



United States Department of State
and the Broadcasting Board of Governors

Office of Inspector General

Strategic Plan

FY 2014-2019

Message from the Acting Inspector General U.S. Department of State and Broadcasting Board of Governors

I am pleased to present the *Office of Inspector General Strategic Plan* for fiscal years 2014 to 2019.

Since the release of our last strategic plan in 2009, OIG has implemented several initiatives to strengthen and streamline its core capabilities and overseas presence. Since 2009, OIG opened field offices in Iraq, Afghanistan, and Pakistan to provide more effective oversight of critical, resource-intensive Department operations in the Middle East and in South and Central Asia. OIG rebuilt the capacity and capabilities of its Office of Investigations, whose resources had seriously eroded in the preceding decade. The Office of Audits and Office of Inspections were restructured to align future work with long-term OIG and Department goals, including those identified in the Department's Quadrennial Diplomacy and Development Review. OIG will continue to seek opportunities to better fulfill its oversight responsibilities, protect whistleblowers, and remain at the forefront of efforts to identify potential savings, efficiencies, and useful feedback for the Department and BBG.

This plan sets forth OIG's strategic priorities to promote positive change, maximize efficiency and value in our work, and lead by example. It further provides the means and strategies by which we will achieve these priorities, and the standards by which we will measure our success. This is an evolving document, which will be updated as necessary to ensure that OIG's work remains relevant, timely, and responsive to global developments and the priorities of the foreign affairs community.

Harold W. Geisel,
Acting Inspector General

August 2013

Introduction

The Office of Inspector General (OIG) has the leading role in helping the Department of State and the Broadcasting Board of Governors (BBG) improve management, strengthen integrity and accountability, investigate and deter fraud, and ensure the most efficient, effective, and economical use of resources. OIG's oversight extends to the Department's and BBG's 72,000+ employees and 280 missions and other facilities worldwide, funded through combined annual appropriations of more than \$18 billion and \$2.4 billion in fee-based services. OIG also provides oversight for the United States Section of the International Boundary and Water Commission. OIG remains at the forefront of efforts to identify potential savings and cost efficiencies for the Department and BBG, and strives to provide timely, relevant, and useful feedback that supports decisionmakers in strengthening critical programs and operations to promote U.S. interests.

OIG's mandate includes the traditional areas of emphasis for the Department and BBG – including diplomatic and consular affairs, security, international broadcasting, administrative and financial management, and information technology – as well as new initiatives and priorities. Department initiatives related to foreign assistance programs, counterterrorism, public diplomacy, and other areas identified in the Department's Quadrennial Diplomacy and Development Review (QDDR) increase OIG's responsibility to provide meaningful and current feedback on these evolving programs.

OIG operates on a global basis, with overseas offices in Afghanistan, Pakistan, Iraq, and Jordan to strengthen its oversight of high-cost, high-risk Department activities in South and Central Asia and the Middle East. OIG's Middle East Region Operations (MERO) Directorate within the Office of Audits and the Middle East Investigative Branch (MEIB) within the Office of Investigations dedicate on-the-ground resources, expertise, and oversight to critical high-risk, high-threat Department programs and U.S. interests in crisis, conflict, and post-conflict areas.

OIG's Mission, Vision, and Core Values

OIG's mission is to conduct independent audits, inspections, evaluations, and investigations to promote effective management, accountability, and positive change in the Department, BBG, and the foreign affairs community. OIG provides leadership to:

- Promote integrity, efficiency, effectiveness, and economy;
- Prevent and detect waste, fraud, abuse, and mismanagement;
- Identify vulnerabilities and recommend constructive solutions;
- Offer expert assistance to improve Department and BBG operations;
- Communicate timely, useful information that facilitates decision-making and achieves measurable gains; and
- Keep the Department, BBG, and the Congress fully and currently informed.

OIG's vision is to be a world-class organization promoting effective management, accountability, and positive change in the Department of State, the Broadcasting Board of Governors, and the foreign affairs community. Its "CORE" values are:

- **Credibility.** OIG is committed to the highest standards of accountability, independence, integrity, and professionalism.
- **Objectivity.** OIG's reports and other products are factual, accurate, informative, and reliable.
- **Relevance.** As an independent agent for positive change, OIG provides valuable and timely service.
- **Effectiveness.** OIG makes a difference. OIG's impact is enhanced by working cooperatively, in a spirit of teamwork, internally and with other organizations.

