U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Annual Plan

OFFICE OF INSPECTOR GENERAL

Fiscal Year 2014

Cover Photo:

Water from a reservoir pours through the Gomal Zam Dam in Pakistan, which was constructed with financial assistance from USAID/Pakistan. (Photo by Office of Inspector General, 2012)

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MESSAGE FROM THE ACTING INSPECTOR GENERAL

Acting Inspector General
Michael Carroll

I am pleased to present the Office of Inspector General (OIG) annual plan, which provides brief descriptions of activities that OIG intends to perform in fiscal year (FY) 2014. These activities will advance our oversight agenda for the organizations under our purview: the United States Agency for International Development (USAID), the Millennium Challenge Corporation (MCC), the United States African Development Foundation (USADF), and the Inter-American Foundation (IAF). OIG also maintains limited oversight authority over the Overseas Private Investment Corporation (OPIC).

OIG is dedicated to detecting and preventing fraud, waste, abuse, and mismanagement in the organizations we oversee. We do this through active oversight, identifying and meeting the needs of the agencies and stakeholders we serve, improving our own internal operations, and building a strong, capable workforce to carry out our mission.

OIG uses several criteria for identifying the activities we will focus on each year, including:

- Goals and objectives identified in our strategic plan;
- Significance to our stakeholders' ability to promote efficient and effective delivery of foreign assistance;
- Cost-benefit in dollars or other resources;
- Results of formal risk assessments of the organizations we oversee;
- Congressional mandates;
- Stakeholder interests;
- New or changing conditions affecting a program or function, including worldwide events; and
- Availability of resources and expertise.

OIG has made it a priority to expand our use of formal risk assessments to help plan future reviews and audits. To develop the audits and reviews for FY 2014, OIG developed criteria for risk analyses that considered risk factors in a consistent manner across all of USAID's country programs. OIG reviewed these risk factors globally, allowing necessary customization by the respective regional offices. Applying a more uniform analytical system for assessing risk helps OIG focus on the highest priority programs, conduct its work more efficiently, and provide a more useful product for the agencies we oversee.

Based on OIG's risk assessments, FY 2014 priorities include reviews and audits of direct government assistance, USAID's procurement reform and contracting processes, democracy and governance programs, economic and infrastructure programs, and health programs. For instance, our audit plan for Iraq focuses on the mission's efforts in democracy and governance and economic growth. As countries in the Middle East attempt to launch historic transitions to democracy, OIG will evaluate USAID's response to developments following the Arab Spring in select countries. In Afghanistan, OIG will assess the financial controls associated with USAID's government-to-government assistance transfers to ensure they are adequate and reliable.

The Office of Investigations has investigative responsibilities that extend over billions of dollars in foreign assistance and has staff deployed around the world. Since FY 2008, OIG's investigations have resulted in combined savings and recoveries of nearly $400 million. Its priorities include resolving allegations of criminal activity, operating country-specific hotlines in high-risk environments, educating stakeholders and publicizing investigative outcomes to detect and deter fraud, and expanding investigators' presence overseas. In addition, Investigations faces several new challenges in the upcoming year, such as responding to new whistleblower protections and human trafficking reporting requirements.

To support OIG's mission-critical activities, we are planning to leverage information technology to streamline processes, improve communications with stakeholders through the use of social media, implement mobile solutions to improve efficiency and effectiveness within the organization, and involve employees in addressing critical issues that affect OIG's morale and efficiency.

This annual plan is an evolving document. It will be updated as necessary to ensure that OIG's work remains relevant, timely, and responsive to the priorities of our stakeholders, including the agencies under our purview, the Administration, the Congress, and the foreign affairs community.

INTRODUCTION

Mission

OIG's mission is to provide independent oversight that promotes efficiency and effectiveness while safeguarding the integrity of programs and operations under USAID OIG's jurisdiction.

Authority and Responsibility

The Inspector General Act of 1978, as amended, authorizes the Inspector General to conduct and supervise audits and investigations. USAID OIG was established on December 16, 1980, by 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. Under 22 U.S.C. 2199, OIG is also authorized to conduct reviews, investigations, and inspections of the operations and activities of OPIC.

Some of our work is mandated by statute or other requirements, and other work is performed at our discretion or by request. When identifying audits and other activities to undertake and setting priorities in performing them, we consider stakeholder interests and needs, alignment with strategic goals, and anticipated results. Before deciding to perform specific work, we consider the risks associated with agency programs and assess potential vulnerabilities in internal controls.

OIG established this plan of audits and activities to be performed during FY 2014 to support U.S. foreign assistance goals in the following program areas:

- Agriculture and food security
- Democracy, human rights, and governance
- Economic growth and trade
- Education
- Environment and global climate change
- Global health
- Working in crises and conflict

We will also pay particular attention to management initiatives to ensure they help facilitate U.S. foreign assistance objectives though program management, monitoring and evaluation, and accounting for and tracking costs.

Organization

OIG is headquartered in Washington, D.C., and carries out audit and investigative work in approximately 100 countries from offices in 9 overseas locations.

Areas of Responsibility

Audit. OIG audits activities relating to the worldwide foreign assistance programs and agency operations of USAID, MCC, USADF, IAF, and OPIC. Audit activities include performance audits and reviews of programs and management systems, financial statement audits required under the Chief Financial Officers Act of 1990,[1] and audits related to financial accountability of grantees and contractors.

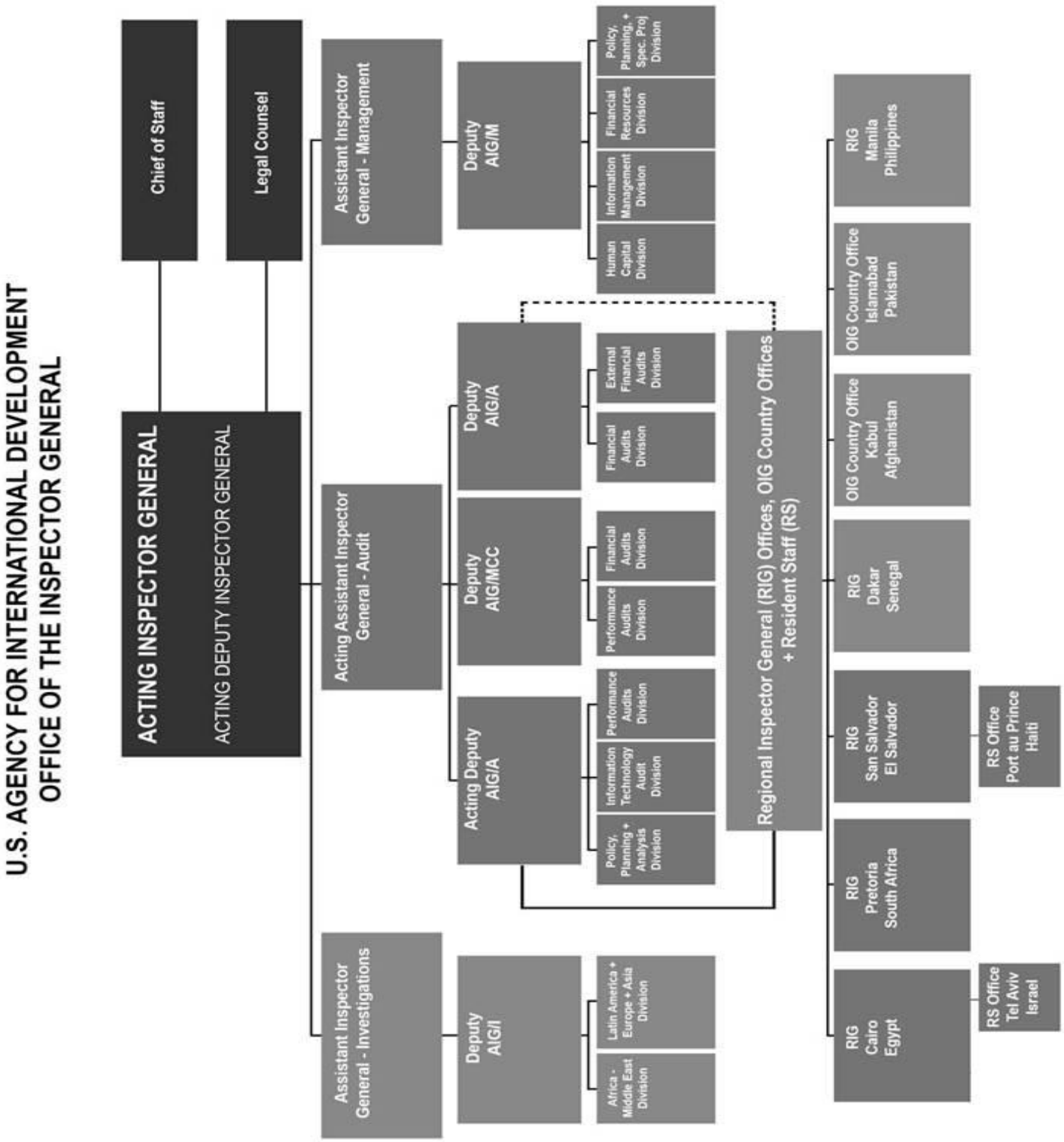
Investigations. OIG investigates allegations of fraud, waste, and abuse relating to the foreign assistance programs and operations of our client agencies. Investigations of criminal, civil, and administrative violations cover all facets of these worldwide operations. OIG also works proactively by providing fraud awareness briefings and literature, informational materials, and advice on fraud prevention strategies to agency personnel and employees of foreign assistance implementers worldwide.

Management. The Office of Management provides administrative support to OIG's Washington D.C., and overseas offices to ensure they have the tools to carry out OIG's mission. Administrative functions include human resources, budgeting, contracting, information management, policy, and planning.

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 knowledge-sharing across operating units.

[1] Public Law 101–576.

Organization Chart



STRATEGIC PLAN PRIORITIES FOR FY 2014

In 2012, OIG released its FY 2012–2016 strategic plan, which reaffirms our commitment to providing quality oversight to the agencies we serve and informing the public and our stakeholders of how OIG is safeguarding taxpayer resources. The plan also emphasizes our obligation to continually find ways to improve our own operations and to ensure that our workforce is highly motived and well trained to carry out its responsibilities. In FY 2014, OIG plans to take the following actions to continue implementation of the strategic plan.

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.

Objectives:

1.1 Align oversight activities with congressional and agency priorities and statutory requirements.

1.2 Assess risk in organization programs and target oversight activities accordingly.

1.3 Promote effectiveness and efficiency in foreign assistance programs.

1.4 Promote integrity and improve agencies' financial and management systems and procedures.

FY 2014 Strategies for Objectives:

OIG will focus on aligning its activities with congressional priorities and the needs of the organizations for which we provide oversight. We intend to review our strategic plan and performance measures to ensure they accurately represent organizational priorities and properly measure the overall performance of the organization.

OIG will improve the annual planning process. This will include continuing to expand and improve our use of formal risk assessments to help plan future reviews and audits and to review the OIG annual planning process to better identify and communicate organizational priorities.

