

Organizational Assessment for Fiscal Year 2026

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

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U.S. Agency for International Development
Office of Inspector General

Message From the Acting Deputy Inspector General

I am pleased to present the Office of Inspector General's (OIG) assessment of our efforts in fiscal year (FY) 2026 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 U.S. foreign assistance. 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.

Our *Strategic Plan for FY 2022–2026* includes the objectives and metrics that govern this organizational assessment. All our metrics incorporate concrete, objective data to help us 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 the U.S. government to provide foreign assistance.



Van Nguyen
Acting Deputy Inspector General
Performing the duties of the 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 the U.S. government to deliver foreign assistance.

Who We Are and What We Do

We provide independent oversight of the 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

The Front Office consists of a presidentially nominated Inspector General (vacant), a Deputy Inspector General, a Senior Advisor, a General Counsel, and support staff. It focuses on leadership and operational planning, congressional relations, and coordinating organization-wide rigorous oversight of America's most prominent foreign assistance programs. It also maintains valuable relationships with the U.S. Mission to the United Nations, Congress, and the administration to prevent and deter fraud and corruption in foreign assistance programming, while identifying necessary reforms to combat corruption, abuse, and diversion of taxpayer-funded aid to terrorist organizations.

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. 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 conducts worldwide investigations into allegations of criminal, civil, and administrative violations affecting U.S. foreign assistance. The office pursues allegations of abuse in these programs and activities, as well as other violations of law or misconduct by those involved in these programs. The Overseas Contingency Operations (OCO) unit—responsible for statutorily mandated quarterly reporting to Congress on Operation Atlantic Resolve, Operation Enduring Sentinel, and Operation Inherent Resolve—also sits under the Office of Investigations.

Office of Management

The Office of Management oversees human resources, budget, information technology, facilities, procurement, and organizational development—striving to ensure efficiency and accountability across OIG.



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 and Quarterly Plans

OIG implements its strategic plan through a series of annual planning documents for our audit, inspection, evaluation, and investigation activities. To that end, the *USAID OIG FY 2026–2027 Oversight Plan* provides details of our planned work for the coming year. Jointly with other OIGs, we issued the Operation Atlantic Resolve, Operation Inherent Resolve, and Operation Enduring Sentinel quarterly 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 an equitable, inclusive, and 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[1] placed on performance standards within 30 days of the start of a performance cycle.	25%	92%
Percentage of formal job offers made within 150 days of the job announcement.[2]	80%	100%
Percentage of new employees who participated in mandatory onboarding training within 180 days of onboarding.[3]	85%	100%
Rate of retention of employees performing at the fully successful level or above.	90%	100%

1 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. The metric applies to eligible career-ladder Civil Service and Foreign Service employees placed on performance standards at the beginning of the appraisal cycle, excluding Senior Executive Service (SES) and Senior Foreign Service (SFS) employees. USAID OIG's 2026 performance cycle originally began April 1, 2025, through March 31, 2026. On or about July 2025, the Office of Personnel Management (OPM) mandated a new supervisory critical performance element, "Holding Employees Accountable," requiring affected supervisory performance plans to be updated and re-signed to ensure compliance. OPM then issued additional governmentwide performance management reforms that required agencies to align their performance cycles with the fiscal year. OIG complied by extending its FY 2025–2026 performance appraisal cycle to September 30, 2026. These changes affected the timing and administration of performance plans and related reporting. In FY 2027, the agency will increase its performance target and communicate the revised expectations to the workforce.

2 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 2026 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.

3 For FY 2026, the metric measures attendance by employees whose start dates fell between October 1, 2025, through September 30, 2026. OIG was under a hiring freeze in FY 2026 until April 2026, at which point the hiring cycle resumed.



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 22 of 55 OIG-wide policy directives during the fiscal year and completed 3 of 17 improvement projects before, by, or within 30 days of their planned completion date. Due to the 2025 government shutdown and organizational changes, we paused seven improvement projects and did not start two projects; in addition, two are in progress.

Goal 2: Performance Metrics	Target	Actual
Percentage of policy directives reviewed[1] to ensure they are valid, accurate, and in accordance with applicable laws and regulations.	20%	40%
Percent of projects executed in a timely manner[2] that clarify, change, or improve processes and procedures.	90%	90%

[1] New policies adopted, existing policies reviewed and affirmed as valid or revised, and policies paused for urgent reasons.

[2] 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. This year, OIG shared information about our work via semiannual reports to Congress, the *Top Management Challenges* report, over 60 congressional briefings, and a regular external newsletter, among other mechanisms. Further, the number of subscribers and followers of our content on social media outlets increased by approximately 53 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[1] that were initiated no more than 2 years prior to the fiscal year.	75%	100%
Percentage of opened investigations that correlated to at least one Office of Investigations priority.[2]	75%	77%
Percentage of investigations opened that came from sources other than the USAID OIG Hotline.	25%	31%
Regularly share information about OIG's work in congressional briefings, external newsletters, social media posts, and other venues.[3]	Achieve	Achieved

[1] All audits, inspections, and evaluations issued in FY 2026 with an initiation date of no more than 2 years prior to the fiscal year or October 1, 2024.

[2] Investigative priorities were defined in a 2024–2026 Investigative Priorities memorandum released April 4, 2024.

3 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 2026 was 53 percent.



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