U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Strategic Plan

OFFICE OF INSPECTOR GENERAL

FISCAL YEARS 2015–2019

CONTENTS

MESSAGE FROM THE ACTING DEPUTY INSPECTOR GENERAL

I am pleased to present the United States Agency for International Development (USAID) Office of Inspector General (OIG) strategic plan for fiscal years (FY) 2015–2019. In May 2012, OIG published its FY 2012–2016 strategic plan after extensive consultation with employees and stakeholders. With more than 2 years of experience tracking and measuring the plan's implementation, we have now reviewed and updated the plan to ensure that it still reflects the organization's priorities.

OIG's oversight of USAID, the Millennium Challenge Corporation (MCC), the United States African Development Foundation (USADF), the Inter-American Foundation (IAF), and the Overseas Private Investment Corporation (OPIC) helps ensure that the foreign assistance programs delivered by these agencies provide the aid needed around the world while

Acting Deputy Inspector General
Catherine M. Trujillo

also protecting U.S. taxpayers' interests. OIG helps shape the success or failure of agency programs by assessing and recommending improvements in program planning, implementation, monitoring, and performance, as well as by working to detect and deter fraud, waste, and abuse.

The five strategic goals and supporting priorities contained in this plan reaffirm our commitment to providing independent, high-quality oversight and informing the public and our stakeholders of how OIG is safeguarding taxpayer resources. The goals also emphasize our obligation to continually find ways to improve our own operations and to ensure that our workforce is highly motived and well prepared to carry out its responsibilities.

During the review, we found that the five goals continue to reflect OIG's priorities. Therefore, the changes to the plan concentrate on streamlining our priorities to ensure that we are focusing on the most important activities that will help achieve our goals and address changes in the foreign assistance environment. OIG's management team looks forward to working with OIG employees, partners, and stakeholders to realize our vision for the organization and accomplishing the goals outlined in this plan.

Catherine M. Trujillo
Acting Deputy Inspector General

MISSION, VISION, AND VALUES

MISSION

The mission of the Office of Inspector General is to provide independent oversight that promotes the efficiency, effectiveness, and integrity of foreign assistance programs and operations under USAID OIG's jurisdiction.

VISION

OIG's vision is to be a leading oversight organization with a motivated and resourceful workforce that:

- Produces high-quality work that facilitates mission achievement in foreign assistance.
- Increases accountability and promotes good stewardship of foreign assistance funds.

CORE VALUES

Inclusive Leadership
- Provide inspiration, guidance, and direction to promote a culture of open communication and transparency, value and respect every member of the OIG team, and foster active engagement throughout the organization to accomplish OIG's mission.

Excellence
- Operate at the highest professional and technical standards and promote workforce development to deliver meaningful work products for OIG stakeholders.

Integrity
- Reinforce good stewardship and fiduciary responsibility by maintaining objectivity and impartiality in the execution of our oversight responsibilities.

Collaboration
- Exchange knowledge and expertise among OIG staff, the organizations we oversee, the oversight community, and our other external stakeholders to find effective solutions to problems.

Diversity
- Respect individual views and backgrounds to maintain a collaborative, productive work environment and enhance the quality of our work.

INTRODUCTION

History and Authority

USAID's OIG was established on December 16, 1980, by Public Law 96-533, a statutory amendment to the Foreign Assistance Act of 1961. On December 29, 1981, the International Security and Development Cooperation Act of 1981 brought the USAID Inspector General under the purview of the Inspector General Act of 1978. OIG assumed audit and investigative oversight of USADF and IAF in 1999 and of MCC in 2004. OIG also maintains limited oversight authority of OPIC under 22 U.S.C. 2199(e).

The Inspector General Act authorizes the Inspector General to conduct and supervise audits and investigations. OIG's mission is to provide independent oversight that promotes the efficiency, effectiveness, and integrity of programs and operations under our jurisdiction. Some of our work is mandated by statute or other requirements; other work is performed at the discretion of OIG. When identifying and prioritizing appropriate audit and investigative activity, we consider stakeholder interests and needs, alignment with strategic goals, program funding, and the risks associated with the agency programs, including potential vulnerabilities in internal controls.