With USAID's focus on implementing more development programs through host-country systems, OIG will respond to an increase in associated risks by intensifying audit coverage of these funds as appropriate, increasing outreach efforts to implementing partners and the public, and expanding engagement with local law enforcement, prosecutors, and host-country audit entities.

To promote effectiveness and efficiency in foreign assistance programs, OIG reports on performance across program sectors. The majority of ongoing and planned audits for FY 2014 (as summarized later in this plan) focus on whether key agency programs are achieving their intended results.

We will expand the use of rigorous, quantitative evaluation methodologies to reach conclusions about performance across program sectors. We will continue to increase our use of subject-matter experts and specialists (for example, engineers, economists, and statisticians) when they are needed to address the objectives of an audit or other evaluative activities.

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.

Objectives:

2.1: Prevent and detect fraud by educating and building relationships with customers and stakeholders.

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

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

FY 2014 Strategies for Objectives:

OIG's investigative priorities are twofold: (1) investigate procurement and contract fraud, and (2) investigate serious misconduct by employees and personal service contractors. OIG will expand investigators' presence abroad and work to increase the profile of their work.

To raise awareness of reporting responsibilities, whistleblower protections, and appropriate reporting mechanisms, OIG will conduct proactive outreach and fraud awareness briefings to agency implementers, recipients, and staff, particularly in areas of greatest demonstrated need.

OIG will begin to address new reporting requirements associated with whistleblower protections and trafficking-in-persons-related activities by meeting with agency entities involved in these activities and by adding these topics to fraud awareness briefings and outreach efforts.

OIG will continue to make greater use of press releases, social media, and other appropriate vehicles to publicize investigative outcomes and thereby increase awareness of the consequences of criminal, civil, and administrative violations.

OIG will continue to support robust, country-specific hotlines in high-risk environments. Although we are not planning to launch any additional hotlines in FY 2014, we are assessing implementation and operational factors associated with the existing hotlines to develop criteria for determining where future hotlines are likely to be most successful.

Goal 3: Provide useful, timely, and relevant information to enable customers and stakeholders to make informed decisions.

Objectives:

3.1: Ensure that OIG products are responsive to the needs of external and internal customers and of stakeholders.

3.2: Ensure that OIG products are complete, accurate, objective, and timely.

FY 2014 Strategies for Objectives:

OIG will continue to acquire information on congressional, administration, and agency priorities through regular outreach and by tracking developments across the foreign assistance and donor communities. We will follow media reporting on the part of major outlets and niche news organizations to monitor and respond to emerging issues in foreign assistance. OIG will also work to expand its outreach to and engagement with communities of interest in the development community.

OIG will meet all mandated reporting requirements through timely, accurate responses. We will continue to monitor statutory, regulatory, and policy developments affecting oversight of foreign assistance programs and align our work accordingly.

OIG will develop and issue more products designed to inform the deliberative process in foreign assistance. We will share the results of our work with customers and stakeholders in new ways to better meet their informational needs. OIG will solicit stakeholder input on our approaches to reporting and make adjustments, as needed, based on feedback they provide.

We will increase awareness of and access to OIG reports and other products by adding user-friendly features to our Web site and continuing our use of social media to alert Congress, the public, and the press of our plans, our observations, and the results of our work.

Goal 4: Continually improve the efficiency, effectiveness, and quality of OIG operations and outputs.

Objectives:

4.1: Ensure that adequate support and resources are provided to develop audit and investigative products and services.

4.2: Institute internal processes to identify and evaluate necessary improvements regularly.

4.3: Improve internal customer service and collaboration among OIG organizational units.

4.4: Make internal communications and processes more transparent to OIG staff.

4.5: Improve the use of external resources and coordination with external parties.

FY 2014 Strategies for Objectives:

To ensure adequate support and resources are provided to OIG mission-critical priorities and to support the Administration's management priorities, we are taking steps to reduce administrative spending. For instance, we will reduce conference spending as appropriate, revise travel policies to curb costs, and hold management meetings via teleconference or in Government-owned space to the extent possible. In addition, we will limit the printing of Semiannual Reports to the Congress and other recurring reports.

To support process improvement and collaboration across organizations, OIG established several employee work groups in FY 2013 to address internal communication and management issues. In FY 2014, the work groups will present findings and recommendations to OIG leadership for consideration and implementation.

To track and improve internal customer service, OIG will conduct its annual customer satisfaction survey and share the results and information about actions taken in response to them.

OIG will improve the accessibility, content, organization, and presentation of the Intranet site and increase awareness of the resources available on it.

OIG will continue to build on FY 2013 successes to increase organizational communication and reporting of strategic plan progress and performance.

While working to improve internal processes, OIG will also work to make better use of external resources and coordinate closely with external parties. In addition to coordination efforts with other

U.S. Government oversight organizations, we will work to increase coordination and collaboration on oversight among international donors and with public international organizations.

We will also work to deepen relationships with public accounting firms and supreme audit institutions overseas wherever such relationships would be mutually beneficial.

Goal 5: Recruit, develop, and retain a highly qualified, motivated, and diverse workforce with the necessary tools and training to fulfill OIG's mission.

Objectives:

5.1: Attract highly skilled candidates in all required disciplines.

5.2: Address employee development needs by providing relevant training.

5.3: Retain highly performing and motivated employees.

5.4: Promote a culture that develops leadership and responsibility for managing people and producing results.

5.5: Proactively plan to position resources to balance workload and oversight needs appropriately.

FY 2014 Strategies for Objectives

OIG will expand on strategies employed in FY 2013 to target and recruit candidates who are likely to be successful in the OIG environment, including using social media and specialized publications to market job openings, and recruiting at colleges, universities, and professional organizations.

OIG will assess and build on the already successful new employee onboarding and mentoring program in the Office of Audit to ensure that new employees receive a similar, structured training experience that is based on USAID and OIG conditions and is tailored to the unique needs of each new staff member.

OIG will develop and begin implementing a mobile workforce plan. Increasing employees' ability to work remotely should help with two objectives: (1) retaining high performing employees and (2) improving the efficiency and effectiveness of OIG's work.

OIG will review and update select human capital policies, procedures, and guidance to clarify processes and make them more transparent to employees.

OIG will ensure that employees receive appropriate on-the-job training and that the organization seeks cost-effective opportunities for supervisory and leadership training.

OIG will promote a positive work environment by recognizing high performers through appropriately publicized awards and informal recognition.

OIG will benchmark its employment and management practices against those of similar organizations to make sure that it is competitive with other employers.

OIG will continue to track employee satisfaction and opportunities for improvement through our annual employee survey.

PERFORMANCE INDICATORS FOR FY 2014

OIG identified the following performance indicators and targets for FY 2014 to gauge progress in meeting our strategic goals and objectives. However, as previously indicated, OIG intends to review our strategic plan and performance measures during FY 2014 to ensure they accurately represent organizational priorities and properly measure the overall performance of the organization. OIG provides biannual reports to all employees on the results of performance indicators, and these results are likewise reported in our Semiannual Reports to the Congress. We will also be implementing strategic reviews of goals and objectives as part of our annual managers' meeting.

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.

Measure	FY 2013 Target	FY 2013 Actual	FY 2014 Target
Percentage of audits with recommendations that focus on program effectiveness and efficiency[2]	60%	57%	60%
Percentage of agency expenditures audited	55%	65%	60%
Hours per audit	900 (or fewer)	973	990

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.

Measure	FY 2013 Target	FY 2013 Actual	FY 2014 Target
Percentage of OIG investigations resulting in substantiated allegations that were referred for criminal, civil, or administrative action	80%	100%	85%
Percentage of referrals that resulted in criminal, civil, or administrative action	50%	89%	80%
Number of individuals reached through outreach events	2,800	6,259	3,500

[2] Includes audits with recommendations in the following categories: performance targets not met, insufficient coordination among development partners, risk to projects' sustainability, lack of host country support, inefficient operations, unsatisfactory contractor performance, and inadequate commodity management or storage.

Goal 3: Provide useful, timely, and relevant information to enable stakeholders to make informed decisions.

Measure	FY 2013 Target	FY 2013 Actual	FY 2014 Target
Number of briefings and testimonies provided to Congress	15	17	15
Number of hits on the OIG Web site	500,000	6,377,829	2,000,000

Goal 4: Continually improve the efficiency, effectiveness, and quality of OIG operations and outputs.

Measure	FY 2013 Target	FY 2013 Actual	FY 2014 Target
Percentage of employees indicating satisfaction with OIG customer service, operations, and initiatives	70%	57%	60%
Percentage of major management milestones met relating to strategic planning, continuity of operations, policy development, information technology management, financial resource management, operations planning, and external reporting requirements[3]	80%	82%	80%
Percentage of OIG hours spent on indirect tasks[4]	40% (or lower)	30%	30%

Goal 5: Recruit, develop, and retain a highly qualified, motivated, and diverse workforce with the necessary tools and training to fulfill OIG's mission.

Measure	FY 2013 Target	FY 2013 Actual	FY 2014 Target
Percentage of vacancies with qualified candidates accepting an offer of employment within 120 days	100%	100%	95%
Percentage of highly performing employees retained	80%	100%	90%
Percentage of OIG employees expressing satisfaction with management policies and procedures, opportunities to improve their skills, their ability to use their talents, recognition for good performance, and personal empowerment in work processes and their jobs	55%	47%	50%
Percentage of employees completing required core curriculum training for their level	100%	77%	100%

[3] Specifically, major management milestones include items such as reviewing and updating select human capital policies, procedures, and guidance; improving OIG's Intranet; and improving OIG's budget management process.
[4] Includes human capital, information technology, financial resources, mandatory reporting requirements, indirect supervisory time, analytical and administrative activities, and training and professional development.

AUDIT ACTIVITIES PLANNED FOR FY 2014

OIG conducts audits and reviews to determine how effectively programs are managed, whether program results are being achieved, and what challenges impede progress. These activities provide information to improve program operations, facilitate decision making by parties with responsibility to oversee or initiate corrective action, and contribute to public accountability. The following audits and reviews are planned for FY 2014.

The planned audits and reviews are listed first by agency and second by the primary foreign assistance program area they support. The audit work plan is an evolving document, dependent on available resources and expertise, as well as stakeholder priorities. It will be updated as necessary to ensure that OIG's work remains relevant, timely, and responsive.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Agriculture and Food Security

Audit of USAID/Afghanistan's Agriculture Development Fund

Agriculture is a key source of livelihood and subsistence for the Afghan population in that it both enhances food security and drives economic growth. The provision of agricultural credit, particularly to small commercial farmers, has the potential to improve overall agricultural production, increase exports resulting in job creation and increased incomes, and enhance allegiance of small farmers to the Afghan Government. To help achieve these results, USAID created an Agricultural Development Fund (ADF) through a grant of $100 million to the Ministry of Agriculture, Irrigation, and Livestock in July 2010. ADF acts as a second-tier wholesale lending institution for intermediaries in the agricultural value chain, who in turn lend to small commercial farmers. This audit will determine whether ADF is being managed to ensure that intended results are achieved.

