



Defending Human Dignity

- Empowering People in Poverty Out of Poverty
- Defending Unprotected People
- Community Empowerment

STRATEGIC PLAN

2020 - 2025

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Note: OHRA's 2020-2025 Strategic Plan consists of 3 parts: [Goals and Objectives \(OHRA-20-1SP\)](#), [Key Efforts \(OHRA-20-2SP\)](#), and [Trends Affecting OHRA and Society \(OHRA-20-3SP\)](#).

OHRA'S COUNCIL OF ACCOUNTABILITY AND STRATEGY (OCAS)

MISSION



OSC exists to support OHRA and meeting its original responsibilities and to help improve the performance and ensure the accountability of Orpe Human Rights Advocates for the benefit of people.

OHRA CORE VALUES

MISSION VALUES



- ♦ Accountability
- ♦ Integrity
- ♦ Reliability

PEOPLE VALUES



- ♦ Valued
- ♦ Respected
- ♦ Treated Fairly

TRENDS SHAPING ORPE HUMAN RIGHTS ADVOCATES AND ITS PLACE IN THE WORLD



GROW GLOBAL MOVEMENT OF RESTORING PEACE ON EARTH



EMPOWER LIVES IN POVERTY OUT OF POVERTY



BUILD EFFECTIVE PARTNERS



EQUIP ETHICAL CHANGE-MAKERS TO TRANSFORM COMMUNITIES



INVEST IN HUMAN RESSOURCE S & GROW



LEVERAGE TECHNOLOGY TO TRIGGER CHANGE



GOVERN EFFECTIVELY



DEFEND HUMAN DIGNITY

GOALS AND OBJECTIVES

DEFENDING HUMAN DIGNITY

Goal 1: Promote programs that empower lives in poverty out of poverty; Restore hope to unprotected people on the move; Restore dignity to victims of human rights abuses; Helping protect people's freedom of expression and freedom from discrimination; Housing for homeless; Health care for uninsured; Equip ethical change-makers

STRATEGIC OBJECTIVES

- ♦ Integrated Health Care
- ♦ Empower Change-Makers
- ♦ Supportive Social Services
- ♦ Equal Access to Justice
- ♦ Housing and viable communities
- ♦ Empowering Lives in Poverty Out of Poverty
- ♦ Immigration Legal Services
- ♦ Disaster Relief
- ♦ Defending Victims of Human Rights Abuses



GROW THE GLOBAL MOVEMENT OF LIGHT SHINERS AND THE ORPE TO RESPOND TO CHANGING SECURITY THREATS & THE CHALLENGES OF GLOBAL INTERDEPENDENCE

Goal 2: Grow and Develop the Global Movement of Light Shiners and promote the Organization for Restoring Peace on Earth (ORPE)

STRATEGIC OBJECTIVES

- ♦ **Partners** : Build effective partnerships
- ♦ Promote active participation by members and supporters
- ♦ Advance human rights to promote peace on earth.
- ♦ **Excellence:** Responding effectively to emerging challenges and opportunities; communicating effectively



INTERNAL CHALLENGES

Goal 3: Help transform OHRA Executive Committee to address internal challenges

STRATEGIC OBJECTIVES

- ♦ **Resources:** increase our donors & growing our resources; build new constituencies & membership; distributing our resources wisely.
- ♦ **Governing wisely & effectively:** Major management challenges and program risks
- ♦ **Invest to grow:** leveraging technology to trigger change. Investing in volunteers, staff, leadership, and systems



MAXIMIZE OHRA VALUE

Goal 4: Maximize the value of OCAS by enabling quality, timely service to the Executive Committee and by being a leading practices Executive Body by focusing on the priorities.

STRATEGIC OBJECTIVES

- ♦ Empowering OHRA's workforce to excel
- ♦ Delivery of quality results and products
- ♦ Promotion of knowledge sharing, organization standards and strategic solutions
- ♦ Providing modern integrated tools and systems

LETTER FROM THE CHIEF EXECUTIVE OFFICER

February 2020

We are pleased to present OHRA's Strategic Plan for Serving the oppressed, low-income, refugees, poor, victims of abuses, victims of disasters, and promoting programs that foster peace in the world. As OHRA confronts a series of both new and long-lasting challenges, this plan describes OHRA's goals and strategies to support the projects, to identify cost savings and other financial opportunities; to make OHRA more accountable, efficient and effective; and ultimately to improve the safety, security, and well-being of undeserved communities. OHRA's efforts during this planning period will include work that:

