afghanistan Reconstruction	SWA 1581	AFG 0022
SIGAR	USG International Coordination and Governance of Afghanistan Reconstruction	SWA 1624	AFG 0030
SIGAR	Financial Audit of Zantech IT Services, Inc.	SWA 1630	AFG 0031
SIGAR	Financial Audit Zantech IT Services, Inc.	SWA 1631	AFG 0032
SIGAR	Sheberghan Teacher Training Facility Follow-up	SWA 1640	AFG 0037
SIGAR	Gardez Hospital Inspection Follow-Up	SWA 1641	AFG 0038
SIGAR	U.S. Efforts to Assist Afghan Refugees and Internally Displaced Persons	SWA 1657	AFG 0039
SIGAR	U.S. Efforts to Develop Afghanistan's Extractives Industry	SWA 1658	AFG 0040
SIGAR	U.S. Efforts to Assist and Improve Afghanistan's Primary and Secondary Education Systems	SWA 1659	AFG 0041
SIGAR	U.S. Funding for Road Projects in Afghanistan	SWA 1660	AFG 0042
SIGAR	Inspection of the Women's Dormitory at Herat University	SWA 1683	AFG 0046
SIGAR	USAID's Promoting Gender Equity in National Priority Programs (Promote)	SWA 1684	AFG 0047
SIGAR	Financial Audit for Support for AUAF	SWA 1715	AFG 0075
SIGAR	Financial Audit of Health Care Improvement	SWA 1716	AFG 0076

TABLE 1-C. COP-OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN (CONT'D)

AGENCY	PROJECT TITLE	OLD REF. #	NEW REF. #
<b>SIGAR</b>	Financial Audit of Irrigation and Watershed Management Program (IWMP)	SWA 1717	AFG 0077
<b>SIGAR</b>	Financial Audit of Mission Essential Personnel, LLC	SWA 1718	AFG 0078
<b>SIGAR</b>	Financial Audit of Environmental Chemical Corp	SWA 1719	AFG 0079
<b>SIGAR</b>	Financial Audit of Gilbane Federal	SWA 1720	AFG 0080
<b>SIGAR</b>	Financial Audit of Gilbane Federal	SWA 1721	AFG 0081
<b>SIGAR</b>	Financial Audit of PRI/DJI, A Construction JV	SWA 1722	AFG 0082
<b>SIGAR</b>	Financial Audit of AMEC Earth & Environmental Inc.	SWA 1723	AFG 0083
<b>SIGAR</b>	G222 Procurement Lessons Learned	SWA 1818	AFG 0108
<b>SIGAR</b>	USG Efforts to Promote Economic Growth in Afghanistan	SWA 1819	AFG 0109
<b>SIGAR</b>	Filling of Personnel Requirements for the Reconstruction	SWA 1822	AFG 0110
<b>SIGAR</b>	Role and Impact of Stabilization Efforts	SWA 1823	AFG 0111
<b>SIGAR</b>	Contracting & Procurement for the Afghanistan Reconstruction	SWA 1824	AFG 0112
<b>SIGAR</b>	Inspection of Women's Dormitories at Balkh University	SWA 1829	AFG 0113
<b>SIGAR</b>	Inspection of the Salang Hospital in Parwan Province	SWA 1830	AFG 0114
<b>SIGAR</b>	Inspection of the Baghlan Prison	SWA 1831	AFG 0115
<b>SIGAR</b>	Financial Audit of American Soybean Association	SWA 1837	AFG 0116
<b>SIGAR</b>	Financial Audit of the Halo Trust	SWA 1838	AFG 0117
<b>SIGAR</b>	Financial Audit of Mine Detection Dog Center	SWA 1839	AFG 0118
<b>SIGAR</b>	Inspection of the Bagrami Industrial Park in Kabul, Afghanistan	SWA 1840	AFG 0119
<b>USAID OIG</b>	ACA Financial Audit on Ministry of Public Health (MoPH)	SWA 1523	AFG 0018
<b>USAID OIG</b>	ACA Financial Audit on The Asia Foundation (TAF)	SWA 1549	AFG 0019
<b>USAID OIG</b>	ACA Financial Audit on Chemonics International, Inc.	SWA 1583	AFG 0023
<b>USAID OIG</b>	Audit of USAID/Afghanistan's Assistance in Building Afghanistan by Developing Enterprises Program	SWA 1593	AFG 0024
<b>USAID OIG</b>	Audit of USAID/Afghanistan's Strategy for Monitoring and Evaluating its Programs Throughout Afghanistan	SWA 1632	AFG 0033

*TABLE 1-C. COP-OCO CROSSWALK OF RECATEGORIZED RECONSTRUCTION AND HUMANITARIAN AID IN AFGHANISTAN (CONT'D)*

AGENCY	PROJECT TITLE	OLD REF. #	NEW REF. #
USAID OIG	ACA Financial Audit on Independent Administrative Reform and Civil Services Commission (IARCSC)	SWA 1637	AFG 0034
USAID OIG	ACA Financial Audit on International Organization for Migration	SWA 1638	AFG 0035
USAID OIG	ACA Financial Audit on Roots of Peace	SWA 1639	AFG 0036
USAID OIG	ACA Financial Audit on John Snow, Inc.	SWA 1701	AFG 0062
USAID OIG	ACA Financial Audit on KNCV	SWA 1702	AFG 0063
USAID OIG	ACA Financial Audit on MSH	SWA 1703	AFG 0064
USAID OIG	ACA Financial Audit on MSI	SWA 1704	AFG 0065
USAID OIG	ACA Financial Audit on National Academy of Sciences	SWA 1705	AFG 0066
USAID OIG	ACA Financial Audit on National Democratic Institute	SWA 1706	AFG 0067
USAID OIG	ACA Financial Audit on New Mexico State University	SWA 1707	AFG 0068
USAID OIG	ACA Financial Audit on Purdue University	SWA 1708	AFG 0069
USAID OIG	ACA Financial Audit on The Asia Foundation	SWA 1710	AFG 0070
USAID OIG	ACA Financial Audit on Tetra Tech, Inc	SWA 1711	AFG 0071
USAID OIG	RCA Financial Audit on Turquoise Mountain Trust	SWA 1712	AFG 0072
USAID OIG	ACA Financial Audit on UC-Davis	SWA 1713	AFG 0073
USAID OIG	ACA Financial Audit on Volunteers for Economic Growth Alliance	SWA 1714	AFG 0074
USAID OIG	Audit of USAID/Afghanistan's Use of the Afghanistan Reconstruction Trust Fund (ARTF)	SWA 1786	AFG 0091
USAID OIG	Follow-up Review of Selected Recommendations From the Audit of USAID/Afghanistan's Internal Controls in the Administration of the Involuntary Separate Maintenance Allowance (ISMA)	SWA 1787	AFG 0092
USAID OIG	Audit of USAID/Afghanistan's New Development Partnership	SWA 1841	AFG 0120

# AFGHANISTAN ACRONYMS

<b>ANA</b>	Afghan National Army
<b>ANDSF</b>	Afghan National Defense and Security Forces
<b>ANP</b>	Afghan National Police
<b>ASFF</b>	Afghan Security Forces' Fund
<b>ASSF</b>	Afghan Special Security Forces
<b>BBG</b>	Broadcasting Board of Governors
<b>BSA</b>	Bilateral Security Agreement
<b>COP-OCO</b>	Comprehensive Oversight Plan for Overseas Contingency Operations
<b>CT</b>	Counterterrorism
<b>DCIS</b>	Defense Criminal Investigative Service
<b>DoD</b>	Department of Defense
<b>DOS</b>	Department of State
<b>DSCMO-A</b>	Defense Security Cooperation Management Office-Afghanistan
<b>FCIWG</b>	Fraud and Corruption Investigative Working Group
<b>FY</b>	Fiscal Year
<b>GIRoA</b>	Government of the Islamic Republic of Afghanistan
<b>HUMINT</b>	Human Intelligence
<b>ICCTF</b>	International Contract Corruption Task Force
<b>IG</b>	Inspector General
<b>INCLE</b>	International Narcotics Control and Law Enforcement
<b>INL</b>	DOS Bureau of International Narcotics and Law Enforcement Affairs
<b>ISAF</b>	International Security Assistance Force
<b>ISR</b>	Intelligence, Surveillance, and Reconnaissance
<b>Lead IG</b>	Lead Inspector General
<b>LOTFA</b>	Law and Order Trust Fund for Afghanistan
<b>MOU</b>	Memorandum of Understanding
<b>NATO</b>	North Atlantic Treaty Organization
<b>NTIC</b>	National Threat Intelligence Center
<b>OFS</b>	Operation Freedom's Sentinel
<b>RS</b>	Resolute Support
<b>SIGAR</b>	Special Inspector General for Afghanistan Reconstruction
<b>UNDP</b>	United Nations Development Programme
<b>USAID</b>	U.S. Agency for International Development



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# SECTION 2

## OPERATION INHERENT RESOLVE





## OPERATION INHERENT RESOLVE CONTENTS

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# FOREWORD

## OPERATION INHERENT RESOLVE

This Fiscal Year (FY) 2016 Joint Strategic Oversight Plan for Operation Inherent Resolve was prepared pursuant to section 8L of the Inspector General Act of 1978, as amended, which established the responsibilities for a Lead Inspector General (Lead IG) to provide for coordinated and comprehensive execution of oversight during an overseas contingency operation. These responsibilities are directed to the Inspectors General (IGs) for the U.S. Department of Defense (DoD), U.S. Department of State (DOS), and the U.S. Agency for International Development (USAID). The plan also addresses section 842 of the National Defense Authorization Act of 2008 regarding oversight in Iraq.

Operation Inherent Resolve was designated as an overseas contingency operation on October 17, 2014. On December 17, 2014, the Chair of the Council of the Inspectors General on Integrity and Efficiency designated the Inspector General for DoD as the Lead IG in accordance with section 8L(d)(1). On December 18, 2014, the Lead IG appointed the Inspector General for DOS to serve as the Associate Inspector General (Associate IG) in accordance with section 8L(d)(2)(A).

The three Lead IG agencies coordinate with the oversight partners of the Southwest Asia Joint Planning Group. Together they have planned and conducted audits, evaluations, inspections, and investigations in Iraq for the past several years regarding section 842.

The Lead IG agencies and the other oversight partners of the Southwest Asia Joint Planning Group will continue to work together to provide coordinated whole-of-government oversight in Iraq and Syria to deter waste, fraud, and abuse and to promote effective stewardship of taxpayer dollars.

EFFECTIVE DATE: This FY 2016 Joint Strategic Oversight Plan for Operation Inherent Resolve is as of October 1, 2015. This plan is approved upon the signature by all parties below.



Handwritten signature of Jon T. Rymer in black ink.

**JON T. RYMER**

Lead Inspector General for  
Operation Inherent Resolve  
Inspector General  
U.S. Department of Defense



Handwritten signature of Steve A. Linick in black ink.

**STEVE A. LINICK**

Associate Inspector General for  
Operation Inherent Resolve  
Inspector General  
U.S. Department of State and the  
Broadcasting Board of Governors



Handwritten signature of Catherine M. Trujillo in black ink.

**CATHERINE M. TRUJILLO**

Acting Deputy Inspector General  
U.S. Agency for International  
Development

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# FY 2016 JOINT STRATEGIC OVERSIGHT PLAN FOR OPERATION INHERENT RESOLVE

## INTRODUCTION

The U.S. strategy to degrade and ultimately defeat the Islamic State of Iraq and the Levant (ISIL) calls for the combined efforts of numerous federal agencies and constitutes a broadly based whole-of-government approach. This strategy requires the coordination of multiple lines of effort, including providing military support to coalition partners, preventing the flow of funds and fighters to ISIL, addressing humanitarian crises in the region, and exposing ISIL's true nature. In October 2014, military support for this strategy was designated as Operation Inherent Resolve (OIR).

Critical to the success of OIR are efforts to train, assist, and equip the military and other forces associated with the Government of Iraq and appropriately vetted elements of the moderate Syrian opposition to counter ISIL. U.S. objectives also promote diplomatic operations, counterterrorism, and security activities.<sup>1</sup> Although humanitarian support is identified as a strategic line of effort in both the U.S. and international coalition strategies to defeat ISIL, those activities are unrelated to military operations under OIR.

This FY 2016 Joint Strategic Oversight Plan considers military operations associated with OIR, as well as diplomacy, governance, security programs and activities, and, separately, humanitarian assistance associated with the overall U.S. strategy.

## PURPOSE

This plan was prepared pursuant to section 8L of the Inspector General Act of 1978, as amended. Section 8L (d)(2)(B) mandates that the Lead IG, in coordination with IGs identified in section 8L (c):-- “develop and carry out ... a joint strategic plan to conduct comprehensive oversight over all aspects of the contingency operation and [-] ensure through either joint or individual audits, inspections, and investigations, independent and effective oversight of all programs and operations of the Federal Government in support of the contingency operation.”

These responsibilities are directed to the Inspectors General for the DoD, DOS, and the USAID. This plan also addresses section 842 of the National Defense Authorization Act of 2008 regarding the oversight of U.S. activities in Iraq. For these legislative mandates, see Appendixes A and B.

The FY 2016 Joint Strategic Oversight Plan for OIR reflects interagency collaboration within the oversight community and highlights the nine lines of effort for the U.S. strategy to degrade and destroy ISIL, as well as the five strategic oversight issue areas determined by lessons learned in prior overseas contingency operations.

This plan is included in and supports specific scheduled and ongoing audits, evaluations, and inspections identified in the FY 2016 Comprehensive Oversight Plan for Overseas Contingency Operations (COP–OCO). The primary contributors are the three Lead IG agencies: DoD IG, DOS OIG, and USAID OIG. Other contributors may include the U.S. Army Audit Agency, Naval Audit Service, U.S. Air Force Audit Agency and the U.S. Government Accountability Office.

The investigative components of the three Lead IG agencies collaborated to develop a memorandum of understanding for a new Lead IG Fraud and Corruption Investigative Working Group for Overseas Contingency Operations, which became effective on June 12, 2015. The group will seek to synchronize and deconflict fraud and corruption investigations related to OIR programs and operations.

<sup>1</sup> Congressional Budget Justification for FY 2016, Department of State, Foreign Operations, and Related Programs, pp. 139–140; posted at [www.state.gov/documents/organization/236395.pdf](http://www.state.gov/documents/organization/236395.pdf) (accessed September 11, 2015).



The IGs for DoD, DOS, and USAID are responsible for staffing and supporting the Lead IG in the discharge of responsibilities in accordance with section 8L of the IG Act of 1978. Each IG retains statutory independence, but together they apply extensive regional experience and in-depth institutional knowledge in a coordinated interagency approach to accomplish oversight responsibilities for the whole-of-government mission. This comprehensive approach increases the effectiveness of oversight capabilities across agency jurisdictional divisions and provides results to help Congress and agency leadership make informed program, policy, and funding decisions.

## BACKGROUND

The United States and coalition partners are committed to degrading and ultimately destroying ISIL. ISIL poses an immediate and continuing threat to the people of Iraq and Syria; to the broader Middle East; and to U.S. persons, allies, and interests in the region. If left unchecked, ISIL will pose a greater threat beyond the region, and will continue its efforts to export terrorism to the U.S. homeland. The following is an overview of actions taken to address this threat:

- October 15, 2014: the U.S. Central Command announced that U.S. military operations in Iraq and Syria against ISIL were designated as OIR.<sup>2</sup>
- October 17, 2014: the Secretary of Defense designated OIR a contingency operation.<sup>3</sup>
- November 10, 2014: the President submitted to Congress a \$5.6 billion overseas contingency operation (OCO) budget amendment for FY 2015 to provide the resources to support the U.S. strategy to degrade and defeat ISIL. This budget request included \$5 billion for DoD activities and \$520 million for DOS/Other International Programs activities.<sup>4</sup>
- December 16, 2014: Congress passed the Consolidated and Further Continuing Appropriation Act, 2015, which included FY 2015 funding for OIR.<sup>5</sup> This funding provided \$1.6 billion to establish the Iraq Train and Equip Fund (ITEF) to develop and support Iraqi national security forces, including Kurdish forces.
- February 2015: the President submitted the FY 2016 budget request for OIR. The request includes \$5.3 billion for DoD, of which \$700 million is for ITEF and \$600 million is for the Syria Train and Equip Fund (STEF) to train and equip vetted moderate Syrian opposition forces.<sup>6</sup> The budget request also includes \$3.5 billion for DOS and USAID activities to strengthen regional partners, counter ISIL, provide humanitarian assistance, and strengthen Syria’s moderate opposition to advance the conditions for a negotiated political transition.<sup>7</sup>
- February 11, 2015: the President submitted to Congress a draft joint resolution for authorization for the continued use of U.S. military force against ISIL for the next 3 years.<sup>8</sup>

<sup>2</sup> U.S. Central Command, “Iraq and Syria Operations Against ISIL Designated as Operation Inherent Resolve,” October 15, 2014; posted at <http://www.centcom.mil/en/news/articles/iraq-and-syria-ops-against-isil-designated-as-operation-inherent-resolve> (accessed August 26, 2015).

<sup>3</sup> Lead IG analysis of internal Department of Defense documents.

<sup>4</sup> The White House, “Fiscal Year 2015 Budget Amendment,” November 10, 2014; posted at [http://www.whitehouse.gov/sites/default/files/omb/assets/budget\\_amendments/amendment\\_11\\_10\\_14.pdf](http://www.whitehouse.gov/sites/default/files/omb/assets/budget_amendments/amendment_11_10_14.pdf) (accessed August 26, 2015).

<sup>5</sup> Public Law No. 113-235, December 16, 2014.

<sup>6</sup> Office of the Under Secretary of Defense (Comptroller) Chief Financial Officer, “U.S. Department of Defense Fiscal Year 2016 Budget Request,” February 2015, Chapter 7; posted at [http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016\\_Budget\\_Request\\_Overview\\_Book.pdf](http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016_Budget_Request_Overview_Book.pdf) (accessed August 26, 2015).

<sup>7</sup> U.S. Department of State, “Fact Sheet: Department of State and U.S. Agency for International Development FY 2016 Budget,” February 2, 2015; posted at <http://www.state.gov/r/pa/prs/ps/2015/02/236859.htm> (accessed August 26, 2015).

<sup>8</sup> The White House, “Letter from the President -- Authorization for the Use of U.S. Armed Forces in connection with ISIL,” February 11, 2015; posted at <http://www.whitehouse.gov/the-press-office/2015/02/11/letter-president-authorization-use-united-states-armed-forces-connection> (accessed August 26, 2015).

According to DoD, the total cost of operations between August 8, 2014, when the U.S. began active operations against ISIL, and August 31, 2015, was \$3.87 billion—\$9.9 million per day. As of September 22, 2015, the U.S. and coalition had conducted a total of 7,002 airstrikes (4,444 Iraq /2,558 Syria). More than 10,600 targets were damaged or destroyed as of August 7, 2015.<sup>9</sup>

## U.S. STRATEGY TO COUNTER ISIL

On September 10, 2014, President Obama addressed the nation to outline the strategy to defeat ISIL,<sup>10</sup> and the White House released a fact sheet to further describe this strategy,<sup>11</sup> which is organized across nine strategic lines of effort. On September 24, 2014, the White House released the whole-of-government participation for this approach that incorporates homeland security, law enforcement, intelligence, diplomatic, military, partner capacity building, and information-sharing efforts across multiple agencies, including DoD, DOS, USAID, Department of Homeland Security, (DHS), Department of Justice (DoJ), the U.S. Treasury Department (Treasury), Federal Bureau of Investigation (FBI), Director of National Intelligence (DNI), and the National Counterterrorism Center (NCTC).<sup>12</sup>

On September 13, 2014, the President appointed General John Allen (USMC, Ret.) as the Special Presidential Envoy for the Global Coalition to Counter ISIL.<sup>13</sup> This position was established to help build and sustain the Coalition so it can operate across multiple lines of effort in order to degrade and ultimately destroy ISIL.<sup>14</sup>

Below is an overview of the U.S. Strategy to Counter ISIL. The agency designations are based on a review of the “Terms of Reference for Special Presidential Envoy for the Global Coalition to Counter ISIL.” The descriptions for the nine lines of effort were extracted from the aforementioned White House strategy documents and Fact Sheet released November 7, 2014.<sup>15</sup>

- 1. Supporting Effective Governance in Iraq (DOS):** Support the new Iraqi government in efforts to govern inclusively and effectively as well as to strengthen its cooperation with regional partners.
- 2. Denying ISIL Safe-Haven (DoD):** Conduct a systematic campaign of airstrikes against ISIL in Iraq and Syria. Work with the Iraqi government to strike ISIL targets and support Iraqi forces on the ground. Degrade ISIL’s leadership and logistical and operational capability, and deny it sanctuary and resources to plan, prepare, and execute attacks.
- 3. Building Partner Capacity (DoD):** Build the capability and capacity of partners in the region to sustain an effective long-term campaign against ISIL. Train, advise, and assist Iraqi forces, including Kurdish forces, to improve their ability to plan, lead, and conduct operations against ISIL. Provide training to help the Iraqis reconstitute their security forces and establish a National Guard. Strengthen the moderate Syrian opposition and help them defend territory from ISIL.