Audit of USAID's Feed the Future Program

Feed The Future (FTF) is the U.S. Government's global hunger and food security initiative. It addresses the root causes of hunger and poverty by focusing on small farmers. FTF currently focuses on 19 countries that were selected based on five factors: (1) level of need, (2) opportunity for partnership, (3) potential for agricultural growth, (4) opportunity for regional synergies, and (5) resource availability. This audit will determine the extent to which USAID's activities under FTF align with implementation plans and whether such efforts have promoted sustainability.

Audit of FTF Activities in Uganda

Launched and led by USAID, FTF supports country-led approaches to address the root causes of hunger and poverty, including forging long-term solutions to chronic food insecurity and undernutrition. In Uganda, the strategy is built on three components: (1) agriculture, (2) nutrition, and (3) connecting nutrition to agriculture. For FY 2013 activities, Uganda received $34 million in FTF funds. The audit will determine whether these activities are improving agriculture and nutrition, and connecting nutrition to agriculture.

Audit of USAID/Honduras' Food Security and Agricultural Diversification Program

USAID/Honduras' $40.6 million Food Security and Agricultural Diversification Program is an FTF initiative that seeks to help subsistence farmers in some of the poorest areas of Honduras to increase their incomes through crop diversification, improved production techniques, and enhanced access to local and international markets. The program also seeks to improve access to private financing for farmers and small businesses. Activities are aimed at strengthening the ties among property rights, transaction law, and efficient bankruptcy processes to provide the national banking system with the legal security that it needs to increase the availability of financial products to poor and marginalized farmers. The audit will determine whether the program is moving rural Honduran households out of extreme poverty and undernutrition by improving their incomes.

Audit of USAID/Senegal's YAAJEENDE Agricultural Development Program in Senegal

To address the problem of food security in Senegal, USAID/Senegal funded the 5-year, $40 million YAAJEENDE Agricultural Development Program to reduce undernutrition and accelerate the participation of the rural poor in rural growth. To achieve these goals, the mission is attempting to integrate the very poor into agricultural markets and the rural economy, improve the nutritional status of women and children, and increase household assets and income among those who are not participating or are unable to participate in rural economic activities. The audit will determine whether the program is improving food security and reducing undernutrition in the targeted areas.

Audit of USAID/Mozambique's Agriculture, Trade, and Business Portfolio

To address severe economic challenges in Mozambique, the USAID mission implements a variety of programs through its Agriculture, Trade, and Business Office. USAID/Mozambique has ten active awards in this portfolio with total estimated costs of $65 million. These programs work to increase agricultural productivity and trade, expand access to financial services, improve business policies and frameworks, and respond to environmental disasters. The Agriculture, Trade, and Business Office also supports a

$35 million field support award managed from Washington, D.C., that is focused on increasing agricultural productivity. The audit will determine whether the portfolio is promoting broad-based economic growth.

Democracy, Human Rights, and Governance

Evaluation of USAID's Response to Post-Arab Spring Challenges in Egypt, Yemen, Tunisia, and Libya

In early 2011, a number of countries in the Middle East experienced social changes that dramatically altered the political and civic landscape of the region. In the cases of Egypt, Yemen, Tunisia, and Libya, the changes in ruling governments brought about changes that altered development priorities and affected how USAID works in each of these countries. In FY 2012, USAID obligated $346 million to assist these countries and requested more than $1.5 billion for 2013. The Agency plans to increase its regional presence by opening offices in Libya and Tunisia in 2014. This evaluation will determine how the revolutions in Egypt, Yemen, Tunisia, and Libya altered USAID's approach and affected its ability to provide assistance in these countries.

Audit of USAID/Iraq's Broadening Participation Through Civil Society Project

According to USAID/Iraq's 2011 assessment of the country's civil society sector, the civil society of Iraq faces widespread challenges that include (1) inadequate understanding of advocacy and the role of civil society organizations (CSOs), (2) limited organizational capacity and financial viability of CSOs, and (3) a poor enabling environment. To support civil society, the mission awarded a $75 million, 3-year agreement to carry out the Broadening Participation Through Civil Society Project. The budget included $15 million for the Marla Ruzicka Iraqi War Victims Fund, a special fund earmarked by Congress to support community-based projects that help families who have been directly affected by U.S. military operations in Iraq. This audit will determine whether the project has increased civil society's ability to contribute to Iraq's democratic and community development.

Audit of USAID/Haiti's Democracy and Governance Activities

USAID/Haiti is working to build national and local government capacity to provide relief and essential services after years of instability. The funds are expected to support the Ministry of Economy and Finance, the Ministry of Interior and Collective Territories, the Parliament, and the Anti-Corruption Commission, which are critical to an effective and transparent allocation of resources for relief and reconstruction. The program will also build the capacity of local government authorities within ten or more municipalities that have accepted displaced populations for delivery of essential services. The audit will determine whether USAID/Haiti's democracy and governance activities are enhancing the Haitian

Government's provision of essential services, the adoption of laws and policies essential to relief and reconstruction, and the improved perception of government capacity and responsiveness to citizens.

Audit of USAID/Democracy, Conflict and Humanitarian Assistance/OTI's Support Which Implements Fast Transition III Program in Tunisia

Given the recent political transition in Tunisia, the U.S. Government made support to the Tunisian people a priority. USAID's OTI implemented a program to improve citizen-government dialogue on transition issues. Support Which Implements Fast Transition (SWIFT) III is a 3-year, $30 million program to reinforce stability and lay the groundwork for long-term development in Tunisia. This audit will determine whether SWIFT is encouraging civil society groups to contribute to the national dialogue and promoting civic engagement.

Audit of USAID/Guinea's Democracy and Governance Program

In 2011 and 2012, Transparency International's Global Corruption Perceptions Index ranked Guinea among the most corrupt countries (154 out of 176 countries in 2012 and 164 out of 183 in 2011). Fighting corruption is at the heart of the Guinean Government's reform agenda, and poor governance is a key contributor to Guinea's fragility. To assist the effort, USAID/Guinea implemented the $10 million Consortium for Elections and Political Process Strengthening Program. The goals of the program include (1) providing assistance to the independent electoral commission in regulating and monitoring the electoral process and (2) improving awareness of the voter registration process. The audit will determine whether the program is achieving those results.

Audit of USAID/Nigeria's Leadership, Empowerment, Advocacy, and Development Program

The Leadership, Empowerment, Advocacy, and Development Program, implemented via a 5-year, $39.9 million cooperative agreement, is designed to address many of the roadblocks to strengthening democracy in Nigeria. The program seeks to build the capacity of selected government authorities, local government councilors and chairmen, permanent staff, and civil society organizations to help ensure effective governance, improved delivery of basic services, and transparency of local government operations related to service delivery and other government activities. The audit will determine whether efforts to build partnerships between state and local governments, civil society, and the private sector are improving governance, accountability, and service delivery.

Audit of USAID/Indonesia's Strengthening Integrity and Accountability Program I

In Indonesia, a lack of accountability and governance weakens the responsiveness of public officials to citizens and allows for inefficiencies and corruption in public administration. The objective of USAID/Indonesia's 5-year, $13 million Strengthening Integrity and Accountability Program I is to

contribute to democratic governance and economic growth in Indonesia by (1) assisting the efforts of key accountability agencies and (2) supporting efforts to reduce the influence of "money politics." The audit will determine whether the program is strengthening integrity and accountability in government agencies.

Audit of USAID/Sri Lanka's Support for Professional and Institutional Capacity Enhancement Program

To address concerns that Sri Lankans' rights are inadequately protected, USAID/Sri Lanka's 3-year, $12 million Support for Professional and Institutional Capacity Enhancement (SPICE) Program aims to preserve and expand democratic space, reconciliation, and the exercise of free citizenship in Sri Lanka. The program is intended to improve the protection of citizens' rights through indigenous organizations, strengthen the contribution of indigenous organizations to the national dialogue, enhance the technical capacity of these organizations, and ensure their rights are sustained. The audit will determine whether the program is achieving those goals.

Audit of USAID's Anticorruption Strategy

USAID's Anticorruption Strategy identifies four actions for USAID to take: (1) confronting the dual challenges of grand and administrative corruption, (2) deploying Agency resources strategically to fight corruption, (3) incorporating anticorruption goals and activities across Agency work, and (4) building the Agency's anticorruption knowledge. This audit will determine whether USAID's Anticorruption Strategy is effectively designed and implemented across its portfolio of activities. The audit team will examine Agency efforts to build internal resources and capacities to ensure that corruption is adequately addressed across missions and activities.

Audit of USAID/Kosovo's Effective Rule of Law Program

Kosovo's economic growth and democratic development require the establishment of a respected and effective rule of law program that is independent and accountable and upholds the law. To address a lack of confidence in Kosovo's judicial system, USAID/Kosovo's $23.6 million Effective Rule of Law Program is designed to build upon prior justice sector reform activities and to specifically contribute to two overarching goals: (1) strengthening the independence, accountability, efficiency, and effectiveness of the justice system; and (2) bolstering public confidence by increasing knowledge of and participation in the justice system. The audit will determine whether the program is strengthening the justice system and increasing citizens' awareness, demand, and respect for that system.

Audit of Selected USAID/Ukraine Democracy and Governance Projects

USAID/Ukraine's democracy and governance projects are intended to support more inclusive policy development while also restoring a functioning system of checks and balances to civil society. By helping to protect Ukraine's democratic advances, fight corruption, and promote good governance, the mission aims to support the development of a more stable democratic polity. USAID/Ukraine's Democracy and Governance portfolio includes the following four programs: (1) Legislative Policy Development Program in Ukraine, (2) Strengthening Civil Society in Ukraine, (3) Strengthening Political Processes in Ukraine, and (4) Ukraine Electoral Law Reform Program. This audit will determine whether select USAID/Ukraine projects are properly designed and managed to promote more participatory, transparent, and accountable governance processes.

Audit of USAID/Southern Africa's Local Capacity Development Activities

Under USAID Forward, the Agency's large-scale reform agenda, USAID seeks to strengthen local civil society and private sector capacity to improve aid effectiveness and sustainability. USAID aims to do this by working closely with implementing partners on capacity building and by increasing awards to local organizations. USAID/Southern Africa was already implementing a significant amount of development activities through local organizations before USAID Forward was announced in August 2010, and local capacity building has been a major focus of the mission's bilateral health and economic growth activities. This audit will determine whether USAID/Southern Africa's local capacity development activities are strengthening local civil society and private sector capacity to improve aid effectiveness and sustainability.

Audit of USAID/Southern Africa's Trilateral Assistance Program

USAID's $3.3 million, 5-year Trilateral Assistance Program supports experts in the South African Government who are implementing more than 15 foreign assistance development projects in various African states. The projects supported include (1) advancing constitutional development in South Sudan, (2) improving food security in Mozambique, (3) addressing gender-based violence in Angola, and (4) building the capacity of the South African Development Community to respond to global climate change. This audit will determine whether projects implemented under the program have been appropriately identified and have achieved expected outputs.

