



ORGANIZATIONAL ASSESSMENT

FISCAL YEAR 2022

U.S. Agency for International Development
OFFICE OF INSPECTOR GENERAL

Message From the Acting Deputy Inspector General

I am pleased to present OIG's assessment of the progress we made in fiscal year 2022 toward delivering on our mission to provide effective oversight of U.S. foreign assistance programs and operations, while simultaneously meeting our internal goals for developing a high-performing and inclusive organization.

In addition to USAID, OIG provides independent oversight of the Millennium Challenge Corporation (MCC), the U.S. African Development Foundation (USADF), and the Inter-American Foundation (IAF). OIG's oversight efforts include making recommendations to improve economy, efficiency, and effectiveness in such programs; and to detect, deter, and investigate fraud, waste, abuse, corruption, or other misconduct.

OIG's Strategic Plan for Fiscal Years 2022-2026 identified three internal goals that we established to better position our office's people, processes, and work to achieve our mission:

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

In this assessment, we report on the progress made in fiscal year 2022 toward these goals and express our continued commitment to improving our operations and providing rigorous and timely oversight of foreign assistance—oversight that informs our stakeholders about how we safeguard taxpayer resources.

Nicole Angarella
January 2023

Mission and Values

OUR MISSION

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

AGENCIES WE OVERSEE

OIG provides oversight of USAID, MCC, USADF, and IAF. Together, these four organizations manage billions of dollars in U.S. foreign assistance programs that include efforts to alleviate poverty; provide disaster relief; promote economic growth; and encourage accountable, democratic societies.

Internal Structure

OIG operates independently from the agencies we oversee and, as a result, must directly administer several functions critical to our operational integrity.

FRONT OFFICE

The Front Office (FO) serves the Inspector General and Deputy Inspector General on a wide variety of matters affecting OIG. The Office of General Counsel, also in the FO, renders legal advice to the Inspector General and provides legal support and representation in furtherance of activities across all divisions. The FO also includes the Congressional and Public Affairs Division, which reports to the General Counsel and is responsible for external communications, informing Congress and responding to congressional and media inquiries, and maintaining necessary working relationships with multilateral and bilateral oversight counterparts and the international aid sector.

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 also conducts program and management system audits as well as financial statement audits carried out by independent public accounting firms, which are required under the Chief Financial Officers Act of 1990. In addition, our auditors review audits that ensure the financial accountability of USAID-funded grantees and contractors. Within the Office of Audit, the Inspections, Evaluations, and Special Projects (IESP) Division provides oversight of emerging and complex issues through flexible approaches. IESP work encompasses in-depth examination of entire programs and functions as well as narrowly scoped engagements to address specific questions requiring timely action.

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 or employed by the agencies we oversee.

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, logistics services, procurement and acquisitions support, overseas and administrative operations, and business continuity planning.

OIG Strategy and Accountability Framework

The annual organizational assessment is part of OIG's framework to strategically promote effectiveness and efficiency in U.S. foreign assistance programs, achieve the highest return on taxpayer investment in our operations, and provide transparency and accountability to our stakeholders. Our approach to prioritizing, planning, and continuously improving are described in the following plans and reports:

- **Strategic Plans.** This assessment reports on OIG's [Strategic Plan for Fiscal Years 2022-2026](#). This 5-year plan defines OIG goals, objectives, and performance measures; identifies the factors affecting the achievement of those goals; and describes key areas of interagency collaboration.
- **Annual Plans.** OIG implements its strategic plan through a series of annual planning documents. As needed, we also prepare supplementary products to address oversight requirements, such as a list of our [Ukraine-Related Oversight Projects](#) and our [COVID-19 Oversight Summary](#). Jointly with other OIGs, we annually issue a [Comprehensive Oversight Plan-Overseas Contingency Operations](#) and [Inspectors General Coordinated PEPFAR Oversight Plan](#) that addresses how to align foreign assistance to combat HIV/AIDS, tuberculosis, and malaria. Our Office of Audit also prepares an annual audit plan.
- **Semiannual Reports to Congress.** As required under the Inspector General Act of 1978, as amended, OIG reports the results of its work every 6 months to the agencies it oversees, Congress, and the public. OIG's semiannual reports identify audits and other reports issued during the reporting period and describe criminal, civil, and administrative actions—including monetary savings and recoveries, personnel and other administrative actions, and systemic changes—attributable to OIG's investigative work. Each semiannual report underscores OIG's impact and helps promote transparency among the agencies we oversee. The report also describes OIG's external outreach to inform stakeholders and reinforce accountability among agency and implementer staff.

Fiscal Year 2022 Results

GOAL I: PEOPLE

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

Goal I aims to ensure that people—our most important asset—are developed, supported, and well positioned to carry out **OIG**'s mission.

