STRATEGIC PLAN
FISCAL YEARS 2018-2022

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF INSPECTOR GENERAL

Message From the Inspector General

I am pleased to present OIG's Strategic Plan for fiscal years 2018 to 2022, which describes our priorities in providing oversight for the five foreign assistance agencies we monitor: the U.S. Agency for International Development (USAID), Millennium Challenge Corporation, U.S. African Development Foundation, the Inter-American Foundation, and Overseas Private Investment Corporation.

OIG helps shape these agencies' success by assessing and recommending improvements in program and operational planning, implementation, management, and performance, as well as by working to detect and deter fraud, waste, and abuse. Ultimately, our work helps ensure that these agencies effectively deliver the development and humanitarian assistance needed around the world while protecting U.S. interests.

Our three overarching goals focus on our work, processes, and people:

- Goal 1: Provide sound reporting and insight for improving foreign assistance programs, operations, and resources.

- Goal 2: Promote processes that enhance OIG performance and maximize operational efficiency.

- Goal 3: Foster a committed OIG workforce built on shared core values.

These goals, along with the supporting objectives and performance measures, underscore our commitment to continually improve our operations and ensure that our workforce is well prepared and highly motived to provide independent and rigorous audits and investigations of foreign assistance and to inform Congress, stakeholders, and the public about how we are safeguarding taxpayer resources.

To ensure our 5-year plan remains relevant and actionable, we will continue to assess the impact of our work and consult with Congress, the agencies we oversee, and other stakeholders as we identify new and evolving vulnerabilities and challenges.

I want to thank our dedicated staff for embracing the strategic planning process and for their tireless efforts on behalf of the American people to realize our vision and accomplish our strategic goals.

Ann Calvaresi Barr

July 2018

Mission and Values

OUR MISSION

To safeguard and strengthen U.S. foreign assistance through timely, relevant, and impactful oversight.

OUR CORE VALUES

The Office of Inspector General commits to carrying out its mission in accordance with the following values:

Integrity

We are independent, objective, and ethical in our work.

Accountability

We are responsible, dependable, and committed to continuous improvement.

Excellence

We promote quality, innovation, and creativity for high-impact products and services.

Transparency

We promote open, clear, and relevant communication to inspire confidence and trust.

Respect

We promote a fair and professional work environment to maintain the highest standards of conduct.

Who We Are

We provide independent oversight of the U.S. Agency for International Development (USAID), the Millennium Challenge Corporation (MCC), the U.S. African Development Foundation (USADF), the Inter-American Foundation (IAF), and the Overseas Private Investment Corporation (OPIC). Together, these organizations are responsible for managing billions of dollars in foreign assistance programs that include efforts to alleviate poverty, provide disaster relief, promote economic growth, and encourage accountable, democratic societies.

IMMEDIATE OFFICE

The Immediate Office serves the Inspector General and Deputy Inspector General on a wide variety of matters affecting OIG and its relationship with USAID, the Department of State, and Congress. The office consists of a Counselor to the Inspector General, Chief of Staff, Quality Assurance Director, and professional and administrative staff.

OFFICE OF AUDIT

The Office of Audit conducts performance audits, which evaluate program effectiveness, economy and efficiency, internal control, and compliance. The office conducts program and management system audits, as well as financial statement audits required under the Chief Financial Officers Act of 1990. Our auditors also review audits related to the financial accountability of grantees and contractors.

OFFICE OF INVESTIGATIONS

The Office of Investigations conducts worldwide investigations into allegations of criminal, civil, and administrative violations. The office pursues allegations of abuses in agency programs and activities as well as other violations of law or misconduct by those involved in these programs.

OFFICE OF MANAGEMENT

The Office of Management provides timely, quality services and tools that support OIG's mission in areas of financial resources, information management, human capital, learning and development, logistics, continuity of operations, data analytics, and process improvement.