Audit of USAID/Haiti's Protecting the Rights of Children, Women, and Youth Program

USAID/Haiti's 5-year, $25 million Protecting the Rights of Children, Women, and Youth Program is intended to develop and expand integrated monitoring, prevention, and response networks; strengthen community capacity for prevention and response; strengthen the Haitian Government's institutions, policy,

and legislation; strengthen the capacity of Haitian nongovernmental organizations; and expand access to specialized services for vulnerable women, children, and youth through innovative interventions. The audit will determine whether the program is improving the safety and security of women, children, and youth in Haiti by decreasing the incidence of human rights abuse and expanding access to treatment and care.

Audit of USAID/Guatemala's Crime Prevention Project

USAID/Guatemala's $26 million Crime Prevention Project is designed to (1) build national and local awareness of the causes of crime, (2) promote crime-prevention activities as a solution, and (3) utilize a community-led approach and sustainable alliances to support crime prevention. The project is integral to the Central America Regional Security Initiative and supports its goal to reduce crime in the region. The audit will determine whether the project is meeting its three goals.

Audit of USAID/Barbados' Juvenile Justice Program

USAID/Barbados' 5-year, $10 million Juvenile Justice Program intends to support the strengthening of the juvenile justice system throughout the Eastern Caribbean, Trinidad and Tobago, and Suriname. As part of its efforts to minimize the number of incarcerated youth, the program is investigating several aspects of the juvenile justice process, including diversion from court, the juvenile/family court and its operations, sentencing options, and remand and detention. The audit will determine whether the program is strengthening the juvenile justice system in these areas to minimize the number of incarcerated youth.

Economic Growth and Trade

Audit of USAID/Afghanistan's Financial Assistance for Investing in the Development of Afghanistan

Micro, small, and medium-sized enterprises play a critical role in building the Afghan economy. With greater access to financial resources, these enterprises could expand production, upgrade equipment, grow their businesses, and hire more employees. However, USAID reports that formal financial services have penetrated only 15 percent of the microenterprise sector and approximately one percent of the small and medium enterprise sector. Financial Access for Investing in the Development of Afghanistan is a $75 million financial assistance project intended to build a sustainable, diverse, and inclusive financial sector that can generate and sustain quality employment to meet the needs of micro, small, and medium-sized enterprises throughout the country. This audit will determine whether the project is meeting these goals.

Audit of USAID/Afghanistan's Sheberghan Gas Development Project

Afghanistan imports a majority of the resources needed to meet its energy needs, and the country's demand for power is growing at a rapid pace. Substantial proven reserves of natural gas exist near the town of Sheberghan in northern Afghanistan. USAID is funding the $97 million Sheberghan Gas Development Project, which is being implemented with the Afghan Government's Ministry of Mines, to expand production and use of gas from the Sheberghan fields. This audit will determine whether the project is achieving those results.

Audit of USAID/Pakistan's Accomplishments Under the Enhanced Partnership with Pakistan Act of 2009

The Enhanced Partnership with Pakistan Act of 2009 authorized the release of $7.5 billion in nonmilitary aid to the Pakistani Government over a 5-year period from 2010 to 2014. Of the program's total obligations, approximately $2.2 billion are related to USAID activities. USAID/Pakistan designed a program to contribute to the Pakistani Government's capacity to address (1) the country's most critical infrastructure needs, (2) economic opportunities in areas most vulnerable to extremism, and (3) economic and political reforms that reinforce stability. The audit will determine whether USAID's programs in Pakistan have contributed to the achievement of the Act's development objectives.

Post-Award Audit of USAID/Pakistan Funds Awarded to the Federally Administered Tribal Areas Secretariat for Widening and Improving Roads in South Waziristan

In April 2011, USAID/Pakistan signed a $46 million agreement with the Federally Administered Tribal Areas (FATA) Secretariat to widen and improve 105 kilometers of roads. Under the terms of the agreement, the FATA Secretariat and USAID agreed to employ a fixed amount reimbursable agreement (FARA) to finance road reconstruction and rehabilitation. FARA financing is a form of project assistance whereby the grantee is reimbursed a fixed amount after the successful completion of specified activities. The amount of reimbursement is fixed in advance based on cost estimates submitted by the contractor and reviewed and approved by USAID. The grantee is responsible for all costs in excess of the fixed amount. This audit will determine whether the costs proposed to widen and improve roads under the agreement were based on reasonable and supported cost estimates.

Audit of USAID/Iraq's Employment Opportunities Project

In response to high unemployment—especially among those who are internally displaced—USAID/Iraq awarded a 2-year, $30 million agreement to improve livelihoods and create jobs for Iraqis, with special emphasis on youth, women, and vulnerable populations. This audit will determine whether the Employment Opportunities Project is meeting these goals.

Audit of USAID/Haiti's Leveraging Effective Application of Direct Investment Project

USAID/Haiti's Leveraging Effective Application of Direct Investment Project employs a business plan competition model, enhanced by a matching grants program, to attract investments in Haitian small and medium enterprises (SMEs) that have high potential for growth and employment generation. Applicants receive technical assistance and training to start, improve, or expand their businesses. The audit will determine whether the project is creating new investment opportunities for Haiti's SMEs.

Audit of Selected USAID/Jordan's Water Projects

According to the World Bank, Jordan ranks as the world's fourth poorest country in water resources. USAID/Jordan reported that per capita water availability is low and businesses are important water users, making water a scarce commodity. Furthermore, Jordan imports most of its energy and water pumping and treatment are major energy consumers. Therefore, Jordan's water supply is closely linked with its energy supply and overall economy. The mission is implementing two programs totaling $62 million to address water treatment and infrastructure in Jordan. This audit will determine whether USAID/Jordan's Water Reuse and Wastewater Infrastructure Projects are improving water management in Jordan.

Audit of USAID/Lebanon's Value Chain Program

Lebanon has significant natural resources and advantages. However, many Lebanese products and services suffer from a lack of competitiveness because of the negative economic effects stemming from 15 years of war and civil unrest. As a result, many traditional markets and value chains have been disrupted and private and public sector investment has slowed. To help address these issues, USAID/Lebanon's 5-year, $41.7 million Industry Value Chain Development Project is intended to develop competitive value chains that increase income in rural populations, including agro-processors, input suppliers, transporters, exporters, small businessmen, service providers, retailers, and other entities involved in rural wealth creation. This audit will determine whether the project is on track to meet that goal.

Audit of USAID/West Bank and Gaza's Infrastructure Needs Program Phase II

USAID/West Bank and Gaza awarded approximately $900 million in indefinite quantity contracts to provide multidiscipline construction services in transportation, water, sanitation and waste water, public buildings, infrastructure facilities, operations and maintenance, electric power and other infrastructure sectors needed for the success of USAID programs in the West Bank. This audit will determine whether USAID/West Bank and Gaza's Infrastructure Needs Program Phase II is providing needed infrastructure improvements for Palestinian residents of the West Bank.

Audit of USAID/Indonesia's Urban Water, Sanitation and Hygiene Project

Access to safe water and sanitation has multifaceted development benefits, positively impacting economic growth, environment, health, women's empowerment, and school retention outcomes. Indonesian demographic trends suggest that ensuring safe drinking water and sanitation access will increasingly become an urban challenge as the percentage of the population living in urban areas continues to grow. To address these challenges, USAID/Indonesia's 5-year, $33.7 million Urban Water, Sanitation and Hygiene Project will focus on expanding access to these services to help meet Indonesia's safe water and sanitation targets. The audit will determine whether the project is achieving this goal.

Audit of USAID/Regional Development Mission for Asia's Shae Thot "The Way Forward" Program

Burma is in the process of a historic transition that presents opportunities and challenges to achieving sustainable development and inclusive growth. Recognizing that health, livelihoods, food security, and water are inextricable linked, USAID/Regional Development Mission for Asia's 5-year, $55 million Shae Thot "The Way Forward" Program will work on a variety of activities throughout 24 townships, reaching more than 2,500 villages in Burma. Activities include (1) improving maternal, newborn, and child care to ensure mothers have safe pregnancies and children are protected from disease; (2) strengthening the safety nets of the most food-insecure households through targeted interventions such as cash-for-work; and (3) upgrading water collection and storage infrastructure throughout the target region. The audit will determine whether program activities are progressing as planned.

Audit of USAID's Serbian Economic Development Activities

Serbia's democratic, economic, and social development is important for Southeast Europe's future prosperity and political stability. One of USAID/Serbia's objectives is to improve conditions for broad-based, inclusive economic growth. These conditions are essential to Serbia's democratic, free-market, and Western-oriented transformation. Improving the health and competitiveness of the market economy through targeted reforms is premised on two strategic results: (1) improvement of key components of the business-enabling environment and (2) improved economic development opportunities in targeted regions. This audit will determine whether USAID/Serbia's economic development activities reflect these two strategic results and whether it is improving conditions for broad-based, inclusive economic growth.

Audit of USAID/Peru's New Private Sector Competitiveness and Poverty Reduction and Alleviation Activity

Peru has signaled its commitment to increase trade and investment to stimulate economic growth and to spread the benefits of this growth throughout the country. USAID is working with the Peruvian Government to meet international standards for trade and create an environment in which Peruvians

living in poverty can link into markets and benefit from the economic opportunities provided by increased trade. The audit will determine whether the project is reducing poverty in targeted economic corridors by implementing trade-led, market-focused activities.

Audit of USAID/Colombia's Afro-Colombian and Indigenous Program

Afro-Colombians and indigenous persons are among the most marginalized groups in Colombia and suffer from indignities such as exploitation, inequality, poverty, displacement, violence, and breakdown in social structures and identity. USAID/Colombia's 5-year, $61 million Afro-Colombian and Indigenous Program has four goals: (1) implement laws, policies, and recommendations to recognize and respect territorial, cultural, political, economic, environmental, and human rights of Afro-Colombian and indigenous populations; (2) increase employment of these groups in targeted economic sectors in select urban areas; (3) improve governance in targeted territories in the rural areas; and (4) increase respect for cultural diversity and identity through the use of media. The audit will determine whether the program is improving the socioeconomic status of ethnic minorities in Colombia.

Education

Audit of USAID/Afghanistan's Basic Education, Literacy, and Technical-Vocational Education

The low quality of and high demand for education in Afghanistan remain significant barriers to economic growth, particularly for girls and women. In November 2011, USAID/Afghanistan signed a $20 million implementation letter with the Ministry of Education to transition a large portion of its education assistance to on-budget assistance through the Basic Education, Literacy, and Technical-Vocational Education and Training (BELT) Project. This audit will determine whether BELT is helping to improve access to high-quality basic education, technical-vocational education, and literacy and training for girls and other marginalized populations.