<sup>9</sup> Department of Defense, Special Report, Operation Inherent Resolve; posted at [http://www.defense.gov/News/Special-Reports/0814\\_Inherent-Resolve](http://www.defense.gov/News/Special-Reports/0814_Inherent-Resolve) (accessed September 29, 2015).

<sup>10</sup> The White House, Statement by the President on ISIL, released on September 10, 2014; posted at <http://www.whitehouse.gov/the-press-office/2014/09/10/statement-president-isil-1> (accessed September 18, 2015).

<sup>11</sup> The White House, “Fact Sheet: Strategy to Counter the Islamic State of Iran and the Levant (ISIL).” September 10, 2014; posted at [www.whitehouse.gov/the-press-office/2014/09/10/fact-sheet-strategy-counter-islamic-state-iraq-and-levant-isil](http://www.whitehouse.gov/the-press-office/2014/09/10/fact-sheet-strategy-counter-islamic-state-iraq-and-levant-isil) (accessed September 18, 2015).

<sup>12</sup> The White House, “Fact Sheet: Comprehensive U.S. Government Approach to Foreign Terrorist Fighters in Syria and the Broader Region,” September 24, 2014; posted at <http://www.whitehouse.gov/the-press-office/2014/09/24/fact-sheet-comprehensive-us-government-approach-foreign-terrorist-fighte> (accessed September 18, 2015).

<sup>13</sup> <http://www.state.gov/r/pa/ei/biog/title/as/231681.htm> (accessed September 18, 2015).

<sup>14</sup> <http://www.state.gov/secretary/remarks/2014/09/231627.htm> (accessed September 18, 2015).

<sup>15</sup> The White House, “Fact Sheet: The Administration’s Strategy to Counter the Islamic State of Iraq and the Levant (ISIL) and the Updated FY 2015 Overseas Contingency Operations Request,” November 7, 2014; posted at <https://www.whitehouse.gov/the-press-office/2014/11/07/fact-sheet-administration-s-strategy-counter-islamic-state-iraq-and-leva> (accessed September 22, 2015).



- 4. Enhancing Intelligence Collection on ISIL (DNI/NCTC):** Gain more fidelity on ISIL’s capabilities, plans, and intentions. Strengthen the ability to understand the ISIL threat. Share vital information with Iraqi and Coalition partners to enable them to effectively counter ISIL.
- 5. Exposing ISIL’s True Nature (DOS/NCTC):** Work with partners throughout the Muslim world to highlight ISIL’s hypocrisy and counter its false claims of acting in the name of religion.
- 6. Disrupting ISIL’s Finances (Treasury/DOS):** Work aggressively with partners on a coordinated approach to reduce ISIL’s revenue from oil and assets it has plundered, limit ISIL’s ability to extort local populations, stem ISIL’s gains from kidnapping for ransom, and disrupt the flow of external donations to the group.
- 7. Disrupting the Flow of Foreign Terrorist Fighters (DOS/NCTC):** Lead an international effort to stem the flow of fighters into Syria and Iraq.
- 8. Protecting the Homeland (DHS/FBI):** Use the criminal justice system as a critical counterterrorism tool, work with air carriers to implement responsible threat-based security and screening requirements, and counter violent extremism in the United States.
- 9. Humanitarian Support (USAID/DOS):** Provide humanitarian assistance to the displaced and vulnerable in Iraq and Syria.

Although humanitarian support is identified as a strategic line of effort in both the U.S. and international Coalition strategies to defeat ISIL, those activities are unrelated to military operations under OIR.

## LEAD IG FOR OIR: OVERSIGHT APPROACH

The Lead IG agencies—DoD IG, DOS IG and USAID IG—work together to conduct joint, comprehensive, and strategic OCO oversight. Each IG retains statutory independence, but together they apply extensive regional experience and in-depth institutional knowledge in a coordinated interagency approach to accomplish oversight responsibilities for the whole-of-government mission. These agencies develop specific oversight projects pursuant to the U.S. strategy and this Joint Strategic Oversight Plan. For a listing of ongoing and planned audits, evaluations, and inspections for FY 2016, see the OIR project section at page 133.

### *Joint Risk-Based Oversight Planning Process*

The Lead IG uses a joint risk-based planning process that includes outreach to departments, agencies, and military and congressional stakeholders. To maintain situational awareness of the overall OIR mission, oversight representatives regularly meet with senior officials responsible for acquisition/contracting, security, financial, logistics, and transportation, and humanitarian operations.

In the planning process, the Lead IG reviews OIR-related strategic plans and mission-execution documentation. In addition, the Lead IG considers the amount, purpose, and expenditure of funds authorized for specific OIR programs and activities. Lead IG planning includes reviews of statements and testimony presented by senior agency leadership; reported management and program challenges; and the results of information gathered and assessed during audit, evaluation, and inspection work. The planning process also considers reports on prior oversight, lessons learned, and best practices. It targets immediate and future value-added oversight efforts, and identifies systematic management challenges.

The Lead IG, in coordination with DoD IG, DOS OIG, and USAID OIG, continuously assesses risk in determining projects to pursue using the following value-added oversight objectives and outcomes:

**OVERSIGHT OBJECTIVES**

- Provide insight and recommendations to agency and military leadership and Congress, and keep the public informed.
- Enable DoD to accomplish its national security mission.
- Enable DOS and USAID to accomplish their diplomatic, development, and assistance missions.
- Enhance the capability of our fighting force.
- Promote accountability, integrity, economy, efficiency, and effectiveness.
- Amplify the impact of humanitarian and development assistance.
- Ensure the safety and needs of U.S. civilians and service members.
- Identify, deter, and investigate fraud, waste, and abuse.

**OVERSIGHT OUTCOMES**

- Support to agency and military leadership by identifying challenges in critical operations and funds that can be put to better use to support operations.
- Support to the military, civilians, and contractors by identifying life and safety risks and whether they have the necessary equipment, training, and resources to conduct missions within acceptable risks.
- Support to senior leadership by providing independent, reliable, timely, and relevant reporting to internal and external organizations on the use of funds provided to achieve the national goals of the United States.
- Support for the improvement of contingency business operations, including contracting, logistics, and financial management.
- Support for the reform of acquisition and support processes.

**Lead IG Oversight Execution**

To conform with section 8L of the IG Act of 1978, as amended, the mission of the Lead IG requires coordinating, developing, and executing a joint strategic oversight plan to conduct comprehensive oversight and reporting over all aspects of the OIR contingency operation. To execute this Joint Strategic Oversight Plan, the OIGs for DoD, DOS, and USAID have identified, assigned, and are managing staff to conduct and report the results of audits, inspections, evaluations, and investigations in accordance with the standard operating procedures in place for each IG.

The Lead IG will periodically update the Joint Strategic Oversight Plan for OIR to correspond with the execution of the U.S. strategy to counter ISIL. Lead IG coordination and oversight efforts may correspond to a variety of project types and coverage, including the following:

- Individual OIG projects for oversight of agency programs executed independently by DoD, DOS, or USAID;
- Joint OIG projects for oversight of interagency programs executed by DoD, DOS, and/or USAID;
- Joint OIG projects that include one or more of the OIGs for DoD, DOS, and USAID and other federal OIGs or oversight organizations, where feasible, for oversight coverage of additional interagency programs; and,
- Communication and coordination, where feasible, with other federal OIG organizations conducting oversight of agency programs exclusive of DoD, DOS, or USAID, for awareness and monitoring of whole-of-government oversight coverage.

The designated Lead IG will also consider opportunities for further interagency coordination with other IGs identified in the U.S. strategy for government-wide oversight of the OIR mission.

## Strategic Oversight Issue Areas

The Joint Strategic Oversight Plan categorizes OIR-related oversight projects into five strategic oversight issue areas. These areas were determined based on oversight coverage in prior overseas contingency operations, such as in Iraq and Afghanistan; specifically:

- Oversight of contracts;
- Operations;
- Governance;
- Humanitarian and Development Assistance; and
- Intelligence.

### A. OVERSIGHT OF CONTRACTS

In its August 2011 final report, the Commission on Wartime Contracting in Iraq and Afghanistan found more than \$60 billion of waste, fraud, abuse in contracts for the wars in Iraq and Afghanistan.<sup>16</sup> The report highlighted the prevalence of poorly defined contract requirements, inappropriate contract types, and inadequate contract surveillance. It also identified a need for improved contract oversight in a contingency environment.

Similarly, in March 2015, DoD IG reported<sup>17</sup> that the five most prevalent contracting problems it found from April 1, 2012, through December 30, 2014, relating to contingency operations were:

- Oversight and Surveillance;
- Requirements;
- Property Accountability;
- Financial Management; and
- Contract Pricing.

Prior reporting also found an improperly sized and inexperienced contracting workforce.

The President's FY 2016 budget request for OIR includes \$5.3 billion for DoD<sup>18</sup> and \$3.5 billion for DOS and USAID.<sup>19</sup> Therefore, it is essential for DoD field commanders, as well as military and civilian contracting personnel to ensure that the United States receives vital goods and services in a timely manner, at a reasonable price, and that they meet quality requirements, especially in contingency operations where the environment is less controlled. Accordingly, contract management remains high-risk. The Lead IG anticipates continued significant reliance by departments and agencies on contractors in support of OIR. This will require an increased focus on contracting surveillance and management.

<sup>16</sup> Section 841 of the National Defense Authorization Act for FY 2008 (P.L. 110-181) established the Commission on Wartime Contracting to investigate federal agency contracting for: the reconstruction of Iraq and Afghanistan, the logistical support of coalition forces operating in Iraq and Afghanistan, and the performance of security functions in such operations. Commission on Wartime Contracting In Iraq and Afghanistan, "Transforming Wartime Contracting: Controlling Costs, Reducing Risk, Final Report to Congress," August 2011.

<sup>17</sup> DoD IG, "Contingency Contracting: A Framework For Reform - 2015 Update," March 31, 2015, posted at [http://www.dodig.mil/pubs/report\\_summary.cfm?id=6309](http://www.dodig.mil/pubs/report_summary.cfm?id=6309) (accessed September 18, 2015).

<sup>18</sup> Office of the Under Secretary of Defense (Comptroller) Chief Financial Officer, "U.S. Department of Defense Fiscal Year 2016 Budget Request," February 2015, Chapter 7, [http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016\\_Budget\\_Request\\_Overview\\_Book.pdf](http://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2016/FY2016_Budget_Request_Overview_Book.pdf) (accessed August 26, 2015).

<sup>19</sup> U.S. Department of State, "Fact Sheet: Department of State and U.S. Agency for International Development FY 2016 Budget," February 2, 2015, <http://www.state.gov/r/pa/prs/ps/2015/02/236859.htm> (accessed August 26, 2015).

## **B. OPERATIONS**

U.S. contingency operations include military, diplomatic, and development actions. Under OIR this means the coordination of homeland security, law enforcement, intelligence, diplomatic and military actions, capacity-building, and information-sharing efforts across multiple agencies. The tempo of these operations is often high. Accordingly, inter-agency and coalition coordination is frequently complex, ad hoc, and fluid. These factors increase the level of risk for fraud, waste and abuse.

As listed previously, DoD has responsibility for two lines of effort within this whole-of-government framework: Denying ISIL Safe-Haven, and Building Partner Capacity. The Combined Joint Task Force–Operation Inherent Resolve (CJTF-OIR) was established in October 2014 to guide the U.S.-led Coalition’s response to ISIL’s takeover of territory in Iraq and Syria. CJTF-OIR brings together Coalition partners to assist in the fight against ISIL.<sup>20</sup>

Section 1236 of the National Defense Authorization Act for FY 2015 established the ITEF to provide funding and gave authority for DoD to train, equip, advise, and assist the security forces associated with the Government of Iraq, to include Iraqi Security Forces, Kurdish forces, and tribal and local security forces. The OIR mission objectives include denying ISIL safe-haven by creating Iraqi forces with the capability to halt ISIL’s advance in Iraq, to go on the offensive and reverse ISIL territory gains, and to restore Iraq’s territorial integrity.<sup>21</sup>

Prior evaluations of train, advise, and assist programs in contingency operations identified various risk areas where oversight may be warranted, including the following:

- Effectiveness of DoD training, advising, and assistance teams in improving Iraqi Army, Peshmerga, or Sunni tribal forces to conduct planning, communications, and operations.
- Capability and capacity of the Iraqi Army, Peshmerga, or Sunni tribal forces to combat ISIL as a result of Coalition efforts.
- Capability and capacity of the Vetted Syrian Opposition Forces to combat ISIL as a result of training and equipping.
- Effectiveness of equipment delivery, distribution, and logistical sustainment processes for partner forces.
- Coordination and synchronization of OIR activities with ongoing programs executed through the Office of Security Cooperation-Iraq.

## **C. GOVERNANCE**

U.S. governance support empowers recipient-nation governments to be representative, accountable, responsive, and constitutionally legitimate. The United States provides governance assistance to Iraqi governing institutions for building capacity to perform critical government services through contracts, grants, and cooperative agreements, and through on-budget assistance. Under OIR, this effort includes DOS programs to protect religious and ethnic minorities, strengthen civil society, improve capacity to monitor and document human rights abuses, and promote tolerance and reconciliation to counter rising sectarianism.

<sup>20</sup> U.S. Central Command (USCENTCOM) Execute Order Operation Inherent Resolve, Establishing CFC (Combined Forces Command), CJTF-OIR and CJJIATF (Combined Joint Interagency Task Force), October 17, 2014.

<sup>21</sup> USCENTCOM Operations Order to Degrade ISIL, OPORD 23.

Oversight of the effectiveness and efficiency of these programs is vital to determine the extent of success of the U.S. mission to achieve its objectives, and must include monitoring and assessing the U.S. Government’s engagement, performance, and progress in three key areas:

- Multinational planning and coordination with Coalition leadership.
- Inter-organizational planning and coordination with Iraqi government leadership and moderate Syrian opposition groups.
- U.S. interagency planning and coordination of the OIR mission.

### ***D. HUMANITARIAN AND DEVELOPMENT ASSISTANCE***

Humanitarian and development assistance programs in a contingency are more at risk for waste, fraud, and abuse than those conducted in a stable environment. Prior oversight work in this arena has identified a greater need for tradeoffs between risk and rewards to determine which programs to execute, better-defined program objectives and metrics, increased coordination among programs, and integration of host-country sustainability into program design and implementation. Prior oversight work has emphasized the importance of closely monitoring programs with a greater chance of failing due to the challenges associated with implementing humanitarian and development assistance programs in crisis environments.

### ***E. INTELLIGENCE***

Intelligence gathering and sharing are integral to U.S. conventional and counterinsurgency operations. Under OIR, intelligence operations are executed by the entire U.S. intelligence community in coordination with partner nations. To assess whether these efforts are effective in achieving the mission to degrade and destroy ISIL, the oversight community must monitor the intelligence enterprise to ensure collaboration, coordination, and deconfliction. The Lead IG will focus on intelligence community OIR actions in five key areas:

- Intelligence sharing with coalition partner nations.
- Intelligence fusion and analysis to support counter ISIL efforts.
- Intelligence collection operations.
- Intelligence support to Iraqi Security Forces advise and assist activities.
- Intelligence activities enabling Vetted Syrian Opposition Forces employment in Syria.

## ***Other Oversight Capabilities***

### ***TECHNICAL EVALUATIONS***

DoD IG conducts technical evaluations to detect and deter fraud, waste, and abuse, and to identify health and safety concerns. These evaluations include identifying hazardous conditions such as noncompliance with electrical and fire protection standards. DoD IG technical evaluators and engineers, with specific areas of expertise, work with Lead IG oversight teams to ensure compliance with contract specifications and codes and standards, including international standards where applicable.

### ***INVESTIGATIONS: FRAUD AND CORRUPTION***

The collective experience of the law enforcement agencies charged with investigating fraud and corruption in wartime contracting proved that a collaborative team model is the most effective approach in a Lead IG OCO. The Lead IG investigative components completed a memorandum of understanding (MOU) establishing the structure and procedures for the Lead IG's Fraud and Corruption Investigative Working Group (FCIWG) model. The mission of the FCIWG is to allow its member agencies to identify, synchronize, and de-conflict fraud and corruption investigations related to U.S. Government OCO contracts, grants, cooperative agreements,

and other Federal assistance awards; protect the integrity of relevant U.S. Government processes; and deter future crimes. Specifically, these components are the Defense Criminal Investigative Service (DCIS), which is the law enforcement arm of the DoD IG; the Offices of Investigations for the DOS OIG and the USAID OIG; the U.S. Army Criminal Investigative Command, Major Procurement Fraud Unit; the Air Force Office of Special Investigations; and the Naval Criminal Investigative Service. An additional investigative partner, the Federal Bureau of Investigations, is considering endorsement of the MOU.

IG Hotlines also provide a confidential avenue for reporting allegations of wrongdoing pertaining to programs, personnel, and operations. Investigations of alleged misconduct by senior officials and protection of whistleblowers from reprisal foster public confidence in agency leadership.

### ***INVESTIGATIONS: OUTREACH***

DCIS maintains liaison with contracting and support commands, such as the Defense Contract Management Agency, the U.S. Army Corps of Engineers, and the Joint Regional Contracting Commands. DCIS provides fraud awareness briefings and mission briefings to U.S. and host nation military and civilian leaders, contracting officials and defense contractors, and host nation law enforcement. These briefings educate personnel about recognizing, reporting, and countering fraud, waste, and abuse.

DOS OIG Investigations engages DOS and Broadcasting Board of Governors (BBG) employees in order to conduct effective oversight and address priorities and challenges. DOS OIG Investigations conducts fraud awareness briefings and highlights the Hotline and whistleblower protections available to DOS and BBG employees and other external stakeholders. DOS OIG Investigations also distributes marketing materials to DOS and BBG employees, contractors, and grantees.

USAID OIG provides fraud awareness briefings and accountability training. Assistance projects in developing countries are at significant risk of fraud, waste, and abuse. Those risks are multiplied when the project unfolds during a disaster or military contingency. To address these risks, OIG staff trains USAID officials, implementing partner staff, and local auditors to identify fraud, comply with the requirements of USAID contracts and agreements, and report potential violations to OIG. This training will be presented in Iraq and neighboring states.

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# FY 2016 OPERATION INHERENT RESOLVE OVERSIGHT PROJECTS AT A GLANCE

## OIR PROJECT SUMMARY OVERVIEW BY AGENCY

LINES OF EFFORT											STRATEGIC OVERSIGHT ISSUE AREAS*					
1. Supporting Effective Governance in Iraq 2. Denying ISIL Safe-Haven 3. Building Partner Capacity 4. Enhancing Intelligence Collection on ISIL 5. Exposing ISIL's True Nature 6. Disrupting ISIL's Finances 7. Disrupting the Flow of Foreign Terrorist Fighters 8. Protecting the Homeland 9. Humanitarian Support											A. Oversight of Contracts B. Operations C. Governance D. Humanitarian and Development Assistance E. Intelligence					
AGENCY	ONGOING/PLANNED PROJECT TOTALS	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE CONCENTRATION					
		1	2	3	4	5	6	7	8	9	A	B	C	D	E	
AAA	2			100%									100%			
AFAA	4		100%										100%			
DoD OIG	16	6%	38%	50%	25%		6%	6%		6%	38%	50%				13%
DOS OIG	12	42%	8%	17%		17%	42%	25%		33%	33%	25%	17%	17%		8%
GAO	5			80%		20%							20%			80%
USAID OIG	2									100%	50%				50%	
<b>Total Projects</b>	<b>41</b>															

\* Projects may cover more than one Lines of Effort/ Strategic Oversight Issue; therefore, totals may exceed 100%.