OFFICE OF GENERAL COUNSEL

The Office of General Counsel provides independent legal counsel to the Inspector General and OIG management and staff. Through comprehensive legal advice, research, analysis, guidance, and representation, the Office of General Counsel supports the OIG audit, investigative, and management functions. It also responds to Freedom of Information Act requests, updates the Inspector General and OIG staff on recent legal developments, and represents the OIG in Federal and administrative litigation.

Goals, Objectives, and Performance Measures

GOAL 1: WORK

Provide sound reporting and insight for improving foreign assistance programs, operations, and resources

Objective 1.1: Conduct independent audits and other analytical work that target high-priority areas, address root causes of systemic challenges, and promote transparency

- *Maximize Impact.* Prioritize audits based on risk, stakeholder concerns, and management challenges

- *Align Resources.* Identify and dedicate the skill sets needed to best ensure timely, relevant, and irrefutable work

- *Publish Results.* Deliver objective, high-quality products that are incisive, compelling, and accessible

- *Monitor Outcomes.* Track and report agency corrective actions, their timeliness, and the extent to which they meet the intent of OIG recommendations

Objective 1.2: Investigate allegations of criminal activity, civil violations, and employee misconduct, while promoting program and operational integrity

- *Encourage Early Detection and Intervention.* Target outreach and education to areas of heightened fraud risk and vulnerability

- *Maximize Impact.* Manage workloads by prioritizing cases with the greatest potential to cause harm and setting the stage for quickly deploying investigative resources

- *Ensure Readiness.* Cultivate, maintain, and apply the full range of investigative tools and techniques while leveraging crosscutting expertise

- *Drive Action.* Structure notifications and referrals so that they are actionable to the maximum extent possible, and monitor impact

- *Promote Deterrence.* Publicize investigative results and heighten awareness of the consequences of committing criminal, civil, and administrative violations

Performance Measures

1. Percentage of completed audits that targeted high-priority programs, addressed major management challenges, or responded to established stakeholder interests
2. Percentage of recommendations implemented
3. Percentage of investigations with a positive outcome

4. Number of actions in response to OIG referrals, advisories, and other reporting
5. OIG annual return on investment

GOAL 2: PROCESS

Promote processes that enhance OIG performance and maximize operational efficiency

Objective 2.1: Establish and maintain policies, systems, and procedures that support the efficient and effective execution of OIG functions

- *Apply Strategic Focus.* Plan work priorities and efforts that optimize our impact, while strengthening our internal controls and managing risk

- *Leverage Expertise.* Establish mechanisms that harness staff knowledge and skills across the organization in conducting oversight as well as supporting internal initiatives

- *Share Information.* Coordinate information-gathering and outreach efforts across units to promote cutting-edge work

- *Safeguard Independence.* Maintain operational and procedural autonomy while reliably meeting organizational needs

- *Emphasize Quality and Continuous Improvement.* Apply quality standards and methodologies that optimize OIG processes, and continuously monitor their execution

- *Manage Change.* Align major reforms to priorities and organizational capacity, and openly communicate the implementation of plans

Objective 2.2: Maximize organizational performance through strategic human resource planning and management

- *Envision and Plan.* Identify personnel resources that support mission priorities, and regularly plan to address workforce competencies, career paths, and succession

- *Recruit and Orient.* Promote effective recruitment of a skilled and diverse workforce and timely hiring and onboarding

- *Lead and Supervise.* Maintain a leadership and supervisor cadre that provides effective technical and administrative direction, develops staff, and demonstrates good institutional stewardship

- *Apply Talent.* Actively identify and evaluate staff capabilities and align staff aptitudes with assignments

- *Manage Performance.* Maintain and apply clear, consistent standards and processes for communicating expectations and evaluating employee performance

Objective 2.3: Conduct external engagement to galvanize action and maximize impact

- *Engage Stakeholders.* Cultivate ongoing and open dialogue with stakeholders about areas of heightened interest and activity and proactively share observations

