



# OFFICE OF INSPECTOR GENERAL

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## AUDIT OF USAID'S MANAGEMENT OF REAL PROPERTY

AUDIT REPORT NO. 9-000-09-004-P  
March 25, 2009

WASHINGTON, DC



*Office of Inspector General*

March 25, 2009

**MEMORANDUM**

**TO:** SEC, Director, Randy Streufert  
M/OMS, Director, Beth Salamanca

**FROM:** IG/A/PA, Director, Steven H. Bernstein

**SUBJECT:** Audit of USAID's Management of Real Property (Audit Report Number 9-000-09-004-P)

This memorandum transmits the final report on the subject audit. In finalizing this report, we considered your comments and have included them as appendix II.

Based on your comments, we concur that management decisions have been reached on both of the report's recommendations. Please coordinate final actions on these recommendations with USAID's Performance and Compliance Division (M/CFO/APC).

I appreciate the cooperation and courtesy extended to my staff during this audit.

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# SUMMARY OF RESULTS

During fiscal year (FY) 2007, USAID managed about 1,280 real property<sup>1</sup> assets, valued at about \$1 billion, that were subject to regulation by the Federal Real Property Asset Management Initiative (Initiative). This Initiative aims to mitigate five problems associated with the management of Federal real property: (1) lack of accountability, (2) lack of useful information, (3) underused or unneeded Federal property, (4) excessive costs, and (5) lack of tools and incentives to dispose of underused property. Pursuant to this Initiative, USAID designated the Director of the Office of Overseas Management Staff as the Agency's Senior Real Property Officer and, in collaboration with the Department of State, issued a Joint Asset Management Plan (see page 3).

The audit found that USAID has made significant progress addressing the specific actions mandated in the Initiative, and this progress has had positive impact. However, the audit also found further opportunities to strengthen this progress (see page 5).

Implementing the Initiative has had a particularly positive impact by formalizing USAID's process for identifying and removing unused and unneeded property, as well as improving USAID's accountability over real property. The Office of Overseas Management Staff reported that, through its disposal program, it has disposed of more than 55 underused and unneeded properties with a total value of \$174 million since FY 2006. Furthermore, the Office reported that in FY 2007, USAID used the Lease Benchmarking Program to save \$721,000 by denying the continuation of 15 leases that were outside of maximum price or space requirements. In terms of accountability, the Office of Overseas Management Staff has implemented a series of management controls over real property data that stress the importance of maintaining accurate inventory information, knowing and maintaining the condition of the inventory, and managing operating costs (see pages 5–8).

In addition to these positive results, this audit identified two opportunities to strengthen USAID's implementation of the Initiative. First, USAID needs to reduce the security vulnerabilities at some overseas missions. Second, although the Department of State and USAID have worked together to manage real property overseas, USAID needs to obtain full access to real property data (pages 8–11).

This report includes one recommendation for the Office of Security and one recommendation for the Office of Overseas Management Staff:

- Develop and implement a plan of action to address security issues at highly vulnerable USAID missions (see page 9).

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<sup>1</sup> Executive Order 13327 defines Federal real property as any real property owned, leased, or otherwise managed by the Federal Government, both within and outside the United States, and improvements on Federal lands. Classifications of Federal real property include land, buildings, and structures.

- Establish and implement a plan of action to work with the Department of State to resolve issues that limit access to real property data (see page 11).

In responding to a draft of this report, USAID management concurred with the recommendations and presented plans of action with target dates for implementing them. Accordingly, management decisions have been made on both recommendations.

# BACKGROUND

During fiscal year (FY) 2007, USAID managed about 1,280 real property<sup>2</sup> assets valued at about \$1 billion. These properties were all subject to regulation by the Federal Real Property Asset Management Initiative (Initiative). This Initiative, issued in February 2004 in response to Executive Order 13327, Federal Real Property Asset Management, identifies five problems associated with the state of Federal real property assets:

- Lack of accountability within the Federal Government
- Lack of useful property information within Federal agencies
- Abundance of underused or unneeded Federal property
- Excessive costs to the Federal Government
- Lack of necessary tools and incentives for agency disposal of underused properties

The Initiative also outlines three actions designed to alleviate the problems:

- Establish a Senior Real Property Officer at Federal agencies
- Establish a Federal Real Property Council
- Reform the authorities for managing Federal real property

Finally, the Initiative lists several expected results, including improvements in the five problem areas listed above.