Audit of USAID/Pakistan's Reconstruction of Schools in Malakand Area

In June 2010, USAID/Pakistan signed a $13.6 million agreement with the Pakistani Government to reconstruct schools in the Malakand area. The agreement has been amended several times to increase the funding to $25 million, and the total number of schools to be reconstructed has been amended to 122. The program completion date is now in September 2014, although an extension is expected. This audit will determine whether USAID/Pakistan's reconstruction activities for Malakand area schools are on schedule to be completed.

Audit of USAID/Haiti's Education Activities

Haiti's education sector presents enormous challenges. Low levels of education among Haitians remains a key obstacle to social and economic development, and the country's education workforce is largely inadequately prepared. USAID/Haiti's education activities, funded via a $13 million task order under the Education Data for Decision Making Blanket Purchase Agreement, aims to provide more than 20,000 young children, several hundred teachers, and thousands of community members with innovative, evidence-based reading curricula. The audit will determine whether USAID/Haiti's education activities achieved the goal of developing and testing an instructional model that improves the reading skills of children in grades one through three in USAID/Haiti's development corridors.

Audit of Selected USAID/West Bank and Gaza's Education Programs

USAID/West Bank and Gaza awarded two 4-year cooperative agreements, with total estimated costs of $36 million, to implement education programs in the West Bank. This audit will determine whether these education programs have supported the Palestinian Ministry of Education and Higher Education to provide higher quality education and improve the quality of the teaching profession in West Bank and Gaza.

Audit of USAID/Democratic Republic of the Congo's Package for Improving Education Quality Program

USAID has identified limited access to schools, poor quality of education, and low school passing and completion rates as challenges facing the education system in the Democratic Republic of Congo. The $40 million Package for Improving Education Quality Program is being implemented in the provinces of Bandundu, Orientale, and Equateur to address these issues. It uses a professional development course to build teachers' knowledge in their subject area, integrates community involvement through trainings of parent groups in the planning and implementation of school improvement projects, and extends an existing Interactive Radio Instruction series to help students receive high quality daily lessons based on the Congolese curriculum. The audit will determine whether the program is improving teacher quality, students' mastery of subject matter, and the learning environment.

Audit of USAID/Indonesia's Higher Education Leadership and Management Project

USAID/Indonesia's 5-year, $19.7 million Higher Education Leadership and Management (HELM) Project is designed to foster effective institutional management and leadership by providing technical assistance to the Ministry of National Education's Directorate General for Higher Education and a group of strategically chosen institutions in the implementation of key higher education reforms. The audit will

determine whether HELM is increasing the management capacity of Indonesian higher education institutions and whether the project is on track to achieve its results.

Audit of USAID/Georgia's Monitoring and Evaluation of Selected Education Projects

USAID seeks to help Georgia sustain progress in strengthening its democratic, free-market, Western-oriented transformation. USAID/Georgia's Country Development Cooperation Strategy for FY 2013–2017 contains three development objectives: (1) democratic checks and balances and accountable governance; (2) inclusive and sustainable economic growth; and (3) an increasingly stable, integrated, and healthy society. Two projects—the Applied Civic Education and the Teacher Training Program and Georgia Primary Education Project—are illustrative of the mission's education projects and support its first and second development objectives, respectively. This audit will determine whether USAID/Georgia has an effective system for monitoring and evaluating education projects.

Environment and Global Climate Change

Audit of USAID/Nepal's Hariyo Ban Nepalko Dhan (Healthy Green Forest is the Wealth of Nepal) Program

The state of biodiversity and the environment in Nepal is closely intertwined with the well-being of the Nepali people. The Hariyo Ban Nepalko Dhan (Healthy Green Forest is the Wealth of Nepal) Program was developed to reduce adverse effects of climate change on biodiversity. USAID/Nepal's 5-year, $29.9 million program utilizes three integrated approaches: (1) reduce threats to biodiversity in target landscapes; (2) build the structures, capacity, and operations necessary for an effective sustainable landscape management, especially by reducing emissions from deforestation and forest degradation; and (3) increase the ability of target human and ecological communities to adapt to the adverse impacts of climate change. The audit will determine whether the program is reducing the adverse effects of climate change on biodiversity and whether program activities are progressing as planned.

Audit of USAID/Vietnam's Dioxin Cleanup Activities

The Vietnamese Government has requested assistance from the U.S. Government to address dioxin-contaminated soil sediment at Da Nang and Bien Hoa airbases. The dioxins remain in high concentrations decades after large amounts of Agent Orange and other defoliants were stored there. Under USAID/Vietnam's $62.1 million Environmental Assessments and Remediation Project, the mission completed an environmental assessment and is currently implementing activities to carry out the thermal remediation of dioxin. The audit will determine the sustainability of the improvements made to cleanse the

site of harmful pollutants and whether the project is on track to complete the clean-up of dioxin contamination.

Audit of USAID/Ecuador's Sustainable Forests and Coasts Program

The purpose of USAID/Ecuador's 5-year Sustainable Forests and Coasts Program is to conserve biodiversity in critical habitats along the Ecuadorian coast and benefit communities around these areas by establishing long-term partnerships with local organizations. The program is designed to do so through site-based work related to improvements in national-level policies. The audit will determine whether the program is meeting its goals.

Global Health

Audit of USAID/Zambia's HIV Prevention Activities

Zambia is one of the original U.S. President's Emergency Plan for AIDS Relief (PEPFAR) countries. The HIV/AIDS epidemic continues to affect Zambia, hindering development, slowing economic growth, and disrupting the basic family network. According to UNAIDS, the country's HIV prevalence rate was 12.5 percent in 2011. Prevalence is even greater among high-risk populations such as truck drivers, sex workers, border communities, and transient populations. To support this effort, USAID implements a variety of prevention activities that focus on encouraging behavior change, condom distribution, services for most-at-risk populations, care for orphans and vulnerable children affected by HIV, and building capacity with local prevention partners. The audit will determine whether USAID/Zambia's prevention activities are effectively preventing the spread of HIV.

Audit of USAID/West Africa's HIV/AID's Prevention Program in Cameroon

Reducing HIV infection among most-at-risk populations (MARPs) in Cameroon is an emerging issue in the national response to the pandemic. The goal of the 3-year, $2.3 million HIV/AIDS Prevention Program in Cameroon is to contribute to the reduction of new HIV infections among MARPs through improving their risk perceptions and access to high-quality HIV prevention services. Key strategies include producing and disseminating appropriate prevention messages and strengthening counseling and testing services among MARPs. The audit will determine whether USAID/West Africa's efforts are contributing to the reduction of new HIV infections among MARPs.

Audit of USAID/Nicaragua's HIV/AIDS Prevention Program

USAID/Nicaragua continues to focus its HIV/AIDS portfolio on prevention, increasing healthy behavior among MARPs, voluntary counseling and testing, condom use, and the reduction of sexual partners through regional and bilateral programs. Its 5-year, $5.5 million HIV/AIDS Prevention Program in

Nicaragua is intended to increase healthy behaviors to reduce HIV/AIDS transmission among MARPs and to the population at large. The audit will determine whether the program is increasing healthy behaviors to reduce HIV transmission among MARPs.

Audit of USAID/Guinea's HIV/AIDS Program

According to UNAIDS, although the HIV/AIDS prevalence rate in Guinea is relatively low compared to the rest of sub-Saharan Africa, the prevalence among high-risk populations is quite high. In addition, women continue to be more affected by the virus than men. USAID/Guinea's strategy to combat this disease includes strengthening health systems, improving inventory management of HIV/AIDS commodities, and reducing the mother to child transmission rate through counseling, testing, and appropriate medication for pregnant women. The audit will determine whether USAID/Guinea's HIV/AIDS programs are achieving these goals.

Audit of USAID/Vietnam's Pathways for Participation Project

Although governance and programming by the Vietnamese Government, supported by the PEPFAR, have contributed to stabilizing HIV prevalence in the general population, rates among MARPs remain high enough to have adverse effects on the country. Reaching these groups with HIV services cannot be accomplished without a functioning and viable civil society. To address this challenge, USAID/Vietnam's 5-year, $25 million Pathways for Participation Project is working in partnership with PEPFAR to increase the technical capacity of civil society organizations, improve the enabling environment, and establish an innovative practice grants program. The audit will determine whether the project is achieving its goal of institutionalizing an HIV response to ensure that communities of MARPs and people living with HIV have a sustainable connection to services and programs. Simultaneously, the audit will determine whether USAID/Vietnam implemented a system to monitor grantee projects and obtain project results.

Audit of USAID/Liberia's Tuberculosis and HIV/AIDS Activities

The Rebuilding Basic Health Services project is a 5-year, $64.5 million initiative intended to (1) strengthen and extend service delivery through performance-based grants to nongovernmental organization partners; (2) strengthen Liberia's health system in the areas of human resource management, infrastructure, policy development, and monitoring and evaluation; and (3) prevent disease and promote more healthful behavior through behavior change communication and community mobilization. The audit will determine whether the project is improving Liberia's health system and increasing access to quality HIV and tuberculosis services.

Audit of USAID/Ethiopia's Tuberculosis Programs

As part of the U.S. Global Health Initiative, USAID/Ethiopia's tuberculosis (TB) programs assist local health officials improve detection and treatment rates and reduce TB-related mortality. The audit will determine whether USAID/Ethiopia's TB programs are meeting their goals of improving and expanding TB diagnostic and screening services in rural areas and among HIV-positive persons.

Audit of USAID/Regional Development Mission for Asia's Behavior Change Communication for Infectious Disease Prevention Project

In the Greater Mekong Subregion (or GMS, which includes areas of Burma, Laos, Thailand, and China), HIV is concentrated among stigmatized populations. Malaria is endemic in some locations, and eradication is a global priority due to the region's past propensity for developing drug resistant strains of the disease. Additionally, in parts of Burma and China, TB is a leading cause of death and disability. To address these challenges, USAID/Regional Development Mission for Asia's 5-year, $36 million Behavior Change Communication for Infectious Disease Prevention Project is designed to reduce morbidity and mortality related to HIV, tuberculosis, and malaria in the GMS. The program's strategy for achieving this goal is to increase the reach and sustainability of activities by shifting from an international nongovernmental-driven, USAID-funded model to activities implemented by strong local institutions that are sustained by local government buy-in and diverse funding sources. The audit will determine whether the project is meeting its goal by increasing an effective regional response to mitigate these diseases.

Audit of USAID/Regional Development Mission for Asia's GMS Malaria Control Project

Although malaria control in some parts of the Mekong region has improved, progress has been uneven. Incidence of confirmed cases has increased in Burma, which in 2007 accounted for more than half of malaria cases and about three quarters of the malaria deaths in the region.[5] To respond to this challenge, USAID Regional Development Mission for Asia's 5-year, $24 million GMS Malaria Control Project is working to develop and scale-up cost-effective control interventions to prevent malaria transmissions, improve the quality and effectiveness of diagnosis, reduce bottlenecks at local institutions, and support the establishment of strategic information for malaria control. The audit will determine whether the project is achieving these objectives.

[5] Liwang Cui et al., *Acta Tropica*, "Malaria in the Greater Mekong Subregion: Heterogeneity and Complexity," 2012 March; 121(3): 227–239.