- *Sustain Robust Partnerships.* Continuously coordinate and collaborate with oversight counterparts and law enforcement and prosecutorial partners

- *Strengthen Networks.* Expand our reach within the oversight and development community

- *Underscore Our Role.* Clearly document and communicate our authorities and requirements to promote seamless engagement with counterparts

- *Raise Public Interest.* Promote awareness and knowledge of our mission and work

Performance Measures

1. Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work
2. Percentage of employees expressing a favorable view of internal processes, communications, and collaboration
3. Percentage of employees expressing a favorable view of human resources management
4. Number of process improvement initiatives implemented

GOAL 3: PEOPLE

Foster a committed OIG workforce built on shared core values

Objective 3.1: Invest in, develop, and recognize our staff

- *Enrich Knowledge, Skills, and Abilities*. Develop and encourage professional growth through effective training, coaching, and mentoring

- *Provide Critical Tools*. Supply staff with timely information and cutting-edge technology that enhance collaboration, communication, and agility across OIG's global portfolio

- *Encourage Community and Creativity*. Promote shared learning, strengthen camaraderie, and stimulate innovation in our work and processes through participation in events and forums

- *Recognize Exceptional Performance*. Reward those who exceed expectations through awards and incentive programs

Objective 3.2: Provide an inclusive, supportive, and professional work environment

- *Protect Staff Welfare*. Promote safety and security, and support work-life balance

- *Continuously Engage*. Regularly gather staff input on organizational performance, evaluate feedback, and implement appropriate action plans

- *Build in Trust*. Follow through on commitments and account for departures from plans

- *Practice Impartiality*. Maintain fairness and apply ethical standards in benefits, incentives, assignments, promotions, and opportunities

- *Promote Civility and Respect*. Apply core values and personnel rules that govern appropriate behavior throughout the organization

- *Maintain Transparency*. Communicate the basis for decisions that affect staff and their work

Performance Measures

1. Percentage of employees expressing a favorable view of staff engagement and professional development
2. Percentage of employees expressing a favorable view of organizational climate
3. Rate of retention of employees performing at the fully successful level or above

From Plan to Practice

ESTABLISHING AND REEVALUATING OIG PRIORITIES

Our bottom line goal—to ensure USAID, the other entities we oversee, and OIG achieve the greatest return on taxpayer investments—remains a constant. However, the priorities for achieving this goal require continual assessment.

Our current priorities, outlined in OIG's Reform Plan,[1] are to strengthen our impact, processes, and workforce through multiple initiatives:

- Implement an overseas hub structure to consolidate geographically dispersed operations.

- Set overseas staff levels to achieve cost savings and advance mission accomplishment.

- Add rigor to OIG's strategic planning for focusing and prioritizing our work.

- Strengthen our strategic work focus and prioritization through a risk management approach.

- Review business processes and policies to align with best practices and reflect the highest community standards.

- Expand OIG's global outreach and education.

- Reinforce our independence through policy and process refinements.

- Evaluate positions, and refine roles under a new hub structure.

- Enhance training and development, starting with executives, managers, and supervisors.

- Review and reform performance and promotion policies and OIG's awards program to better ensure they are based on performance.

These reforms have already yielded a number of financial and nonfinancial benefits. Key stakeholders have shown heightened interest in our work, which has resulted in more congressional requests for OIG engagements and witness testimony at hearings. As we continue to implement our reforms, we expect these returns to continue.

CONTROLLING FOR EXTERNAL FACTORS

Certain external factors require the agencies we oversee to establish unique strategies for minimizing risk. These factors may also require reevaluating our priorities in order to achieve OIG strategic goals and objectives.

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[1] "USAID OIG Reform Plan, Recent Actions and Proposals To Improve Efficiency, Effectiveness, and Accountability," October 11, 2017.