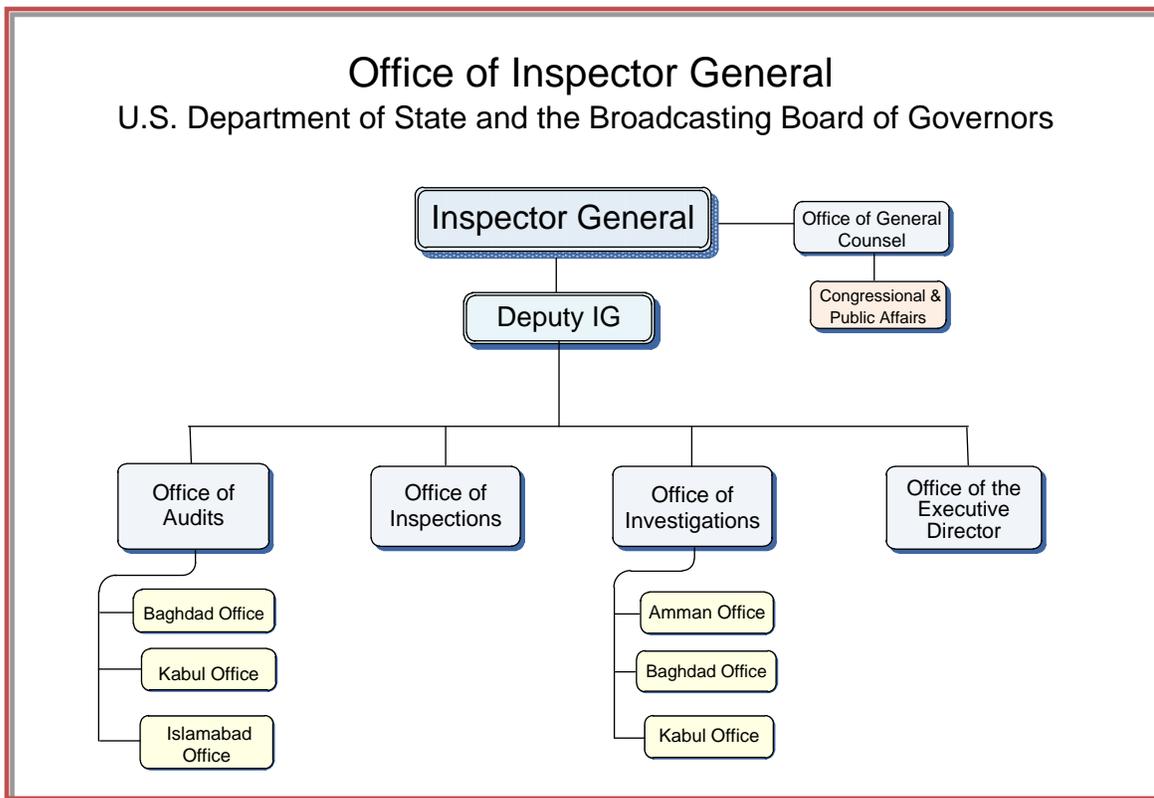
Statutory Responsibilities

The Inspector General Act of 1978, the 1980 Foreign Service Act, and the 1998 Foreign Affairs Reform and Restructuring Act charge the OIG with oversight responsibility for the Department of State and the Broadcasting Board of Governors. These responsibilities include detecting and preventing waste, fraud, and mismanagement, and assessing whether those organizations are achieving U.S. foreign policy goals, using resources are used to maximum efficiency, and coordinating all elements of U.S. overseas missions.

OIG’s security and intelligence oversight responsibilities were established through the Omnibus Diplomatic Security and Anti-Terrorism Act of 1986 and related Executive Orders. OIG’s responsibilities for providing effective oversight of overseas contingency operations were established through the National Defense Authorization Act for FY 2013, *Responsibilities of the Inspectors General for Overseas Contingency Operations*. OIG also is responsible for evaluating compliance with other legislation—including the Chief Financial Officers Act, Federal Managers’ Financial Integrity Act, and the Federal Information Security Management Act— designed to enhance management performance.