Audit of USAID/Mali's Efforts to Prevent and Control Malaria Under the High Impact Health Services Program

Malaria is a leading cause of morbidity and mortality rated for children under 5 years old world-wide. Since 2003, USAID/Mali has been implementing its 10-year High Impact Health Services program to increase services proven to decrease child and maternal morbidity and mortality. The main focus of this strategy is to increase access and availability to and quality of key health services in Mali and to promote adherence to positive health behaviors in Malian households that improve child survival and maternal health. The amount of funding budgeted for malaria prevention and control was $4 million. This audit will cover USAID/Mali's activities in FY 2012 and 2013 to determine whether efforts to prevent and control malaria under this program are increasing access to key health services and reducing the mortality rate in children under 5.

Audit of USAID/Madagascar's Procurement and Distribution of Long Lasting Insecticide Treated Nets Funded Under the President's Malaria Initiative

Madagascar became a President's Malaria Initiative (PMI) country in December 2006. PMI is supporting the Ministry of Health goal of providing one Long Lasting Insecticide Treated Nets (LLIN) for every two people in 93 of the 112 health districts where seasonal or perennial malaria transmission occurs. This audit will determine whether LLINs funded under PMI are reaching their intended beneficiaries in Madagascar.

Audit of USAID/Tanzania's Scale-Up of Indoor Residual Spraying on Mainland Tanzania

USAID/Tanzania's 5-year, $130 million project to continue indoor residual spraying is intended to increase malaria prevention and treatment interventions in sub-Saharan Africa, thereby reducing malaria-related deaths. The project focuses on the scale-up of indoor residual spraying in Tanzania to reduce instances of malaria in 11 target districts. This audit will determine whether USAID/Tanzania effectively and efficiently met its FY 2013 goal of spraying 418,900 structures in the 11 districts of the Mwanza and Mwara regions.

Audit of USAID/Afghanistan's Strengthening Pharmaceutical Systems

Comprehensive pharmaceutical services are critical to an effective health care system and to achieving good health outcomes. In Afghanistan, challenges to providing pharmaceutical services include the lack of education and knowledge among prescribers and dispensers at all levels of the health care system. To address these challenges, USAID/Afghanistan's 4-year, $24.5 million Strengthening Pharmaceutical Systems (SPS) Project is designed to improve Afghanistan's regulatory system, supply chain management, human resource capacity, pharmaceutical services, and information system. This audit will

determine whether the SPS project is helping to improve the selection, procurement, distribution, and rational use of drugs.

Audit of USAID/Pakistan's Jacobabad Civil Hospital Construction Project

Upon the request of the Provincial Government of Sindh, USAID agreed to support the restoration of existing health facilities in the Jacobabad district. The Jacobabad Civil Hospital Construction Project supports the construction of a civil hospital in Jacobabad. The resulting facility will be the largest operated by the Sindh Government and provide several specialized health services and facilities that are not available elsewhere in the district. Since USAID/Pakistan signed the contract, groundbreaking was delayed and the estimated cost increased from nearly $13 million to more than $18 million. This audit will determine whether USAID/Pakistan's Jacobabad Civil Hospital Construction Project is on schedule and within budget.

Audit of USAID/Haiti's Health Infrastructure

The January 2010 earthquake in Haiti devastated much of the country's health infrastructure, damaging and destroying many clinics and hospitals. To rebuild health infrastructure, USAID/Haiti's $14 million health infrastructure project includes building partnerships to construct and renovate health facilities and provide integrated programs for people with HIV/AIDS. The audit will determine whether the mission's activities are meeting these goals.

Audit of USAID/Jordan's Strengthening Family Planning Project

Jordan's population growth rate continues to be a significant constraint on the country's development. According to the Government of Jordan, the country's limited natural resources—particularly water—make population control vital. To help address this issue, USAID/Jordan awarded a $33.3 million agreement to implement the Strengthening Family Planning Project. This audit will determine whether the project has expanded access to and the quality and utilization of family planning services.

Audit of USAID/Benin's Family Planning and Reproductive Health Program

The long-term goal of USAID's Family Planning and Reproductive Health Program in Benin is to promote healthy timing and spacing of pregnancies through an approach that increases the availability of an expanded set of family planning choices to couples while raising awareness of family planning methods through education and communication. Mission officials expect that the $6 million program will provide most Beninese with a positive understanding of family planning as a major determinant of safe motherhood, women's health, and child survival. The audit will determine whether the program ensures the availability of contraceptives while expanding community-based awareness of contraceptives to increase demand among the people of Benin.

Audit of USAID/Kenya's AfyaInfo Project

The Kenya National Health Management Information System (HMIS) Program, AfyaInfo, aims to establish an integrated government-owned and managed HMIS that is coordinated at national and county levels. This audit will evaluate the 5-year, $32.8 million project and its three main objectives by determining whether USAID/Kenya's AfyaInfo project is on schedule to establish an integrated national health information system that improves health service delivery, a learning and knowledge management system that improves the culture of information use, and a functional HMIS that meets USAID preaward assessment standards.

Audit of USAID/Rwanda's Family Health Project

Since 2004, the Rwandan government has made significant improvements to its health care system using performance-based financing (PBF), which is conditional funding based on the recipient meeting predetermined targets. Building upon prior successes of PBF in Rwanda, USAID initiated the 5-year, $49 million Family Health Project in 2011. The project provides technical assistance and grants to health-care facilities in selected districts of Rwanda. This audit will determine whether the project is achieving its goals of expanding access to family health services and improving the quality of, increasing demand for, and strengthening management of health care facilities and community-based family health services.

Working in Crises and Conflict

Audit of USAID/Afghanistan's Afghanistan Civilian Assistance Program II

USAID/Afghanistan designed the Afghanistan Civilian Assistance Program (ACAP) to provide humanitarian assistance to innocent injured civilians who suffered losses as a result of coalition military operations targeting the Taliban or other insurgents. ACAP II is a $64 million, 3-year agreement that began in September 2011. This audit will determine whether humanitarian assistance services provided through the program are reaching intended beneficiaries and will also ascertain the impact of these services.

Audit of USAID/Democracy, Conflict and Humanitarian Assistance/Office of Transition Initiatives' Syria-Related Activities

USAID's Office of Transition Initiatives (OTI) awarded a $32 million task order to support Syrian efforts to build inclusive and accountable governance structures that reflect the will and needs of the Syrian people. Through assistance to emergent governing bodies and civil society, OTI is working to strengthen the capacity of key institutions to identify and respond to local needs, and support nonsectarian actors

seeking to constructively participate in the political transition. This audit will determine whether OTI is meeting these goals.

Audit of Support Provided to Hezbollah-Controlled Areas in Lebanon

U.S. Government policy is to deny terrorists and terrorist organizations access to funding, material support, and resources, and the U.S. Government lists Hezbollah as a terrorist organization USAID/Lebanon has active awards of $326 million targeting infrastructure improvements, local community rehabilitation projects, and other economic growth initiatives in Lebanon, where Hezbollah has influence and exerts pressure and influence over some USAID beneficiaries. This audit will determine whether Hezbollah is benefiting, either directly or indirectly, from USAID development assistance in Lebanon.

Audit of USAID/Pakistan's Conflict Victims' Support Program

USAID/Pakistan's 3-year, $25 million Conflict Victims' Support Program is designed to provide equitable and transparent support to civilian victims of conflict related to violence in the Khyber-Pakhtunkhwa and Federally Administered Tribal Areas. The program consists of three major components to sustain support for conflict victims: (1) medical and psychological support, (2) livelihood support, and (3) long-term assistance. This audit will determine whether the program is providing equitable and transparent assistance for civilian victims of conflict-related violence.

Audit of USAID/Pakistan's Khyber Pakhtunkhwa Municipal Services Program

USAID/Pakistan's $55 million Khyber Pakhtunkhwa Municipal Services Program is designed to sustain and improve municipal service delivery to better address the basic needs of citizens located in small and medium-size towns in Khyber Pakhtunkhwa. Activities of the program include providing cleaner drinking water, better solid waste collection and disposal, sewage and water treatment systems, and upgraded streets and street lighting. This audit will determine whether the program is improving selected services.

Management Capabilities

Audit of USAID/Pakistan's Design for Program Monitoring and Evaluation

In FY 2013, USAID/Pakistan terminated the prime contractor implementing its Independent Monitoring and Evaluation Program. The mission immediately signed a bridge contract to prevent a gap in services and began redesign of its follow-on effort. The plan should make provisions for monitoring and evaluation of all program components. The program office must ensure that evaluations are planned and conducted on feasible, objective information to guide managers in making decisions. In addition, the program office must ensure that any USAID decision to implement evaluation recommendations includes

established timelines for implementation. This audit will determine whether USAID/Pakistan has designed its independent monitoring and evaluation program based on reliable estimates of future needs.

Audit of Government-to-Government Assistance

In the Strategic Partnership Agreement signed by the U.S. and Afghan Governments on May 1, 2012, the U.S. Government reiterated its commitment to channel at least 50 percent of its economic and social assistance to Afghanistan through the Afghan Government. This approach poses significant risks to the effectiveness of and accountability for billions of dollars of USAID assistance. In part, this risk is heightened because the Afghan Government ministries lack the capacity to effectively plan, manage, or account for the complex projects necessary to the development of the country. This audit will determine whether financial controls associated with USAID/Afghanistan's government-to-government assistance transfers are adequate and reliable.

Audit of Selected Middle East Missions' Internal Controls Over Data Quality and Monitoring and Evaluation of Programs

In January 2011, USAID issued a new evaluation policy containing more demanding evaluation requirements to ensure that the majority of USAID's program resources are subject to evaluation and are used as an accountability tool for stakeholders and to improve effectiveness. This audit will determine whether selected USAID missions' internal controls over data quality and monitoring and evaluation of programs enabled better management and oversight of USAID programs.

Audit of USAID/Egypt's Program Design Process for Its Economic Growth Development Sector

USAID/Egypt intends to encourage economic growth by supporting entrepreneurship, agricultural productivity, and promotion of the private sector. The FY 2013 foreign assistance budget calls for funds supporting activities in Egypt to be shifted from other activities to support economic growth. Between FY 2012 and FY 2013, the budget request for economic growth activities grew by almost 40 percent. Furthermore, economic growth activities accounted for 72 percent of USAID/Egypt's FY 2013 budget request. This audit will determine to what extent USAID/Egypt is ensuring that new economic growth projects are designed in a manner that is consistent with Agency policy, guidelines, and best practices.

Audit of USAID/Yemen's Monitoring and Evaluation Project

USAID/Yemen has six ongoing development projects totaling $179.2 million. The security situation in Yemen is a major challenge for the mission's ability to design and manage projects, especially in vulnerable areas where the mission is trying to promote stability. USAID/Yemen contracted for monitoring and evaluation services to assist in performance monitoring and evaluating the impact mission programs

are having on beneficiaries. This audit will determine whether USAID/Yemen's Monitoring and Evaluation Project has enabled the mission to better manage and oversee its programs.