Fluidity of U.S. Foreign Assistance

The focus of foreign assistance continues to change in response to humanitarian crises, military and diplomatic engagements, and evolving geopolitical priorities. Crises can happen swiftly and require OIG to assess the risks and challenges associated with new, expanded foreign assistance endeavors and recalibrate our approach accordingly.

Security Conditions on the Ground

In some conflict and postcrisis settings, security and personal safety considerations increase costs and limit or delay site visits, which may affect our operations in unpredictable ways. We mitigate this to the best of our ability by attending security briefings, following security requirements, and using mapping software, documentation, and other means to evaluate programs.

Public International Organizations and Host-Country Mechanisms

Implementation of development programs through public international organizations and host-country assistance mechanisms decreases USAID's oversight ability and inherently increases risk to foreign assistance funds. OIG responds to these increased risks by intensifying audit coverage of these funds and increasing outreach efforts while maintaining existing audit and investigative capabilities.

New Oversight Requirements

Executive and legislative mandates coupled with congressional requests require OIG to redirect its resources to new requirements and priorities, detracting from planned discretionary activities that cover core agency programs or areas of historically high risk or expenditure. OIG regularly evaluates such requirements and allocates resources accordingly.

Geographic Distribution of Personnel

The geographic distribution of our personnel presents challenges in communication and information sharing. Teams work in different time zones and different cultures, with Foreign Service Officers rotating from one assignment to the next. OIG has committed to improving communication throughout the organization with improved technology, centralized systems and budgeting, and training.

MANAGING RESOURCES

OIG dedicates its resources to provide worldwide coverage of the latest challenges in development and provide insight to stakeholders on areas for improvement and protecting taxpayer dollars. Headquartered in Washington, DC, OIG carries out audit and investigative work in approximately 100 countries from offices in 11 overseas locations.

Human Capital

OIG maintains a staff of approximately 300 employees and contractors, including auditors, investigators, program analysts, and management and administrative specialists and assistants. OIG's Civil Service, Foreign Service, Foreign Service National, and contractor personnel help provide the flexibility needed to execute oversight activities around the world. To maintain an adept and versatile workforce, our human resource management approach emphasizes fostering a culture of professional growth, including effective processes for continuously identifying resource and skill gaps; recruiting, retaining, and incentivizing staff; and training and developing staff.

Tools and Technologies

OIG continually assesses, improves, and updates the equipment and services that allow staff to effectively carry out their roles and responsibilities in a wide range of work environments throughout the world. Maintaining systems that allow staff to efficiently streamline, organize, report, track, and manage data and information is critical to conducting timely, thorough, and incontrovertible audits and investigations.

Information

Open communication with congressional clients, the agencies we oversee, and other Governmental oversight bodies informs how we align our work with major challenges and top priorities of decision makers, and provide objective insights and recommendations to help them take needed corrective actions. We also need strong commitments of cooperation with other relevant oversight agencies to expand the Government's ability to hold people and companies involved in international development accountable and seek restitution for damages.

Budget

Recent changes to our budget planning process have increased our ability to strategically target and align funds to meet our goals and objectives. For example, we reset overseas staffing levels and now follow a new regional hub structure. Funding for OIG is provided by a combination of appropriated budget authority, supplemental funding, and reimbursements from other budget accounts. In the past, OIG has received supplemental funding to support oversight activities in Afghanistan, Pakistan, Haiti, Iraq, and the West Bank and Gaza, although this type of funding has declined over the years. Currently, additional program funding is available to OIG for overseeing OPIC and USAID programs and activities in the West Bank and Gaza. Funding for oversight of MCC is provided on a reimbursable basis pursuant to existing statutes.

MAINTAINING QUALITY THROUGH EVALUATIONS AND ASSESSMENTS

The Inspector General identified opportunities to improve OIG operations in three core areas—work, process, and people. Accordingly, we developed the USAID OIG Reform Plan to guide our strategic goals and objectives for fiscal years 2018 to 2022.