## OIR PROJECT DETAILED OVERVIEW BY AGENCY

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS										
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts										
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations										
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance										
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance										
5. Exposing ISIL's True Nature										E. Intelligence										
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE							
				1	2	3	4	5	6	7	8	9	A	B	C	D	E			
AAA																				
<b>Ref. No: OIR 0046</b>	TITLE: Accountability and Reporting of Equipment Transferred to Vetted Syrian Opposition Forces (Project: A-2015-IEX-0164.000)	Jul-15	Jan-16			●										●				
<b>Ref. No: OIR 0047</b>	TITLE: Funds Supporting Vetted Syrian Opposition Forces (Project: A-2015-IEX-0163.000)	Jul-15	Jan-16			●										●				
AFAA																				
<b>Ref. No: OIR 0048</b>	TITLE: AFCENT AOR Installation Infrastructure Planning (Project: F2015-O20000-0625.000)	Jul-15	Jul-16		●											●				
<b>Ref. No: OIR 0049</b>	TITLE: AFCENT AOR Integrated Defense (Project: F2015-O30000-0622.000)	Jul-15	Jul-16		●											●				
<b>Ref. No: OIR 0050</b>	TITLE: Consumable Item Demilitarization (Project: F2015-L20000-0663.000)	Jul-15	Jul-16		●											●				
<b>Ref. No: OIR 0051</b>	TITLE: USAF Central Command (USAFCENT) Area of Responsibility (AOR) Construction Planning (Project: TBD)	May-16	May-17		●											●				

## OIR PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS									
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts									
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations									
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance									
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance									
5. Exposing ISIL's True Nature										E. Intelligence									
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE						
				1	2	3	4	5	6	7	8	9	A	B	C	D	E		
DoD OIG																			
Ref. No: OIR 0012	TITLE: Audit of Facility Maintenance for the King Abdullah II Special Operations Training Center (Project: D2015-D000CJ-0208.000)	Jul-15	Feb-16		●										●				
Ref. No: OIR 0018	TITLE: Research on United States Military Housing Inspections – Middle East (Project: D2015-D000PT-0148.000)	Mar-15	TBD			●										●			
Ref. No: OIR 0022	TITLE: Research on DoD Reporting of Financial and Operational Information for Operation INHERENT RESOLVE (Project: D2015-D000JB-0169.000)	Mar-15	Oct-15		●	●	●		●	●		●			●				
Ref. No: OIR 0025	TITLE: Inspection of U.S. Occupied Military Facilities at King Abdullah II Special Operations Training Center (KASOTC) Jordan (Project: D2015-D000PT-0227.000)	Jul-15	Jan-16			●										●			
Ref. No: OIR 0026	TITLE: Assessment of DoD/CENTCOM and Coalition Plans/Efforts to Train, Advise, Assist, and Equip the Tribal Resistance Forces (Project: D2015-D00SPO-0213.000)	Jul-15	Jan-16		●	●										●			

## OIR PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS							
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts							
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations							
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance							
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance							
5. Exposing ISIL's True Nature										E. Intelligence							
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE				
				1	2	3	4	5	6	7	8	9	A	B	C	D	E
DoD OIG (cont'd)																	
Ref. No: OIR 0035	TITLE: Evaluation of U.S. Intelligence and Information Sharing with Coalition Partners in Support of Operation INHERENT RESOLVE (Project: D2015-DISPA2-0139.000)	Mar-15	Nov-15			●	●									●	
Ref. No: OIR 0044	TITLE: Assessment of DoD/CENTCOM and Coalition Plans/Efforts to Train, Advise, Assist, and Equip the Kurdish Security Forces (Project: TBD)	Dec-15	Jun-16		●	●									●		
Ref. No: OIR 0052	TITLE: Audit of Controls Over Shared Costs of Administrative Support Functions in Iraq (Project: D2015-D000JB-0246.000)	Sep-15	May-16	●											●		
Ref. No: OIR 0053	TITLE: Audit of Acquisition Cross-Service Agreements in Southwest Asia (Project: D2015-D000CN-0240.000)	Aug-15	Apr-16		●	●								●			
Ref. No: OIR 0054	TITLE: Audit of the Inter Agency Agreement (IAA) for Iraq between Army Central Command (ARCENT) and the Department of State (DOS) (Project: TBD)	Jul-16	Apr-17		●	●									●		

## OIR PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS									
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts									
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations									
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance									
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance									
5. Exposing ISIL's True Nature										E. Intelligence									
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE						
				1	2	3	4	5	6	7	8	9	A	B	C	D	E		
DoD OIG (cont'd)																			
Ref. No: OIR 0056	TITLE: Audit of Oversight of the ACC Heavy Lift Seven (HL7) Contract for OIR (Project: TBD)	Oct-15	Aug-16												●				
Ref. No: OIR 0057	TITLE: Audit of Army Property Accountability in Kuwait (Project: D2015-D000JB-0266)	Sep-15	Aug-16													●			
Ref. No: OIR 0058	TITLE: Audit of Oversight of Base Operations Support Services Contracts in the U.S. Central Command Area of Responsibility (Location is Sensitive) (Project: TBD)	Oct-15	Jul-16												●				
Ref. No: OIR 0059	TITLE: Audit of Oversight of Information Operations Contracts for Operation INHERENT RESOLVE (OIR) (Project: TBD)	Jan-16	Sep-16				●								●				
Ref. No: OIR 0060	TITLE: Audit of Oversight of the Theater Express II Contracts (TRANSCOM) for OIR (Project: TBD)	Oct-15	Jul-16												●				
Ref. No: OIR 0061	TITLE: Assessment of ISR Resource Allocation Process for OIR (Project: TBD)	Nov-15	Feb-16				●												●

## OIR PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS									
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts									
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations									
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance									
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance									
5. Exposing ISIL's True Nature										E. Intelligence									
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE						
				1	2	3	4	5	6	7	8	9	A	B	C	D	E		
DOS OIG																			
Ref. No: OIR 0011	TITLE: Audit of Department of State Management of the Worldwide Protective Services Task Order No. 3 (Project: 15-AUD-018)	Dec-14	Dec-15	●											●				
Ref. No: OIR 0013	TITLE: Audit of Task Orders for Transition Services and Overtime Under the Baghdad Life Support Services (BLISS) Contract (Project: 15-AUD-070)	Jun-15	Mar-16	●											●				
Ref. No: OIR 0014	TITLE: Audit of Department of State Management of the Operations and Maintenance (OMSS) Contract for U.S. Mission Iraq (Project: TBD)	Aug-15	Jun-16	●											●				
Ref. No: OIR 0029	TITLE: Inspection of the Bureau of International Organizations (Project: TBD)	Feb-15	Oct-15			●		●	●	●							●		
Ref. No: OIR 0067	TITLE: Thematic Review of Mission Iraq's Implementation of the Supporting Effective Governance Line of Effort (Project: TBD)	Aug-15	Mar-16	●													●		
Ref. No: OIR 0068	TITLE: Thematic Review of Mission Iraq's Implementation of the Exposing ISOL's True Nature Line of Effort (Project: TBD)	Aug-15	Mar-16							●									●

## OIR PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS							
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts							
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations							
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance							
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance							
5. Exposing ISIL's True Nature										E. Intelligence							
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE				
				1	2	3	4	5	6	7	8	9	A	B	C	D	E
DOS OIG (cont'd)																	
Ref. No: OIR 0069	TITLE: Inspection of Embassy Cairo and Constituent Posts (Project: TBD)	Aug-15	Mar-16								●	●			●		
Ref. No: OIR 0070	TITLE: Inspection of Embassy Ankara and Constituent Posts (Project: TBD)	Aug-15	Sep-16		●	●		●	●	●		●		●			
Ref. No: OIR 0071	TITLE: Inspection of Bureau of Population, Refugees, and Migration (Project: TBD)	Aug-15	Dec-16												●		
Ref. No: OIR 0072	TITLE: Inspection of the middle East Broadcasting Networks, Inc. (Projects: TBD)	Aug-15	Dec-16							●				●			
Ref. No: OIR 0073	TITLE: Audit of Contract and Grant Oversight Staffing in Iraq (Project: TBD)	TBD	TBD	●										●			
Ref. No: OIR 0074	TITLE: Audit of Department of State Vetting of Syrian Non-Lethal Aid Recipients (Projects: 15AUD074)	Aug-15	May-16												●		

## OIR PROJECT DETAILED OVERVIEW BY AGENCY (CONT'D)

LINES OF EFFORT										STRATEGIC OVERSIGHT ISSUE AREAS							
1. Supporting Effective Governance in Iraq					6. Disrupting ISIL's Finances					A. Oversight of Contracts							
2. Denying ISIL Safe-Haven					7. Disrupting the Flow of Foreign Terrorist Fighters					B. Operations							
3. Building Partner Capacity					8. Protecting the Homeland					C. Governance							
4. Enhancing Intelligence Collection on ISIL					9. Humanitarian Support					D. Humanitarian and Development Assistance							
5. Exposing ISIL's True Nature										E. Intelligence							
AGENCY	PROJECT	START DATE	EST. END DATE	LINES OF EFFORT CONCENTRATION									STRATEGIC OVERSIGHT ISSUE				
				1	2	3	4	5	6	7	8	9	A	B	C	D	E
GAO																	
Ref. No: OIR 0037	TITLE: U.S. Efforts to Train and Equip the Syrian Opposition (Project: 100070)	Feb-15	Jan-16			●										●	
Ref. No: OIR 0038	TITLE: DoD's Support for the Syria Train and Equip Program (Project: 352019)	Mar-15	Jan-16			●										●	
Ref. No: OIR 0042	TITLE: Vetting Iraqi Security Forces for Human Rights and Terrorism (Project: 100100)	Jun-15	TBD			●										●	
Ref. No: OIR 0043	TITLE: DoD's Support for the Iraq Train and Equip Program (Project: 100145)	Nov-15	TBD			●										●	
Ref. No: OIR 0065	TITLE: Combating Looting of Antiquities from Iraq and Syria (Project: 100264)	Aug-15	Jun-16					●							●		
USAID OIG																	
Ref. No: OIR 0016	TITLE: Audit of Selected Middle East Missions' Use of Full and Open Competition (Project: 88101215)	Nov-15	Apr-16											●	●		
Ref. No: OIR 0034	TITLE: Survey of Selected USAID Office of Foreign Disaster Assistance Activities (OFDA) in Iraq (Project: 88151715)	Apr-15	Dec-15											●		●	

## FY 2016 OIR ONGOING/PLANNED PROJECT LIST

### Operation INHERENT RESOLVE

#### AAA

Total Projects: 2

Ref No: OIR 0046

Country: JO, QA, TR

SOI: B

U.S. Strategy Lines of Effort: 3

(Project: A-2015-IEX-0164.000)

Start Date: Jul-15

Est. Final Date: Jan-16

#### Accountability and Reporting of Equipment Transferred to Vetted Syrian Opposition Forces

Objective: To verify that processes and procedures related to the accountability and reporting of equipment transferred to vetted Syrian opposition forces were sufficient to ensure compliance with provisions set forth in Section 1209 of the FY2015 National Defense Authorization Act and applicable regulations.

Ref No: OIR 0047

Country: JO, QA, TR

SOI: B

U.S. Strategy Lines of Effort: 3

(Project: A-2015-IEX-0163.000)

Start Date: Jul-15

Est. Final Date: Jan-16

#### Funds Supporting Vetted Syrian Opposition Forces

Objective: To verify that funds supporting the training and equipping of vetted Syrian opposition forces were properly obligated and executed in accordance with the provisions set forth in Section 1209 of the FY 2015 National Defense Authorization Act and other applicable regulations.

#### AFAA

Total Projects: 4

Ref No: OIR 0048

Country: AE, AF, JO, KW, QA

SOI: B

U.S. Strategy Lines of Effort: 2

(Project: F2015-O20000-0625.000)

Start Date: Jul-15

Est. Final Date: Jul-16

#### AFCENT AOR Installation Infrastructure Planning

Objective: Determine whether implementation plans for installation development and sustainment adequately address mission requirements. Specifically, determine whether personnel accurately identify and plan civil engineering infrastructure and sustainment support to meet combatant commander's requirements.

Ref No: OIR 0049

Country: AE, AF, JO, KW, QA

SOI: B

U.S. Strategy Lines of Effort: 2

(Project: F2015-O30000-0622.000)

Start Date: Jul-15

Est. Final Date: Jul-16

#### AFCENT AOR Integrated Defense

Objective: Determine whether Air Force Personnel effectively planned and executed integrated defense (ID) at United States Air Forces Central locations. Specifically, determine if personnel properly identified critical assets, assessed risks, implemented security plans, and tested mitigation strategies.

Ref No: OIR 0050

Country: AE, AF, JO, KW, QA

SOI: B

U.S. Strategy Lines of Effort: 2

(Project: F2015-L20000-0663.000)

Start Date: Jul-15

Est. Final Date: Jul-16

#### Consumable Item Demilitarization

Objective: Determine whether Air Force personnel properly disposed of consumable parts requiring demilitarization.



## Operation INHERENT RESOLVE

**Ref No:** OIR 0051

**Country:** AE, JO, KW, QA

**SOI:** B

**U.S. Strategy Lines of Effort:** 2

(Project: TBD)

**Start Date:** May-16

**Est. Final Date:** May-17

### USAF Central Command (USAFCENT) Area of Responsibility (AOR) Construction Planning

Objective: Evaluate whether Air Force civil engineers effectively coordinated MILCON projects. Specifically, determine if personnel properly 1) programmed, authorized, and documented O&M funded construction; 2) used existing, temporary, or movable facilities when possible; and 3) planned construction projects to meet desired mission capabilities.

## DoD OIG

**Total Projects:** 16

**Ref No:** OIR 0012

**Country:** JO

**SOI:** A

**U.S. Strategy Lines of Effort:** 2

(Project: D2015-D000CJ-0208.000)

**Start Date:** Jul-15

**Est. Final Date:** Feb-16

### Audit of Facility Maintenance for the King Abdullah II Special Operations Training Center

Objective: To determine whether DoD effectively maintained facilities at the King Abdullah II Special Operations Training Center in Jordan.

**Ref No:** OIR 0018

**Country:** Multiple, SWA

**SOI:** B

**U.S. Strategy Lines of Effort:** 3

(Project: D2015-D000PT-0148.000)

**Start Date:** Mar-15

**Est. Final Date:**

### Research on United States Military Housing Inspections – Middle East

Objective: To collect information and data to determine if U.S. controlled and occupied military housing facilities in the Middle East comply with Federal and DoD policy regarding environmental health policy and safety standards. No reports will be issued from this research effort.

**Ref No:** OIR 0022

**Country:** Other

**SOI:** B

**U.S. Strategy Lines of Effort:** 2, 3, 4, 6, 7, 9

(Project: D2015-D000JB-0169.000)

**Start Date:** Mar-15

**Est. Final Date:** Oct-15

### Research on DoD Reporting of Financial and Operational Information for Operation INHERENT RESOLVE

Objective: To obtain and analyze DoD reporting of financial and operational information for Operation INHERENT RESOLVE (OIR). This information will be used to develop a methodology for determining the accuracy of the information provided by DoD for OIR. No reports will be issued from this research effort.

**Ref No:** OIR 0025

**Country:** JO

**SOI:** B

**U.S. Strategy Lines of Effort:** 3

(Project: D2015-D000PT-0227.000)

**Start Date:** Jul-15

**Est. Final Date:** Jan-16

### Inspection of U.S. Occupied Military Facilities at King Abdullah II Special Operations Training Center (KASOTC) Jordan

Objective: To determine whether U.S. military occupied facilities at KASOTC comply with DoD health and safety policies and standards regarding electrical, and fire protection and suppression systems. A radiation survey will also be conducted to determine whether current ambient (background) radiation levels pose unacceptable health risk concerns.

## Operation INHERENT RESOLVE

**Ref No:** OIR 0026

**Country:** IQ

**SOI:** B

**U.S. Strategy Lines of Effort:** 2, 3

(Project: D2015-D00SPO-0213.000) **Start Date:** Jul-15 **Est. Final Date:** Jan-16

### **Assessment of DoD/CENTCOM and Coalition Plans/Efforts to Train, Advise, Assist, and Equip the Tribal Resistance Forces**

Objective: To determine the extent to which U.S. and Coalition Force efforts to train, advise, assist, and equip Tribal Resistance Forces have enabled their combat effectiveness and successful integration into the Iraqi National Security Forces.

**Ref No:** OIR 0035

**Country:** IQ, SY

**SOI:** E

**U.S. Strategy Lines of Effort:** 3, 4

(Project: D2015-DISPA2-0139.000) **Start Date:** Mar-15 **Est. Final Date:** Nov-15

### **Evaluation of U.S. Intelligence and Information Sharing with Coalition Partners in Support of Operation INHERENT RESOLVE**

Objective: Evaluate DoD's procedures and guidelines for sharing information, including Intelligence and Surveillance and Reconnaissance, with coalition partners in support of Operation INHERENT RESOLVE.

**Ref No:** OIR 0044

**Country:** IQ

**SOI:** B

**U.S. Strategy Lines of Effort:** 2, 3

(Project: TBD) **Start Date:** Dec-15 **Est. Final Date:** Jun-16

### **Assessment of DoD/CENTCOM and Coalition Plans/Efforts to Train, Advise, Assist, and Equip the Kurdish Security Forces**

Objective: Determine the extent to which U.S. and Coalition Force efforts to train, advise, assist, and equip the Kurdish Security Forces have enabled their combat effectiveness and successful integration into the Iraqi National Security Forces.

**Ref No:** OIR 0052

**Country:** IQ, KW

**SOI:** B

**U.S. Strategy Lines of Effort:** 1

(Project: D2015-D000JB-0246.000) **Start Date:** Sep-15 **Est. Final Date:** May-16

### **Audit of Controls Over Shared Costs of Administrative Support Functions in Iraq**

Objective: Determine whether DoD developed controls to effectively manage the shared cost of administrative support functions in Iraq.

**Ref No:** OIR 0053

**Country:** KW

**SOI:** A

**U.S. Strategy Lines of Effort:** 2, 3

(Project: D2015-D000CN-0240.000) **Start Date:** Aug-15 **Est. Final Date:** Apr-16

### **Audit of Acquisition Cross-Service Agreements in Southwest Asia**

Objective: Determine whether DoD Components are properly using Acquisition Cross-Service Agreement (ACSA) Global Automated Tracking and Reporting System (AGATRS) in support of Operation INHERENT RESOLVE.

## Operation INHERENT RESOLVE

**Ref No:** OIR 0054

**Country:** IQ

**SOI:** B

**U.S. Strategy Lines of Effort:** 2, 3

(Project: TBD)

**Start Date:** Jul-16

**Est. Final Date:** Apr-17

**Audit of the Inter Agency Agreement (IAA) for Iraq between Army Central Command (ARCENT) and the Department of State (DOS)**

Objective: Determine whether the IAA is effectively meeting the needs of ARCENT to support DoD personnel in Iraq.

**Ref No:** OIR 0056

**Country:** Multiple, Other

**SOI:** A

**U.S. Strategy Lines of Effort:**

(Project: TBD)

**Start Date:** Oct-15

**Est. Final Date:** Aug-16

**Audit of Oversight of the ACC Heavy Lift Seven (HL7) Contract for OIR**

Objective: To determine whether DoD provided effective contract oversight of the Heavy Lift Seven contract. In addition, to determine whether the contractors are providing adequate quality control to ensure services are executed in accordance with the contract.

**Ref No:** OIR 0057

**Country:** KW

**SOI:** B

**U.S. Strategy Lines of Effort:**

(Project: D2015-D000JB-0266)

**Start Date:** Sep-15

**Est. Final Date:** Aug-16

**Audit of Army Property Accountability in Kuwait**

Objective: To determine whether the Army had effective controls for maintaining property accountability for equipment in Kuwait. The DoD IG continues its series of audits on property accountability in Kuwait. This current project will determine whether the Army had effective controls for processing equipment in Kuwait.

**Ref No:** OIR 0058

**Country:** Multiple, Other

**SOI:** A

**U.S. Strategy Lines of Effort:**

(Project: TBD)

**Start Date:** Oct-15

**Est. Final Date:** Jul-16

**Audit of Oversight of Base Operations Support Services Contracts in the U.S. Central Command Area of Responsibility (Location is Sensitive)**

Objective: This is the third in a planned series of audits on a critical Base Operations Support Services (BOSS) contracts in the CENTCOM AOR, such as Jordan. Specifically, to determine whether the U.S. Army Contracting Command (ACC) officials' controls for monitoring contractor performance are adequate for the (location is sensitive) Base Operations Support Services contract.