Areas of Responsibility

Audits

OIG audits activities relating to the foreign assistance programs and agency operations of USAID, MCC, USADF, and IAF. It also preforms similar work with respect to OPIC on a limited basis.[1] Audit activities include performance audits and reviews of programs and management systems, financial statement audits required under the Chief Financial Officers Act of 1990, and audits related to the financial accountability of grantees and contractors.

Investigations

OIG investigates allegations of fraud, waste, and abuse relating to the foreign assistance programs and operations of the agencies we oversee. Investigations of criminal, civil, and administrative violations cover all facets of these worldwide operations. OIG also works proactively by providing fraud awareness

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[1] In recent years, at the request of Congress, OIG has implemented annual agreements with OPIC to perform specific oversight activities, including audits.

briefings and literature and advice on fraud prevention strategies for agency personnel and employees of foreign assistance implementers worldwide.

Management

OIG's Office of Management provides human capital, financial management, procurement, information technology, and policy and planning support. These services facilitate OIG mission achievement and help maintain the organization's independence.

Immediate Office

The Immediate Office manages OIG's congressional and public affairs efforts and provides legal counsel to the Inspector General. The Immediate Office also assesses the impact of proposed and enacted legislation, analyzes OIG-wide practices under management's commitment to continuous improvement, and provides internal communication and facilitates knowledge-sharing across operating units.

Resources

OIG is headquartered in Washington, D.C., and carries out audit and investigative work in approximately 100 countries from offices in 10 overseas locations. OIG maintains a staff of approximately 250 employees and contractors, including auditors, investigators, program analysts, and management and administrative specialists and assistants. OIG includes Civil Service, Foreign Service, Foreign Service National, and contractor personnel, which helps provide the flexibility needed to execute oversight activities around the world.

Funding for OIG is provided by a combination of appropriated budget authority, supplemental funding, and reimbursements from other budget accounts. In the past, OIG has received supplemental funding to support oversight activities in Afghanistan, Pakistan, Haiti, Iraq, and West Bank/Gaza, although this type of funding is expected to decline in the coming years. Funding for other OIG activities, such as oversight of MCC, is provided on a reimbursable basis pursuant to existing statutes.

Outlook

Recent developments have intensified OIG requirements, challenging the office's ability to continue to play an integral role in guarding against waste, fraud, and abuse in foreign assistance.

Weak Control Environment. Foreign assistance programs and activities are executed in international settings generally characterized by weak control environments and accountability systems that are still under development. These conditions impose greater risks on foreign assistance funds than are encountered by U.S. Government resources expended domestically. The role that OIG plays in identifying and helping address risks is particularly important in this context.

Local Systems. Under implementation and procurement reform, USAID set a target of channeling 30 percent of its assistance through local entities by FY 2015. This shift to increased use of local systems is consistent with U.S. Government commitments to aid effectiveness under the Paris Declaration, Accra Accord, and Busan Partnership. It also fosters country ownership and sets the stage for countries to sustain their own development. This initiative, now known as Local Solutions, involves using, strengthening as needed, and partnering with local actors (e.g. governments, the private sector, NGOs, and academia) strategically, purposefully, and cost-effectively to achieve sustainable development outcomes. This means all sectors of a country (i.e., government, civil society, and the private sector) help plan, implement, and resource their own development. The Agency reports having developed and enhanced the preaward assessment and the responsibility determination process to identify and mitigate any weaknesses in the capacity to manage USAID funds or deliver development results. Additionally, USAID is working with the IG to improve the local audit capability of CPA firms and state audit institutions to audit local organizations. With an increased focus on strategic investments under Local Solutions, the Agency expects that while the number of local entities engaged in Local Solutions may not increase significantly, the amount provided to them over time may increase.

This focus on and use of local entities' systems, whether directly as implementing or resource partners or indirectly through our international implementing partners, adds to risks and intensifies oversight needs in certain areas. New local implementing partners have limited knowledge of U.S. Government management, procurement, and reporting requirements. As the number of new local partners increases, additional OIG audit and outreach efforts can help ensure that appropriate controls are in place and that new partners understand fraud reporting requirements and procedures. To provide a consistent level of assurance that U.S. taxpayer dollars are being used as intended, OIG will need to examine more expenditures, undertake more testing, and review more systems for compliance with financial management and subcontracting requirements. To address instances in which U.S. Government funds are subject to fraudulent activity or misused by host country entities not subject to U.S. legal jurisdiction, OIG will also have to work more intensively with local law enforcement, prosecutors, and courts. This will add to law enforcement liaison requirements and significantly increase the number of jurisdictions that OIG will need to work with to resolve criminal and civil matters.