OIG is required to report progress on its multiyear strategic plan using annual plans to present yearly targets for each performance measure in the plan. To measure progress on these measures, OIG gathers and tracks quantitative data in internal OIG systems and through employee surveys. Each performance measure has a corresponding data reference sheet that defines the measure, how we collect the data, any data quality considerations, and reporting requirements. The data reference sheets are reviewed periodically to ensure that the data are consistent, valid, and verifiable. OIG publishes performance results in its semiannual reports to Congress.

OIG will use fiscal year 2018 to establish baseline data and targets for its performance measures and apply these to its organizational assessments and workforce performance plans starting in fiscal year 2019.

Working With Stakeholders

CONSULTING WITH CONGRESS

OIG consults with Congress through briefings, work requests, and other means. Congressional briefings help inform our plans, share progress of our work, and clarify priorities. OIG consistently responds to requests from Congress for information, and work. At the Inspector General level, formal exchanges occur during hearings. As a result of these exchanges, OIG prioritizes and revises goals to address stakeholder requirements.

OIG consistently monitors legislation, results of trips by congressional delegations, and congressional statements to identify interests and direct OIG efforts accordingly.

MAINTAINING AGENCY COOPERATION

To conduct our work efficiently and achieve our goals, we need the commitment of the agencies we oversee to openness and cooperation. Recently, we have seen renewed support for OIG priorities and recognition of the valuable contribution OIG has in carrying out foreign assistance overseas. At the same time, OIG remains cognizant of the agencies' strategic plans and the ways in which our work helps them achieve their goals. Some of the agencies' strategic goals specifically target effectiveness, efficiency, and accountability.

U.S. Agency for International Development

On September 25, 2017, USAID Administrator Mark Green highlighted his support for OIG through an Agency-wide memorandum, which reminded employees of their responsibility to promote accountability and cooperate with OIG.

The fiscal year 2018-2022 Joint Strategic Plan for U.S. Department of State and USAID highlights the Agency's recognition of OIG's contribution.[2] Goal 4 of the Joint Strategic Plan is to "ensure effectiveness and accountability to the American taxpayer." To achieve this goal, the agencies plan to do the following:

- Strengthen the effectiveness and sustainability of diplomacy and development investments

- Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

- Enhance workforce performance, leadership, engagement, and accountability to execute their missions efficiently and effectively

- Strengthen security and safety of workforce and physical assets

OIG's mission and strategic goals directly support the Joint Plan's goals and strategies of achieving effectiveness and accountability to the American taxpayer. Through our insight and

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[2] "JOINT STRATEGIC PLAN FY 2018 – 2022 U.S. Department of State and U.S. Agency for International Development," February 2018.

identification of the Agency's top management challenges, USAID can focus its efforts in achieving goal 4. Furthermore, the plan's goals 1 and 2 relate to critical programming for defeating ISIS; promoting healthy, educated, and productive populations; and opening new markets—initiatives OIG consistently oversees for efficiencies and effectiveness.

Millennium Challenge Corporation

MCC's NEXT Strategy outlines the Corporation's five strategic goals:

- Help countries choose evidence-based priorities in growth and poverty reduction strategies that reflect new learning and new opportunities

- Strengthen reform incentives and accountability

- Broaden and deepen public and private partnerships for more impact and leverage

- Lead on data and results measurement, learning, transparency, and development effectiveness

- Maximize internal efficiency and productivity. Maintain and motivate a world class, high functioning staff

These goals highlight accountability, transparency, effectiveness, and efficiency—mirroring OIG's core goals. Our work directly supports the Corporation's ability to achieve its goals and fight global poverty.

OIG has been active at MCC board and audit committee meetings, and has established an MCC investigations team to support the Corporation and provide greater oversight.

U.S. African Development Foundation

USADF's current strategic plan was not available on its website. We support USADF's work through crosscutting audits that look at multiagency priorities, such as Power Africa.