**Ref No:** OIR 0059

**Country:** IQ, KW

**SOI:** A

**U.S. Strategy Lines of Effort:** 4

(Project: TBD)

**Start Date:** Jan-16

**Est. Final Date:** Sep-16

**Audit of Oversight of Information Operations Contracts for Operation INHERENT RESOLVE (OIR)**

Objective: Determine whether DoD effectively provided contract oversight for IO contracts for OIR in accordance with Federal and DoD guidelines.

## Operation INHERENT RESOLVE

**Ref No:** OIR 0060

**Country:** IQ, KW

**SOI:** A

**U.S. Strategy Lines of Effort:**

(Project: TBD)

**Start Date:** Oct-15

**Est. Final Date:** Jul-16

### **Audit of Oversight of the Theater Express II Contracts (TRANSCOM) for OIR**

Objective: Determine whether DoD is providing effective contract oversight for the Theater Express II contract in support of Operation INHERENT RESOLVE (OIR).

**Ref No:** OIR 0061

**Country:** IQ, SY

**SOI:** E

**U.S. Strategy Lines of Effort:** 4

(Project: TBD)

**Start Date:** Nov-15

**Est. Final Date:** Feb-16

### **Assessment of ISR Resource Allocation Process for OIR**

Objective: Determine 1) What processes and tools DoD employed to support OIR ISR resource requirements. 2) If decision on ISR resource allocation were supported by comprehensive assessments of ISR capabilities

## DOS OIG

**Total Projects:** 12

**Ref No:** OIR 0011

**Country:** IQ

**SOI:** A

**U.S. Strategy Lines of Effort:** 1

(Project: 15-AUD-018)

**Start Date:** Dec-14

**Est. Final Date:** Dec-15

### **Audit of Department of State Management of the Worldwide Protective Services Task Order No. 3**

Objective: To determine whether the Department of State is administering WPS Task Order No. 3 in accordance with acquisition regulations and the contractor is complying with contract terms and conditions.

**Ref No:** OIR 0013

**Country:** IQ

**SOI:** A

**U.S. Strategy Lines of Effort:** 1

(Project: 15-AUD-070)

**Start Date:** Jun-15

**Est. Final Date:** Mar-16

### **Audit of Task Orders for Transition Services and Overtime Under the Baghdad Life Support Services (BLiSS) Contract**

Objective: To determine whether the Department of State is administering the BLISS contract in accordance with acquisition regulations and the contractor is complying with contract terms and conditions.

**Ref No:** OIR 0014

**Country:** IQ

**SOI:** A

**U.S. Strategy Lines of Effort:** 1

(Project: TBD)

**Start Date:** Aug-15

**Est. Final Date:** Jun-16

### **Audit of Department of State Management of the Operations and Maintenance (OMSS) Contract for U.S. Mission Iraq**

Objective: To determine whether the Department of State is administering the contract for operations and maintenance in accordance with acquisition regulations and the contractor is complying with contract terms and conditions.

## Operation INHERENT RESOLVE

**Ref No:** OIR 0029

**Country:** CONUS

**SOI:** C

**U.S. Strategy Lines of Effort:** 3, 5, 6, 7, 9

(Project: TBD)

**Start Date:** Feb-15

**Est. Final Date:** Oct-15

### Inspection of the Bureau of International Organizations

Objective: As part of the inspection of the IO Bureau's overall programs and operations, assess the adequacy of the bureau's role and oversight of its missions (including the U.S. Mission to the United Nations) related to ISIL initiatives.

**Ref No:** OIR 0067

**Country:** IQ

**SOI:** C

**U.S. Strategy Lines of Effort:** 1

(Project: TBD)

**Start Date:** Aug-15

**Est. Final Date:** Mar-16

### Thematic Review of Mission Iraq's Implementation of the Supporting Effective Governance Line of Effort

Objective: This thematic review will assess whether Mission Iraq has set clear, outcome-based performance goals for State diplomatic engagement and foreign assistance related to the Supporting Effective Governance in Iraq line of effort.

**Ref No:** OIR 0068

**Country:** IQ

**SOI:** E

**U.S. Strategy Lines of Effort:** 6

(Project: TBD)

**Start Date:** Aug-15

**Est. Final Date:** Mar-16

### Thematic Review of Mission Iraq's Implementation of the Exposing ISIL's True Nature Line of Effort

Objective: This thematic review will assess whether Mission Iraq has set clear, outcome-based performance goals for public diplomacy and counter-ISIL messaging related to the Exposing ISIL's True Nature line of effort.

**Ref No:** OIR 0069

**Country:** EG

**SOI:** B

**U.S. Strategy Lines of Effort:** 6, 7

(Project: TBD)

**Start Date:** Aug-15

**Est. Final Date:** Mar-16

### Inspection of Embassy Cairo and Constituent Post

Objective: As part of the inspection of Embassy Cairo, to determine whether the Chief of Mission is effectively coordinating and supporting counter-ISIL programs and operations.

**Ref No:** OIR 0070

**Country:** TR

**SOI:** B

**U.S. Strategy Lines of Effort:** 2, 3, 5, 6, 7, 9

(Project: TBD)

**Start Date:** Aug-15

**Est. Final Date:** Sep-16

### Inspection of Embassy Ankara and Constituent Posts

Objective: As part of the inspection of Embassy Ankara, to determine whether the Chief of Mission is effectively coordinating and supporting counter-ISIL programs and operations.

## Operation INHERENT RESOLVE

**Ref No:** OIR 0071                      **Country:** IQ, Multiple, SY  
**SOI:** D                                      **U.S. Strategy Lines of Effort:** 9  
(Project: TBD)                              **Start Date:** Aug-15              **Est. Final Date:** Dec-16

### Inspection of Bureau of Population, Refugees, and Migration

Objective: As part of the inspection of the overall programs and operations of the Bureau of Population, Refugees, and Migration (PRM), to assess the effectiveness of PRM's humanitarian support activities in Iraq, Syria, and neighboring countries.

**Ref No:** OIR 0072                      **Country:** CONUS  
**SOI:** B                                      **U.S. Strategy Lines of Effort:** 6  
(Project: TBD)                              **Start Date:** Aug-15              **Est. Final Date:** Dec-16

### Inspection of the Middle East Broadcasting Networks, Inc.

Objective: As part of the inspection of the Middle East Broadcasting Networks (MBN), to review obligations, expenditures, and program goals for overseas contingency operations (OCO) funds appropriated to BBG and allotted to MBN.

**Ref No:** OIR 0073                      **Country:** IQ  
**SOI:** A                                      **U.S. Strategy Lines of Effort:** 1  
(Project: TBD)                              **Start Date:**                      **Est. Final Date:**

### Audit of Contract and Grant Oversight Staffing in Iraq

Objective: To determine whether the number of contract and grant oversight staff in Iraq is commensurate with the amount and complexity of funds being expended.

**Ref No:** OIR 0074                      **Country:** SY  
**SOI:** D                                      **U.S. Strategy Lines of Effort:** 9  
(Project: 15AUD074)                      **Start Date:** Aug-15              **Est. Final Date:** May-16

### Audit of Department of State Vetting of Syrian Non-Lethal Aid Recipients

Objective: To determine whether the Department of State has complied with the process for vetting non-lethal aid recipients in Syria and whether the assistance provided has been used as intended.

**GAO** **Total Projects: 5**

**Ref No:** OIR 0037                      **Country:** SY  
**SOI:** E                                      **U.S. Strategy Lines of Effort:** 3  
(Project: 100070)                      **Start Date:** Feb-15              **Est. Final Date:** Jan-16

### U.S. Efforts to Train and Equip the Syrian Opposition

Objective: To evaluate: 1) What are the U.S. government's plans to vet, train, and equip the Syrian Opposition? 2) What is the status of implementing these plans? 3) What level of support have international coalition partners provided to the U.S. train and equip program? and 4) How much funding have U.S. agencies allocated, obligated, and disbursed for the Syrian opposition train and equip program?



## Operation INHERENT RESOLVE

**Ref No:** OIR 0038

**Country:** SY

**SOI:** E

**U.S. Strategy Lines of Effort:** 3

(Project: 352019)

**Start Date:** Mar-15

**Est. Final Date:** Jan-16

### DoD's Support for the Syria Train and Equip Program

Objective: To evaluate the extent to which DoD 1) Identified roles and missions for the advisor teams, including personnel, equipment, and training requirements; 2) Met these requirements, including any potential impact on the readiness of units providing advisors; 3) Incorporated lessons learned from its prior advisory experience in structure, preparing, and executing this advisor mission; and 4) Provided enablers, such as force protection and base security, to the train and equip mission.

**Ref No:** OIR 0042

**Country:** IQ

**SOI:** E

**U.S. Strategy Lines of Effort:** 3

(Project: 100100)

**Start Date:** Jun-15

**Est. Final Date:**

### Vetting Iraqi Security Forces for Human Rights and Terrorism

Objective: Assess 1) The processes and procedures in place to ensure that Iraqi Security Forces personnel receiving training and equipment who are required to be vetted are vetted for violations of human rights or for associations with terrorist organizations; 2) The extent to which the U.S. government complied with policies and procedures to vet Iraqi security forces for human rights violations and associations with terrorist organizations; and 3) The extent to which the vetting process resulted in identifying Iraqi Security Forces with evidence of human rights violations or associations with terrorist organizations.

**Ref No:** OIR 0043

**Country:** IQ

**SOI:** E

**U.S. Strategy Lines of Effort:** 3

(Project: 100145)

**Start Date:** Nov-15

**Est. Final Date:**

### DoD's Support for the Iraq Train and Equip Program

Objective: Determine to what extent DoD 1) Identified roles and missions for the advisor teams, including personnel, equipment, and training requirements? 2) Met these requirements, including any potential impact on the readiness of units providing advisors? 3) Incorporated lessons learned from its prior advisory experience in structuring, preparing, and executing this advisor mission? and 4) Provided adequate enablers, such as force protection and base security, to support its operations in Iraq?

**Ref No:** OIR 0065

**Country:** IQ, SY

**SOI:** C

**U.S. Strategy Lines of Effort:** 5

(Project: 100264)

**Start Date:** Aug-15

**Est. Final Date:** Jun-16

### Combating Looting of Antiquities from Iraq and Syria

Objective: Key questions: (1) What activities have U.S. agencies taken to combat the destruction and trafficking of Syrian and Iraqi antiquities since 2011, and what resources have been dedicated to those activities? (2) To what extent do U.S. agencies work with art market participants, including auction houses, dealers, and collectors, to prevent the sale and purchase of stolen Syrian and Iraqi antiquities? (3) To what extent do U.S. agencies work with key foreign partner countries and international organizations to combat the destruction and trafficking of Syrian and Iraqi antiquities?

## Operation INHERENT RESOLVE

### USAID OIG

Total Projects: 2

Ref No: OIR 0016

Country: IQ, SY

SOI: A

U.S. Strategy Lines of Effort: 9

(Project: 88101215)

Start Date: Nov-15

Est. Final Date: Apr-16

#### Audit of Selected Middle East Missions' Use of Full and Open Competition

Objective: This regional review will determine to what extent the Middle East Bureau is using other than full and open competition and whether the Middle East Bureau is complying with Federal Acquisition Regulations when using other than full and open competition in awarding contracts.

Ref No: OIR 0034

Country: IQ

SOI: D

U.S. Strategy Lines of Effort: 9

(Project: 88151715)

Start Date: Apr-15

Est. Final Date: Dec-15

#### Survey of Selected USAID Office of Foreign Disaster Assistance Activities (OFDA) in Iraq

Objective: This survey will determine (1) what USAID/OFDA's activities relate to the humanitarian crisis in Iraq, and (2) what steps have USAID/OFDA and its implementing partners taken to manage and mitigate risks while responding to the humanitarian crisis in Iraq.

**Total All OIR Projects: 41**



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## APPENDIX 2.A

### SECTION 8L OF THE INSPECTOR GENERAL ACT OF 1978, AS AMENDED

#### §8L. Special Provisions Concerning Overseas Contingency Operations

(a) Additional Responsibilities of Chair of Council of Inspectors General on Integrity and Efficiency.-Upon the commencement or designation of a military operation as an overseas contingency operation that exceeds 60 days, the Chair of the Council of Inspectors General on Integrity and Efficiency (CIGIE) shall, in consultation with the members of the Council, have the additional responsibilities specified in subsection (b) with respect to the Inspectors General specified in subsection (c).

(b) Specific Responsibilities.-The responsibilities specified in this subsection are the following:

*(1) In consultation with the Inspectors General specified in subsection (c), to designate a lead Inspector General in accordance with subsection (d) to discharge the authorities of the lead Inspector General for the overseas contingency operation concerned as set forth in subsection (d).*

*(2) To resolve conflicts of jurisdiction among the Inspectors General specified in subsection (c) on investigations, inspections, and audits with respect to such contingency operation in accordance with subsection (d)(2)(B).*

*(3) To assist in identifying for the lead inspector general for such contingency operation, Inspectors General and inspector general office personnel available to assist the lead Inspector General and the other Inspectors General specified in subsection (c) on matters relating to such contingency operation.*

(c) Inspectors General.-The Inspectors General specified in this subsection are the Inspectors General as follows:

*(1) The Inspector General for the Department of Defense.*

*(2) The Inspector General for the Department of State.*

*(3) The Inspector General for the United States Agency for International Development.*

(d) Lead Inspector General for Overseas Contingency Operation.-

*(1) A lead Inspector General for an overseas contingency operation shall be designated by the Chair of the Council of Inspectors General on Integrity and Efficiency under subsection (b)(1) not later than 30 days after the commencement or designation of the military operation concerned as an overseas contingency operation that exceeds 60 days. The lead Inspector General for a contingency operation shall be designated from among the Inspectors General specified in subsection (c).*

*(2) The lead Inspector General for an overseas contingency operation shall have the following responsibilities:*

*(A) To appoint, from among the offices of the other Inspectors General specified in subsection (c), an Inspector General to act as associate Inspector General for the contingency operation who shall act in a coordinating role to assist the lead Inspector General in the discharge of responsibilities under this subsection.*

*(B) To develop and carry out, in coordination with the offices of the other Inspectors General specified in subsection (c), a joint strategic plan to conduct comprehensive oversight over all aspects of the contingency operation and to ensure through either joint or individual audits, inspections, and investigations, independent and effective oversight of all programs and operations of the Federal Government in support of the contingency operation.*

*(C) To review and ascertain the accuracy of information provided by Federal agencies relating to obligations and expenditures, costs of programs and projects, accountability of funds, and the award and execution of major contracts, grants, and agreements in support of the contingency operation.*

*(D)(i) If none of the Inspectors General specified in subsection (c) has principal jurisdiction over a matter with respect to the contingency operation, to exercise responsibility for discharging oversight responsibilities in accordance with this Act with respect to such matter.*

*(ii) If more than one of the Inspectors General specified in subsection (c) has jurisdiction over a matter with respect to the contingency operation, to determine principal jurisdiction for discharging oversight responsibilities in accordance with this Act with respect to such matter.*

*(E) To employ, or authorize the employment by the other Inspectors General specified in subsection (c), on a temporary basis using the authorities in section 3161 of title 5, United States Code, such auditors, investigators, and other personnel as the lead Inspector General considers appropriate to assist the lead Inspector General and such other Inspectors General on matters relating to the contingency operation.*

*(F) To submit to Congress on a bi-annual basis, and to make available on an Internet website available to the public, a report on the activities of the lead Inspector General and the other Inspectors General specified in subsection (c) with respect to the contingency operation, including-*

*(i) the status and results of investigations, inspections, and audits and of referrals to the Department of Justice; and*

*(ii) overall plans for the review of the contingency operation by inspectors general, including plans for investigations, inspections, and audits.*

*(G) To submit to Congress on a quarterly basis, and to make available on an Internet website available to the public, a report on the contingency operation.*

*(H) To carry out such other responsibilities relating to the coordination and efficient and effective discharge by the Inspectors General specified in subsection (c) of duties relating to the contingency operation as the lead Inspector General shall specify.*

*(3)(A) The lead Inspector General for an overseas contingency operation may employ, or authorize the employment by the other Inspectors General specified in subsection (c) of, annuitants covered by section 9902(g) of title 5, United States Code, for purposes of assisting the lead Inspector General in discharging responsibilities under this subsection with respect to the contingency operation.*

*(B) The employment of annuitants under this paragraph shall be subject to the provisions of section 9902(g) of title 5, United States Code, as if the lead Inspector General concerned was the Department of Defense.*

*(C) The period of employment of an annuitant under this paragraph may not exceed three years, except that the period may be extended for up to an additional two years in accordance with the regulations prescribed pursuant to section 3161(b)(2) of title 5, United States Code.*

*(4) The lead Inspector General for an overseas contingency operation shall discharge the responsibilities for the contingency operation under this subsection in a manner consistent with the authorities and requirements of this Act generally and the authorities and requirements applicable to the Inspectors General specified in subsection (c) under this Act.*

(e) Sunset for Particular Contingency Operations.-The requirements and authorities of this section with respect to an overseas contingency operation shall cease at the end of the first fiscal year after the commencement or designation of the contingency operation in which the total amount appropriated for the contingency operation is less than \$100,000,000.

(f) Construction of Authority.-Nothing in this section shall be construed to limit the ability of the Inspectors General specified in subsection (c) to enter into agreements to conduct joint audits, inspections, or investigations in the exercise of their oversight responsibilities in accordance with this Act with respect to overseas contingency operations.

(Pub. L. 95-452, §8L, as added Pub. L. 112-239, div. A, title VIII, §848(2), Jan. 2, 2013, 126 Stat. 1851.).

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## **APPENDIX 2.B**

### **SECTION 842 OF THE NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2008**

Public Law 110-181, “The National Defense Authorization Act for Fiscal Year 2008,” section 842, “Investigation of Waste, Fraud, and Abuse in Wartime Contracts and Contracting Processes in Iraq and Afghanistan,” January 28, 2008, requires the Inspector General of the Department of Defense to develop a comprehensive plan for a series of audits of Department of Defense contracts, subcontracts, and task and delivery orders for the logistical support of coalition forces in Iraq and Afghanistan. The Act also requires that the Special Inspector General for Afghanistan Reconstruction develop a comprehensive plan for a series of audits of Federal agency contracts, subcontracts, and task and delivery orders for the performance of security and reconstruction functions in Iraq and Afghanistan.

