

# Organizational Assessment for Fiscal Year 2024



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

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## Message From the Inspector General

I am pleased to present the Office of Inspector General's (OIG) assessment of our efforts in fiscal year (FY) 2024 to provide independent oversight of U.S. foreign assistance programs and operations. This report also examines our progress in meeting our goals to develop a high-performing and mission-focused organization.

OIG provides oversight of the programs, personnel, and operations of the U.S. Agency for International Development (USAID), Millennium Challenge Corporation (MCC), U.S. African Development Foundation (USADF), and Inter-American Foundation (IAF). Our oversight efforts focus on making recommendations to improve the economy, efficiency, and effectiveness of programs at these agencies, while also working to detect, deter, and investigate fraud, corruption, or other misconduct.

As part of our commitment to excellence, this year we changed how we gather feedback from OIG employees and now rely exclusively on the Federal Employee Viewpoint Survey (FEVS), shifting from our previous annual internal employee feedback survey. This transition required updates to our strategic plan and the performance metrics previously tied to the internal employee survey. The result of those efforts is the updated [Strategic Plan for FY 2022-2026](#), effective May 2024.

Adopting a revised plan with new objectives and metrics midway through the fiscal year was a necessary challenge, and OIG rose to the occasion by meeting or exceeding all performance targets.

Because eight of the metrics are new, staff worked collaboratively to define metric scope and develop appropriate methods for calculating results to ensure that OIG can accurately assess its performance. We expect to adjust our metric targets over time but all of our metrics now incorporate concrete, objective data that will help us better track our outcomes and hold ourselves accountable for results.

Like the *Strategic Plan*, this assessment reflects our core values as a professional, collaborative, and impactful organization that holds itself to the highest workplace standards, conducts its work in a collegial environment, and has a tangible and positive impact on the ability of USAID, MCC, IAF, and USADF to carry out their missions.



Paul K. Martin  
Inspector General



## Mission and Values

### Our Mission

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

### Our Values

We hold ourselves to the highest professional standards in conducting our audit, inspection, evaluation, investigation, and other oversight support work.

We value collaboration across the organization and promote a collegial environment where every voice is heard and valued in our decision-making.

Our work has a tangible positive effect on improving the ability of USAID, MCC, IAF, and USADF to carry out their missions.



## Who We Are and What We Do

We provide independent oversight of USAID, MCC, USADF, and IAF. Together, these four agencies are responsible for managing tens of billions of dollars in U.S. foreign assistance programs that seek to alleviate poverty, provide disaster relief, promote economic growth, and encourage accountable, democratic societies. Our timely and relevant oversight of the programs, personnel, and operations of these agencies serves to safeguard and strengthen U.S. foreign assistance. We conduct audits, evaluations, inspections, and investigations from Washington, DC, and around the world. Our primary business units are described in more detail below and on the following page.

### Front Office

In addition to the Inspector General and the Deputy Inspector General, the Front Office includes:

- The Office of Communications and Innovation, which oversees strategic communications, organizational development, process improvement, and employee engagement. This office strategically communicates USAID OIG's written work products, provides professional development support to staff, promotes data-driven decision making, and advances workforce excellence.
- The International Partnerships and Overseas Contingency Operations unit (IP/OCO), which manages OIG's relationships with the United Nations and other multilateral and bilateral oversight counterparts, as well as international nongovernmental organizations. IP/OCO also works with the Defense and State OIGs to produce congressionally mandated reports on OCOs. The unit also includes the Office of Legislative and Public Affairs.

## **Office of Audits, Evaluations, and Inspections**

The Office of Audits, Inspections, and Evaluations conducts reviews of programs and operations across the agencies we oversee in accordance with various statutory standards and authorities. Our products typically result in recommendations to improve the effectiveness, economy, efficiency, internal control, and compliance with requirements of foreign assistance programs.

## **Office of Investigations**

The Office of Investigations examines allegations of criminal, civil, and administrative violations within the programs, operations, and personnel of the four agencies OIG oversees. Investigative priorities include: major fraud; fraud, corruption, and diversion targeting programming in complex emergencies or crisis environments; public corruption; sexual exploitation and abuse; and trafficking in persons.

## **Office of Management**

The Office of Management supports OIG's mission with financial management, information technology, human resources, logistics services, procurement and acquisitions support, and overseas and administrative operations.

## **Office of General Counsel**

The Office of General Counsel provides legal support to every OIG business unit and represents the organization in administrative litigation. This office also manages our programs for ethics, Freedom of Information Act, Privacy Act, and whistleblower protection.



## OIG's 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, serve as effective stewards of taxpayer dollars, 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

OIG's [Strategic Plan for Fiscal Years 2022-2026](#) defines the organization's 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 for our audit, inspection, evaluation, and investigation activities. As needed, we also prepare supplementary products to address oversight requirements. Jointly with other OIGs, we issued the [FY 2025 Joint Strategic Oversight Plan for Operation Atlantic Resolve](#) and [FY 2025 Comprehensive Oversight Plan for Operation Inherent Resolve](#).

### 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. Our [semiannual reports](#) describe audits and other reports issued—as well as 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.



## Goal 1: People

*Foster a committed OIG workforce built on shared core values.*

People are our most important resource. We have three objectives to help us achieve this goal:

- Invest in, develop, and recognize the workforce.
- Foster a professional and collegial work environment.
- Attract and retain a high-quality workforce.