Inter-American Foundation

The 2018-2022 IAF Strategic Plan highlights four goals for supporting grassroots solutions to address the social and economic challenges of Latin America and the Caribbean:

- Expanding economic opportunity through investments in sustainable smallholder agriculture, urban and rural micro and small business growth, and local entrepreneurship and market development

- Enhancing peace and security by strengthening the social and economic fabric of communities and providing alternatives to crime, violence, unemployment, and forced migration

- Strengthening governance by improving the capacity of community groups and other civil society actors to propel their own development, defend their rights, promote inclusion, and advocate for government accountability and transparency

- Unlocking private, public, and community resources for grassroots development through financial and programmatic partnerships

OIG is committed to overseeing IAF's efforts to achieve these goals.

Overseas Private Investment Corporation

OPIC does not maintain a current, publicly available strategic plan. We remain committed to overseeing the Corporation's operations for providing businesses with the tools to manage the risks associated with foreign direct investment, foster economic development in emerging market countries, and advance U.S. foreign policy and national security priorities.

In November 2017, OIG and OPIC signed a long-term memorandum of understanding, establishing the basis for continuing OIG oversight of OPIC.

WORKING ACROSS THE U.S. GOVERNMENT

Cultivating work relationships with other U.S. Government agencies broadens our ability to protect and effect change in U.S. foreign assistance. That is why we specifically developed a strategic objective—conduct external engagement to galvanize action and maximize impact—that focuses on connecting with other Governmental oversight agencies as well as bilateral donors to share information and observations, and guide oversight coverage of high-priority areas. We also continue to work with the agencies we oversee to promote a shared understanding of the importance of seamless engagement when undertaking our work.

To achieve these objectives, we are involved in multiple interagency coordination and collaboration efforts, as well as a number of planning efforts across the Government, to ensure oversight coverage of key areas and prevent overlap. Examples appear in the following table.

Collaborative Interagency Activities

Activity	Description
Coordinated Oversight of Overseas Contingency Operations (OCO)	OIG works closely with the Inspectors General of the Department of Defense and Department of State to coordinate and report on oversight of OCOs. The framework provided in the Inspector General Act requires that during such circumstances, one agency be designated as the lead IG. USAID OIG also coordinates its oversight activities in Afghanistan with the Special Inspector General for Afghanistan Reconstruction, which has crosscutting oversight authority of reconstruction programs in Afghanistan.
Syria Investigations Working Group	In October 2015, OIG founded this workgroup of investigative representatives from USAID OIG, the Department of State OIG, public international organizations, and bilateral donors to share investigative leads, coordinate oversight activities, and identify fraud trends in and around Syria.
International Contract Corruption Task Force	OIG participates in the International Contract Corruption Task Force, which shares information and, when appropriate, conducts joint investigations into fraud schemes that affect programs at multiple member agencies.

Activity	Description
Working With Bilateral Donors	OIG participates in a group of bilateral donors from 12 countries, including the United States, working to improve transparency and accountability of multilateral organizations and taking on other issues of mutual interest.
Office of Government Ethics Curriculum Development Team	OIG participates on this team, which involves multiple Government agencies developing ethics guidance and training for law enforcement officers.

To respond to allegations of civil and criminal violations, our investigators coordinate and engage extensively with domestic and foreign law enforcement agencies and officials. Our investigators work to strengthen partnerships with key stakeholders, including USAID and the Department of Justice, to improve their responses to investigative referrals for prosecution and for civil and administrative action.

OIG actively participates on several committees and workgroups associated with the Council of Inspectors General for Integrity and Efficiency (CIGIE),[3] an independent Executive Branch entity established to address issues that transcend individual agencies and help establish a professional, well-trained, and highly skilled OIG community workforce.

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[3] The USAID Inspector General currently serves as Vice Chair of CIGIE's Audit Committee.