Expanded Whistleblower Protections. Whistleblowers are an important source of allegations regarding waste, fraud, abuse, and mismanagement pertaining to government programs. Congress recently extended whistleblower protections previously enjoyed by federal employees to employees of federal contractors and grantees. This expansion is expected to significantly increase the number of allegations of criminal, civil, and administrative violations that OIG is responsible for investigating. In May 2014, USAID advised its implementing partners that their employees working on any federal award have access to whistleblower rights and protections and that these protections also extend to subcontractors and subrecipients. Because employees of USAID contractors and grantees are often in the best position to observe waste, fraud, and mismanagement in foreign assistance programs, OIG anticipates that these additional protections will encourage more of these personnel to report matters of concern to OIG.

Combined with legal mandates to address such allegations within strict time frames, these additional protections are expected to materially increase OIG investigative requirements.

Overseas Contingency Operations. In 2013, Congress established a framework for the Inspectors General for the Department of Defense, Department of State, and USAID to provide coordinated oversight during future contingency operations, thereby eliminating the need for a special inspector general to serve in this capacity. Section 848 of the National Defense Authorization Act for FY 2013 (P.L. 112-239) amended the Inspector General Act of 1978 to provide for the designation of a lead inspector general for oversight of future contingency operations. These amendments to the Inspector General Act will enable the oversight community to respond more effectively to future contingency operations but will also require greater coordination among the respective OIGs and increase corresponding reporting requirements. OIG is working closely with these other OIGs to develop and formalize the agreements, processes, and procedures needed to respond to this new mandate.

OIG's Internal Support Systems. In recent years, OIG suspended a number of internal investments as cost savings measures in the context of tightening budgets and in response to executive branch guidance. Training and professional development activities were canceled or postponed, and internal support systems important to OIG independence were not fully resourced. Internal OIG assessments and evidence from extensive employee consultations indicate that future shortfalls in addressing internal requirements in these and other areas have the potential to critically undermine OIG performance. OIG is responding to these issues by focusing on improvements in several areas, including instituting more targeted and coordinated training programs, strengthening information sharing and transparency, and reinforcing human capital processes and support.

Strategic Planning Process

To develop the 2012–2016 strategic plan, OIG consulted extensively with managers, employees, and stakeholders. We held workshops with each OIG unit in Washington and abroad to provide employees an opportunity to share their perspectives regarding our mission, vision, values, and goals. We also consulted external stakeholders, including the Office of Management and Budget (OMB), congressional committee staff, and officials from the agencies we oversee. The resulting document helped drive OIG's key priorities and activities since it was published in May 2012.

With more than 2 years of experience tracking and measuring the implementation of the plan, OIG conducted a review of the document to ensure that it still reflects the organization's priorities. To conduct the review, OIG consulted with internal managers and asked employees to provide input on what they thought were the strengths and weaknesses of the plan. In addition, OIG consulted with OMB, key congressional committees, and the agencies we oversee. The input resulted in a number of revisions to the plan, particularly streamlining and refining the objectives, strategic priorities, and performance measures.

STRATEGIC GOALS, OBJECTIVES, AND PRIORITIES

OIG has established five strategic goals that describe how the organization will provide high-quality oversight to the agencies we oversee. OIG aims to promote effective management and integrity in the delivery of foreign assistance, keep stakeholders informed of OIG's activities and findings, improve the efficiency and effectiveness of internal operations, and ensure that OIG's workforce is highly motivated and well equipped to carry out its responsibilities.

Goal 1

Strengthen the ability of the organizations for which OIG provides oversight to manage and deliver foreign assistance efficiently and effectively through audit products and activities.

Objective 1.1: Align audit plans with agency priorities, needs, and challenges to ensure that reporting and recommendations are informed and useful.

Priorities:
- Remain abreast of significant agency developments, publicize them within the Office of Audit, and make sure that Audit's activities and products are informed by and responsive to changes in the foreign assistance environment.
- Build and maintain the capabilities of the Policy, Planning, and Analysis Division, which is responsible for coordinating and aligning audit plans with stakeholder needs.
- Prioritize and adjust work plans and closely monitor execution of high-priority audit initiatives.