- ◆ identifies cost-savings, revenue enhancements, and other opportunities through improved organization's operations and executive committee's action;
- ◆ draws much-needed attention to long-term fiscal exposures and large and growing areas of our organization spending, such as health care, supportive social services, restoring human dignity, and interest costs;
- ◆ monitors and evaluates efforts to protect the OHRA's critical infrastructure from cyberattacks and other global threats;
- ◆ helps the Executive Committee anticipate and responds to rapid developments in humanitarian crisis or disasters and respond to rapid developments in humanitarian crisis, and in technology that will transform a range of activities across our organization and society, and
 - ◆ identifies ways to enhance the effectiveness and efficiency of OHRA's programs and policies.

OHRA remains on an unsustainable long-term fiscal path—it is spending more money than it is collecting. OCAS's work will place emphasis on strategies to save the OHRA money through improved operations and by highlighting the large-

scale fiscal exposures and financial liabilities that can threaten the health of the OHRA's finances over time.

OHRA's High-Risk List provides a road map for priority actions needed in departments and program areas that we deem high risk due to their vulnerabilities to fraud, waste, abuse, and mismanagement, or are most in need of transformation. Areas on the High-Risk List cover some of the largest programs, including Department of Restoring Human Dignity financial management and business operations, Supportive Social Services, Department of Integrated Health Care, Department of Poverty Alleviation, and the Department of OHRA Security.

The list also highlights areas where the OHRA faces large and potentially unknown future financial liabilities, such as millions of dollars in Disaster Relief programs disability and health claims. Moreover, the High-Risk List includes a number of areas focused on empowerment of lives in poverty out of poverty, the health, safety, and well-being of low-income, including substances abuse programs, and protecting the organization's cybercritical infrastructure.

In 2022, the OHRA's Council of Accountability and Strategy (OCAS) will mark 2 years of supporting the Executive Committee by helping to improve the performance and ensure the accountability of OHRA

for the benefit of the distressed and poor people. Since the founding of OCAS, we have evolved into an organization of dedicated and multidisciplinary staff, made up of experts in conducting financial and performance audits, program evaluations, policy analysis, and technology assessments covering virtually every program, activity, and function.

OCAS also performs foresight work to explore the implications of emerging issues that pose both risks and opportunities for the OHRA. In addition, OCAS continually explores and identifies new ways to communicate the results of our work to Executive Committee and to our Constituencies in accessible manner.

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Above all else, we will safeguard the high quality of our work by working effectively and efficiently while at the same time maintaining our strong commitment to a skilled and diverse workforce and an inclusive workplace.

In the Strategic Context that follows, we outline a number of drivers and trends that will shape OCAS' work as we support the OHRA Executive Committee in the coming years. Some of these are long-standing issues, while others have emerged more recently with the potential to rapidly affect the organization and society.

If you have any questions, please contact me at (410)588-0818 or moises@orpe.org. Or Mr. Jean Baptiste, Managing Director for Strategic Planning and External Liaison at (410)588-0818 or jbaptiste@orpe.org

Sincerely,

Edward-T Moises
Chief Executive Officer

STRATEGIC CONTEXT

Evolving threats to global and national security, rapid science and technology innovation, and shifting demographic trends point to a period of transformation that will affect society, the economy, organizations, and governments for many years to come. OHRA will be working to put in place tools and systems to identify trends and respond to them as they evolve to remain responsive

to the Executive Committee priorities and to position OCAS in a position of being able to adopt new audit and evaluation techniques as necessary.

Orpe Human Rights Advocates likely will continue deploying significant resources of the organization to counter possible cyber attack and other global threats.

Threats may come from enemies of the United States or enemies of the western block nations. For example, North Korea's nuclear activities, territorial disputes in the South Sea, and cyber -attacks by state and non-state actors all pose serious challenges to global security.

Around the globe, fragile economic conditions, growing numbers of people displaced by conflict, natural and manmade disasters, and a re-evaluation of commitments to global trade are all contributing to future uncertainty. Such challenges will require careful consideration and coordination with other levels of OHRA strategic body to develop effective near-term responses and long-term solutions based on these threats.