USAID's primary responsibility as a result of this Initiative was to appoint a Senior Real Property Officer to be responsible for implementing the Executive Order and guidance issued by the Council. USAID established that the Director of the Office of Overseas Management Staff would be the Agency's Senior Real Property Officer, whose first duty was to draft an asset management plan. USAID and the Department of State collaborated to issue the Joint Asset Management Plan.

The Initiative was part of former President George W. Bush's Management Agenda. Therefore, its implementation has been subject to quarterly reviews and progress reporting by the Office of Management and Budget. These reviews have indicated that USAID has made significant progress in implementing the Initiative. Full implementation was scheduled for the fourth quarter of FY 2008.

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<sup>2</sup> Executive Order 13327 defines Federal real property as any real property owned, leased, or otherwise managed by the Federal Government, both within and outside the United States, and improvements on Federal lands. Classifications of Federal real property include land, buildings, and structures.

## **AUDIT OBJECTIVE**

As part of the annual audit plan for FY 2008, the Office of Inspector General conducted this audit to answer the following question:

What progress has USAID made to address the specific actions mandated in the Federal Real Property Asset Management Initiative, and what is the impact of that progress?

Please refer to appendix I for the audit's scope and methodology.

# AUDIT FINDINGS

The audit found that USAID has made significant progress addressing the specific actions mandated in the Federal Real Property Asset Management Initiative (Initiative), and this progress has had positive impact. However, the audit also found further opportunities to strengthen this progress.

The Initiative and Executive Order 13327 require executive branch agencies and departments to assign a Senior Real Property Officer who will be responsible for the following specific actions:

1. Developing and implementing an asset management plan
2. Ensuring that real property assets are managed in a manner that is consistent with that plan, the agency or department's strategic plan, and any guidance issued by the Federal Real Property Council (the Council)
3. Providing information related to real property assets to the Director of the Office of Management and Budget (OMB) and the Administrator of the General Services Administration (GSA) on an annual basis

USAID has addressed all three actions by (1) working with the Department of State to develop and issue the Joint Asset Management Plan on March 31, 2007, (2) appointing the Director of the Office of Overseas Management Staff as the Agency's Senior Real Property Officer and implementing policies to ensure that assets are managed appropriately, and (3) working with the Department of State to provide all requested data to OMB and GSA on an annual basis.

The following four sections discuss (1) the improved process for eliminating excess real property, (2) the increased accountability established over real property, (3) the need for USAID to reduce security vulnerabilities at some overseas missions, and (4) the need for USAID to have full access to real property data.

## **Improved Process for Eliminating Excess Real Property**

An abundance of underused and unneeded Federal property and the lack of necessary tools and incentives for agency disposal of these properties were two of the problems that resulted in the Initiative. To address these problems, the Initiative requires the Senior Real Property Officer at each agency to identify and categorize all real property owned, leased, or otherwise managed and to set targets for more efficient property management.

USAID used two programs, a disposal program and a lease benchmarking program, to identify and eliminate underused and unneeded real property from the overseas portfolio and to terminate leases that did not comply with Agency standards.



**Disposal Program** – Since fiscal year (FY) 2006, USAID’s disposal program has removed more than 55 underused and unneeded properties with a total value of more than \$174 million from USAID’s real property portfolio.<sup>3</sup> Through the Initiative, USAID formalized the disposal program for underused and unneeded real property. USAID officials reported that the formalization process increased accountability for excess property and helped ensure management awareness of such issues. This formalization and increased accountability has been crucial, as increased coordination with the Department of State has made the management of real property more complex.

USAID’s Office of Overseas Management Staff used two methods to collect data related to real property utilization rates. One source of data is the Real Property Application. This tool, managed by the Department of State, tracks data related to all USAID and Department of State real property. USAID executive officers submit these data to the Real Property Application. Part of the data they are required to report for each property is the utilization rate (underused, used, or overused). The second tool used to identify underused properties is the Utilization Survey Tool. The Web-based tool contains instructions for identifying and assessing underused property. USAID/Washington requires missions to use this tool annually in reporting data to USAID/Washington.

Assets identified as underused may be targeted for disposal or used for a more appropriate purpose. This process provides supplementary quantifiable data to decisionmakers, who then choose whether to find a new use for or dispose of the asset. Assets identified as unneeded are reviewed to forecast a disposal date. Properties under consideration for disposal are evaluated using the Council’s criteria.