OIG Organization

OIG comprises three functional offices, as well as executive oversight and support activities. The Office of Audits, Office of Inspections, and Office of Investigations conduct audits, inspections, evaluations, investigations, compliance follow-up, and other reviews worldwide. The Immediate Office of Inspector General, the Office of General Counsel, including Congressional and Public Affairs, and the Office of the Executive Director provide executive direction, planning, and support activities.



Office of Audits

The Office of Audits is the single audit component of OIG, consisting of two directorates: the Audit Directorate and the Middle East Region Operations (MERO) Directorate. The Audit Directorate conducts audits and program evaluations of the Department and the BBG, including their audited financial statements, information security, internal operations, and external activities funded through contracts or financial assistance. The MERO Directorate is responsible for performing engagements within the Middle East and South and Central Asia, in addition to the general operation of overseas offices in Kabul Afghanistan; Islamabad, Pakistan; and Baghdad, Iraq.

Office of Inspections

The Office of Inspections assesses domestic and overseas operations and facilities of the Department and BBG. Inspections review executive direction, policy and program implementation, resource management, and management controls. The Office of Inspections also provides oversight of programs and operations relating to foreign assistance funding, public diplomacy, and Department efforts to counter terrorism worldwide, including in Afghanistan, Iraq, Pakistan and other crisis, conflict, and post-conflict areas. The office reviews Department progress in achieving efficiencies, including rightsizing and consolidating Department and other agency platforms overseas, and increasing the use of regional centers. Inspectors also assess information security programs at overseas posts and domestic facilities, as well as promulgation of secure configuration standards. The office retains a quick-reaction capability to address requests made on short notice by Congress or senior Department officials.

Office of Investigations

The Office of Investigations conducts worldwide investigations of criminal, civil, and administrative misconduct related to programs and operations of the Department, BBG, and the United States Section, International Boundary and Water Commission. The office investigates specific allegations, reports, or other information indicating possible violations of law or regulation. Investigative results are referred to the Department of Justice for prosecution, and to the Bureaus of Human Resources and Diplomatic Security, the Office of the Procurement Executive, or other agencies for administrative or other appropriate action. The Office of Investigations also maintains the OIG Hotline, a confidential channel for complaints and allegations.

Executive Direction and Support Offices

The functional offices receive direction and support from other OIG components. The immediate Office of Inspector General provides executive direction to all offices. The Office of General Counsel provides legal and policy advice to the Inspector General, senior staff, and others in OIG on the full range of OIG activities; provides advice on internal personnel, ethics, and management issues; and manages OIG's Freedom of Information Act and Privacy Act programs. The Congressional and Public Affairs staff, led by the General Counsel, provides liaison with the Congress and the media, and ensures that OIG speaks with one voice to all audiences, including the Department, BBG, the Congress, the media, and the general public. The Office of the Executive Director provides administrative and management support to OIG in the areas of human resources management, administrative operations, budget, information technology, security, policy and planning, outreach and publications, and records management.

Stakeholders

OIG's stakeholders include the Congress and its staff; the Secretary of State and other Department officials, managers, and staff; the Board of the BBG, and BBG management and staff; the Council of the Inspectors General on Integrity and Efficiency; other U.S. Government agencies; Federal, state, and local law enforcement agencies; and members of the general public – especially the U.S. taxpayer. OIG

seeks input from its stakeholders in planning its work, accommodates special requests received outside of the planning process, and welcomes feedback on its products, processes, and services. OIG staff also conducts extensive outreach activities, briefing attendees of courses at the Foreign Service Institute, as well as ambassadors and other officials before they depart for overseas posts.

General Means and Strategies

The fundamental means for OIG to achieve its strategic and performance goals will continue to be the audits, inspections, evaluations, and investigations that make up the bulk of its efforts. In addition to fulfilling mandatory requirements and responding to Congressional, Department, and White House requests, OIG conducts oversight in response to immediate priorities and demands, and proactively reviews new programs and potential problem areas identified in the course of its work. OIG will continue to review and, as appropriate, revise its own processes and methodologies to get the most value from its resources, better serve its stakeholders and other interested parties, and ensure the achievement of its strategic and performance goals.