One of the leading drivers of the OHRA's debt is the Orpe Human Rights Advocates' existing commitments to empowering lives in poverty out of poverty and the commitment of uninsured people access to health care. The number of people living in poverty and the number of uninsured people having serious health issues continue to rise, which will have significant fiscal impacts on both the OHRA budget and the economy. At the same time,

since the 2007–2009 financial crisis, we have seen a decrease in the labor force participation rate and birth rate, which could leave fewer workers to finance the federal health and retirement programs that serve older Americans.

Other demographic and societal trends, such as growing income inequality in the United States in recent decades, disparities in life expectancy, and uncertainty about future population growth due to changing immigration policy and patterns, have the potential to affect a variety of federal programs and public policies in areas such as health care, education, and income support.

Cybersecurity threats pose considerable and growing challenges for governments and society. More connected devices and greater reliance on Internet -connected systems in homes, businesses, and government provides substantial efficiency and convenience. This same connectedness also poses risks for the nation's critical infrastructure, intellectual property, and sensitive data. Data protection, privacy, and national security are intricately tied together and will require sustained attention from government and nongovernmental entities and thus the Orpe Human Rights Advocates.

We recognize that OHRA and nonprofits of similar amplitudes, and business alike would have secured operations if there be effective coordination between federal, state, and local governments as the nation works to meet its future challenges. In fiscal year 2016, the federal government provided state and local governments nearly \$ 661 billion in federal grants, funding programs in health care, transportation, income security, education, job training, social services, community development, environmental protection, and other areas. Effective collaborations, networks, and partnerships across sector boundaries will be vital to achieving national policy objectives. These policy is expected to protect entities from global threats.

Balancing multiple competing demands on the nation's land, water, and air resources will be critical in the coming years. Other areas requiring attention will be meeting challenges associated with the country's long-term energy and food needs, as well as managing the federal government's fiscal exposures from climate-related risks. The costs of recovering from the 2017 hurricanes Harvey, Irma, and Maria, as well as serious wildfires and other disasters, underscore the need for planning and disaster resilience. The federal government also faces long-term financial liabilities for environmental cleanup, which in fiscal year 2016 were estimated to cost \$447 billion.

New and emerging issues in science and technology, such as artificial intelligence and genome editing, will fundamentally alter lives across the nation and the world.

Technological developments in these areas are proceeding at a rapid pace. They present great opportunities to improve quality of life and the performance of the economy and the government. At the same time, the speed and scope of these technological developments likely will challenge the federal government's ability to assess program and policy implications in areas such as ethics, security, safety, privacy, and equity.

These transformative technologies also call attention to the need to prepare workforce and workers for the jobs of the future. Automation has the potential to create many new jobs and enhance U.S. competitiveness, but it may also disrupt employment in various sectors of the economy, including the service industry, manufacturing, and transportation. The accelerated pace of technological advances suggests the need for closer alignment between education and workforce to help prepare workers for shifts in employment and the nature of work that may lie ahead. OHRA's poverty Alleviation programs take into consideration the component of the opportunities brought to light by the transformative technologies and develop programs with the philosophy of aligning education, training and workforce.

In the near term, the Board of Directors and executive Committee have opportunities to improve the Organization's fiscal condition. OCAS's High Risk program and our work on duplicative, overlapping, and fragmented operational programs can help the OHRA promote programs deemed to empower lives in poverty to become economically self-sufficient, and save federal government millions of dollars. In terms of OHRA's internal management, OCAS' work also identifies a number of strategies and specific actions OHRA departments can take to reduce improper payments, which could yield significant additional savings.

OCAS remains ready to assist in these efforts in an era of dynamic change and transformation in the years ahead.

For additional information about the forces and drivers forming the strategic context of this plan, see Trends Affecting Orpe Human Rights Advocates and Society elsewhere in this strategic plan.

OHRA AT A GLANCE

ABOUT OCAS

OCAS is an independent, nonpartisan professional services agency in the Executive Committee of the Orpe Human Rights Advocates. Commonly known as the audit and investigative arm of the OHRA Executive Committee, we examine how donors dollars are spent and advise members of executive committee, and executive directors and heads of departments on ways to make OHRA work better.

OCAS was established under the Board 2019 decision

Decision FG-11 to investigate how OHRA dollars were spent. Overtime, our mission evolved from financial auditing to include the more comprehensive program and performance evaluations we are known for.