Objective 1.2: Assess risk in agency programs and target oversight activities accordingly.

Priorities:
- Develop and implement a more rigorous and systematic risk assessment methodology to inform the annual audit planning process.
- Allocate audit resources and activities based on risk assessments.
- Increase internal capacity for responding to pressing risks and significant emerging concerns.

Objective 1.3: Promote effectiveness and efficiency in foreign assistance programs.

Priorities:
- Focus on programs and operations that significantly affect the efficiency and effectiveness of foreign assistance programs.
- Report on performance across programs, program sectors, operating units, regions, and agencies.
- Examine the use of additional evaluation approaches to supplement audits and reviews (e.g., inspections, appraisals, and formative and summative evaluations).
- Coordinate audit planning with colleagues in the Government Accountability Office (GAO) and other OIGs to ensure the most effective level of oversight of foreign assistance programs.

Objective 1.4: Promote integrity in agencies' financial and management systems and procedures, and identify misspent funds and other questioned costs.

Priorities:
- Look for opportunities to increase the use of internal staff to conduct audit work related to financial statements and information security management.
- Work with the Defense Contract Audit Agency (DCAA) and other stakeholders as needed to address audit needs in a more timely fashion.
- Increase consultation, technical direction, and quality control activities to help increase the capacity and work quality of eligible local audit firms and supreme audit institutions in recipient countries.

Performance Measures:
1. Percentage of audits covering high priority programs and operations, addressing management challenges, or identifying systemic weaknesses
2. Percentage of agency expenditures audited
3. Percentage of management decisions[1] on which OIG and the Agency agree that have final action within 1 year of the decision

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[1] A management decision is considered to be made when auditee management establishes corrective action to be taken in response to an audit recommendation. A management decision must determine the allowability of questioned costs (if applicable), establish a corrective action plan, and identify a target date for final action. An auditee cannot state that a decision will be made at a later date once more information is available.

Goal 2

Deter and detect fraud, corruption, criminal activity, and misconduct in the programs, operations, and workforce of the organizations for which OIG provides oversight.

Objective 2.1: Prevent, detect, and deter fraud by educating and building relationships with stakeholders.

Priorities:
- Conduct outreach to agency implementers, recipients, and staff to promote fraud awareness and increase knowledge of enhanced whistleblower protections.
- Cultivate and maintain information networks for developing and responding to leads.
- Establish and strengthen liaison with foreign and domestic law enforcement and prosecutorial entities to promote awareness of opportunities for coordination.
- Expand access to key law enforcement databases and increase knowledge of those resources in OIG.

Objective 2.2: Resolve allegations of criminal activity and employee misconduct, and promote integrity.

Priorities:
- Conduct self-initiated, proactive investigations based on audit, investigative, and analytical findings.
- Target efforts to focus on matters with greatest investigative merit.
- Promote effective transfer of cases and information among investigators when their assignments change.
- Develop and use internal expertise to explain the results of investigations to assist prosecutors and agency officials in taking remedial actions.

Objective 2.3: Improve hotline capabilities and analytical mechanisms to identify criminal activity and misconduct.

Priorities:
- Modernize and strengthen the Inspector General hotline, employing recognized best practices.
- Design and implement analytical systems and processes to help detect possible violations.

Performance Measures

1. Percentage of OIG investigations resulting in substantiated allegations that were referred for criminal, civil, or administrative action
2. Number of individuals reached through outreach events
3. Dollar value of investigative savings and recoveries
4. Number of briefings and meetings with senior US Government or foreign government officials that provide law enforcement liaison and support to anti-corruption efforts

Goal 3

Provide useful, timely, and relevant information to enable stakeholders to make informed decisions about foreign assistance programs and operations.

Objective 3.1: Ensure that OIG products are responsive to the needs of stakeholders.

Priorities:
- Notify stakeholders of critical audit and investigations issues, priorities, work products, and results.
- Conduct outreach with stakeholders to increase awareness of OIG programs and operations, solicit input on plans and activities, and build relationships that help facilitate OIG mission accomplishment.
- Make greater use of alternative and tailored work products to meet the needs of stakeholders (e.g., press releases, highlights publications, fact sheets).
- Continue to improve the content and organization of OIG's Web site to better meet stakeholder needs.
- Promote effective responses to emerging oversight requirements identified by stakeholders.