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# OPERATION INHERENT RESOLVE ACRONYMS

<b>BBG</b>	Broadcasting Board of Governors
<b>CJTF-OIR</b>	Combined Joint Task Force–Operation Inherent Resolve
<b>DCIS</b>	Defense Criminal Investigative Service
<b>DHS</b>	Department of Homeland Security
<b>DNI</b>	Director of National Intelligence
<b>DoD</b>	Department of Defense
<b>DOJ</b>	Department of Justice
<b>DOS</b>	Department of State
<b>FCIWG</b>	Fraud and Corruption Investigative Working Group
<b>FBI</b>	Federal Bureau of Investigations
<b>FY</b>	Fiscal Year
<b>IG</b>	Inspector General
<b>ISIL</b>	Islamic State of Iraq and the Levant
<b>ITEF</b>	Iraq Train and Equip Fund
<b>Lead IG</b>	Lead Inspector General
<b>NCTC</b>	National Counterterrorism Center
<b>OCO</b>	Overseas Contingency Operations
<b>OIG</b>	Office of Inspector General
<b>OIR</b>	Operation Inherent Resolve
<b>STEF</b>	Syria Train and Equip Fund
<b>USAID</b>	U.S. Agency for International Development

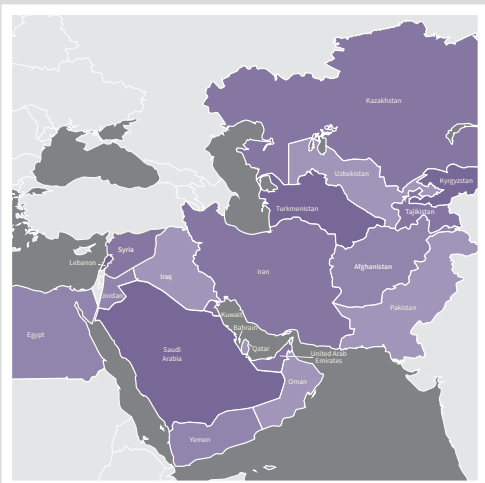


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# SECTION 3

## *SOUTHWEST ASIA*





## SOUTHWEST ASIA CONTENTS

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# FY 2016 SOUTHWEST ASIA–ALL OTHER PROJECTS AT A GLANCE

## SWA–ALL OTHER PROJECTS SUMMARY OVERVIEW BY AGENCY

AGENCY	ONGOING/PLANNED PROJECT TOTALS
AAA	2
AFAA	7
DoD OIG	4
DOS OIG	3
GAO	3
NAVAUDSVC	7
USAID OIG	9
<b>Total Projects</b>	<b>35</b>

## SWA–ALL OTHER PROJECTS DETAILED OVERVIEW BY AGENCY

AGENCY	PROJECT	START DATE	EST. END DATE
AAA			
Ref. No: SWA 1833	TITLE: Audit of Expeditionary Contracting (Project: TBD)	Mar-16	Dec-16
Ref. No: SWA 1834	TITLE: Audit of Downrange Civilian Overtime Pay and Entitlements (Project: TBD)	Sep-16	Jul-17
AFAA			
Ref. No: SWA 1193	TITLE: Bulk Fuel Management (Project: F2014-O20000-0065.000)	May-14	Oct-15
Ref. No: SWA 1587	TITLE: Wireless Network Security (Project: F2014-O10000-0097.000)	Feb-15	Feb-16
Ref. No: SWA 1588	TITLE: AOR- Morale Network Operations (Project: F2014-O10000-0098.000)	Feb-15	Feb-16
Ref. No: SWA 1615	TITLE: USAFCENT - Deployed Equipment Assets (Project: F2015-L40000-0092.000)	Oct-14	Oct-15
Ref. No: SWA 1759	TITLE: AFCENT AOR Contractor Access (Project: F2015-O40000-0623.000)	Jul-15	Jul-16
Ref. No: SWA 1762	TITLE: AFCENT AOR Security Programs (Project: F2015-O10000-0624.000)	Jul-15	Jul-16
Ref. No: SWA 1779	TITLE: US Air Forces Central Area of Responsibility, Communications Security (COMSEC) (Project: TBD)	Jul-15	Jul-16
DoD OIG			
Ref. No: SWA 1176	TITLE: Assessment of DoD Suicide Prevention Processes: Phase III (Project: D2015-D00SPO-0052.000)	Nov-14	Oct-15
Ref. No: SWA 1571	TITLE: Audit of Army Sole-Source Spare Parts Procurements for the Husky Mounted Detection System (Project: AUD/TBD)	Apr-15	Feb-16
Ref. No: SWA 1781	TITLE: U.S. Special Operations Command (SOCOM) Properly Accounting for Sensitive Equipment (Project: D2015-D000RE-0229.000)	Jul-15	Mar-16
Ref. No: SWA 1835	TITLE: Phase IV: Assessment of DoD Suicide Prevention Policy Development and Dissemination (Project: TBD)	Oct-15	Jun-16

## SWA–ALL OTHER PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

AGENCY	PROJECT	START DATE	EST. END DATE
DOS OIG			
Ref. No: SWA 1184	TITLE: Audit of Construction of the New Embassy Compound - Islamabad (Project: TBD)	May-15	Dec-15
Ref. No: SWA 1567	TITLE: Audit of Department of State Management of the Worldwide Protective Services (WPS) Task Order No. 8 for Security Services at Consulate General Erbil (Project: TBD)	TBD	TBD
Ref. No: SWA 1851	TITLE: Audit of Counter Narcotics and Police Reform Program Compliance Follow-up in Pakistan and Afghanistan (Project: TBD)	TBD	TBD
GAO			
Ref. No: SWA 1608	TITLE: Military Construction in a Contingency Environment (Project: 351991)	Nov-14	Dec-15
Ref. No: SWA 1750	TITLE: Egypt Assistance End-Use Monitoring and Human Rights Vetting (Project: 100073)	Mar-15	Dec-15
Ref. No: SWA 1773	TITLE: Building Partner Counterterrorism Capacity (Project: 100108)	May-15	TBD
NAVAUDSVC			
Ref. No: SWA 1662	TITLE: Anti-Terrorism / Force Protection – OCONUS Security Force Personnel (Project: 2015-008)	Mar-15	May-16
Ref. No: SWA 1663	TITLE: DoN Military Construction Projects Proposed for FY 2017 (Project: 2015-014)	Jan-15	Dec-15
Ref. No: SWA 1664	TITLE: Disposal of Excess Government Property Within the 1st Marine Expeditionary Force (Project: 2015-029)	Aug-15	Jul-16
Ref. No: SWA 1665	TITLE: Personal Property Accountability at U.S. Naval Forces Central Command (Project: 2015-035)	Feb-15	Jan-16
Ref. No: SWA 1666	TITLE: Military Overseas Suitability Screening (Project: 2015-050)	Apr-15	Mar-16
Ref. No: SWA 1670	TITLE: Wait Time at Selected Military Treatment Facilities (Project: 2015-055)	Aug-15	Jul-16
Ref. No: SWA 1672	TITLE: DoN Incentive and Special Pay (Project: 2015-061)	Jul-15	Jun-16

## SWA–ALL OTHER PROJECTS DETAILED OVERVIEW BY AGENCY (CONT'D)

AGENCY	PROJECT	START DATE	EST. END DATE
USAID OIG			
Ref. No: SWA 1842	TITLE: Follow-Up Audit of USAID/Pakistan's Gomal Zam Multipurpose Dam Project—Irrigation Component (Project: GG1C0116)	Oct-15	Mar-16
Ref. No: SWA 1843	TITLE: Audit of USAID/Pakistan's Satpara Development Project (Project: GG1C0216)	Oct-15	Mar-16
Ref. No: SWA 1844	TITLE: Audit of USAID/Pakistan's Federal Administrative Tribal Areas (FATA) Economic Stabilization Program (Project: GG1C0316)	Oct-15	Mar-16
Ref. No: SWA 1845	TITLE: Audit of USAID/Pakistan's Sindh Municipal Services Program (Project: GG1C0416)	Oct-15	Mar-16
Ref. No: SWA 1846	TITLE: Audit of USAID/Pakistan's Sindh Community Mobilization Program (Project: GG1C0516)	Oct-15	Mar-16
Ref. No: SWA 1847	TITLE: Audit of USAID/Pakistan's Family Planning and Reproductive Health (FPRH) Services Project (Project: GG1C0616)	Oct-15	Mar-16
Ref. No: SWA 1848	TITLE: Audit of USAID/Jordan's Community Engagement Project (Project: 881C0316)	Nov-15	Mar-16
Ref. No: SWA 1849	TITLE: Audit of USAID/Jordan's Early Grade Reading and Math Project (Project: 881R0416)	May-16	Aug-16
Ref. No: SWA 1850	TITLE: Audit of USAID/Lebanon's, Improved Basic Education Program (Project: 881C0516)	Feb-16	May-16

## FY 2016 SWA–ALL OTHER ONGOING/PLANNED PROJECT LIST

### Southwest Asia All Other

#### AAA

Total Projects: 2

Ref No. SWA 1833

Country: SWA

(Project: TBD)

Start Date: Mar-16

Est. Final Date: Dec-16

#### Audit of Expeditionary Contracting

Objectives: 1) To verify that the scope of existing contracts in theater have incrementally decreased relative to troop drawdown plans; and 2) To verify that Army contracts executed in theater were sufficiently managed to prevent overlapping and redundant requirements. The audit scope will be further defined and narrowed once the audit team is in the planning phase.

Ref No. SWA 1834

Country: SWA

(Project: TBD)

Start Date: Sep-16

Est. Final Date: Jul-17

#### Audit of Downrange Civilian Overtime Pay and Entitlements

Objectives: Verify that appropriate controls were in place to mitigate potential fraudulent overtime and entitlement payments for deployed civilian personnel. The audit scope will be further defined and narrowed once the audit team is in the planning phase.

#### AFAA

Total Projects: 7

Ref No. SWA 1193

Country: AE, KW, QA

(Project: F2014-O20000-0065.000)

Start Date: May-14

Est. Final Date: Oct-15

#### Bulk Fuel Management

Objectives: Evaluate bulk fuel management in the AFCENT Southwest Asia AOR. Specifically, determine whether the Air Force accurately accounts for fuel, pays appropriate fees, and properly maintains bulk fuel storage tanks in the AOR.

Ref No. SWA 1587

Country: AE, KW, QA

(Project: F2014-O10000-0097.000)

Start Date: Feb-15

Est. Final Date: Feb-16

#### Wireless Network Security

Objectives: Evaluate management of Second Generation Wireless Local Area Network (2GWLAN) security. Specifically, determine whether Air Force officials effectively manage wireless network and device authorization, configuration, and operation.

Ref No. SWA 1588

Country: AE, KW, QA

(Project: F2014-O10000-0098.000)

Start Date: Feb-15

Est. Final Date: Feb-16

#### AOR- Morale Network Operations

Objectives: Determine whether Air Force Central Command personnel effectively and efficiently manage the Morale Network in deployed locations. Specifically, determine if management properly locates morale networked in authorized common areas, properly funds morale networks, and effectively performs contract administration when required.

Ref No. SWA 1615

Country: AE, AF, KW, QA

(Project: F2015-L40000-0092.000)

Start Date: Oct-14

Est. Final Date: Oct-15

#### USAFCENT - Deployed Equipment Assets

Objectives: Evaluate the accuracy of inventory records for items in deployed status.



## Southwest Asia All Other

**Ref No. SWA 1759**                      **Country:** AE, KW, QA  
 (Project: F2015-O40000-0623.000)   **Start Date:** Jul-15              **Est. Final Date:** Jul-16

### AFCENT AOR Contractor Access

Objectives: Determine whether personnel adequately manage contractor installation access at United States Air Forces Central Area of Responsibility (AOR). Specifically, to determine whether Air Force officials conducted required security investigations and effectively controlled Common Access Cards (CAC) and other access identification.

**Ref No. SWA 1762**                      **Country:** AE, AF, KW, QA  
 (Project: F2015-O10000-0624.000)   **Start Date:** Jul-15              **Est. Final Date:** Jul-16

### AFCENT AOR Security Programs

Objectives: Determine if Air Force personnel effectively manage the security program at the United States Air Forces Central locations. Specifically, determine if personnel properly protect classified storage areas and computer systems and limited access to classified data to those personnel with appropriate level clearances.

**Ref No. SWA 1779**                      **Country:** AE, KW, QA  
 (Project: TBD)                              **Start Date:** Jul-15              **Est. Final Date:** Jul-16

### US Air Forces Central Area of Responsibility, Communications Security (COMSEC)

Objectives: Communications Security - US Air Forces Central Area of Responsibility.

## DoD OIG

**Total Projects:** 4

**Ref No. SWA 1176**                      **Country:** CONUS  
 (Project: D2015-D00SPO-0052.000)   **Start Date:** Nov-14              **Est. Final Date:** Oct-15

### Assessment of DoD Suicide Prevention Processes: Phase III

Objectives: Assess DoD processes used in the development of suicide prevention policy. DoD OIG will determine what process changes are required to improve suicide prevention and intervention policies and programs (including, but not limited to, resilience, mental health treatment, substance abuse, and postvention) in the military. The objectives and scope may be expanded during the course of the assessment if we find additional suicide prevention issues that require immediate management attention.

**Ref No. SWA 1571**                      **Country:** CONUS  
 (Project: D2015-D000AH-0225.000)   **Start Date:** Apr-15              **Est. Final Date:** Feb-16

### Audit of Army Sole-Source Spare Parts Procurements for the Husky Mounted Detection System

Objectives: To determine whether the Army is purchasing sole-source spare parts for the Husky Mounted Detection System at fair and reasonable prices.

**Ref No. SWA 1781**                      **Country:** CONUS  
 (Project: D2015-D000RE-0229.000)   **Start Date:** Jul-15              **Est. Final Date:** Mar-16

### U.S. Special Operations Command (SOCOM) Properly Accounting for Sensitive Equipment

Objectives: To determine whether U.S. Special Operations Command (SOCOM) is Properly Accounting for Sensitive Equipment.

## Southwest Asia All Other

**Ref No. SWA 1835**                      **Country:** Other  
(Project: TBD)                      **Start Date:** Oct-15                      **Est. Final Date:** Jun-16

### Phase IV: Assessment of DoD Suicide Prevention Policy Development and Dissemination

Objectives: 1) Evaluate DoD suicide prevention policy development; 2) Evaluate Defense Suicide Prevention Office process to coordinate and then disseminate the new suicide prevention policies to the Military Services/stakeholders; and 3) Evaluate the Military Service/stakeholders understanding of their responsibilities established in the new DoD- level suicide prevention policies.

## DOS OIG

**Total Projects:** 3

**Ref No. SWA 1184**                      **Country:** PK  
(Project: TBD)                      **Start Date:** May-15                      **Est. Final Date:** Dec-15

### Audit of Construction of the New Embassy Compound - Islamabad

Objectives: Determine whether the Department is effectively administering the construction contracts for the New Embassy Compound in Islamabad.

**Ref No. SWA 1567**                      **Country:** IQ  
(Project: TBD)                      **Start Date:** TBD                      **Est. Final Date:** TBD

### Audit of Department of State Management of the Worldwide Protective Services (WPS) Task Order No. 8 for Security Services at Consulate General Erbil

Objectives: To determine whether the Department is administering WPS Task Order No. 8 in accordance with acquisition regulations and the contractor is complying with contract terms and conditions.

**Ref No. SWA 1851**                      **Country:** AF, PK  
(Project: TBD)                      **Start Date:** TBD                      **Est. Final Date:** TBD

### Audit of Counter Narcotics and Police Reform Program Compliance Follow-up in Pakistan and Afghanistan

Objectives: To determine whether INL has: 1) Complied with prior OIG recommendations to a) implement performance measurement plans for its programs in Pakistan and Afghanistan; b) monitor progress towards its program goals, and b) fund its programs appropriately; and 2) Applied the recommendations to its programs in other countries.

## GAO

**Total Projects:** 3

**Ref No. SWA 1608**                      **Country:** AF, IQ  
(Project: 351991)                      **Start Date:** Nov-14                      **Est. Final Date:** Dec-15

### Military Construction in a Contingency Environment

Objectives: To understand 1) The processes DoD officials used to make decisions about military construction in Iraq and Afghanistan, to include procedures for determining whether a structure should be permanent or temporary; 2) The costs associated with decisions made about military construction in Iraq and Afghanistan, to include the sources of funding; and 3) Any lessons DoD has learned about military construction during contingency operations based on the experiences of Iraq and Afghanistan.

## Southwest Asia All Other

**Ref No. SWA 1750**

**Country:** EG

(Project: 100073)

**Start Date:** Mar-15

**Est. Final Date:** Dec-15

### **Egypt Assistance End-Use Monitoring and Human Rights Vetting**

Objectives: Egypt is among the largest recipients of U.S. assistance globally. Given a series of political transitions in Egypt beginning in 2011, concerns have been raised about U.S. assistance to Egypt. This engagement will assess, for fiscal years 2011 through 2015 funded efforts, the extent to which the U.S. government 1) Disbursed or committed funds allocated for security-related assistance for Egypt; 2) Implemented end-use monitoring for equipment transferred to Egyptian security forces; and 3) Vetted Egyptian recipients of U.S. security-related assistance for human rights concerns.

**Ref No. SWA 1773**

**Country:** YE

(Project: 100108)

**Start Date:** May-15

**Est. Final Date:** TBD

### **Building Partner Counterterrorism Capacity**

Objectives: To 1) Analyze the extent to which agencies identified program objectives and considered country needs, unit baseline capabilities, absorptive capacity, and other funding sources, prior to granting assistance; 2) Evaluate timeliness and the extent to which program objectives have been achieved; and 3) Assess plans for sustainment using U.S., recipient country, and/or other funding sources and the extent to which those plans have been achieved.

## NAVAUDSVC

**Total Projects:** 7

**Ref No. SWA 1662**

**Country:** OCONUS

(Project: 2015-008)

**Start Date:** Mar-15

**Est. Final Date:** May-16

### **Anti-Terrorism / Force Protection – OCONUS Security Force Personnel**

Objectives: To verify that security forces on Navy installations OCONUS are being utilized efficiently and effectively to ensure maximum protection of people and assets.

**Ref No. SWA 1663**

**Country:** Other

(Project: 2015-014)

**Start Date:** Jan-15

**Est. Final Date:** Dec-15

### **DoN Military Construction Projects Proposed for FY 2017**

Objectives: To verify that the project scope requirements are sufficiently supported for selected Military Construction projects contained in the DON proposed FY 2017 Military Construction Program.

**Ref No. SWA 1664**

**Country:** Other

(Project: 2015-029)

**Start Date:** Aug-15

**Est. Final Date:** Jul-16

### **Disposal of Excess Government Property Within the 1st Marine Expeditionary Force**

Objectives: To verify that the 1st Marine Expeditionary Force and its supporting commands have effective policies, procedures, and internal controls to ensure sufficient accountability over the Government property disposal process.

**Ref No. SWA 1665**

**Country:** Other

(Project: 2015-035)

**Start Date:** Feb-15

**Est. Final Date:** Jan-16

### **Personal Property Accountability at U.S. Naval Forces Central Command**

Objectives: To verify that U.S. Naval Forces Central Command has effective policies, procedures, and internal controls to ensure sufficient accountability over personal property.

## Southwest Asia All Other

**Ref No. SWA 1666**                      **Country:** Other  
(Project: 2015-050)                      **Start Date:** Apr-15                      **Est. Final Date:** Mar-16

### Military Overseas Suitability Screening

Objectives: To verify that the DON's overseas suitability screening process for military members and their dependents is working as intended and follows established guidelines.

**Ref No. SWA 1670**                      **Country:** Other  
(Project: 2015-055)                      **Start Date:** Aug-15                      **Est. Final Date:** Jul-16

### Wait Time at Selected Military Treatment Facilities

Objectives: To verify that the wait time for a medical appointment at selected Military Treatment Facilities is reasonable and accurately recorded.

**Ref No. SWA 1672**                      **Country:** Other  
(Project: 2015-061)                      **Start Date:** Jul-15                      **Est. Final Date:** Jun-16

### DoN Incentive and Special Pay

Objectives: To verify that Incentive and Special Pays are managed in compliance with Federal and DoD guidelines and regulations.

## USAID OIG

**Total Projects:** 9

**Ref No. SWA 1842**                      **Country:** PK  
(Project: GG1C0116)                      **Start Date:** Oct-15                      **Est. Final Date:** Mar-16

### Follow-Up Audit of USAID/Pakistan's Gomal Zam Multipurpose Dam Project—Irrigation Component

Objectives: To determine if the irrigation component of the Gomal Zam Multipurpose Dam project is on track to achieve its goal of meeting the irrigation needs of local farmers.

**Ref No. SWA 1843**                      **Country:** PK  
(Project: GG1C0216)                      **Start Date:** Oct-15                      **Est. Final Date:** Mar-16

### Audit of USAID/Pakistan's Satpara Development Project

Objectives: To determine if project activities are on schedule and USAID-funded improvements sustainable.

**Ref No. SWA 1844**                      **Country:** PK  
(Project: GG1C0316)                      **Start Date:** Oct-15                      **Est. Final Date:** Mar-16

### Audit of USAID/Pakistan's Federal Administrative Tribal Areas (FATA) Economic Stabilization Program

Objectives: To determine if USAID/Pakistan's FATA Economic Stabilization Program is achieving its objective of enhancing the agricultural and livestock productivity of farmers as well as expanding micro and small enterprises in targeted areas to increase incomes and job prospects.

**Ref No. SWA 1845**                      **Country:** PK  
(Project: GG1C0416)                      **Start Date:** Oct-15                      **Est. Final Date:** Mar-16

### Audit of USAID/Pakistan's Sindh Municipal Services Program

Objectives: To determine if USAID/Pakistan's Sindh Municipal Services Program is achieving its goal to improve selected municipal infrastructure and public service delivery.

### Southwest Asia All Other

**Ref No. SWA 1846**

(Project: GG1C0516)

**Country:** PK

**Start Date:** Oct-15

**Est. Final Date:** Mar-16

**Audit of USAID/Pakistan's Sindh Community Mobilization Program**

Objectives: To determine if USAID/Pakistan's Sindh Community Mobilization Program is engaging communities in school consolidation, building new schools, increasing female's enrolment and improving students' nutrition.