Audit of USAID/East Africa's Monitoring and Evaluation Program for Somalia

As of October 31, 2012, USAID's development programs in Somalia had total obligations of $113.4 million. USAID/East Africa's 3-year, $6.9 million Monitoring and Evaluation Program for Somalia is designed to provide technical assistance to implementing partners, develop a monitoring and evaluation clearinghouse, perform program evaluations, and conduct verifications of activities. This audit will determine whether the program is delivering products that are timely, relevant, and useful for performance management and whether the mission is using those results to manage its Somalia portfolio.

Audit of USAID/South Sudan's Management of Nonexpendable Property

USAID/South Sudan is responsible for managing millions of dollars in nonexpendable property (items that are not consumed and maintain their original identity during use), including more than 50 vehicles. The rapid scale-up of activities in South Sudan, USAID's role as an International Cooperative Administrative Support Services (ICASS) provider, and the high-risk environment in South Sudan provide OIG the opportunity to audit a historically underaudited area. A similar OIG audit of USAID/Iraq's nonexpendable property in 2006 found that the mission could not account for almost $3 million of nonexpendable property and that vehicles valued at more than $2 million were not properly secured. This audit will determine whether USAID/South Sudan is managing its nonexpendable property in accordance with Agency guidance.

Audit of USAID's Development Leadership Initiative in Africa

In 2008, USAID launched the Development Leadership Initiative to double the number of USAID Foreign Service officers by 2012. The initiative focused on hiring junior Foreign Service officers across all specialty areas and midlevel Foreign Service officers in critical specialties. The Agency indicated that it placed half of its new hires under the initiative in Africa for their first assignments. This review will determine whether USAID provided these employees with training, effective assignments, and adequate mentoring to position them for success.

Audit of USAID/Guinea's Systems for Ensuring Appropriate Audit Oversight of Funded Programs

USAID currently administers most of its foreign assistance programs by awarding contracts, grants, and cooperative agreements to U.S.-based and foreign organizations to ensure accountability over these funds. USAID and OIG jointly developed a financial audit program as outlined in Automated Directives System 591. The audit will determine whether USAID/Guinea's FY 2013 planned annual financial audits

of foreign recipients were performed and submitted in accordance with USAID rules and regulations and whether annual audit plans included all recipients from its award inventory that required a financial audit.

Audit of Selected USAID Mission Country Development Cooperation Strategies

The Quadrennial Diplomacy and Development Review and the Presidential Policy Directive on Global Development (PPD-6) call for USAID to work with other agencies to formulate results-oriented Country Development Cooperation Strategies (CDCSs) and partner with host countries to ensure that investments focus on the areas that shape countries' stability and prosperity. CDCSs are the first step in USAID's program cycle and link strategies to project design and implementation, monitoring and evaluation, and learning and resources. After CDCSs are approved, they are used to inform assistance planning, budgeting, and resource allocation. CDCSs are to define a goal, development objectives, intermediate results, and performance indicators through a results framework. The audit will determine whether CDCSs at select missions are effectively guiding country programs.

Audit of USAID/Latin America and Caribbean Mission Closures Compliance With USAID Guidance

Since 2011, four USAID mission offices in the Latin America and Caribbean (LAC) region—Venezuela, Guyana, Panama, and Bolivia—closed for various reasons. USAID's closure guidance instructs the missions to prepare a close-out plan which details the programmatic aspects of closing out or reconfiguring strategic objectives. The audit will determine whether USAID LAC missions (1) conducted mission closures in accordance with USAID mission closure guidance and (2) effectively addressed the closure of mission programs.

Audit of USAID's FY 2014 and 2013 Financial Statements

The Government Management Reform Act of 1994 requires OIG to audit agencies' consolidated financial statements. OIG's objective is to determine whether USAID's FY 2014 and 2013 financial statements are presented fairly, in all material respects, in conformity with generally accepted accounting principles and Office of Management and Budget (OMB) Circular A-136.

Monitoring and Reporting on the Improper Payments Elimination and Recovery Act

The Improper Payments Elimination and Recovery Act (IPERA) and OMB Memorandum M-11-16 require federal agencies to provide estimates and reports of improper payments. Specifically, IPERA requires agencies to review all programs and activities annually and identify those that may be susceptible to improper payments. OIG will evaluate the accuracy and completeness of USAID's reports and its performance in reducing and recapturing improper payments. OIG will also report on USAID's compliance with IPERA.

Audit of USAID's Efforts to Streamline Procurement

Another reform under USAID Forward is the Local Solutions (LS) Initiative, which is focused on making foreign assistance more sustainable and cost effective by building local capacity in the public sector and civil society. USAID has already begun simplifying and streamlining policies and procedures to work with a broader range of partners. In addition, it established a goal of obligating at least 30 percent of all mission funds through local systems, including country government institutions, local civil society organizations, and the private sector by 2015. This audit will focus on one of six program objectives—streamlining procurement by using U.S. Government resources more efficiently and effectively. The audit will determine whether USAID's efforts to streamline procurement under the LS initiative are on track.

Audit of USAID's Partner Country and Local Organization Assessment Systems Under Implementation and Procurement Reform

The key objective of implementation and procurement reform is to strengthen partner country capacity to improve aid effectiveness and sustainability. This is done by increasing the use of reliable partner-country systems and institutions to provide support to partner countries. Stage II risk assessments allow missions to evaluate the reliability of these systems and institutions and identify needed mitigation measures. In June 2013, OIG issued Review of USAID's Partner-Country and Local Organization Assessments Under Implementation and Procurement Reform. At the time of the fieldwork, only one Stage II Risk Assessment was available for review at USAID/Peru. The review identified significant problems with the review methodology that could lead to poor results. This audit will determine whether missions in the Latin America and Caribbean region have adjusted their Stage II risk assessment methodologies to adequately address the requirements of ADS 220 (Use of Reliable Partner Country Systems for Direct Management and Implementation of Assistance), to include the conduct of appropriate assessments of technical capacity and sufficient testing.

Audit of USAID's Compliance with the Federal Information Security Management Act for FY 2014

The Federal Information Security Management Act of 2002 (FISMA) requires each federal agency to develop, document, and implement an agency-wide information security program to provide information security for the data and information systems that support the operations and assets of the agency, including those provided or managed by another agency, contractor, or other source. This audit will determine whether USAID's information system security program meets selected FISMA requirements.

Audit of USAID's Computer Network Change Control Process

Computer network change controls include configuration controls and patch management controls. Configuration control is the process of controlling modifications to hardware, firmware, software, and

documentation to ensure that an information system is protected against improper modifications prior to, during, and after system implementation. Patch management controls include the systematic notification, identification, deployment, installation, and verification of operating system and application software code revisions known as patches, hot fixes, or service packs. This audit will determine whether USAID has an effective computer network patch management and change control process.

Audit of USAID's Privacy Program

Congress and OMB have instituted a number of laws, regulations, and directives that govern protection of individuals' privacy. For example, OMB's *Guidance for Implementing the Privacy Provisions of the E-Government Act of 2002* requires federal agencies to, among other things (1) conduct privacy impact assessments for electronic information systems and collections and make them publicly available and (2) post privacy policies on agency Web sites used by the public. This audit will determine whether USAID implemented key components of a privacy program for its information technology (IT) systems to mitigate the risk of violations against key IT privacy requirements.

Audit of USAID's Use of System Administrator Roles

IT system administrators are responsible for the configuration, implementation, and maintenance of various technologies managed by the Office of the Chief Information Officer. Misuse of system administrator roles can harm or disrupt information systems. For example, an individual with system administrator privileges could circumvent security controls to read, add, delete, modify, or extract critical or sensitive business information or programs. This audit will assess whether USAID's controls over system administrator roles are adequate to prevent misuse of the system administrator accounts.

Audit of the State/USAID Information Technology Transformation Initiative

The Information Technology Transformation Initiative (ITTI) is a joint project of the U.S. Department of State and USAID to integrate IT platforms and services at 70 overseas posts where both State and USAID have a presence. Once fully implemented, ITTI is expected to result in annual cost savings of approximately $20 million to the U.S. Government and taxpayers, while providing improved services and enhanced functionality to USAID, the Department of State, and the broader foreign affairs community. This audit will determine whether ITTI is reducing the annual cost of IT infrastructure and services.

Audit of USAID's Cloud Computing Initiative, FY 2014

Cloud computing is an Internet-based computing model whereby shared resources, software, and information are provided to computers and other devices on-demand, like a public utility. Typical cloud computing providers deliver common business applications online and allow users to access the

applications from a Web browser. Cloud computing represents a significant paradigm shift from the client-server model that is widely used, and it allows users to reduce overall IT costs by avoiding capital expenditures on hardware, software, and services. The audit will gather information on actions taken by USAID to move towards cloud computing and to document any expected or incurred cost savings.

Audit of USAID's Application Controls Over Premium Pay in Its webTA System

USAID uses webTA, a commercial off-the-shelf time and attendance system. According to Agency policy (ADS 472, Implementation of the webTA Electronic Time Keeping System), employees must request premium pay in advance through the webTA system and cannot work overtime or compensatory time without advance supervisory approval. The audit will determine whether USAID implemented application controls over the submission, validation, approval, and certification of premium pay benefits in the webTA system.

Audit of USAID's Human Capital Strategy

The USAID Human Capital Strategic Plan for FY 2009–2013 outlines USAID's strategy for the management of human capital. To help achieve its overall mission, USAID is committed to "getting the right people in the right place, doing the right work, at the right time to pursue U.S. national interests abroad." This includes talent management, succession planning, diversity, and accountability. This audit will determine whether USAID's Human Capital Strategic Plan is effectively designed and implemented to manage its workforce in support of the Agency's overall mission.

Audit of USAID Evaluation Policy Implementation

According to Administrator Shah, the Agency's success depends on its ability to use evaluation findings. Under USAID's January 2011 Evaluation Policy, about 3 percent of total USAID program dollars are allocated to external performance and impact evaluation. The policy includes the following two provisions for external audits: (1) assess operating units' compliance with the evaluation policy and (2) determine how evaluation findings are being used for decision making by operating units. This audit will determine whether USAID operating units are complying with the Agency's evaluation policy, and whether evaluation findings are being used by operating units for decision making.

Audit of USAID's Project Planning and Design for Projects in Malawi, Uganda, and Zambia

USAID revised its project planning guidance on January 17, 2012. This audit will cover three large bilateral missions in Southern and Eastern Africa that are required to comply with the new guidance. This audit will determine whether USAID missions in Malawi, Uganda, and Zambia fully implemented the project planning guidance to ensure that planned projects were informed by evidence and supported by analytical rigor.

MILLENNIUM CHALLENGE CORPORATION

Economic Development

Audit of MCC-Funded Program in the Philippines

This $434 million compact between MCC and the Philippines Government funds three major projects: (1) a roads and development project to improve access to markets and services through reduced travel time and transportation costs, (2) a community development project to improve local government responsiveness to community needs and encourage community engagement in development activities, and (3) a reform project to increase tax revenues and reduce corruption within revenue agencies. This audit will determine whether the MCC projects are achieving their objectives.