Objective 3.2: Identify and analyze information relevant to OIG's mission and functions, and use it to inform activities and initiatives.

Priorities:
- Monitor and share relevant work conducted by other oversight entities.
- Monitor and share statutory, regulatory, policy, and media developments, and determine appropriate OIG responses.
- Develop and maintain clear protocols for congressional and media contacts.
- Promote internal knowledge and awareness of information and developments with a bearing on OIG's mission and functions.
- Engage and coordinate with international oversight entities to promote accountability and transparency in areas of common interest.

Performance Measures
1. Number of congressional engagements (e.g., testimony, briefings, and other formal contacts)
2. Number of page views on the OIG external Web site

Goal 4

Continually improve the efficiency, effectiveness, and quality of OIG operations and outputs.

Objective 4.1: Ensure that budgetary resources are used efficiently and effectively to support OIG's oversight mission.

Priorities:
- Align OIG's strategic plan, annual plan, and budget submission to reflect current priorities and ensure that mission requirements inform budget requests and staff allocation decisions.
- Weigh agency and stakeholder priorities and risk factors in the countries and regions where foreign assistance is provided to allocate staffing and resources.
- Plan and execute OIG's budget in a manner that makes best use of available resources in responding to established requirements and priorities.

Objective 4.2: Promote and practice continual process improvement.

Priorities:
- Regularly review audit, investigative, and management policies, procedures, processes, and products to identify improvement opportunities.
- Conduct periodic employee customer service surveys, share the results, and identify needed improvements.
- Develop a process to solicit and act on employee improvement suggestions to promote the free exchange of ideas.

Objective 4.3: Leverage information technology (IT) systems to improve the productivity and quality of oversight processes and products.

Priorities:
- Provide employees with the IT tools and training they need to do their jobs effectively, particularly tools that enhance mobility, collaboration, and communication.
- Implement a new document management system to improve workflow tracking, information sharing, and online collaboration.

- Document the roles and responsibilities of the users and the IT staff in developing system requirements to ensure that those requirements meet users' needs.

Objective 4.4: Improve internal communications, collaboration, and transparency.

Priorities:
- Establish an employee advisory committee to provide employees at all levels and types of service (i.e., Foreign Service, Civil Service) an opportunity to present input and collaborate on organizational issues and to benefit from diverse perspectives.
- Provide employees with timely communications on policy, program, and operational changes.
- Establish and clarify mechanisms for addressing organizational conflict.
- Encourage staff rotations and cross-training among organizational units to promote collaboration, information sharing, and development.

Performance Measures
1. Percentage of employees indicating satisfaction with OIG customer service, operations, and initiatives
2. Percentage of annual management milestones met[2]
3. Percentage of OIG operating units executing within 5 percent of budget plans

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[2] Each year, the Office of Management identifies a set of annual priorities related to strategic planning, continuity of operations, policy development, human capital management, information technology management, financial resource management, operations planning, and external reporting requirements.

Goal 5

Recruit, develop, and retain a highly qualified, motivated, and diverse workforce with the necessary tools and training to fulfill OIG's mission.

Objective 5.1: Attract highly skilled candidates in all required disciplines.

Priorities:
- Target high quality, diverse candidates through active outreach efforts.
- Ensure a timely hiring process.
- Use available hiring authorities and incentives as necessary and appropriate.

Objective 5.2: Prioritize professional and leadership development.

Priorities:
- Develop and implement a corporate OIG training and development strategy that will document, track, and guide employee training and development needs.
- Institutionalize OIG's mentoring and training program for new employees.
- Develop and implement a supervisory training and development curriculum that will provide OIG supervisors with a similar training base in managing, coaching, and communicating effectively with employees.
- Clarify and communicate the criteria required for Foreign Service promotions to make the process more transparent.
- Provide OIG employees with opportunities to exercise managerial and leadership skills.

Objective 5.3: Retain highly performing and engaged employees.

Priorities:
- Regularly recognize employee achievements, including through an annual awards program.
- Promote telework and other mobile workforce initiatives to improve employee recruitment, retention, engagement, and performance.
- Provide accurate guidance and effective support services to help ensure that employees have the tools and information needed to perform at a high level.
- Continually benchmark employment and management practices against similar organizations to make sure that we are competitive with other employers.