To achieve these objectives, our priorities are to recruit talented employees; onboard them promptly; and orient them to our organization's structure, mission, and culture. We established performance standards to clarify expectations and align employee roles to mission execution. We also developed mechanisms for assessing employee performance, recognizing and rewarding outstanding contributions, and promoting workforce development to close skill gaps.

The performance metrics for *Goal 1: People* measure the timeliness of our hiring, onboarding, and performance management processes and examine our success in retaining our top performers.



Goal 1: Performance Metrics	Target	Actual
Percentage of employees <sup>1</sup> placed on performance standards within 30 days of the start of a performance cycle.	25%	26%
Percentage of formal job offers made within 150 days of the job announcement. <sup>2</sup>	80%	82%
Percentage of new employees who participated in mandatory onboarding training within 180 days of onboarding. <sup>3</sup>	85%	100%
Rate of retention of employees performing at the fully successful level or above.	90%	90%

<sup>1</sup> Career-ladder civil and foreign service employees eligible to be placed on standards at the start of the fiscal year but not senior executive or senior foreign service employees. In FY 2024, the metric was adopted more than 30 days after the performance cycle began. In FY 2025, we will increase the target and communicate the expectation to the workforce.

<sup>2</sup> For applicants who accepted a job with OIG, the metric measures the number of calendar days elapsed between either (1) the date that a job announcement opened in USAJobs.gov or (2) using direct hire authority, the date that a hiring need was validated and the date in FY 2024 that OIG sent the applicant a formal job offer, minus the number of calendar days that the applicant's package was under review by USAID's Office of Security.

<sup>3</sup> This metric was adopted after the reinstatement of our mandatory onboarding training in spring 2024. For FY 2024, the metric measures attendance by employees whose start dates fell between December 31, 2023, and April 29, 2024. In FY 2025, the metric will measure attendance by employees who onboarded between April 30, 2024, and April 30, 2025.



## Goal 2: Process

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

Effective internal operations are critical for supporting the workforce and accomplishing our mission. We revised our objectives for this goal to focus on two key pillars of internal operations:

- Ensure that policies and guidance provide clear direction.
- Ensure that processes and procedures support timely, high-quality outputs that meet or exceed stakeholder needs.

The performance metrics for *Goal 2: Process* are designed to ensure that we maintain a steady focus on policy stewardship and effectively manage the projects we undertake to improve processes and procedures. OIG reviewed 13 of 46 OIG-wide policy directives during the fiscal year and completed 16 of 21 improvement projects before, by, or within 30 days of their planned completion date.

Goal 2: Performance Metrics	Target	Actual
Percentage of policy directives reviewed <sup>1</sup> to ensure they are valid, accurate, and in accordance with applicable laws and regulations.	20%	28%
Percent of projects executed in a timely manner <sup>2</sup> that clarify, change, or improve processes and procedures.	90%	100%

<sup>1</sup> New policies adopted, existing policies reviewed and affirmed as valid or revised, and policies paused for urgent reasons.

<sup>2</sup> One-time projects that result in significant improvements to existing processes or procedures and where planned and actual completion dates occur in the same fiscal year.



### Goal 3: Work

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

Our work is designed to improve U.S. foreign assistance programmed by the agencies we oversee by providing assurances to Congress and the American people that critically important aid dollars are going where intended. Three objectives support this goal:

- Conduct independent audits, inspections, and evaluations that target high-priority areas, address root causes of systemic challenges, and promote good governance.
- Investigate allegations of criminal activity, civil fraud, and employee misconduct while promoting program and operational integrity.
- Provide high-quality, insightful information to stakeholders in a timely manner.

The performance metrics for *Goal 3: Work* focus our attention on addressing high-priority topics, issuing products in a timely manner, and ensuring that key stakeholders are well informed about the work we produce. In FY 2024, OIG shared information about our work via semiannual reports to Congress, the [Top Management Challenges](#) report, over 40 congressional briefings, and a quarterly external newsletter, among other mechanisms. Further, the number of subscribers and followers of our content on social media outlets increased by 29 percent.

Goal 3: Performance Metrics	Target	Actual
Percentage of completed performance audits that targeted high-priority programs, addressed top management challenges, or responded to established stakeholder interests.	88%	100%
Percentage of issued products <sup>1</sup> that were initiated in the current or prior fiscal year.	75%	99%
Percentage of opened investigations that correlated to at least one Office of Investigations priority. <sup>2</sup>	75%	90%
Percentage of investigations opened that came from sources other than the USAID OIG Hotline.	30%	46%
Regularly share information about OIG's work in congressional briefings, external newsletters, social media posts, and other venues. <sup>3</sup>	Achieve	Achieved

<sup>1</sup> All audits, inspections, and evaluations issued in FY 2024 with an initiation date of no more 2 years prior.

<sup>2</sup> Investigative priorities were defined in a 2024-2026 Investigative Priorities memorandum released April 4, 2024.

<sup>3</sup> We measure our effectiveness in sharing information about our work in part by examining the percent increase in GovDelivery subscribers and LinkedIn followers during the fiscal year. OIG seeks to achieve an annual increase of at least 5 percent. The annual increase for FY 2024 was 29 percent.

A network diagram with several person icons connected by lines. A large globe is in the background, also overlaid with a network of nodes and lines. The overall theme is global connectivity and communication.

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