The Executive Director of the OCAS is the Controller General of the Orpe Human Rights Advocates and is the head of OCAS. Henry Robarton is the current Comptroller General.

CORE VALUES

Our mission values of accountability, integrity, and reliability are reflected in all of the work we do. Additionally, our people values of valuing, respecting, and treating staff fairly are equally essential to successfully achieving our mission of making OHRA a great place to work.

ABOUT THIS PLAN

This strategic plan is divided in three separated plan documents:

1. Strategic Plan [Goals and Objectives](#),
2. [Key Efforts](#), and
3. [Trends Affecting OHRA and Society](#).

This approach will provide us the opportunity to update our key efforts and trends as appropriate in response to any changes in our internal and external operating environment.

OHRA CORE VALUES



Source: GAO. | GAO-18-1SP

OHRA FACTS AND FIGURES

OUR EMPLOYEES



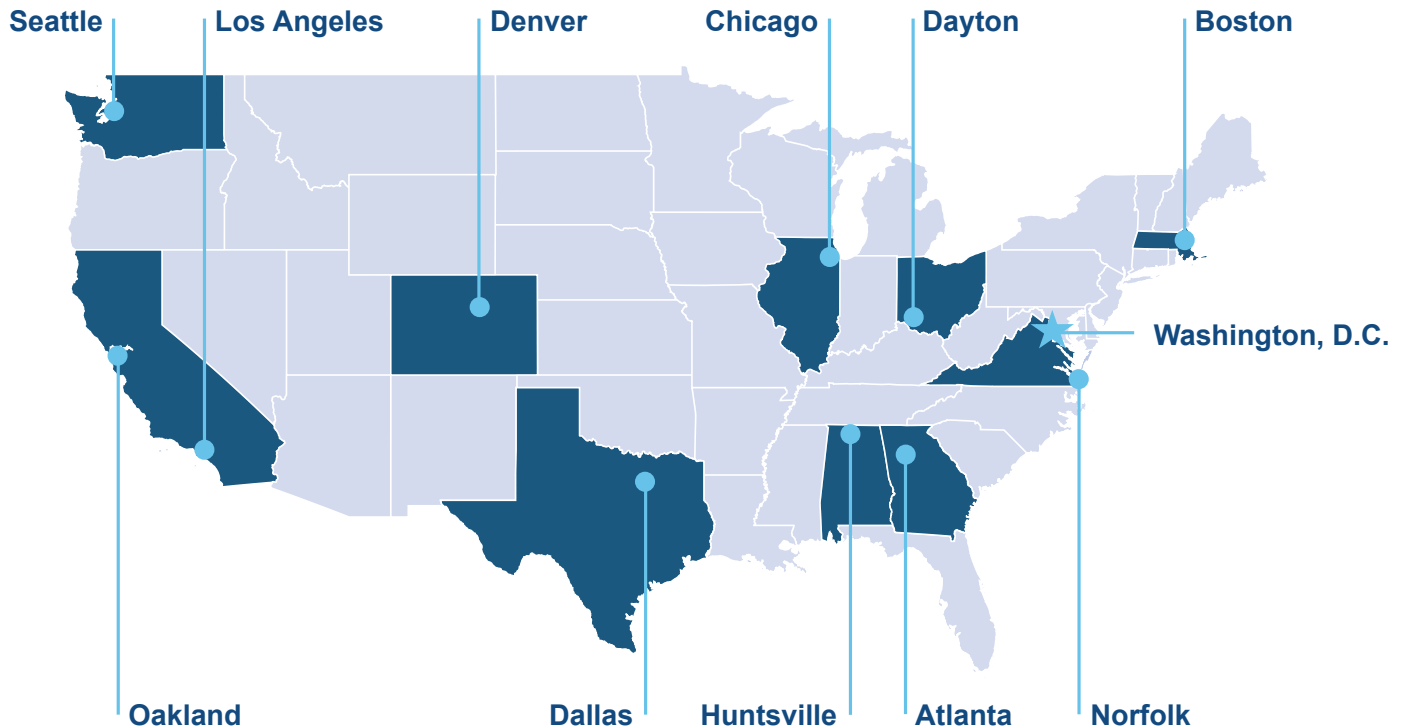
OHRA is expected to be composed of thousands of employees possessing academic degrees in various fields, including:

- ◆ Accounting
- ◆ Economics
- ◆ Law
- ◆ Social Science
- ◆ Engineering
- ◆ Health Care
- ◆ Information Technology
- ◆ Subject-Area Specialists