Objective 5.4: Proactively position resources to balance workload and oversight needs appropriately.

Priorities:
- Continually evaluate OIG's organizational and staffing structure to ensure it aligns with mission priorities, and restructure as necessary.
- Use available hiring flexibilities to meet short- and long-term staffing needs (e.g., Foreign Service Nationals, personal services contracts, "when actually employed" appointments, reemployed annuitants).
- Expand investigators' presence overseas and work to increase their profile.

Performance Measures
1. Percentage of incoming employees hired within established time frames
2. Percentage of employees retained who are performing at or above the fully successful or proficient levels
3. Percentage of employees engaged in their work[3]

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[3] According to the U.S. Merit Systems Protection Board, employee engagement is a heightened connection between employees and their work, their organization, or the people they work for. OIG will measure employee engagement using the 15-question engagement scale developed by the U.S. Office of Personnel Management.

RELATIONSHIP OF THIS PLAN TO AGENCY PRIORITIES

The goals and objectives in this plan describe OIG's approach for managing its oversight of USAID, MCC, USADF, IAF, and OPIC. Goals 1 and 2 present OIG's priorities as they relate directly to OIG oversight activities. Goal 3 establishes activities OIG will undertake to provide stakeholders with the information they need to make informed decisions. Goals 4 and 5 ensure that OIG has the people and processes necessary to carry out its responsibilities. Focusing on each of these five goals will help OIG support and advance the strategic priorities of the agencies we oversee.

U.S. Agency for International Development

USAID's mission is to partner to end extreme poverty and to promote resilient, democratic societies while advancing the Nation's security and prosperity. OIG plans its work with the goal of determining and promoting resolution of the USAID's major management challenges and supporting its strategic priorities as they are expressed in:

- USAID Forward: USAID's institutional reform efforts designed to strengthen the Agency's core competencies so it may more effectively address 21st century challenges
- USAID Policy Framework 2011-2015: provides USAID's core development priorities
- Quadrennial Diplomacy and Development Review (QDDR): a joint review of USAID and Department of State capabilities
- USAID and Department of State Strategic Plan FY 2014-2017: the USAID and Department of State strategic goals and objectives for the period FY 2014-2017
- Management Initiatives and Cross-Cutting Goals issued by the Federal Government
- Agency Priority Goals describes USAID's specific goals for FY 2014 and 2015

Millennium Challenge Corporation

MCC's mission is to reduce poverty by supporting sustainable economic growth in selected developing countries that demonstrate a commitment to sound policy in the areas of democratic governance, economic freedom, and investment in people. OIG's oversight efforts consider and support MCC's strategic direction.

MCC emphasizes four key principles to establish the link between foreign development assistance and demonstrable economic outcomes:

1. Results matter—success is measured by results, not inputs.
2. Policies matter—good policies are critical to achieving sustainable economic growth.
3. Country ownership matters—country partner responsibility for results is essential for achieving sustainable development and reducing dependence on foreign assistance.
4. Accountability matters—without accountability there is no true responsibility and without transparency there is no accountability.

MCC identified five broad themes to help implement these principles:

1. Apply effective instruments for results tracking that will support transparent results' reporting.
2. Focus on policy reform as the best guarantor of sustainable development.
3. Leverage MCC's assets by working with partners to enhance the impact and reach of MCC programs, especially with the private sector.
4. Integrate gender and social assessment into all aspects of program design and implementation.
5. Ensure that MCC has the organizational capacity to respond effectively to evolving challenges.[4]

U.S. African Development Foundation

USADF's mission is to support African-led development that grows community enterprises by providing seed capital and technical support. USADF's core goals and operating principles are:

1. Focus on underserved communities.
2. Investing in Africans and their ideas.
3. Addressing development needs and long term economic results.
4. Encouraging and expanding African management.
5. Maintaining the highest level of openness and transparency.
6. Organizational teamwork.
7. High effectiveness, low overhead.[5]

Inter-American Foundation

IAF's mission is to promote and invest in grassroots development to help communities thrive. OIG seeks to align our oversight efforts with IAF's five strategic goals:

1. Support the coordinated efforts of the poor to improve their material circumstances, strengthen their organizations, and enhance the social and economic environment for community-led development.