**Ref No. SWA 1847**

(Project: GG1C0616)

**Country:** PK

**Start Date:** Oct-15

**Est. Final Date:** Mar-16

**Audit of USAID/Pakistan's Family Planning and Reproductive Health (FPRH) Services Project**

Objectives: To determine if USAID/Pakistan's Family Planning and Reproductive Health Services Project is on track to achieve its intended results.

**Ref No. SWA 1848**

(Project: 881C0316)

**Country:** JO

**Start Date:** Nov-15

**Est. Final Date:** Mar-16

**Audit of USAID/Jordan's Community Engagement Project**

Objectives: If USAID/Jordan's Community Engagement Project is achieving its goal to strengthen community engagement in the context of regional volatility and transition.

**Ref No. SWA 1849**

(Project: 881R0416)

**Country:** JO

**Start Date:** May-16

**Est. Final Date:** Aug-16

**Audit of USAID/Jordan's Early Grade Reading and Math Project**

Objectives: If the Early Grade Reading and Math Project is meeting its goal of improving the reading and mathematics ability of early grade learners in Jordan.

**Ref No. SWA 1850**

(Project: 881C0516)

**Country:** LB

**Start Date:** Feb-16

**Est. Final Date:** May-16

**Audit of USAID/Lebanon's, Improved Basic Education Program (IBESP)**

Objectives: If USAID/Lebanon's Improved Basic Education Program is achieving its goal of expanding equitable access and improving learning outcomes for early learners in Lebanon's public schools. To what extent did USAID/Lebanon incorporate lessons learned from prior USAID-funded basic education programs into the Improved Basic Education Program.

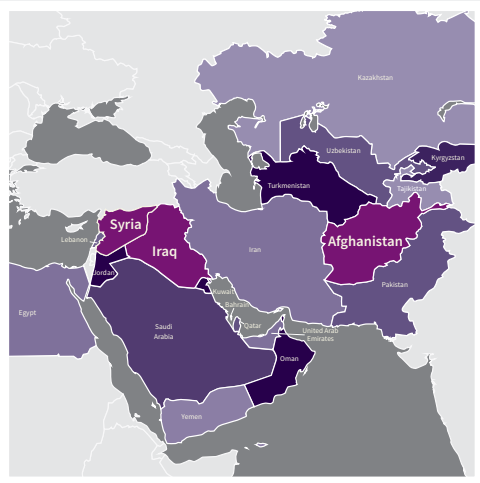
**Total All Other SWA Projects: 35**



# SECTION 4

## FY 2015 COMPLETED REPORTS





## FY 2015 COMPLETED REPORTS CONTENTS

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# FY 2015 COMPLETED REPORTS

Note: This section also includes FY 2014 reports completed after the publication of the FY 2015 COPSWA.

## FY 2015 OFS–RS MISSION COMPLETED REPORTS

### Operation FREEDOM'S SENTINEL - Resolute Support

#### DoD OIG

Ref No: OFS 0002                      Country: AF  
 SOI: 1, 2                                RS Essential Functions:  
 Report No. DoDIG-2015-154                      Final Report Date: 07/31/2015  
 Independent Auditor's Report on the Examination of DoD Execution of Afghanistan National Army Trust Fund Donations to the Afghanistan Security Forces Fund

Ref No: OFS 0022                      Country: AF  
 SOI: 5                                      RS Essential Functions: EF-2, EF-4, EF-5  
 Report No. DoDIG-2015-126                      Final Report Date: 05/18/2015  
 Contract Oversight for Redistribution Property Assistance Team Operations in Afghanistan Needs Improvement

Ref No: OFS 0001                      Country: AF  
 SOI: 1                                      RS Essential Functions: EF-2, EF-4, EF-5  
 Report No. DoDIG-2015-108                      Final Report Date: 04/30/2015  
 Assessment of U.S. and Coalition Efforts to Develop the Sufficiency of Afghan National Security Forces' Policies, Processes, and Procedures for the Management and Accountability of Class III (Fuel) and V (Ammunition)

Ref No: OFS 0016                      Country: AF  
 SOI: 1                                      RS Essential Functions: EF-2, EF-5, EF-6  
 Report No. DoDIG-2015-107                      Final Report Date: 04/17/2015  
 Challenges Exist for Asset Accountability and Maintenance and Sustainment of Vehicles Within the Afghan National Security Forces

Ref No: OFS 0017                      Country: AF, IQ  
 SOI: 2, 3                                RS Essential Functions: EF-1, EF-4, EF-5, EF-6  
 Report No. DoDIG-2015-093                      Final Report Date: 03/31/2015  
 Summary of Lessons Learned: DoD IG Assessment Oversight of "Train, Advise, Assist, and Equip" Operations by U.S. and Coalition Forces in Iraq and Afghanistan

Ref No: OFS 0018                      Country: AF  
 SOI: 1, 6                                RS Essential Functions: EF-1, EF-2, EF-5, EF-6  
 Report No. DoDIG-2015-082                      Final Report Date: 02/25/2015  
 The Government of Islamic Republic of Afghanistan's Controls Over the Contract Management Process for U.S. Direct Assistance Need Improvement

Ref No: OFS 0019                      Country: AF  
 SOI: 1                                      RS Essential Functions: EF-4, EF-5  
 Report No. DoDIG-2015-067                      Final Report Date: 01/30/2015  
 Assessment of U.S. and Coalition Efforts to Develop the Logistics and Maintenance Sustainment

Capability of the Afghan National Police



## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0020                      **Country:** AF  
**SOI:** 1                                      **RS Essential Functions:** EF-4, EF-5  
**Report No.** DoDIG-2015-047                      **Final Report Date:** 12/19/2014  
**Assessment of U.S. Government and Coalition Efforts to Develop the Logistics Sustainment Capability of the Afghan National Army**

### SIGAR

**Ref No:** OFS 0048                      **Country:** AF  
**SOI:** 1, 3                                      **RS Essential Functions:** EF-4, EF-5, EF-6  
**Report No.** SIGAR 15-12-AR                      **Final Report Date:** 10/27/2015  
**Counternarcotics Police of Afghanistan: U.S. Assistance to Provincial Units Cannot Be Fully Tracked and Formal Capability Assessments Are Needed**

**Ref No:** OFS 0027                      **Country:** AF  
**SOI:** 1                                      **RS Essential Functions:** EF-1, EF-2, EF-5  
**Report No.** SIGAR 15-86-AL                      **Final Report Date:** 09/16/2015  
**Alert Letter: ANDSF Cold Weather Gear**

**Ref No:** OFS 0059                      **Country:** AF  
**SOI:**                                      **RS Essential Functions:**  
**Report No.** SIGAR-15-85-SP                      **Final Report Date:** 09/11/2015  
**Inquiry Letter: ANDSF Procurements**

**Ref No:** OFS 0028                      **Country:** AF  
**SOI:** 2, 4                                      **RS Essential Functions:** EF-5  
**Report No.** SIGAR 15-79-AL                      **Final Report Date:** 08/25/2015  
**Alert Letter: Camp Brown Command and Control Facility**

**Ref No:** OFS 0058                      **Country:** AF  
**SOI:** 2, 4                                      **RS Essential Functions:** EF-5  
**Report No.** SIGAR 15-79-AIc **Classified**                      **Final Report Date:** 08/06/2015  
**Alert Letter: Command and Control Facility at Camp Brown**

**Ref No:** OFS 0041                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
**Report No.** SIGAR 15-74-IP                      **Final Report Date:** 07/15/2015  
**\$14.7 Million Warehouse Facility at Kandahar Airfield: Construction Delays Prevented the Facility from Being Used as Intended**

**Ref No:** OFS 0042                      **Country:** AF  
**SOI:** 2                                      **RS Essential Functions:** EF-2  
**Report No.** SIGAR 15-68-AR                      **Final Report Date:** 07/01/2015  
**Rule of Law in Afghanistan: U.S. Agencies Lack a Strategy and Cannot Fully Determine the Effectiveness of Programs Costing More Than \$1 Billion**

## Operation FREEDOM'S SENTINEL - Resolute Support

**Ref No:** OFS 0043                      **Country:** AF  
**SOI:** 1                                      **RS Essential Functions:** EF-2, EF-3  
**Report No.** SIGAR 15-54-AR                                      **Final Report Date:** 04/23/2015  
**Afghan National Army: Millions of Dollars at Risk Due to Minimal Oversight of Personnel and Payroll Data**

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**Ref No:** OFS 0044                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
**Report No.** SIGAR 15-51-IP                                      **Final Report Date:** 04/20/2015  
**Afghan National Army Slaughterhouse: Stalled Construction Project Was Terminated After \$1.25 Million Spent**

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**Ref No:** OFS 0045                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
**Report No.** SIGAR 15-27-IP                                      **Final Report Date:** 01/13/2015  
**Afghan Special Police Training Center's Dry Fire Range: Poor Contractor Performance and Poor Government Oversight Led to Project Failure**

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**Ref No:** OFS 0046                      **Country:** AF  
**SOI:** 1                                      **RS Essential Functions:** EF-2, EF-3  
**Report No.** SIGAR 15-26-AR                                      **Final Report Date:** 01/07/2015  
**Afghan National Police: More than \$300 Million in Annual, U.S.-funded Salary Payments Is Based on Partially Verified or Reconciled Data**

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**Ref No:** OFS 0047                      **Country:** AF  
**SOI:** 4                                      **RS Essential Functions:** EF-5  
**Report No.** SIGAR 15-25-IP                                      **Final Report Date:** 01/06/2015  
**ANA Camp Commando Phase II: Power Plant and Fuel Point Not Fully Operational Nearly Two Year after Project Completion**

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## FY 2015 RECONSTRUCTION/ALL OTHER AFGHANISTAN COMPLETED REPORTS

### Reconstruction/All Other Projects in Afghanistan

#### AAA

Ref No: SWA 1614      Country: AF

SOI: 6

Report No. A-2015-0069-IEX

Final Report Date: 05/28/2015

Management of Armed Contractors - Afghanistan

Ref No: SWA 1080      Country: AF

SOI: 5

Report No. A-2015-0007-IEX      **FOUO**

Final Report Date: 11/06/2014

Retrograde of Sensitive Equipment and Materiel, Afghanistan

Ref No: SWA 1480      Country: AF

SOI: 5

Report No. A-2014-0109.MTE

Final Report Date: 09/12/2014

Follow-up Audit of Foreign Excess Property Programs

#### DoD OIG

Ref No: SWA 1575      Country: AF

SOI: 5

Report No. DODIG-2015-156

Final Report Date: 08/05/2015

Drawdown of Equipment in Afghanistan: Summary of Weaknesses Identified in Reports Issued from August 19, 2011, Through May 18, 2015

Ref No: SWA 1623      Country: AF

SOI: 7

Report No. DoDIG-2015-150

Final Report Date: 07/17/2015

Audit of the Acquisition of the Armed Services Blood Program – Theater Blood Application

Ref No: SWA 1677      Country: AF

SOI: 1

Report No. No Report

Final Report Date: 03/23/2015

No Report

Ref No: SWA 1483      Country: AF

SOI: 5

Report No. DoDIG-2015-012      **Classified**

Final Report Date: 11/06/2014

DoD Retrograde Process in Afghanistan Needed Improvement

Ref No: SWA 1482      Country: AF

SOI: 5

Report No. DoDIG-2015-014

Final Report Date: 11/05/2014

Although U.S. Forces–Afghanistan Prepared Completion and Sustainment Plans for Ongoing Construction Projects for U.S. Facilities, Four Construction Projects at Bagram Faced Significant Challenges

## Reconstruction/All Other Projects in Afghanistan

Ref No: SWA 1284      Country: AF

SOI: 5

Report No. DoDIG-2015-009      **FOUO**      Final Report Date: 10/30/2014

The Army Needs to Improve the Processes for Reporting Inventory Losses in Afghanistan

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Ref No: SWA 1171      Country: AF

SOI: 1

Report No. DoDIG-2012-034.7      **Classified**      Final Report Date: 03/05/2014

ANSF Metrics Product

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## DOS OIG

Ref No: SWA 1474      Country: AF

SOI: 6

Report No. AUD-CG-15-33      Final Report Date: 06/30/2015

Audit of Department of State Oversight Responsibilities, Selection, and Training of Grants Officer Representatives

---

Ref No: SWA 0972      Country: AF

SOI: 3

Report No. AUD-MERO-15-02      Final Report Date: 11/01/2014

Audit of Bureau of International Narcotics and Law Enforcement Affairs Counternarcotics Assistance to Afghanistan

---

Ref No: SWA 0975      Country: AF

SOI: 6

Report No. AUD-MERO-15-14      Final Report Date: 11/01/2014

Audit of the Contract Closeout Process for Contracts Supporting the U.S. Mission in Afghanistan

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Ref No: SWA 1475      Country: AF

SOI: 6

Report No. AUD-MERO-15-03      Final Report Date: 10/01/2014

Audit of Bureau of Diplomatic Security Worldwide Protective Services Contract Task Order 10 Kabul Embassy Security Force

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## GAO

Ref No: SWA 1585      Country: AF

SOI: 5

Report No. GAO-15-569R      Final Report Date: 06/01/2015

Restricted Report

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## Reconstruction/All Other Projects in Afghanistan

Ref No: SWA 1586      Country: AF

SOI: 5, 7

Report No. GAO-15-410

Final Report Date: 05/19/2015

**Afghanistan Embassy Construction Cost and Schedule Have Increased, and Further Facilities Planning Is Needed**

Ref No: SWA 1579      Country: AF

SOI: 7

Report No. No Report Number

**Classified**

Final Report Date: 02/01/2015

**Classified Briefing**

Ref No: SWA 1609      Country: AF

SOI:

Report No. GAO-15-285

Final Report Date: 01/29/2015

**DoD Acquisitions: Opportunities May Exist to Increase Utility of Nondevelopmental Items Pilot Program**

Ref No: SWA 1607      Country: AF

SOI: 6

Report No. GAO-15-200

Final Report Date: 12/22/2014

**Federal Subcontracting: Further Actions Needed to Improve Oversight of Pass-through Contracts**

Ref No: SWA 1132      Country: AF

SOI: 5

Report No. GAO-15-114

Final Report Date: 11/21/2014

**Defense Logistics: Greater Awareness of Recommendations and Improvements in Data Quality Needed to Resolve Container-Management Challenges**

Ref No: SWA 1485      Country: AF

SOI: 6

Report No. GAO-15-45

Final Report Date: 11/18/2014

**Overseas Military Construction: Observations on U.S. Contractor Preference**

## SIGAR

Ref No: AFG 0011      Country: AF

SOI: 4

Report No. SIGAR 15-89-FA

Final Report Date: 09/29/2015

**USAID's Sub-national Governance Structures Program in Regional Commands East and South: Audit of Costs Incurred by the Consortium for Elections and Political Process Strengthening**

Ref No: AFG 0006      Country: AF

SOI: 4

Report No. SIGAR 15-87-FA

Final Report Date: 09/28/2015

**USAID's Afghan Civilian Assistance Program II: Audit of Costs Incurred by International Relief and Development, Inc.**

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** AFG 0007      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-88-FA

**Final Report Date:** 09/28/2015

**USAID's Land Reform in Afghanistan Program: Audit of Costs Incurred by Tetra Tech ARD**

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**Ref No:** SWA 1454      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-84-FA

**Final Report Date:** 09/02/2015

**USAID's Afghanistan Electoral Reform and Civic Advocacy Program: Audit of Costs Incurred by Democracy International, Inc.**

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**Ref No:** SWA 1430      **Country:** AF

**SOI:** 2

**Report No.** SIGAR 15-83-AR

**Final Report Date:** 08/27/2015

**Afghan Refugees and Returnees: Corruption and Lack of Afghan Ministerial Capacity Have Prevented Implementation of a Long-term Refugee Strategy**

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**Ref No:** SWA 1836      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-81-FA

**Final Report Date:** 08/11/2015

**Department of the Army's Afghan National Army Depot Project: Audit of Costs Incurred by Raytheon Company**

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**Ref No:** SWA 1828      **Country:** AF

**SOI:** 2

**Report No.** SIGAR 15-65-SP

**Final Report Date:** 08/07/2015

**Inquiry Letter: Tarakhil Power Plant**

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**Ref No:** SWA 1767      **Country:** AF

**SOI:**

**Report No.** SIGAR 15-78-IP

**Final Report Date:** 08/03/2015

**Power Grid Project at the Counter Narcotics Strip Mall in Kabul: Construction Met Contract Requirements but Electrical System Was Not Deemed Operable Until More Than 18 Months After Project Completion**

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**Ref No:** SWA 1772      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-63-FA

**Final Report Date:** 07/31/2015

**Department of the Army's Afghan National Police and Afghan National Army Communications Equipment Training and Sustainment Projects: Audit of Costs Incurred by DRS Technical Services, Inc.**

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## Reconstruction/All Other Projects in Afghanistan

Ref No: SWA 1458      Country: AF

SOI: 4

Report No. SIGAR 15-76-FA

Final Report Date: 07/20/2015

USAID's Stabilization in Key Areas East Program: Audit of Costs Incurred by AECOM International Development, Inc.

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Ref No: SWA 1459      Country: AF

SOI: 4

Report No. SIGAR 15-75-FA

Final Report Date: 07/20/2015

USAID's Stabilization in Key Areas West Program: Audit of Costs Incurred by AECOM International Development, Inc.

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Ref No: SWA 1448      Country: AF

SOI: 4

Report No. SIGAR 15-73-FA

Final Report Date: 07/14/2015

USAID's Southern Regional Agricultural Development Program: Audit of Costs Incurred by International Relief and Development, Inc.

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Ref No: SWA 1465      Country: AF

SOI: 4

Report No. SIGAR 15-71-FA

**FOUO**

Final Report Date: 07/13/2015

Department of State's Integrated Victim Assistance and Capacity Building Program in Afghanistan: Audit of Costs Incurred by Clear Path International

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Ref No: SWA 1770      Country: AF

SOI: 4

Report No. SIGAR 15-70-IP

Final Report Date: 07/13/2015

Detention Center at the Counter Narcotics Judicial Center: Project Construction Mostly Met Contract Requirements, but Two Deficiencies Need to Be Addressed

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Ref No: SWA 1771      Country: AF

SOI: 4

Report No. SIGAR 15-72-FA

Final Report Date: 07/13/2015

Department of the Army's Ministry of Interior Program: Audit of Costs Incurred by L-3 Services, Inc.

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Ref No: SWA 1766      Country: AF

SOI: 4

Report No. SIGAR 15-69-FA

Final Report Date: 07/06/2015

Department of State's Afghanistan Justice Sector Support Program II: Audit of Costs Incurred by Pacific Architects and Engineers, Inc.

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Ref No: SWA 1346      Country: AF

SOI: 4

Report No. SIGAR 15-66-FA

**FOUO**

Final Report Date: 06/23/2015

Department of the Army's Engineering Support: Audit of Costs Incurred by CACI Technologies, Inc.