Subcomponent	Activity
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
I.2 Provide a supportive and professional work environment	
• Protect Staff Welfare	Promote diversity, equity, and inclusion; safety and security; and 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
I.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 I: RESULTS

Goal I has three performance measures, as described in the chart below. OIG exceeded two of the three targets in fiscal year 2022.

Goal I Performance Measures	FY 2022	
	Target	Actual
Percentage of employees expressing a favorable view of staff engagement and professional development ^a	60%	73%
Percentage of employees expressing a favorable view of organizational climate ^b	70%	73%
Rate of retention of employees performing at the fully successful level or above	90%	87%

^a Metric is based on the average positive responses to three questions in our annual employee feedback survey, weighted at 75 percent, and the average rating of OIG internal training courses, weighted at 25 percent. The survey questions, which were slightly modified from prior years, are: (1) My supervisor encourages me to pursue employee development opportunities, (2) I feel encouraged to come up with new and better ways of doing things, and (3) How satisfied are you with the recognition you receive for doing a good job?

^b Metric is based on the average positive responses to three questions in our annual employee feedback survey: (1) My organization's senior leaders maintain high standards of honesty and integrity; (2) My supervisor treats me with respect; and (3) Considering everything, how satisfied are you with the information you receive from senior leaders about what's going on in your organization?

GOAL 2: PROCESS

Promote plans, processes, policies, and procedures that enhance OIG performance and maximize operational efficiency.

Goal 2 emphasizes processes and other organizational elements that enhance OIG performance and operational efficiency.

Subcomponent	Activity
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
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
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: RESULTS

Goal 2 has four performance measures, as described in the chart below. OIG exceeded all four targets in fiscal year 2022.

Goal 2 Performance Measures	FY 2022	
	Target	Actual
Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work	125	200
Percentage of employees expressing a favorable view of internal processes, communications, and collaboration ^a	60%	64%
Percentage of employees expressing a favorable view of human resources management ^b	65%	69%
Percentage of process improvement initiatives completed within agreed-upon timelines	75%	100%

^a Metric is based on the average positive responses to three questions in our annual employee feedback survey. The questions, which were slightly modified from prior years, are: (1) OIG policies that pertain to my job support effective job performance, (2) Communication and collaboration within and across work units enhances the performance of OIG's mission, and (3) Managers have effectively explained the changes they are promoting within my unit.

^b Metric is based on the average positive responses to three questions in our annual employee feedback survey: (1) Overall, how good of a job do you feel is being done by your immediate supervisor? (2) My talents are used well in the workplace; and (3) I know what is expected of me on the job.

GOAL 3: WORK

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

Goal 3 emphasizes impact by strategically identifying and prioritizing our audit and investigative work. This goal has two objectives, each with multiple subcomponents that further define the objective.

Subcomponent	Activity
3.1 Conduct independent audits and other oversight that target high-priority areas, address root causes of systemic challenges, and promote transparency	
• <i>Maximize Impact</i>	Prioritize audits based on risk, stakeholder concerns, and management challenges
• <i>Align Resources</i>	Identify and dedicate the skill sets needed to best ensure timely, relevant, and irrefutable work
• <i>Publish Results</i>	Deliver objective, high-quality products that are incisive, compelling, and accessible
• <i>Monitor Outcomes</i>	Track and report agency corrective actions, their timeliness, and the extent to which they meet the intent of OIG recommendations
3.2 Investigate allegations of criminal activity, civil violations, and employee misconduct, while promoting program and operational integrity	
• <i>Encourage Early Detection and Intervention</i>	Target outreach and education to areas of heightened fraud risk and vulnerability
• <i>Maximize Impact</i>	Manage workloads by prioritizing cases with the greatest potential to cause harm and setting the stage for quickly deploying investigative resources
• <i>Ensure Readiness</i>	Cultivate, maintain, and apply the full range of investigative tools and techniques while leveraging crosscutting expertise
• <i>Drive Action</i>	Structure notifications and referrals so that they are actionable to the maximum extent possible, and monitor impact
• <i>Promote Deterrence</i>	Publicize investigative results and heighten awareness of the consequences of committing criminal, civil, and administrative violations

GOAL 3: RESULTS

Goal 3 has four performance measures. OIG exceeded all four targets in fiscal year 2022.

Goal 3 Performance Measures	FY 2022	
	Target	Actual
Percentage of completed audits that targeted high-priority programs, addressed major management challenges, or responded to established stakeholder interests	92%	100%
Percentage of recommendations implemented within established timeframes	80%	95%
Percentage of cases resulting in criminal, civil, or administrative action	60%	68%
OIG annual return on investment	100% (1:1)	104% (1.04:1)