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[4] Information on MCC's mission and strategic direction are obtained from its *Agency Financial Report, Fiscal Year 2013, October 1, 2012 – September 30, 2013*.
[5] Obtained from http://www.usadf.gov/goals.html.

2. Promote the social inclusion and civic participation of traditionally marginalized groups.
3. Make knowledge generation and knowledge management an integral part of the work, informing new approaches for smarter investments by IAF and others.
4. Increase awareness, understanding, and support for the IAF and its program among key audiences in order to draw more resources into grassroots development.
5. Modernize and strengthen IAF operations.[6]

Overseas Private Investment Corporation

OPIC is a U.S. Government institution that mobilizes private capital to help solve critical development challenges. OIG has limited oversight authority of OPIC under 22 U.S.C. 2199(e). In recent years, at the request of Congress, OIG has implemented annual agreements with OPIC to provide additional oversight services, including audits. Oversight activities broadly support OPIC goals and priorities, which include the following:

1. Grow portfolio and impact.
2. Increase environmental benefit.
3. Foster productivity and efficiency.
4. Build long-term support for OPIC.[7]

[6] Obtained from IAF's Strategic Plan 2013-2017.
[7] Obtained from OPIC's Strategic Plan, Fiscal Years 2012 through 2015,

FACTORS THAT COULD AFFECT GOAL ACHIEVEMENT

Several internal and external factors could affect OIG's ability to achieve its goals and performance targets. They include:

Budget and Staffing Challenges. As oversight requirements are increasing, funding to support and staff OIG's activities faces a possible decline. Key past sources of OIG funding have expired and available funding may decline. To meet our mission and maintain our independence, OIG must be able to adequately staff its offices and manage its operations through effective human capital, information technology, budget, and planning support.

Increasing Oversight Requirements. The expansion of executive and legislative mandates, such as the new reporting requirements associated with whistleblower protections and charge cards, are generally not accompanied by additional resources. OIG may therefore need to redirect its resources to these new requirements, detracting from planned discretionary activities that cover core agency programs or areas of historically high risk or expenditure.

Changes in the Direction of U.S. Foreign Assistance. The focus of foreign assistance continues to change in response to humanitarian crises, military and diplomatic engagements, and evolving geopolitical priorities. OIG seeks to adapt to these changes by assessing the risks and challenges associated with new, expanded foreign assistance endeavors and recalibrating our approach accordingly. However, OIG resources, authorities, and systems may not be suited to promptly or fully address oversight requirements attendant on these changes. The effectiveness of oversight activities could be limited as a result.

Security Conditions on the Ground. OIG works with U.S. security officials to ensure that our employees adhere to local security requirements and obtain the support they need to conduct investigative and audit fieldwork. However, in some conflict and postcrisis settings, security and personal safety considerations increase costs and limit or delay site visits. These may continue to affect our operations in unanticipated ways, especially in frontline states.

Increased Risks of Fraud, Waste, and Abuse. As previously discussed, USAID's focus on implementing more development programs through host-country systems creates further risk to foreign assistance funds. OIG must respond to these increased risks by intensifying audit coverage of these funds and increasing outreach efforts while maintaining existing audit and investigation capabilities.

Geographic Distribution. The geographic distribution of our personnel presents challenges in communication and information sharing. Although OIG has committed to improve communication throughout the organization to mitigate these concerns, potential weaknesses in these areas could undercut the execution of key functions and the proper development and implementation of internal policies and procedures.

FROM PLAN TO PRACTICE

Accountability

OIG is committed to a robust and transparent approach to implementing this plan. Our annual plans describe the activities we seek to accomplish each fiscal year to bring us closer to achieving our longer-term goals and objectives. The annual plans also include yearly targets for the performance measures identified in this plan. Our semiannual reports to the Congress report on the progress we have made implementing the activities and meeting the performance targets set out in our annual plans. Finally, OIG's budget submissions align with the priorities in these plans and provide information on our performance against established targets.

Although each OIG office has shared responsibility for carrying out the activities under the five strategic goals, OIG has assigned primary responsibility for implementing each goal to a specific senior official:

Assistant Inspector General for Audit
Goal 1: Strengthen the ability of the organizations for which OIG provides oversight to manage and deliver foreign assistance efficiently and effectively through audit products and activities.

