



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

Organizational Assessment for Fiscal Year 2023



Message From the Acting Deputy Inspector General



I am pleased to present OIG's assessment of the progress we made in fiscal year 2023 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 the U.S. Agency for International Development (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, 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 2023 toward these goals and express our continued commitment to improving our operations and providing insightful and timely oversight of U.S. foreign assistance.

Nicole Angarella
December 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

This office comprises the Office of General Counsel (OGC), Legislative and Public Affairs (housed within OGC), and the Chief of Staff team.

Through comprehensive legal advice, strategic support, and representation, OGC supports the audit, investigative, and management functions. It also responds to Freedom of Information Act requests and represents OIG in administrative litigation. The Legislative and Public Affairs team leads efforts to engage with external stakeholders and amplifies OIG's work by issuing press releases and responding to requests from Congress and the media. The Chief of Staff team consists of the Process Improvement Division; Diversity, Equity, Inclusion, and Accessibility portfolio; Office of Strategic Communications; and Office of Organizational Development. The team helps nurture a culture of continuous improvement; advances diversity, equity, inclusion, and accessibility initiatives; strategically communicates our work to stakeholders; and provides training and development support and guidance to staff.

Office of Audits, Inspections, and Evaluations

This office conducts performance audits, evaluations, inspections, and other oversight to evaluate program effectiveness, economy and efficiency, internal control, and compliance. In accordance with Chief Financial Officers Act of 1990, this office also conducts mandatory financial statement audits. Program and management system audits and audits related to information technology and the financial accountability of grantees and contractors also fall under this office's purview.

Office of Investigations

This office investigates alleged violations of law, rule, and regulation related to USAID, USADF, IAF, and MCC programs, personnel, and operations. Priorities include corruption and public integrity, financial fraud, employee and contractor misconduct, human trafficking, and sexual exploitation and abuse. The office also conducts training to alert employees, contractors, grantees, and others to fraudulent schemes and practices. The Office of Investigations maintains OIG's Hotline operations and ensures individuals' rights to report wrongdoing without fear of reprisal. The office also supports the broader law enforcement community, including the Department of Justice, by participating on nearly a dozen interagency task forces.

Office of Management

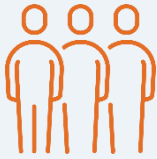
This office delivers administrative services that support OIG's mission in the areas of financial management, information technology, human resources, logistics services, procurement and acquisitions support, overseas and administrative operations, and business continuity planning.

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. Jointly with other OIGs, we issued the [FY 2024 Joint Strategic Oversight Plan for Operation Atlantic Resolve, Including U.S. Government Activities Related to Ukraine, 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. Other oversight plans for audits, inspections, evaluations, and investigative efforts, as well as ongoing outreach and coordination to expand the safety net around U.S.-funded foreign assistance, are published on our [Strategic and Oversight Plans page](#).
- **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 attributable to OIG’s investigative work during the reporting period. The reports also describe OIG’s external outreach to inform stakeholders and reinforce accountability among agency and implementer staff.

Fiscal Year 2023 Results



GOAL 1: PEOPLE

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

Goal 1 aims to ensure that our people are developed, supported, and well positioned to carry out OIG's mission. This goal has three objectives, each with multiple subcomponents that further define the objective.

1.1. 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.

1.2. 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 FOR 2023

Goal I has three performance measures, as described in the table below. OIG exceeded two of the three targets in fiscal year 2023.

Goal I Performance Measures	FY 2023 Target	FY 2023 Actual
Percentage of employees expressing a favorable view of staff engagement and professional development^a	60%	71%
Percentage of employees expressing a favorable view of organizational climate^b	70%	70%
Rate of retention of employees performing at the fully successful level or above	90%	88%

^a Average of positive responses to three OIG employee feedback survey questions: (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 Average of positive responses to three OIG employee feedback survey questions: (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. This goal has three objectives, each with multiple subcomponents that further define the 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.

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 FOR 2023

Goal 2 has four performance measures, as described in the table below. OIG exceeded all four targets in fiscal year 2023.

Goal 2 Performance Measures	FY 2023 Target	FY 2023 Actual
Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work	125	136
Percentage of employees expressing a favorable view of internal processes, communications, and collaboration^a	60%	63%
Percentage of employees expressing a favorable view of human resources management^b	65%	76%
Percentage of process improvement initiatives completed within agreed-upon timelines^c	75%	100%

^a Average of positive responses to three OIG employee feedback survey questions: (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 Average of positive responses to three OIG employee feedback survey questions: (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.

^c Process improvement is a discipline that addresses organizational gaps and improves outcomes by identifying customer needs, stabilizing processes, and eliminating inefficiency.



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.

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 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.

3.2. Investigate allegations of criminal activity, civil violations, and employee misconduct, while promoting program and operational integrity.

- **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.



GOAL 3: RESULTS FOR 2023

Goal 3 has four performance measures. OIG exceeded all four targets in fiscal year 2023.

Goal 3 Performance Measures	FY 2023 Target	FY 2023 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%	100%
Percentage of cases resulting in criminal, civil, or administrative action	60%	74%
OIG annual return on investment^a	100% (1:1)	113% (\$1.13/\$1)

^a Return on investment reflects the value of financial returns from our audit and investigative work as a percent of our fiscal year obligations. Audit returns include questioned costs and funds recommended to be put to better use. Investigative returns include criminal, civil, and administrative recoveries, as well as funds reprogrammed, disallowed, or saved based on investigative findings.