



# STRATEGIC PLAN

## FISCAL YEARS 2022-2026

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

# Message from the Acting Inspector General

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I am pleased to present OIG's Strategic Plan for fiscal years 2022 to 2026, which describes our priorities in providing oversight for the foreign assistance agencies we monitor. We oversee all USAID programs and operations, as well as those of the Millennium Challenge Corporation (MCC), the U.S. African Development Foundation (USADF), and the Inter-American Foundation (IAF).

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.



The quality of our work hinges on our people and our internal processes. As such, our three overarching goals focus on our people, processes, and work:

- **Goal 1:** Foster a diverse, equitable, inclusive, and committed OIG workforce built on shared core values.
- **Goal 2:** Promote plans, processes, policies, and procedures that enhance OIG performance and maximize operational efficiency.
- **Goal 3:** Provide sound reporting and insight for improving foreign assistance programs, operations, and resources.

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 motivated to provide independent and rigorous audits, investigations, and other oversight 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.

Thomas J. Ullom

December 2021

## Mission and Values

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### OUR MISSION

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

### OUR CORE VALUES

Our values are **TRUE**. The Office of Inspector General commits to carrying out its mission in accordance with the following values:

#### Transparency

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

#### Respect

We promote a diverse, equitable, inclusive, accessible, and professional work environment to maintain the highest standards of conduct.

#### Unwavering Integrity

We are determined, steadfast, and resolute in our independence and ethical standards.

#### Excellence

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

## Who We Are and What We Do

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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), and the Inter-American Foundation (IAF). 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, General Counsel, Chief of Staff, Quality Assurance Director, and professional and administrative staff.

### OFFICE OF AUDIT

The Office of Audit conducts performance audits and other oversight 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 delivers administrative services that support OIG's mission in the areas of financial management, information technology, human resources, learning and development, logistics services, procurement and acquisitions support, overseas and administrative operations, and business continuity planning.

## 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 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

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### GOAL I: PEOPLE

Foster a diverse, equitable, inclusive, and committed OIG workforce built on shared core values.

#### Objective I.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 inclusion, 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 I.2: Provide a supportive and professional work environment

- *Protect Staff Welfare.* Promote diversity, equity, and inclusion; 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.

### **Objective 1.3 Attract and retain a high-quality workforce**

- *Align Resource Allocation and Staffing with Organizational Needs.* Increase innovation and transparency in our resource management activities to ensure OIG organizational structures and staffing support our mission and vision.
- *Leverage Employee Surveys.* Develop strategies to address issues identified in employee surveys.
- *Commit to Diversity.* Recruit, empower, and develop a dedicated workforce that reflects a diversity of experience, perspective, and background.

### **GOAL 1: Performance Measures**

- 1.1 Percentage of employees expressing a favorable view of staff engagement and professional development.
- 1.2 Percentage of employees expressing a favorable view of organizational climate.
- 1.3 Rate of retention of employees performing at the fully successful level or above.

### **GOAL 2: PROCESS**

Promote plans, processes, policies, and procedures 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 internal 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.

**GOAL 2: Performance Measures**

2.1: Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work.

2.2: Percentage of employees expressing a favorable view of internal processes, communications, and collaboration.

2.3: Percentage of employees expressing a favorable view of human resources management.

2.4: Percentage of process improvement initiatives completed within agreed-upon timelines

## **GOAL 3: WORK**

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

### **Objective 3.1: Conduct independent audits and other oversight that target high-priority areas, address root causes of systemic challenges, and promote transparency**

- *Maximize Impact.* Prioritize work 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 3.2: 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 their impact.
- *Promote Deterrence.* Publicize investigative results and heighten awareness of the consequences of committing criminal, civil, and administrative violations.

## **GOAL 3: Performance Measures**

- 3.1 Percentage of completed performance audits that targeted high-priority programs, addressed major management challenges, or responded to established stakeholder interests
- 3.2 Percentage of performance audit recommendations implemented
- 3.3 Percentage of cases resulting in criminal, civil, or administrative action
- 3.4 OIG annual return on investment

## From Plan to Practice

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### **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 priorities are to strengthen our impact, processes, and workforce through multiple initiatives.

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.

### **EXTERNAL FACTORS AFFECTING THE ACHIEVEMENT OF STRATEGIC GOALS**

#### **Fluidity of U.S. Foreign Assistance**

The focus of foreign assistance continues to change in response to global health, humanitarian, and environmental 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 and oversight focus 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, along with pursuing remote tools and approaches to conduct oversight.

#### **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 oversight 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. Virtual and remote 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.

## **INTERNAL FACTORS AFFECTING THE ACHIEVEMENT OF STRATEGIC GOALS**

OIG takes steps to ensure linkage and alignment of our strategy, internal controls, and organizational performance management processes.

## **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. OIG conducts worldwide oversight of U.S. foreign assistance in over 100 countries from 13 locations, including our headquarters in Washington, DC; four regional offices; and 8 smaller suboffices.

### **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 diversity and inclusion as well as 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 virtually and 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 oversight work.

### **Budget**

Continual improvements to our budget planning process have increased our ability to strategically target and align funds to meet our goals and objectives. Funding for OIG is provided by a combination of appropriated budget authority, supplemental funding, and reimbursements from other budget accounts.

### **Acquisitions and Procurement**

We are continually striving to improve our acquisition and procurement processes and services and have implemented a comprehensive "Acquisitions and Procurement Transformation Initiative,"

which has increased our ability to plan, award, and administer a wide variety of contracts and simplified purchases for the acquisitions of goods and services in support of OIG’s mission.

## **MAINTAINING QUALITY**

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 chart 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.

## **Working With Stakeholders**

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### **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 and hearings to identify interests and direct OIG efforts accordingly.

### **MAINTAINING AGENCY COOPERATION**

To conduct our work efficiently and achieve our goals, we need the commitment to openness and cooperation from all the agencies we oversee. 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. OIG continually reviews agencies’ strategic plans, priorities, and programs to ensure our oversight is timely, relevant, and impactful.

### **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.
Complex Emergencies Working Group	In October 2015, OIG founded this work group 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.
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 work groups associated with the Council of Inspectors General for Integrity and Efficiency (CIGIE), 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.