No missions reported underused property in the most recent application of the Utilization Survey Tool. Furthermore, an Office of Inspector General survey sent to 70 missions, to which 55 missions responded, confirmed that underused and unneeded property was neither a prevalent nor a widespread problem.

**Lease Benchmarking Program** – In FY 2007, USAID used the Lease Benchmarking Program to save \$721,000<sup>4</sup> by denying the continuation of leases for 15 properties that were outside maximum price or space requirements or required offshore payments. Leases with offshore payments are problematic because of the increased fraud risk associated with making payments internationally.

Each quarter, USAID selects a group of overseas missions and reviews the short-term leases they manage. The analysis includes comparing lease prices to price ceilings for each country and comparing leased space to prescribed space standards in relation to the occupant’s grade and status. If certain leases do not meet price or space requirements, the Office of Overseas Management Staff notifies the field manager to take action to resolve the issue. Field managers are permitted to retain leases if they submit a lease waiver that explains why the lease is necessary and it is approved by the Office of Overseas Management Staff.

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<sup>3</sup> Unaudited data provided by the Office of Overseas Management Staff. Of the 55 properties, 29 were determined to be unneeded because of the installation of a new embassy compound.

<sup>4</sup> Unaudited data provided by the Office of Overseas Management Staff.

## **Increased Accountability Over Real Property**

The Office of Overseas Management Staff has used a system of management controls over the data compilation process to generate increased accountability over the management of real property assets. As previously noted, the lack of accountability and the lack of useful property information were two problems that led to the Initiative. To address these problems, the Initiative requires each agency's Senior Real Property Officer to develop a plan to increase accountability and to compile data on the agency's portfolio of real property assets.

The Office of Overseas Management Staff in Washington, DC, has met many of the challenges associated with managing the large number of geographically dispersed properties by having a system of management controls that provide complete and accurate data. USAID has used the following management controls to increase the reliability of real property data:

- Separation of duties – An asset management officer from the Department of State periodically inspects USAID office space and randomly selects and visits USAID residential properties, verifying the accuracy of data reported by executive officers to the Real Property Application. The Department of State has a target of evaluating the accuracy of data for each USAID property at least once every 3 years.
- Internal data reviews – Personnel from the Office of Overseas Management Staff conduct an internal review of the Real Property Application data on an annual basis. This includes comparing the data to the prior year's data to identify records outside the normal or accepted range, such as high lease costs, unusually large tracts of land, or property that is not being used as intended.
- Annual data certifications – At the end of each fiscal year, the Office of Overseas Management Staff conducts a certification of the data in the Real Property Application. Executive officers at the posts obtain a printout of their Real Property Application data from a Department of State employee. They review the data for accuracy and submit any changes to the Department of State employee, who enters the changes. The executive officers then obtain a printout reflecting any changes and submit a signed statement (also signed by the Department of State's Single Real Property Manager) indicating that they have reviewed the data and that the data have been entered correctly.
- User data reviews – The Condition Assessment Tool, a database used to track maintenance needs, was created using the Real Property Application data. Executive officers at missions log into the Condition Assessment Tool as needed to record maintenance needs or update maintenance projects. When they do so, they are required to verify that the existing real property data are accurate. Any inaccuracies are to be reported to a Department of State employee, who will then correct the error. The executive officer is then required to verify that the change has been made and that the updated data are accurate.

- External data reviews – Guidance issued by the Council in December 2004 and June 2007 requires executive branch departments and agencies to report a complete and accurate listing of real property along with 24 data elements about each property on an annual basis. This report is submitted to the Council, OMB, and GSA. The Office of Governmentwide Policy at the GSA then compares the data to those of prior years and investigates any anomalies.

The Office of Overseas Management Staff reported that implementation of the Federal Real Property Asset Management Initiative has had a positive impact on accountability by stressing the importance of maintaining accurate inventory information, knowing and maintaining the condition of inventory, and managing operating costs. Furthermore, former President Bush's Management Agenda scorecard indicated that USAID has been providing current and accurate inventory data, consistent with Federal Real Property Council standards, to the Governmentwide Real Property Database since December 31, 2005.