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## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1451      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-64-FA

**Final Report Date:** 06/18/2015

**USAID's Afghanistan Media Development and Empowerment Project: Audit of Costs Incurred by Internews Network**

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**Ref No:** SWA 1452      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-61-FA

**Final Report Date:** 06/01/2015

**USAID's Increased Electoral Participation in Afghanistan Program: Audit of Costs Incurred by the Consortium for Elections and Political Process Strengthening**

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**Ref No:** SWA 1354      **Country:** AF

**SOI:** 2, 4

**Report No.** SIGAR-15-57-SP

**Final Report Date:** 05/20/2015

**\$36 Million Command and Control Facility at Camp Leatherneck, Afghanistan: Unwanted, Unneeded, and Unused**

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**Ref No:** SWA 1464      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-59-FA

**Final Report Date:** 05/11/2015

**Department of State's Mine Clearance, Explosive Ordnance Disposal, and Mine Awareness Activities in Afghanistan: Audit of Costs Incurred by the Organization for Mine Clearance and Afghan Rehabilitation**

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**Ref No:** SWA 1433      **Country:** AF

**SOI:** 2

**Report No.** SIGAR 15-58-AR

**Final Report Date:** 05/06/2015

**Civil Aviation: U.S. Efforts Improved Afghan Capabilities, but the Afghan Government Did Not Assume Airspace Management as Planned**

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**Ref No:** SWA 1753      **Country:** AF

**SOI:** 2

**Report No.** SIGAR 15-55-AR

**Final Report Date:** 04/24/2015

**Afghanistan's Mineral, Oil, and Gas Industries: Unless U.S. Agencies Act Soon to Sustain Investments Made, \$488 Million in Funding is at Risk**

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**Ref No:** SWA 1461      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-52-FA

**Final Report Date:** 04/21/2015

**USAID's Higher Education Project: Audit of Costs Incurred by the University of Massachusetts**

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## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1463      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-53-FA

**Final Report Date:** 04/21/2015

**USAID's Measuring Impact of Stabilization Initiative: Audit of Costs Incurred by Management Systems International**

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**Ref No:** SWA 1478      **Country:** AF

**SOI:** 4

**Report No.** SIGAR-15-50-IP

**Final Report Date:** 04/17/2015

**Shorandam Industrial Park: Poor Recordkeeping and Lack of Electricity Prevented a Full Inspection of this \$7.8 Million Facility**

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**Ref No:** SWA 1758      **Country:** AF

**SOI:** 4

**Report No.** SIGAR-15-49-SP

**Final Report Date:** 04/17/2015

**Fact Sheet: Department of Defense Commander's Emergency Response Program (CERP): Priorities and Spending in Afghanistan for Fiscal Years 2004 - 2014**

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**Ref No:** SWA 1347      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-43-FA

**Final Report Date:** 04/08/2015

**Department of the Army's Legacy East Project: Imperatis Corporation's Lack of Supporting Documentation Results in about \$135 Million in Questionable Costs.**

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**Ref No:** SWA 1756      **Country:** AF

**SOI:** 1, 4

**Report No.** SIGAR-15-40-SP

**Final Report Date:** 03/18/2015

**DoD Contract Obligations**

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**Ref No:** SWA 1457      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-41-FA

**Final Report Date:** 03/11/2015

**USAID's Rule of Law Stabilization Program—Formal Component: Audit of Costs Incurred by Tetra Tech DPK**

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**Ref No:** SWA 1682      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-33-AL

**Final Report Date:** 02/10/2015

**Final Assessment: What We Have Learned From Our Inspections of Incinerators and Use of Burn Pits in Afghanistan**

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**Ref No:** SWA 1348      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-32-FA

**Final Report Date:** 02/09/2015

**Department of the Army's Freedom of Maneuver Project: Audit of Costs Incurred by A-T Solutions, Inc.**

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## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1477      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-30-IP

**Final Report Date:** 01/27/2015

**Gorimar Industrial Park: Lack of Electricity and Water Have Left This \$7.7 Million U.S.-funded Industrial Park Underutilized by Afghan Businesses**

**Ref No:** SWA 1434      **Country:** AF

**SOI:** 7

**Report No.** SIGAR 15-29-AR

**Final Report Date:** 01/15/2015

**Department of Defense: More than 75 Percent of All SIGAR Audit and Inspection Report Recommendations Have Been Implemented**

**Ref No:** SWA 1328      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-28-FA

**Final Report Date:** 01/13/2015

**USAID's Afghan Sustainable Water Supply and Sanitation Project: Audit of Costs Incurred by ARD, Inc**

**Ref No:** SWA 1290      **Country:** AF

**SOI:** 2

**Report No.** SIGAR 15-24-AR

**Final Report Date:** 12/18/2014

**Afghan Women: Comprehensive Assessments Needed to Determine and Measure DOD, State, and USAID Progress**

**Ref No:** SWA 1431      **Country:** AF

**SOI:** 2

**Report No.** SIGAR 15-15-AL

**Final Report Date:** 12/11/2014

**Alert Letter: Task Force for Business and Stability Operations (TFBSO) Pipeline Project**

**Ref No:** SWA 1335      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-22-FA

**Final Report Date:** 12/01/2014

**Department of State's Afghanistan Justice Sector Support Program: Audit of Costs Incurred by Pacific Architects and Engineers, Inc.**

**Ref No:** SWA 1467      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-22-FA

**Final Report Date:** 12/01/2014

**Department of State's Afghanistan Justice Sector Support Program: Audit of Costs Incurred by Pacific Architects and Engineers, Inc.**

**Ref No:** SWA 1334      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-20-FA

**Final Report Date:** 11/18/2014

**USAID's Afghan Clean Energy Program: Audit of Costs Incurred by International Resource Group**

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1337      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-19-FA

**Final Report Date:** 11/17/2014

**Department of State's Afghan TV Content Production Manager Project and Nationwide Adult Literacy and Education Program: Audit of Costs Incurred by Cetena Group**

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**Ref No:** SWA 1329      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-16-FA

**Final Report Date:** 11/05/2014

**USAID's Media Development in Afghanistan Program: Audit of Costs Incurred by Private Agencies Collaborating Together, Inc.**

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**Ref No:** SWA 1338      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 15-13-FA

**FOUO**

**Final Report Date:** 11/03/2014

**Department of State's Project for Architectural and Engineering Design of the National Museum in Kabul, Afghanistan: Audit of Costs Incurred by Sayed Majidi Architecture and Design**

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**Ref No:** SWA 1352      **Country:** AF

**SOI:** 2

**Report No.** SIGAR-15-14-SP

**Final Report Date:** 10/23/2014

**Direct Assistance: Review of Processes and Controls Used by CSTC-A, State, and USAID**

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**Ref No:** SWA 1606      **Country:** AF

**SOI:** 3

**Report No.** SIGAR-15-10-SP

**Final Report Date:** 10/14/2014

**Poppy Cultivation in Afghanistan: After A Decade Of Reconstruction And Over \$7 Billion In Counternarcotics Efforts, Poppy Cultivation Levels Are At An All-Time High**

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**Ref No:** SWA 1327      **Country:** AF

**SOI:** 4

**Report No.** SIGAR-15-7-FA

**Final Report Date:** 10/07/2014

**USAID's Afghanistan Vouchers for Increased Production in Agriculture Program: Audit of Costs Incurred by International Relief & Development, Inc.**

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**Ref No:** SWA 1333      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 14-100-FA

**Final Report Date:** 09/15/2014

**USAID's Afghanistan Municipal Strengthening Program: Audit of Costs Incurred by International City/County Management Association**

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## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1336      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 14-95-FA

**Final Report Date:** 09/08/2014

**Department of State's Demining Activities in Afghanistan: Audit of Incurred Costs by Mine Clearance Planning Agency**

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**Ref No:** SWA 1330      **Country:** AF

**SOI:** 4

**Report No.** SIGAR 14-94-FA

**Final Report Date:** 09/03/2014

**USAID's Afghanistan Social Outreach Program: Audit of Costs Incurred by AECOM International Development, Inc.**

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## USAID OIG

**Ref No:** AFG 0072      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-002-R

**Final Report Date:** 09/30/2015

**Audit of USAID Resources Managed by the Turquoise Mountain Trust Under Cooperative Agreement Number AID-306-A-00-09-00503, Building Livelihood and Trade Project, for the Year Ended December 31, 2014**

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**Ref No:** AFG 0052      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-033-N

**Final Report Date:** 09/29/2015

**Financial Audit of Costs Incurred by Black and Veatch Special Projects Corporation Under the Kandahar Helmand Power Program, Contract No. AID-306-C-00-11-00506, for the Period January 1, 2014, to December 31, 2014**

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**Ref No:** SWA 1636      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-032-N

**Final Report Date:** 06/25/2015

**Closeout Audit of USAID Resources Managed by the Afghanistan Independent Bar Association Under Cooperative Agreement No. AID-306-A-12-00001, Support to Afghanistan Independent Bar Association (SAIBA), for the Period From May 1, 2013, to September 3, 2014**

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**Ref No:** SWA 1215      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-031-N

**Final Report Date:** 05/12/2015

**Closeout Audit of Costs Incurred by Deloitte Consulting Under Contract Number 306-C-00-07-00508-00, Afghanistan Civil Service Support Program (ACSS), for the Period From February 1, 2007, to March 20, 2012**

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## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1220      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-029-N

**Final Report Date:** 05/07/2015

Closeout Audit of Costs Incurred in Afghanistan by the Research Foundation of State University of New York Under the Afghanistan Parliamentary Assistance Program (APAP), (Cooperative Agreement No. 306-A-00-11-00518-00, for the Period From March 25, 2011, to November 30, 2011; Contract No. AID-306-C-12-00001, for the Period From November 29, 2011, to March 31, 2013; and Contract No. 306-DFD-I-00-04-00128-00, for the Period From September 29, 2004, to April 30, 2011)

**Ref No:** SWA 1528      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-030-N

**Final Report Date:** 05/07/2015

Closeout Audit of Costs Incurred in Afghanistan by Wildlife Conservation Society Under Cooperative Agreement No. 306-A-00-06-00501-00, Biodiversity Conservation at the Landscape Scale Program, for the Period From January 12, 2006, to April 11, 2010

**Ref No:** SWA 1584      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-028-N

**Final Report Date:** 04/29/2015

Audit of Costs Incurred by Management Sciences for Health Under Awards 306-A-00-11-00532 (Strengthening Pharmaceutical Systems) for the Period From August 29, 2011, Through June 30, 2014; 306-AID-OAA-A-11-00015 (Leadership Management and Governance) for the Period From September 25, 2011, Through June 30, 2014; 306-EEC-C-00-03-00021 (Rural Expansion of Afghanistan's Community-Based Healthcare) for the Period From April 24, 2003, Through December 15, 2006 (Closeout Audit); 306-GHN-A-00-07-00002 (Strengthening Pharmaceutical Systems) for the Period From July 11, 2007, Through July 10, 2012 (Closeout Audit)

**Ref No:** SWA 1582      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-027-N

**Final Report Date:** 04/18/2015

Closeout Audit of Costs Incurred in Afghanistan by BearingPoint, Inc. - Deloitte Under Contract Number 306-GEG-I-00-04-00004, Afghanistan Economic Growth and Private Sector Strengthening Through Capacity Building Program, for the Period September 26, 2005, to September 30, 2009

**Ref No:** SWA 1216      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-026-N

**Final Report Date:** 04/16/2015

Audit of Costs Incurred in Afghanistan by the International Organization for Migration (IOM) Under Cooperative Agreement Number 306-A-00-08-00512-00, Construction of Health and Education Facilities (CHEF), for the Period from January 19, 2008, to June 30, 2013

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1525      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-025-N

**Final Report Date:** 04/07/2015

**Financial Audit of USAID Resources Managed by the Government of the Islamic Republic of Afghanistan Through the Ministry of Finance Under the Civilian Technical Assistance Program, Grant Agreement No. 306-09-CTAP-0001, for the Period From March 21, 2013, to March 20, 2014**

**Ref No:** SWA 1209      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-024-N

**Final Report Date:** 04/04/2015

**Close-out Audit of Costs Incurred in Afghanistan by the Joint Venture of The Louis Berger Group, Inc./Black & Veatch Special Projects Corp Under Award Number 306-I-00-06-00517 for the Afghanistan Infrastructure Rehabilitation Program for the Period October 1, 2011, to December 31, 2012**

**Ref No:** SWA 1227      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-023-N

**Final Report Date:** 02/22/2015

**Audit of Costs Incurred in Afghanistan by Tetra Tech, Inc. Under 1) 306-AID-306-TO-12-00008, Salang Tunnel Feasibility Study (Closeout); 2) 306-EDH-I-00-08-00027, Afghan Engineering Support Program (AESP); and 3) 306-EPP-I-05-04-00035, Kabul City Initiative (KCI) Program (Closeout) for the Period May 20, 2012, Through December 31, 2013**

**Ref No:** SWA 1224      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-022-N

**Final Report Date:** 02/09/2015

**Audit of Costs Incurred in Afghanistan By International Relief and Development, Inc. (IRD) Under the Engineering, Quality Assurance and Logistical Support (EQUALS) Program, Contract Number 306-C-00-11-00512-00, for the Period From April 18, 2011, to December 31, 2012**

**Ref No:** SWA 1249      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-020-N

**Final Report Date:** 01/31/2015

**Closeout Audit of Costs Incurred in Afghanistan by ARZU, Inc. Under the Social Benefits Program for Afghan Women Weavers Future, Grant Agreement No. 306-G-00-08-00524, for the Period From June 19, 2008, Through June 21, 2011**

**Ref No:** SWA 1202      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-019-N

**Final Report Date:** 01/26/2015

**Audit of USAID Resources Managed by the Ministry of Education Under the Basic Education, Literacy and Technical-Vocational Education Program, Implementation Letter No. 306-IL-12-07-20, for the Period From November 16, 2011, to December 20, 2013**



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1526      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-018-N

**Final Report Date:** 01/26/2015

Closeout Audit of Costs Incurred in Afghanistan by Catholic Relief Services Under the Afghanistan Licit Livelihood Initiative, Cooperative Agreement Nos. 306-A-00-08-00511 and 306-A-00-07-00504, for the Period From January 8, 2007, to September 30, 2011

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**Ref No:** SWA 1243      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-017-N

**Final Report Date:** 01/22/2015

Closeout Audit of Costs Incurred in Afghanistan by International City/County Management Association Under Cooperative Agreement Number 306-A-00-09-00501-00, Commercialization of Afghanistan Water and Sanitation Activity (CAWSA), for the Period From November 12, 2008, to May 11, 2014

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**Ref No:** SWA 1258      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-016-N

**Final Report Date:** 01/20/2015

Audit of Costs Incurred in Afghanistan By Advanced Engineering Associates International (AEAI) for: (1) the Sheberghan Gas Generation Activity, Under Contract No. 306-AID-306-TO-12-00002, for the Period December 21, 2011, to September 30, 2013; (2) Technical Support to Afghan Energy Information Center, Under Contract No. 306-C-00-09-00528, for the Period September 15, 2009, to February 29, 2012 (Closeout Audit); and (3) Afghan Energy Capacity Building, Under Contract No. 306-DOT-I-04-04-00022, for the Period March 7, 2008, to February 1, 2012 (Closeout Audit)

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**Ref No:** SWA 1643      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-015-N

**Final Report Date:** 01/19/2015

Closeout Audit of Costs Incurred by Volunteers for Economic Growth Alliance Under Cooperative Agreement No. 306-A-00-08-00503, Community Development Agriculture Program in Paktia, Paktika, Khost and Southeast Ghazni, for the Period From November 15, 2007, to November 14, 2009, and Audit of Award No. AID-306-LA-13-00001, Assistance in Building Afghanistan by Developing Enterprises, for the Period From October 16, 2012, to December 31, 2013

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**Ref No:** SWA 1198      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-014-N

**Final Report Date:** 01/15/2015

Closeout Audit of USAID Resources Managed by the Government of the Islamic Republic of Afghanistan, Ministry of Finance, Under the Salary Support Program, Implementation Letters No. 306-IL-10-06-01 and 306-IL-10-06-02, for the Period From October 1, 2010, to February 18, 2012

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## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1228      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-013-N

**Final Report Date:** 12/08/2014

Financial Audit of Costs Incurred by Development Alternatives Inc. (DAI) for Assistance to Legislative Bodies of Afghanistan (ALBA) Under 306-TO-13-00004 for the Period March 28, 2013, to December 31, 2013; Stabilization in Key Areas (SIKA) North Under 306-C-12-00003 for the Period March 15, 2012, to December 31, 2013; Afghanistan Parliamentary Assistance Program (APAP) Under 306-TO-12-00012 for the Period September 1, 2012, to January 16, 2013 (Close-out Audit); Incentives Driving Economic Alternatives for the North, East, and West (IDEA NEW) Under 306-A-00-09-00508 for the Period January 1, 2013, to December 31, 2013; and Agriculture Credit Enhancement (ACE) Program in Afghanistan Under 306-EDH-I-14-05-00004 for the Period July 15, 2010 to December 31, 2013

**Ref No:** SWA 1217      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-012-N

**Final Report Date:** 12/02/2014

Financial Audit of Costs Incurred by Purdue University Under Cooperative Agreement No. 306-A-00-11-00516, Strengthening Afghanistan Agriculture Faculties (SAAF), for the Period From March 25, 2011, to December 31, 2013

**Ref No:** SWA 1242      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-011-N

**Final Report Date:** 12/02/2014

Closeout Audit of Costs Incurred By MWH Americas, Inc. Under Award Number 306-EDH-I-01-08-00025 for the Period From July 1, 2009, to April 5, 2012

**Ref No:** SWA 1634      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-010-N

**Final Report Date:** 11/24/2014

Closeout Audit of Costs Incurred by Mercy Corps Under Cooperative Agreement No. 306-A-00-08-00521-00, Strengthening Market Chains for Afghan Grapes and Pomegranates, for the Period from May 22, 2008, to October 31, 2011

**Ref No:** SWA 1633      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-009-N

**Final Report Date:** 11/19/2014

Closeout Audit of Costs Incurred by Washington State University Under Cooperative Agreement No. 306-A-00-06-00524-00, Afghan eQuality Alliance (AeQA), for the Period From June 16, 2006, to February 28, 2011

**Ref No:** SWA 1206      **Country:** AF

**SOI:** 4

**Report No.** F-306-15-007-N

**Final Report Date:** 11/13/2014

Audit of Costs Incurred By Black & Veatch Special Projects Corporation Under Award Number 306-C-00-11-00506-00, Kandahar Helmand Power Program, for the Period From December 9, 2010, to December 31, 2013



## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1261      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-008-N

**Final Report Date:** 11/13/2014

**Closeout Audit of Costs Incurred in Afghanistan by The Partnership for Child Health Care, Inc. Under Contract Number 306-GHA-I-10-04-00002, Basic Support for Institutionalizing Child Survival (BASICS III), for the Period From October 1, 2009, to September 30, 2011**

**Ref No:** SWA 1211      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-006-N

**Final Report Date:** 11/12/2014

**Closeout Audit of Costs Incurred by Counterpart International Under Cooperative Agreement Number 306-A-00-10-00534, Initiative to Promote Afghan Civil Society (IPACS II), for the Period From October 1, 2010, to March 31, 2014**

**Ref No:** SWA 1199      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-005-N

**Final Report Date:** 11/06/2014

**Audit of Costs Incurred in Afghanistan by Oasis International Schools, Inc., Under Cooperative Agreement Number 306-A-00-11-00528-00, Afghanistan Tuition Scholarship Program, for the Period From August 21, 2011, to December 31, 2012**

**Ref No:** SWA 1529      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-001-R

**Final Report Date:** 11/05/2014

**Audit of USAID Resources Managed by the Turquoise Mountain Trust Under Cooperative Agreement Number 306-A-00-09-00503-00, Building Livelihood and Trade Project, for the Year Ended December 31, 2013**

**Ref No:** SWA 1248      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-004-N

**Final Report Date:** 11/02/2014

**Closeout Audit of Costs Incurred in Afghanistan by Loma Linda University Under Cooperative Agreement Number 306-A-00-07-00505-00, Support to Wazir Akbar Khan Hospital and Kabul Medical University, for the Period From January 13, 2007, to August 29, 2009**

**Ref No:** SWA 1312      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-001-S

**Final Report Date:** 10/30/2014

**Review of USAID/Afghanistan's Financial Management Controls for Government-to-Government Assistance**

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1212      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-003-N

**Final Report Date:** 10/28/2014

**Closeout Audit of the Schedule of Costs Incurred in Afghanistan by Development Alternatives Inc. (DAI) for the Regional Afghan Municipalities Program for Urban Populations (RAMP-UP) Under Contract Nos. 306-C-00-10-00526 (RAMP-UP East) for the Period June 10, 2010, to March 31, 2014; 306-C-00-11-00510 (RAMP-UP North) for the Period February 8, 2011, to March 31, 2014; and 306-C-00-11-00501 (RAMP-UP West) for the Period November 14, 2011, to March 31, 2014**

**Ref No:** SWA 1203      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-002-N

**Final Report Date:** 10/22/2014

**Audit of the Fund Accountability Statement of the Agriculture Development Fund Implemented by the Ministry of Agriculture, Irrigation and Livestock Under Award Number 306-IL-12-0AG-16 for the Period From July 18, 2010, to December 30, 2013**

**Ref No:** SWA 1519      **Country:** AF

**SOI:** 2

**Report No.** F-306-15-001-N

**Final Report Date:** 10/19/2014

**Audit of USAID Resources Managed by Afghanistan Independent Bar Association Under Cooperative Agreement Number AID-306-A-12-00001, Support to Afghanistan Independent Bar Association, for the Period From January 4, 2012, to April 30, 2013**

**Ref No:** SWA 1255      **Country:** AF

**SOI:** 2

**Report No.** 3-000-15-003-D

**Final Report Date:** 10/17/2014

**Management Systems International, Inc. (MSI) Report on Audit of Costs Incurred and Billed Under USAID Contract no. 306-DFD-1-05-05-00221 for the Period December 9, 2010, Through January 22, 2012**