OIG will strive for the utmost transparency in using its resources, executing its work, and reporting results. OIG will continue its efforts to solicit regularly the views of, and obtain feedback from, principal customers and other interested parties through consultations and follow-up reviews to ensure that its products and services are meeting their needs. OIG will continue to address the challenges of the foreign affairs agencies, work with them to anticipate and address potential problems in new and developing initiatives and programs, and use a consultative approach in communicating OIG's activities, findings, and recommendations.

OIG will continue to request from Congress personnel authorities and financial incentives needed to recruit the staff and skill sets needed for its work and oversight of high-risk, high-threat programs and operations throughout the world, including Afghanistan, Iraq, Pakistan, and other crisis, conflict, and post-conflict areas, as mandated by the National Defense Authorization Act for FY 2013, *Responsibilities of the Inspectors General for Overseas Contingency Operations*. OIG promotes professional development of its staff with a variety of educational and career development opportunities, including both formal training at high quality institutions, and on-the-job experiences.

OIG will pursue its strategy of establishing overseas field offices staffed with employees who can provide immediate response for evaluation, audit, or investigative needs of high-risk, high-threat programs and operations in crisis, conflict, and post-conflict regions. OIG's overseas presence will focus on the Middle East and South and Central Asia for the foreseeable future. OIG will consider establishing temporary field operations in other crisis, conflict, post-conflict, and high-risk areas to provide more timely information and assistance with respect to regional issues and priorities.

Finally, OIG will "follow the money" to help decisionmakers within the Department and BBG manage scarce financial resources. In planning audits, evaluations, and inspections, OIG will target high-cost, high-risk programs and operations, as identified in the QDDR and other strategic planning documents, to provide Department and BBG managers with information that will assist them in determining the most effective use of limited resources. Investigations will provide oversight to the Department's domestic and international acquisition and grant activities at a level consistent with the increasing growth in volume and complexity.

Key Factors That Could Affect Goal Achievement

Numerous external factors could affect OIG's ability to achieve its goals and targets. Increased levels of terrorism, armed conflict, and natural disasters could impair OIG's ability to carry out planned activities because of travel restrictions or security concerns. Evolving foreign policy developments could result in additional demands that have not been anticipated and that exceed the resources available for unplanned

activities. On-the-ground developments in Iraq, Pakistan, and Afghanistan will affect the scope and timing of OIG’s work in those countries. Additional significant oversight responsibilities could transfer to OIG with the imminent “sunset” of the Special Inspector General for Iraq Reconstruction and eventual sunset of the Special Inspector General for Afghanistan Reconstruction.

Other factors that could affect goal achievement include an increase in the number of unfunded Congressional requests and mandates, such as increased involvement in the whistle blower protection arena that require OIG to redirect its resources and activities, reducing the resources available for planned discretionary activities. Funding constraints and the unanticipated departure of trained staff would also adversely affect OIG’s ability to meet its strategic goals and performance targets.

The Department of State’s Strategic Plan

In addition to its own strategic plan, OIG is included in the Department’s plan, specifically as a component of the Department’s strategic goal to “*Build a 21st Century workforce; achieve a U.S. Government operational and consular efficiency and effectiveness, transparency and accountability; and secure U.S. Government internationally.*” This Department goal encompasses visa and passport services, human resources, information technology, security, facilities, planning and accountability, administrative services, and rightsizing and regionalization.

OIG’s contribution to the Department is broader than this single strategic goal, however. The Department recognizes this fact in its methodology for estimating the resources attributable to each strategic goal. In preparing its annual performance report, the Department categorizes OIG as providing global support to the Department, rather than allocating OIG resources to individual goals.

OIG Strategic Goals, Strategies, and Performance Measures

GOAL ONE: Positive Change

Support and assist the Department and the BBG in strengthening management and consular capabilities and program effectiveness.

STRATEGIES

- Ensure OIG’s work addresses issues of concern to its stakeholders, and periodically reassess areas of emphasis to reflect changing priorities of the Administration, Congress, the Department, and BBG.
- Use a risk management approach to identify mission-critical systems and operations, potential vulnerabilities, and priority areas for evaluation.
- Through audits, inspections, evaluations, and compliance follow-up reviews, assess Department and BBG progress in correcting management control weaknesses.
- Identify systemic issues and promote best practices found in the course of individual inspections, audits, evaluations, and investigations, and recommend global solutions to strengthen Department and BBG management and programs.
- Deploy multifunctional teams of auditors, inspectors, information technology specialists, and security professionals to leverage OIG resources in addressing high priority work in Afghanistan, Iraq, Pakistan, and other crisis, conflict, and post-conflict areas.