## **USAID Needs to Reduce Security Vulnerabilities at Some Overseas Missions**

Summary: The joint Strategic Plan for the Department of State and USAID includes a broad requirement that both the Department of State and USAID provide safe and secure facilities at posts. Currently, according to USAID's Office of Security, some USAID missions that are especially vulnerable to security threats need to be relocated<sup>5</sup> to a new building. However, USAID had not provided sufficient funding and staff to relocate to a new building. As a result, some USAID missions did not meet all U.S. Government security standards, and exposed USAID property and staff to a heightened risk of security threats.

The joint Strategic Plan for the Department of State and USAID states, "The Department and USAID goal is to provide safe, secure, and functional facilities at domestic and overseas posts."

The Government Accountability Office (GAO) classified the need to improve security for U.S. officials and their families overseas as a major management challenge. For example, in January 2003, GAO reported<sup>6</sup> the need to improve security and maintenance of U.S. facilities overseas, particularly structures that were not set back far enough from busy city streets or were not sufficiently blast resistant, in violation of U.S. Government security standards. GAO also concluded that the protection of U.S. embassies and consulates, especially employees and their families, from terrorist attacks continues to be a critical management issue.

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<sup>5</sup> Relocation involves significant planning and effort, including construction.

<sup>6</sup> *Major Management Challenges and Program Risks: Department of State* (GAO-03-107, January 2003)

USAID identified some<sup>7</sup> missions where security vulnerabilities called for a new totally secure building. The security vulnerabilities relate to the threat of a blast. According to USAID's Office of Security, all possible security countermeasures to mitigate this threat had been instituted, but the vulnerability to blast remained, which would leave USAID staff vulnerable if an incident occurred. The Office of Security has advised USAID senior management of these needs. However, USAID had not provided the needed resources (money and staff) to relocate to new facilities.

According to the Office of Security, new embassy compounds are not currently being built in these countries. Therefore, it is incumbent upon USAID to fund the relocation to a new secure mission facility. The Office of Security estimated that between \$5 million and \$15 million would be needed for each USAID mission. As of August 2008, such funding has not been approved.

Because of this lack of a solid short-term action plan with funding and staff commitments, the highly vulnerable USAID missions did not meet all U.S. Government security standards and to provide the building and its occupants the required level of protection against a terrorist blast. Therefore, this audit makes the following recommendation:

*Recommendation No. 1: We recommend that the Director, Office of Security, in consultation with senior USAID management, develop and implement a plan of action to address the security issues at the highly vulnerable USAID missions.*

## **USAID Should Have Full Access to Real Property Data**

Summary: The Initiative requires executive branch departments and agencies to identify and categorize all real property. Guidance issued by the Council requires these departments and agencies to report real property data on an annual basis. USAID uses the Department of State's electronic database to store and report real property information. However, USAID personnel at missions and in Washington, DC, do not have full access to this database. This resulted in inefficiencies in gathering and verifying data, as well as in the general management of real property. According to USAID personnel, this problem was due to firewall issues between the Department of State and the USAID computer systems.

The Initiative seeks to improve management of real property by requiring agencies to collect and report useful property information. The Initiative emphasizes that it is important for agencies to employ property inventory and management information systems with regard to the location, size, and other relevant characteristics of real property assets. Executive Order 13327, which prompted the Initiative, requires all executive branch agencies and departments to identify and categorize all real property that they own, lease,

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<sup>7</sup> At the time of the audit, USAID had identified seven missions as highly vulnerable. By January 2009, according to the Office of Security, three of these seven had relocation proposals in process. However, USAID still lacked sufficient staff and financial resources to address security issues at the other four vulnerable missions

or otherwise manage. It also requires agencies to abide by any guidance issued by the Council. Guidance issued by the Council in December 2004 and June 2007 requires Federal agencies to annually report 24 data elements about each real property in the agency's portfolio. To improve real property management using the newly compiled data, it is important for managers to be able to conveniently access the data.

Unfortunately, the real property database has not been fully accessible to the Office of Overseas Management Staff and has not been accessible at all to USAID missions. In 2006, USAID began using the Department of State's Real Property Application database to store real property data and to meet the reporting requirements described above. This database tracks data for all Department of State and USAID real property; however, USAID personnel in Washington reported that they have been able to view only data pertaining to USAID-managed properties, but not data on all properties occupied by USAID personnel. As part of a survey of missions, 10 of 55 responding missions reported an inability to access the Real Property Application, and the Office of Overseas Management Staff confirmed that no missions have access to the Real Property Application.