Audit of MCC-Funded Program in Moldova

A $254 million compact between MCC and the Moldovan Government is working to increase rural incomes by stimulating growth in irrigated agriculture—especially high-value agriculture—as well as by establishing a sustainable model irrigation and water resource management system. In addition, the compact is funding a road rehabilitation project to increase incomes of the local population by reducing the cost of transport, goods, and services and reducing the number of road accidents. This audit will determine whether the MCC projects are achieving their objectives.

Audit of MCC-Funded Program in Indonesia

This $588 million compact between MCC and the Indonesian Government funds three major projects: (1) the Green Prosperity Project to increase productivity and reduce reliance on fossil fuels by expanding renewable energy, (2) a community-based nutrition project to reduce and prevent low birth weight and childhood stunting and malnourishment and increase household income through cost savings and increased productivity, and (3) a procurement modernization project to accelerate the government's procurement reform agenda and achieve significant government savings on procured goods and services. This audit will determine whether the MCC projects are achieving their objectives.

Audit of the Threshold Program in Honduras

A $15.6 million threshold program in Honduras aims to improve public financial management and the efficiency and transparency of public-private partnerships. This audit will determine whether the MCC activities are achieving their threshold program goals.

Audit of MCC Compact Results

As of the end of FY 2013, 16 MCC compacts in the amount of $5.6 billion closed. These funds provided MCC partner countries with the financial means to implement the various projects established by the compact. These projects include investments in infrastructure, such as irrigation systems, road networks, urban water and sewage systems, ports, an airport, and pipelines. They also include investments in building capacity, such as water user groups, road maintenance, port security and management, land registration, and financial sector reform. The projects funded by MCC are based on the country proposals submitted by its partners to address specific constraints to economic growth and poverty reduction. Each compact includes a monitoring and evaluation plan that measures the results of the program through the 5 years of the compact. This audit will determine whether the compact programs achieved their objectives.

Audit of the MCC's Economic Rate of Return for Compact Projects

As part of its investment decision-making process, MCC calculates an economic rate of return of a proposed project to forecast its likely economic impact. MCC expects an adequate benefit stream to justify the investment and typically uses an economic rate of return threshold of 10 percent. This audit will determine whether MCC projects are achieving their intended economic rate of return.

Management Accountability

Audit of the MCC's Compliance with Provisions of FISMA for FY 2014

FISMA requires each agency to develop, document, and implement an agency-wide information security program for the information and information systems that support the operations and assets of the agency. This audit will determine whether MCC's information system security program meets selected FISMA requirements.

Follow-Up Risk Assessment of MCC's Information Technology Governance for Its Information Technology Investments

The Clinger-Cohen Act of 1996 requires the heads of executive agencies to implement a process that maximizes the value and assesses and manages the risks involved in IT investments. IT governance provides the structure that links IT processes, resources, and information to enterprise strategies and objectives. In a June 2011 risk assessment report, an independent public accounting firm identified weaknesses in MCC's IT governance processes that may increase IT project costs, lengthen deployment, and deliver solutions that do not satisfy business needs. This audit will follow-up on the 23 recommendations made in the report to determine whether MCC has strengthened its IT governance processes.

Audit of Millennium Challenge Account Employee Compensation

MCC compacts between the United States and the host countries establish accountable entities to implement compacts and to perform host country responsibilities to oversee, manage, and implement the programs. These accountable entities, otherwise known as Millennium Challenge Accounts, are staffed with a variety of professionals, and the positions are filled through a competitive process. MCC conducts a salary assessment as part of the salary setting process for these individuals. This audit will determine whether the compensation methodologies used by MCC provide cost-effective staffing at the Millennium Challenge Accounts.

Audit of Cost Estimates for Infrastructure Projects

Cost estimates for infrastructure projects are made at a number of points during compact development and implementation. During compact development, cost estimates are used to develop the multiyear financial plan and support the total compact amount and the amount of funding needed for individual projects. As the details of the projects are further defined, updated cost estimates are made in refining the scope of work. During compact implementation, cost estimates are made in the procurement process as a means of assessing the reasonableness of bids received. This audit will determine whether the cost estimates prepared by MCC are sound.

Audit of Millennium Challenge Account Procurement Methodologies

MCC Program Procurement Guidelines establish the principles, rules, and procedures governing Millennium Challenge Account conduct and administration in the procurement of goods, works, and consultant and nonconsultant services needed to implement projects funded by MCC under the compacts. This audit will determine whether the procurement methodologies used by Millennium Challenge Accounts provide cost-effective contracts and the necessary tools for managing the contracts.

Audit of MCC's FY2014 Financial Statements

The Government Corporation Control Act of 1945 requires that MCC consolidated financial statements are audited by OIG or an external auditor. This audit will determine whether MCC's principal financial statements present the financial condition of the organization fairly and whether they conform to generally accepted government accounting principles.

Limited Scope Reviews—Cape Verde, Indonesia, Malawi, Senegal, and Zambia

These reviews typically focus on narrow issues such as: sustainability, procurement, expenditures, and other areas identified by risk assessment processes.

Oversight of Contracted Financial Audits of MCC Program Implementing Entities (Fund Accountability Statement Audits)

OIG reviews financial audits of MCC program implementing entities to determine whether there is reasonable assurance that their fund accountability statement audits meet established standards. These standards relate to the independence of nonfederal auditors, accuracy of accounts, adequacy of internal controls, and compliance with compact terms. OIG expects to receive approximately 20 financial audit reports, and will review the audit firms' fund accountability statement audits to ensure that they meet quality control standards and that audit firms meet professional standards.

Audit of MCC Cost Estimates for Infrastructure Projects

Cost estimates for infrastructure projects are made at a number of points during the compact development and implementation process. OIG audits have identified several cases in which projects were significantly modified or canceled because of inadequate funding, pointing to potential deficiencies in the cost estimate process. This audit will determine if progress has been made in the reliability of MCC's cost estimates.

U.S. AFRICAN DEVELOPMENT FOUNDATION

Program Management

Audit of USADF/Liberia's Monitoring of Grant Activities

USADF has operated in Liberia since 1984, and as of May 2013, Liberia's program portfolio was comprised of 24 active projects amounting to $3.1 million. Areas of focus include rehabilitating and expanding Liberian businesses and community organizations, particularly agricultural cooperatives and artisanal fishermen and women in marginalized areas. The USADF/Liberia country representative and the partner organization are responsible for assisting grantees in preparing grant proposals and recommending program activities and monitoring award activities. The audit will determine whether USADF/Liberia implemented and monitored its activities in accordance with USADF policies and selected U.S. Government regulations.

Audit of USADF's FY 2014 and 2013 Financial Statements

The Government Management Reform Act of 1994 and the Accountability of Tax Dollars Act of 2002 require OIGs to conduct audits of USADF's financial statements. The audit will determine whether USADF's principal financial statements present fairly, in all material respects and in conformity with generally accepted accounting principles, its assets, liabilities, and net position; net cost; and changes in net position and budgetary resources for FY 2014 and 2013.

Audit of USADF's Compliance with FISMA for FY 2014

FISMA requires each agency to develop, document, and implement an agency-wide information security program for the data and information systems that support the operations and assets of the agency, including those provided or managed by another agency, contractor, or other source. This audit will determine whether USADF's information system security program meets selected FISMA requirements.

INTER-AMERICAN FOUNDATION

Program Management

Audit of IAF's FY 2014 and 2013 Financial Statements

The Government Management Reform Act of 1994 and the Accountability of Tax Dollars Act of 2002 require OIG annual audits of each agency's financial statements. The audit will determine whether IAF's principal financial statements present fairly, in all material respects and in conformity with generally accepted accounting principles, its assets, liabilities, and net position; net cost; changes in net position; and budgetary resources for FY 2014 and 2013.

Audit of IAF's Compliance with FISMA for FY 2014

FISMA requires each agency to develop, document, and implement an agency-wide information security program for the data and information systems that support the operations and assets of the agency, including those provided or managed by another agency, contractor, or other source. This audit will determine whether IAF's information system security program meets selected FISMA requirements.

OVERSEAS PRIVATE INVESTMENT CORPORATION

OIG provides oversight of OPIC under 22 U.S.C. 2199, as well as pursuant to agreements between OIG and OPIC. OIG and OPIC had not entered into an agreement for FY 2014 oversight at the time of this writing. The activities below reflect OIG's preliminary oversight plans related to OPIC. These plans are subject to change pending future discussion with OPIC representatives.

Economic Growth

Risk Assessment of the Overseas Private Investment Corporation

OPIC is a U.S. Government development finance institution that mobilizes private capital to help address development challenges. OPIC provides investors with financing, guarantees, political risk insurance, and investment funds and supports projects in a range of industries, including energy, infrastructure, agriculture, and financial services. OPIC projects must meet congressional requirements regarding protection of the environment, social impacts, health, and safety. OPIC generated a net income of $269 million in FY 2011. This assessment will determine the overall risk related to OPIC's ability to manage its projects and identify OIG oversight activities accordingly.

Program Management

Audit of OPIC's Compliance with Provisions of FISMA for FY 2014

FISMA requires each agency to develop, document, and implement an agency-wide information security program for the information and information systems that support the operations and assets of the agency. This audit will determine whether OPIC's information system security program meets selected FISMA requirements.

Audit of OPIC's FY 2014 Financial Statement

This audit will determine whether OPIC (1) complied with the requirements of the Accountability of Tax Dollars Act of 2002 for audits of OPIC's consolidated financial statements and (2) provided a basis for the U.S. Government Accountability Office to determine the extent to which it can use OIG's audit work to support the annual audit of the U.S. Government financial report. The audit will also assist OPIC's management in (1) assessing the effectiveness of related internal controls and compliance with laws and regulations and (2) determining compliance with the Federal Financial Management Improvement Act of 1996.

APPENDIX

COMMON ABBREVIATIONS	
CDCS	Country Development Cooperation Strategy
FATA	Federally Administered Tribal Areas
FISMA	Federal Information Security Management Act
FTF	Feed the Future
FY	Fiscal year
HIV/AIDS	Human immunodeficiency virus/acquired immunodeficiency syndrome
IAF	Inter-American Foundation
IPERA	Improper Payments Elimination and Recovery Act
IT	Information technology
ITTI	Information Technology Transformation Initiative
LLIN	Long-lasting insecticide-treated nets
LS	Local Solutions Initiative (within USAID)
MARPs	Most-at-risk populations
MCC	Millennium Challenge Corporation
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPIC	Overseas Private Investment Corporation
OTI	Office of Transition Initiatives (within USAID)
PEPFAR	President's Emergency Plan for AIDS Relief
PMI	President's Malaria Initiative
SMEs	Small and medium-sized enterprises
TB	Tuberculosis
USADF	United States African Development Foundation
USAID	United States Agency for International Development