PERFORMANCE INDICATORS

1-1. Percentage of recommendations resolved within the appropriate timeframe.

Recommendations are a major product of OIG's audits, inspections, and evaluations, and serve as the vehicle for correcting vulnerabilities and realizing positive change in the Department and BBG. Resolution of recommendations reflects management's willingness to take the actions recommended by OIG to correct identified problems and improve their programs and operations. The percentage of recommendations resolved within six months (inspections) or nine months (audits and program reviews) indicates to what extent management has agreed to take timely action to correct identified problems in line with OIG recommendations, or has identified acceptable alternatives that are expected to result in improved programs and operations.

1-2. Percentage of OIG reports and investigations that focus on Department and BBG management challenges.

OIG audits, inspections, and reviews evaluate Department and BBG efforts to achieve results-oriented management, identify major management challenges, and recommend improvements. OIG investigations that address alleged malfeasance with respect to Department and BBG management challenges also contribute to management improvement initiatives. The percentage of OIG work related to agency management challenges demonstrates the degree to which OIG's work is focused on improving the areas of greatest vulnerability in agency operations.

GOAL TWO: Efficiency and Value

Produce timely, quality work and products with relevant, credible, reliable information that is useful to Department, BBG, and Congressional decisionmakers, particularly in managing resources.

STRATEGIES

- Perform risk assessments in planning audits, inspections, evaluations, and investigations to identify opportunities for cost savings and avoidance of costs.
- Review and recommend internal control improvements in programs and functions of the Department and BBG that are vulnerable to misappropriation, loss, or waste of resources.
- Assess the economy, efficiency, and effectiveness of interagency program support services, including whether the most cost-effective means are used in providing services to foreign affairs agencies overseas.
- Maintain internal quality assurance and review programs to ensure the reliability and credibility of OIG products.
- Maintain transparency in conducting and reporting the results of OIG audits, inspections, and evaluations.
- Maximize the use of appropriate technologies to start and finish jobs more efficiently, disseminate the results broadly, and facilitate the storage and retrieval of reports.

PERFORMANCE INDICATORS

2-1. **Monetary benefits: questioned costs, funds put to better use, cost savings, recoveries, efficiencies, restitutions, and fines.**

OIG's audits, inspections, evaluations, and investigations result in potential and actual cost savings and efficiencies to the Department and the BBG. Monetary benefits from OIG's work result in more effective and efficient use of U.S. taxpayer dollars, and are a primary mandate of the Office of Inspector General.

2-2. **Percentage of Hotline complaints converted to full investigations, referred to other entities, or determined to be unsubstantiated within 30 days.**

OIG's investigations contribute to accountability through improved management, efficiency, and effectiveness of Department and BBG programs, operations, and activities. The percentage of Hotline complaints converted to full investigations, referred to other entities, or determined to be unsubstantiated within 30 days measures OIG's ability to make a rapid assessment of allegations and initiate appropriate action.

GOAL THREE: People

Lead by example in providing a model OIG work environment that facilitates timely, quality work and products.

STRATEGIES

- Focus recruitment efforts on requisite skill sets such as auditors with expertise in programmatic evaluations and financial audits, information technology, and contracts and grants; investigators with proficiency in computer forensics and contracts and grants; and inspectors in all diplomatic and management specialties.
- Encourage all employees to complete Individual Development Plans, ensure that all employees fulfill mandatory training requirements, and support employees in their pursuit of developmental training.
- Encourage and support employees' efforts to achieve appropriate professional certifications, such as the designation of Certified Public Accountant, Certified Fraud Examiner, Certified Internal Auditor, and Certified Information Systems Auditor.
- Provide the support structure and technological tools and equipment that will assist employees in producing quality and timely products.

PERFORMANCE INDICATOR

3-1. **Annual rate of attrition for Civil Service employees.**

OIG's products and services are only possible through its people. OIG's success is predicated on attracting and retaining highly qualified employees with functional and/or subject matter expertise in auditing, program evaluation, and investigations, as well as foreign policy, information technology, security, and public diplomacy. Employee retention is measured in terms of annual attrition of Civil Service employees, who represent approximately 93 percent of OIG staff.