The access problems have resulted in a complex process for managing real property data at the missions overseas. Mission personnel have been required to obtain real property reports from Department of State Embassy employees. Furthermore, to update information in the Real Property Application, USAID employees must provide the information to the Department of State rather than personally entering the data. Before data are provided to OMB and GSA for the annual reporting requirement, the Department of State must work with USAID to verify the data. Department of State embassy personnel provide reports from the Real Property Application to USAID personnel at each post. The USAID personnel make any corrections to the reports and return them. Department of State embassy personnel then enter the changes and print the corrected reports. The corrected reports are returned to the USAID personnel, who verify that the data are correct.

According to personnel from the Office of Overseas Management Staff, the inability to access the Real Property Application for Department of State properties has hindered USAID/Washington's ability to manage real property in four ways. First, because USAID personnel are sometimes housed in Department of State properties, USAID is unable to easily verify details about all the properties its personnel occupy. Second, if USAID property is inaccurately recorded as Department of State property, it is difficult for USAID to identify the problem. Third, USAID uses lease benchmarks to identify leases that are outside of maximum price or space requirements, and this process is made more difficult by the fact that data are not available for all of the properties subject to the Initiative. Fourth, USAID's real property budget process is limited by the inability to compare data for all overseas leases.

An inability to access the Real Property Application has also been a mission-level problem. The complexity involved in making changes to and confirming USAID's real property data at the mission level places an avoidable extra demand on executive officers while also increasing the likelihood of errors in real property data. Responses to a survey e-mailed to 70 executive officers at missions indicated that accessing real property data is difficult and time-consuming. For example, three different executive officers provided the following comments in response to a question about whether it was easy to access real property application data:

- “Not necessarily easily. We do not have access and we have to request the information from an individual who sits in a different building. So, getting the information we need takes some time.”
- “It is not easily accessed.”
- “...it is problematic and time-consuming to update the RPA [Real Property Application] at the Embassy.”

Interviews with USAID personnel have confirmed that the access problems are due to firewall issues between the USAID and the Department of State computer systems. Both USAID and the Department of State are aware of the problems. During this audit, the Office of Overseas Management Staff brought the issues to the attention of the Office of the Chief Information Officer, and the issue is also expected to be discussed with the Joint Program Management Office, a body of USAID and Department of State officials that works to resolve coordination problems between the two entities. To ensure that this issue remains a priority, this audit makes the following recommendation:

*Recommendation No. 2: We recommend that the Office of Overseas Management Staff, in collaboration with the Office of the Chief Information Officer, develop and implement a plan of action to work with the Department of State to resolve issues concerning access to real property data.*

# EVALUATION OF MANAGEMENT COMMENTS

With respect to recommendation no. 1, the Office of Security concurred. It plans to continue working with senior USAID management to develop a plan of action to improve the security of USAID staff occupying the most vulnerable office facilities overseas. The target date for completing the plan of action is May 29, 2009.

Based on this plan of action and target date, we concur that a management decision has been made for the recommendation.

The Office of Security also clarified certain statements made in the draft report, which we have modified in this final report.

With respect to recommendation no. 2, the Office of Overseas Management Staff concurred. It plans to collaborate with the Office of the Chief Information Officer to develop an action plan for resolving issues to provide real property data access to USAID missions and to work with the Department of State to provide the Office of Overseas Management Staff with access to real property data. The target date for completing the action plan is March 31, 2009.

Based on this plan of action and target date, we concur that a management decision has been made for the recommendation.

# SCOPE AND METHODOLOGY

## Scope

We conducted this performance audit in accordance with generally accepted Government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

The Office of Inspector General conducted this audit to determine what progress USAID has made in implementing the Federal Real Property Asset Management Initiative (Initiative) and what the impact of that progress has been. Audit fieldwork was conducted at USAID headquarters in Washington, DC, from July 22 through September 11, 2008. The audit scope covered the period from USAID's first actions to implement the Initiative (fiscal year 2005) through September 11, 2008. We also considered updated data contained in a November 10, 2008, USAID report on the status of the Initiative.

In planning and performing the audit, we assessed management controls over the accuracy of real property data, including separation of duties and internal and external reviews. We also assessed management controls over real property asset management, including periodic reviews of leasing practices and facility inspections. We surveyed USAID executive officers at missions overseas, and also interviewed key USAID personnel in the Management Bureau's Office of Overseas Management Staff, Office of Security, the Department of State's Bureau of Overseas Buildings Operations, and the Office of Management and Budget's Office of Federal Financial Management.