Assistant Inspector General for Investigations
Goal 2: Deter and detect fraud, corruption, criminal activity, and misconduct in the programs, operations, and workforce of the organizations for which OIG provides oversight.

Chief of Staff
Goal 3: Provide useful, timely, and relevant information to enable stakeholders to make informed decisions about foreign assistance programs and operations.

Assistant Inspector General for Management
Goal 4: Continually improve the efficiency, effectiveness, and quality of OIG operations and outputs.
Goal 5: Recruit, develop, and retain a highly qualified, motivated, and diverse workforce with the necessary tools and training to fulfill OIG's mission (in collaboration with the Assistant Inspectors General for Audit and Investigations).

Evaluations and Assessments

OIG uses information from a number of sources to review the effectiveness of our goals and objectives and consider possible revisions to them. We regularly monitor foreign assistance and geopolitical developments to ensure that our work responds to changes in the operating environment and that our direction is consistent with the priorities of Congress, the Administration, and the foreign assistance organizations we oversee.

OIG is subject to regular peer reviews by other OIGs that examine audit and investigative practices and procedures to assess our compliance with applicable guidelines and determine whether improvements are warranted. We are committed to addressing any resulting recommendations and reporting on them in semiannual reports to the Congress.

We consult with Congress on our strategic plan every 2 to 3 years to ensure that we account for new perspectives on the delivery of U.S. foreign assistance and changes in congressional priorities.

We supplement these activities with annual internal employee surveys, annual management planning and monitoring sessions, ad hoc assessments of internal systems and processes, and regular financial monitoring activities. The results of these assessments are then integrated into our strategic priorities as appropriate. For instance, in response to an employee survey conducted in FY 2013, OIG established several employee and manager work groups to identify needed improvements. Many of those recommendations are integrated into Goals 4 and 5 of this plan.

OIG's quantitative performance measures are derived from internal OIG or USAID systems, and each measure has a corresponding data reference sheet that specifically defines the measure, how we collect the data, any data quality issues, and reporting requirements. They are reviewed periodically to ensure that the data is consistent, valid, and verifiable.

The performance measure results are published in semiannual reports to the Congress and in biannual memos distributed to all OIG staff. These communications help ensure that performance data is used to manage OIG programs and track organizational performance.

Working Across the U.S. Government

Effective consultation and coordination with Congress and other federal agencies are vital to our work. We will continue to consult with stakeholders to ensure that our oversight activities are playing an effective role in helping foreign assistance agencies execute their programs and activities.

OIG holds an annual management and planning conference to facilitate exchange between OIG's staff and stakeholders. The conference includes representatives from all OIG units and gives them an opportunity to discuss organizationwide issues and challenges. Professional staff from congressional

committees often participate in select sessions, as do officials from OMB and GAO. Often, management officials from USAID bureaus discuss their programs and vulnerabilities and help identify areas in which they believe OIG can be of greatest assistance. These discussions, along with others we hold more informally throughout the year, enable OIG to consider our stakeholders' perspectives and concerns as we allocate limited resources to where they can be best utilized.

Our investigators coordinate their activities with a range of law enforcement organizations, including the National Procurement Fraud Task Force and the International Contract Corruption Task Force. To respond to civil and criminal violations, our investigators also engage extensively with domestic and foreign law enforcement agencies and officials.

In addition, we routinely collaborate and consult with other oversight organizations. We work with DCAA in conducting audits, reviews, and preaward surveys related to foreign assistance programs. USAID OIG employees regularly meet with representatives of the Special Inspector General for Afghanistan Reconstruction, as well as with those from OIGs of the Departments of State and Defense to coordinate plans, reports, and activities of mutual interest. We also work with GAO in developing our audit plans to prevent duplication and ensure effective coordination. We participate intensively in the Southwest Asia Joint Planning Group.

Several other federal agencies are involved in foreign assistance, including the Departments of Agriculture, Health and Human Services, Commerce, and Labor. We coordinate with these agencies' OIGs as appropriate in planning and carrying out audits and investigations that have a bearing on the activities of outside agencies. USAID OIG also coordinates with other OIGs through the Council of Inspectors General for Integrity and Efficiency.

United States Agency for International Development

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