**Ref No:** SWA 1266      **Country:** AF

**SOI:** 2

**Report No.** F-306-14-018-N

**Final Report Date:** 09/17/2014

**Audit of the Fund Accountability Statement Under the Cash Transfer Program Assistance for Civil Service Reform Under Agreement No. 306-06-00-01 Implemented by the Independent Administrative Reform and Civil Service Commission for the Period October 31, 2011, Through February 28, 2013**

**Ref No:** SWA 0738      **Country:** AF

**SOI:** 2

**Report No.** F-306-14-003-S

**Final Report Date:** 09/07/2014

**Follow-Up on a Department of Defense Audit of Commander's Emergency Response Program Funds Provided to USAID/Afghanistan**

## Reconstruction/All Other Projects in Afghanistan

**Ref No:** SWA 1260      **Country:** AF

**SOI:** 2

**Report No.** 3-000-14-031-D

**Final Report Date:** 08/05/2014

**Chemonics International, Inc. Report on Audit of Incurred Costs Under Contract No. AFP-1-02-05-00027 for the Period, September 29, 2006, Through December 30, 2011**

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## FY 2015 OPERATION INHERENT RESOLVE COMPLETED REPORTS

### Operation INHERENT RESOLVE

#### DoD OIG

Ref No: OIR 0020                      Country: IQ  
 SOI: B                                      U.S. Strategy Lines of Effort: 2, 3  
 Report No. DODIG-2015-177    **Classified**                      Final Report Date: 09/30/2015  
**Assessment of DoD/USCENTCOM and Coalition Plans/Efforts to Train, Advise, and Assist the Iraqi Army to Defeat the Islamic State of Iraq and the Levant**

Ref No: OIR 0024                      Country: KW  
 SOI: B                                      U.S. Strategy Lines of Effort: 3  
 Report No. DODIG-2015-178                      Final Report Date: 09/22/2015  
**The Army Did Not Effectively Account for Wholesale Property in Kuwait**

Ref No: OIR 0019                      Country: JO, QA, TR  
 SOI: B                                      U.S. Strategy Lines of Effort: 3  
 Report No. DODIG-2015-175    **Classified**                      Final Report Date: 09/15/2015  
**Evaluation of Combined Joint Interagency Task Force-Syria Vetting Process for New Syrian Forces**

Ref No: OIR 0008                      Country: JO  
 SOI: A                                      U.S. Strategy Lines of Effort: 2  
 Report No. DoDIG-2015-160                      Final Report Date: 08/07/2015  
**U.S. Army Generally Designed Adequate Controls to Monitor Contractor Performance at the King Abdullah II Special Operations Training Center, but Additional Controls Are Needed**

Ref No: OIR 0039                      Country: AF  
 SOI: B                                      U.S. Strategy Lines of Effort: 2, 3  
 Report No. DoDIG-2015-156                      Final Report Date: 08/05/2015  
**Drawdown of Equipment in Afghanistan: Summary of Weaknesses Identified in Reports Issued from August 19, 2011, Through May 18, 2015**

Ref No: OIR 0004                      Country: OCONUS  
 SOI: A                                      U.S. Strategy Lines of Effort: 1, 2, 3, 4, 5, 6, 7, 8, 9  
 Report No. DoDIG-2015-101                      Final Report Date: 03/31/2015  
**Contingency Contracting: A Framework for Reform - 2015 Update**

Ref No: OIR 0006                      Country: AF, IQ  
 SOI: B                                      U.S. Strategy Lines of Effort: 2, 3  
 Report No. DoDIG-2015-093                      Final Report Date: 03/31/2015  
**Summary of Lessons Learned: DoD IG Assessment Oversight of "Train, Advise, Assist, and Equip" Operations by U.S. and Coalition Forces in Iraq and Afghanistan**

## Operation INHERENT RESOLVE

Ref No: OIR 0005                      Country: AF, IQ, Other  
 SOI: B                                      U.S. Strategy Lines of Effort: 2, 3  
 Report No. DoDIG-2015-100      **Classified**                      Final Report Date: 03/27/2015  
**Information Operations in a Contingency Environment: Summary of Weaknesses Identified in Reports Issued From October 6, 2006, Through November 7, 2013**

Ref No: OIR 0002                      Country: AF, IQ  
 SOI: A                                      U.S. Strategy Lines of Effort: 2  
 Report No. DoDIG-2015-059                      Final Report Date: 01/09/2015  
**Military Construction in a Contingency Environment: Summary of Weaknesses Identified in Reports Issued From January 1, 2008, Through March 31, 2014**

## DOS OIG

Ref No: OIR 0033                      Country: Multiple  
 SOI: D                                      U.S. Strategy Lines of Effort: 9  
 Report No. AUD-MERO-15-39                      Final Report Date: 09/14/2015  
**Audit of Department of State Management and Oversight of Non-Lethal Assistance Provided for the Syrian Crisis (report 2 of 2, related to OIR 0007)**

Ref No: OIR 0040                      Country: TN  
 SOI: C                                      U.S. Strategy Lines of Effort: 3, 5, 6, 7, 9  
 Report No. ISP-I-15-31A                      Final Report Date: 07/13/2015  
**Inspection of Embassy Tunis, Tunisia**

Ref No: OIR 0009                      Country: IQ  
 SOI: A                                      U.S. Strategy Lines of Effort: 1  
 Report No. AUD-MERO-15-35                      Final Report Date: 07/09/2015  
**Audit of the Bureau of International Narcotics and Law Enforcement Affairs Aviation Support Services Contract in Iraq**

Ref No: OIR 0041                      Country: OM  
 SOI: C                                      U.S. Strategy Lines of Effort: 3, 5, 6, 7, 9  
 Report No. ISP-I-15-30A                      Final Report Date: 06/30/2015  
**Inspection of Embassy Muscat, Oman**

Ref No: OIR 0027                      Country: JO  
 SOI: C                                      U.S. Strategy Lines of Effort: 3, 5, 6, 7, 9  
 Report No. ISP-I-15-29A                      Final Report Date: 06/30/2015  
**Inspection of Embassy Amman, Jordan**

Ref No: OIR 0028                      Country: CONUS  
 SOI: C                                      U.S. Strategy Lines of Effort: 3  
 Report No. ISP-I-15-27                      Final Report Date: 06/30/2015  
**Inspection of the Bureau of Political-Military Affairs**

## Operation INHERENT RESOLVE

**Ref No:** OIR 0010                      **Country:** IQ  
**SOI:** A                                      **U.S. Strategy Lines of Effort:** 1  
**Report No.** AUD-MERO-15-25                                      **Final Report Date:** 05/31/2015  
**Audit of the U.S. Mission Iraq Medical Services**

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**Ref No:** OIR 0007                      **Country:** JO, TR  
**SOI:** D                                      **U.S. Strategy Lines of Effort:** 9  
**Report No.** AUD-MERO-15-22                                      **Final Report Date:** 03/31/2015  
**Audit of Department of State Humanitarian Assistance in Response to the Syrian Crisis (1 of 2 reports, Related to OIR 0033)**

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**Ref No:** OIR 0001                      **Country:** IQ  
**SOI:** A                                      **U.S. Strategy Lines of Effort:** 1  
**Report No.** AUD-MERO-15-20                                      **Final Report Date:** 12/23/2014  
**Management Assistance Report: Concerns With the Oversight of Medical Support Service Iraq**  
**Contract No. SAQMMA11D0073**

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## USAID OIG

**Ref No:** OIR 0003                      **Country:** JO  
**SOI:** D                                      **U.S. Strategy Lines of Effort:** 9  
**Report No.** 8-278-15-001-P                                      **Final Report Date:** 01/20/2015  
**Audit of USAID/Jordan's Water and Wastewater Infrastructure Project**

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## FY 2015 SOUTHWEST ASIA COMPLETED REPORTS

### Southwest Asia - All Other

#### AAA

Ref No: SWA 0872                      Country: KW, QA  
 SOI:  
 Report No. A-2015-0075-IEX                      Final Report Date: 06/01/2015  
 Contractor Stock Fund Purchases in Southwest Asia

#### AFAA

Ref No: SWA 1189                      Country: AE, BH, KW, OM, QA  
 SOI:  
 Report No. F2015-0012-L40000                      Final Report Date: 07/24/2015  
 United States Air Forces Central Area of Responsibility - Pallets

Ref No: SWA 1194                      Country: AE, OM, QA  
 SOI:  
 Report No. No Final Report Num                      Final Report Date: 07/08/2015  
 No Report Issued

Ref No: SWA 1077                      Country: AE, KW, QA  
 SOI:  
 Report No. F2015-0009-L40000                      Final Report Date: 05/07/2015  
 United States Air Forces Central Area of Responsibility - Mission Capable Parts

Ref No: SWA 0932                      Country: QA  
 SOI:  
 Report No. 2015-0001-O40000                      Final Report Date: 10/22/2014  
 Patient Movement Items

Ref No: SWA 1196                      Country: BH, OM  
 SOI:  
 Report No. F2014-0011-L10000                      Final Report Date: 09/16/2014  
 Air Force Working Capital Fund Medical and Dental Inventory – Contractor Controlled

#### DoD OIG

Ref No: SWA 1576                      Country: QA  
 SOI:  
 Report No. DODIG-2015-169                      Final Report Date: 09/04/2015  
 Controls Over the Al Udeid Air Base Military Construction  
 Cost Estimation Process Need Improvement

Ref No: SWA 1621                      Country: QA  
 SOI:  
 Report No. DoDIG-2015-169                      Final Report Date: 09/04/2015  
 Controls Over the Al Udeid Air Base Military Construction Cost Estimation Process Need Improvement

## Southwest Asia - All Other

Ref No: SWA 0991                      Country: BH  
 SOI:  
 Report No. DoDIG-2015-088                      **FOUO**                      Final Report Date: 03/13/2015  
 Navy Controls Over the Requirements Development Process for Military Construction Projects in the Kingdom of Bahrain Need Improvement

Ref No: SWA 1481                      Country: AE, KW, QA  
 SOI:  
 Report No. DoDIG-2015-075                      Final Report Date: 01/28/2015  
 Controls Over the Air Force Contract Augmentation Program Payment Process Need Improvement

Ref No: SWA 1174                      Country: CONUS  
 SOI:  
 Report No. DoDIG-2015-016                      Final Report Date: 11/14/2014  
 Department of Defense Suicide Event Report (DoDSER) Data Quality Assessment

Ref No: SWA 1324                      Country: CONUS  
 SOI:  
 Report No. DoDIG-2015-002                      Final Report Date: 10/09/2014  
 Access to Health Care by Members of the U.S. Army Reserve Components

Ref No: SWA 1323                      Country: CONUS  
 SOI:  
 Report No. DoDIG-2014-119                      **FOUO**                      Final Report Date: 09/22/2014  
 Excess Inventory Acquired on Performance-Based Logistics Contracts to Sustain the Air Force's C-130J Aircraft

Ref No: SWA 1438                      Country: CONUS  
 SOI:  
 Report No. DoDIG-2014-118                      **FOUO**                      Final Report Date: 09/19/2014  
 Improvements Needed in Contract Award of Mi-17 Cockpit Modification Task Order

## DOS OIG

Ref No: SWA 0550                      Country: PK  
 SOI:  
 Report No. AUD-MERO-15-04                      Final Report Date: 10/01/2014  
 Audit of the Bureau of International Narcotics and Law Enforcement Affairs Law Enforcement Reform Program in Pakistan

## GAO

Ref No: SWA 1765                      Country: YE  
 SOI:  
 Report No. GAO-15-685RSU                      Final Report Date: 07/01/2015  
 Restricted Report



## Southwest Asia - All Other

<b>Ref No:</b> SWA 1507	<b>Country:</b> IR	
<b>SOI:</b>		
<b>Report No.</b> GAO-15-622C		<b>Final Report Date:</b> 06/01/2015
<b>Classified Report</b>		
<b>Ref No:</b> SWA 1442	<b>Country:</b> AF, Other, PK	
<b>SOI:</b> 7		
<b>Report No.</b> GAO-15-458SU		<b>Final Report Date:</b> 06/01/2015
<b>Sensitive Report</b>		
<b>Ref No:</b> SWA 1484	<b>Country:</b> AF, IQ	
<b>SOI:</b> 6		
<b>Report No.</b> GAO-15-250		<b>Final Report Date:</b> 02/18/2015
<b>Contingency Contracting: Contractor Personnel Tracking System Needs Better Plans and Guidance</b>		
<b>Ref No:</b> SWA 1505	<b>Country:</b> YE	
<b>SOI:</b>		
<b>Report No.</b> GAO-15-279		<b>Final Report Date:</b> 02/11/2015
<b>Building Partner Capacity: DoD Should Improve Its Reporting to Congress on Challenges to Expanding Ministry of Defense Advisors Program</b>		
<b>Ref No:</b> SWA 1506	<b>Country:</b> EG	
<b>SOI:</b>		
<b>Report No.</b> GAO-15-259		<b>Final Report Date:</b> 02/11/2015
<b>U.S. Economic and Security Assistance to Egypt</b>		
<b>Ref No:</b> SWA 1508	<b>Country:</b> EG, TN	
<b>SOI:</b>		
<b>Report No.</b> GAO-15-196		<b>Final Report Date:</b> 02/02/2015
<b>Enterprise Funds: Egypt and Tunisia Funds Are Established; Additional Steps Would Strengthen Compliance with USAID Grant Agreements and Other Requirements</b>		
<b>Ref No:</b> SWA 1509	<b>Country:</b> AF, IQ, PK	
<b>SOI:</b> 6		
<b>Report No.</b> GAO-15-194		<b>Final Report Date:</b> 01/06/2015
<b>Defense Base Act Insurance: State Department Should Evaluate Its Open Market System and Incorporate Leading Practices into Any Future Single-Insurer Solicitation</b>		
<b>Ref No:</b> SWA 1325	<b>Country:</b> AE, AF, BH, IQ, KW, OM, Other, QA, SA	
<b>SOI:</b> 6		
<b>Report No.</b> GAO-15-102		<b>Final Report Date:</b> 11/18/2014
<b>Human Trafficking: Oversight of Contractors' Use of Foreign Workers in High-Risk Environments Needs to Be Strengthened</b>		

## Southwest Asia - All Other

Ref No: SWA 1052

Country: SWA

SOI:

Report No. NEED

Final Report Date: 09/01/2014

Overseas Presence: DoD Needs Better Cost Information About Planned Defense Posture in the Middle East and Southwest Asia

## NAVAUDSVC

Ref No: SWA 1424

Country: BH, OCONUS

SOI:

Report No. N2015-0018

Final Report Date: 04/08/2015

Navy's Real Property Inventory - Naval Facilities Engineering Command Europe Africa Southwest Asia (2014-075)

Ref No: SWA 1578

Country: CONUS

SOI:

Report No. N2015-0005

Final Report Date: 12/04/2014

Navy Bureau of Medicine and Surgery's Management of Expeditionary Medical Facilities Equipment

Ref No: SWA 1443

Country: BH, OCONUS

SOI:

Report No. N2014-048

Final Report Date: 09/30/2014

Navy Husbanding and Port Services Contracts

Ref No: SWA 0721

Country: CONUS

SOI:

Report No. N2014-044

Final Report Date: 09/25/2014

Navy Program 9 Synchronization with Marine Corps Mobilization

## SIGAR

Ref No: SWA 1436

Country: AF

SOI: 7

Report No. SIGAR 15-1-AR

Final Report Date: 10/03/2014

U.S. Agency for International Development: More than 80 Percent of All SIGAR Audit and Inspection Report Recommendations Have Been Implemented

## USAID OIG

Ref No: SWA 1520

Country: AF

SOI: 2

Report No. F-306-14-019-N

Final Report Date: 09/29/2014

Audit of USAID Resources Managed by the Government of the Islamic Republic of Afghanistan (GIRoA) Through the Ministry of Finance (MoF) Under the Civilian Technical Assistance Program (CTAP) Grant Agreement No. 306-09-CTAP-0001 for the Period From March 21, 2012, to March 20, 2013

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# SECTION 5

## *ADDITIONAL INFORMATION*



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# ADDITIONAL INFORMATION

## COMMONLY USED ACRONYMS

<b>AAA</b>	Army Audit Agency
<b>AFAA</b>	Air Force Audit Agency
<b>ANA</b>	Afghan National Army
<b>ANDSF</b>	Afghan National Defense and Security Forces
<b>ANP</b>	Afghan National Police
<b>ASFF</b>	Afghan Security Forces' Fund
<b>ASSF</b>	Afghan Special Security Forces
<b>BBG</b>	Broadcasting Board of Governors
<b>BSA</b>	Bilateral Security Agreement
<b>CENTCOM</b>	Central Command (United States)
<b>CJTF-OIR</b>	Combined Joint Task Force–Operation Inherent Resolve
<b>CONUS</b>	The Contiguous United States
<b>COP-OCO</b>	Comprehensive Oversight Plan for Overseas Contingency Operations
<b>CT</b>	Counterterrorism
<b>DCIS</b>	Defense Criminal Investigative Service
<b>DHS</b>	Department of Homeland Security
<b>DNI</b>	Director of National Intelligence
<b>DoD</b>	Department of Defense
<b>DOJ</b>	Department of Justice
<b>DOS</b>	Department of State
<b>DSCMO-A</b>	Defense Security Cooperation Management Office-Afghanistan
<b>EF</b>	Essential Functions
<b>FBI</b>	Federal Bureau of Investigations
<b>FCIWG</b>	Fraud and Corruption Investigative Working Group
<b>FY</b>	Fiscal Year
<b>GAO</b>	Government Accountability Office
<b>GIRoA</b>	Government of the Islamic Republic of Afghanistan
<b>HUMINT</b>	Human Intelligence
<b>ICCTF</b>	International Contract Corruption Task Force
<b>IG</b>	Inspector General
<b>INCLE</b>	International Narcotics Control and Law Enforcement

## COMMONLY USED ACRONYMS (CONT'D)

<b>INL</b>	DOS Bureau of International Narcotics and Law Enforcement Affairs
<b>ISAF</b>	International Security Assistance Force
<b>ISIL</b>	Islamic State of Iraq and the Levant
<b>ISR</b>	Intelligence, Surveillance, and Reconnaissance
<b>ITEF</b>	Iraq Train and Equip Fund
<b>JPG</b>	Joint Planning Group
<b>JSOP</b>	Joint Strategic Oversight Plan
<b>Lead IG</b>	Lead Inspector General
<b>LOE</b>	Lines of Effort
<b>LOTFA</b>	Law and Order Trust Fund for Afghanistan
<b>MOU</b>	Memorandum of Understanding
<b>NAVAUDSVC</b>	Naval Audit Service
<b>NATO</b>	North Atlantic Treaty Organization
<b>NCTC</b>	National Counterterrorism Center
<b>NTIC</b>	National Threat Intelligence Center
<b>OCO</b>	Overseas Contingency Operations
<b>OCONUS</b>	Outside [the] Contiguous United States
<b>OFS</b>	Operation Freedom's Sentinel
<b>OIG</b>	Office of Inspector General
<b>OIR</b>	Operation Inherent Resolve
<b>RS</b>	Resolute Support
<b>SIGAR</b>	Special Inspector General for Afghanistan Reconstruction
<b>STEF</b>	Syria Train and Equip Fund
<b>SWA</b>	Southwest Asia
<b>UNDP</b>	United Nations Development Programme
<b>USAID</b>	U.S. Agency for International Development



## CENTCOM AREAS OF RESPONSIBILITY – COUNTRY CODES

COUNTRY	CODE
AF	Afghanistan
BH	Bahrain
EG	Egypt
IR	Iran, Islamic Republic of
IQ	Iraq
JO	Jordan
KZ	Kazakhstan
KW	Kuwait
KG	Kyrgyzstan
LB	Lebanon
OM	Oman
PK	Pakistan
QA	Qatar
SA	Saudi Arabia
SY	Syrian Arab Republic
TJ	Tajikistan
TM	Turkmenistan
AE	United Arab Emirates
UZ	Uzbekistan
YE	Yemen



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# **Whistleblower Protection**

U.S. DEPARTMENT OF DEFENSE

*The Whistleblower Protection Enhancement Act of 2012 requires the Inspector General to designate a Whistleblower Protection Ombudsman to educate agency employees about prohibitions on retaliation, and rights and remedies against retaliation for protected disclosures. The designated ombudsman is the DoD Hotline Director. For more information on your rights and remedies against retaliation, visit [www.dodig.mil/programs/whistleblower](http://www.dodig.mil/programs/whistleblower).*

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