## Methodology

To answer the audit objective, we reviewed applicable laws and regulations and USAID policies and procedures pertaining to real property management, including the following:

- Executive Order 13327, Federal Real Property Asset Management
- All guidance issued by the Federal Real Property Council
- Executive Order 13287, Preserve America
- Executive Order 13148, Greening the Government through Leadership in Environmental Management
- The President's Management Agenda Scorecard
- The Foreign Affairs Manual Volume 15, *Overseas Buildings Operations*



- Automated Directives System (ADS) 517, “Acquisition of Domestic Real Property”
- ADS 535, “Real Property Management Overseas”
- Real property data reports from USAID’s Real Property Application

We gathered information from USAID personnel related to the Department of State and USAID Joint Asset Management Plan, the Real Property Application, the President’s Management Agenda scorecard, and the Joint Department of State and USAID Strategic Plan for Fiscal Years 2007–2012. In addition, we sent a survey to 70 missions to evaluate the impact of the implementation of the Initiative. We received responses from 55 missions. The remaining 15 missions did not respond to the survey. We did not establish a materiality threshold for this audit.

# MANAGEMENT COMMENTS

March 13, 2009

## MEMORANDUM

**TO:** OIGA/PA, Steven Bernstein

**FROM:** D/SEC, Randy Streufert (s)

**SUBJECT:** Audit of USAID's Management of Real Property (Report No. 9-000-09-XXX-P (revised draft received February 12, 2009))

Thank you for your draft report on the Audit of USAID's Management of Real Property and for the professionalism and dedication exhibited by your staff throughout this entire process.

Following is the management decision and comments regarding the findings and proposed Recommendation No. 1 found on page nine of the revised draft report:

Recommendation 1: We recommend that the Director, Office of Security, in consultation with senior USAID management, develop and implement a plan of action to address the security issues at the highly vulnerable USAID missions.

Management Decision: It is agreed to implement the recommendation. Specifically, the Office of Security will continue to work with senior USAID management to develop a plan of action to improve the security of USAID staff occupying the most highly vulnerable office facilities overseas. The target date for completing the plan of action is May 29, 2009.

Additional Comments: Modification of some of the language preceding the recommendation would more accurately reflect the position taken by the Office of Security. Specifically: 1) the Office of Security is not in a position to state that the vulnerability faced by agency employees equates to an agency liability; or 2) the basis or

rationale for USAID management making or not making resources available for relocation efforts. Recommended alternate language is provided on the attached.

In closing, I would like to confirm USAID's commitment to the security of USAID employees and intend to ensure that all necessary steps are taken to maintain that commitment. We will continue the improvements made in the last few years as we work further to develop and implement long-term solutions to address the issues cited in your report.

Attachment: as stated

March 13, 2009

## MEMORANDUM

TO: IG/A/PA – Director, Steven H. Bernstein

FROM: M/OMS – Director, Beth Salamanca /s/

SUBJECT: Management Response to the Office of the Inspector General (OIG) Draft Audit Report on USAID's Management of Real Property

We appreciate the opportunity to respond to the subject draft audit report. We have reviewed the report and agree with Recommendation No. 2 as submitted by OIG. The Director, USAID Office of Security (SEC), will respond to Recommendation No. 1 via a separate memorandum. Our response to Recommendation No. 2 is provided below.

**Recommendation No. 2:** We recommend that the Office of Overseas Management Staff (M/OMS), in collaboration with the Office of the Chief Information Officer (M/CIO), establish and implement a plan of action to work with the Department of State (DoS) to resolve issues that prevent USAID missions from accessing the real property application (RPA) and prevent USAID/Washington from having full access to RPA.

**Management Decision:** M/OMS, in collaboration with M/CIO, will develop an action plan for resolving issues to provide RPA access to USAID missions and to work with OBO to get M/OMS full access to the RPA. The action plan will include target dates for implementation of specific actions (RPA system access, training, and issuance of implementation guidance). Efforts under review include providing RPA access to Tiers 1 and 2 missions (those co-located in new embassy compound facilities) through DoS' Web PASS system. Alternate means of providing RPA access to Tier 3 missions (those that are not co-located in new embassy compound facilities and are without access to Web PASS system) will be addressed in the plan, to include target completion dates.

**Target Date:** March 31, 2009

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