<h3 style="margin: 0;">OUR PRODUCTS*</h3>	<h3 style="margin: 0;">OUR ACCOMPLISHMENTS*</h3>
<ul style="list-style-type: none"> ◆ Defend Human Dignity ◆ Legal Services ◆ Empower Lives in Poverty Out of Poverty ◆ Community Health Care ◆ Disaster Relief <div style="margin-top: 20px; text-align: center;"> <p>Since its inception, OHRA has assisted low - income families . refugees, homeless, veterans</p> </div>	<div style="text-align: center; margin-bottom: 20px;"> <p>\$3.2 Million in financial performances.</p> </div> <div style="text-align: right; margin-bottom: 20px;"> <p>For every \$1 the donors invest in OHRA works, it gives ~\$128 back in service values.</p> </div> <hr style="border-top: 1px dashed #ccc;"/> <p style="text-align: center; font-weight: bold; font-size: 1.2em;">1,280 improvements in OHRA operations.</p>
<p><small>*Note: Data are from fiscal year 2020.</small></p>	

PROJECT OF FIELD OFFICES IN THE U.S.

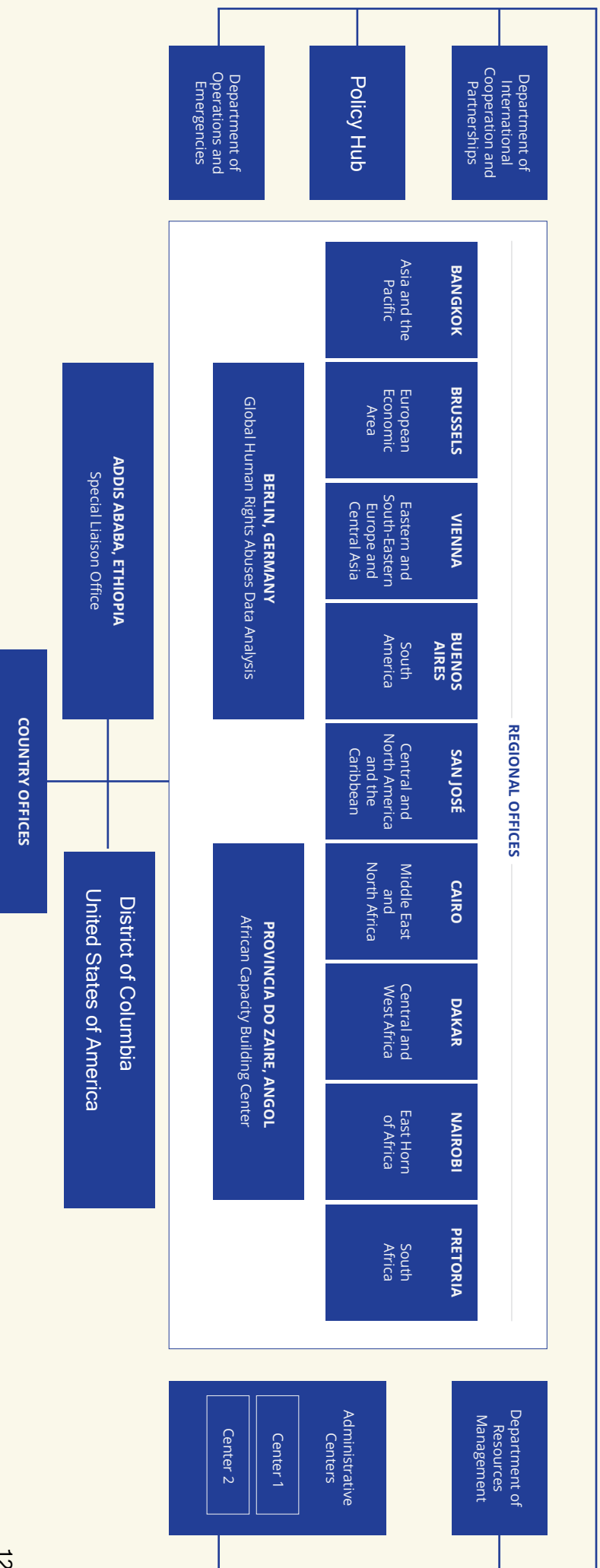
Maryland, M.D. (Headquarters) and 11 Field Offices



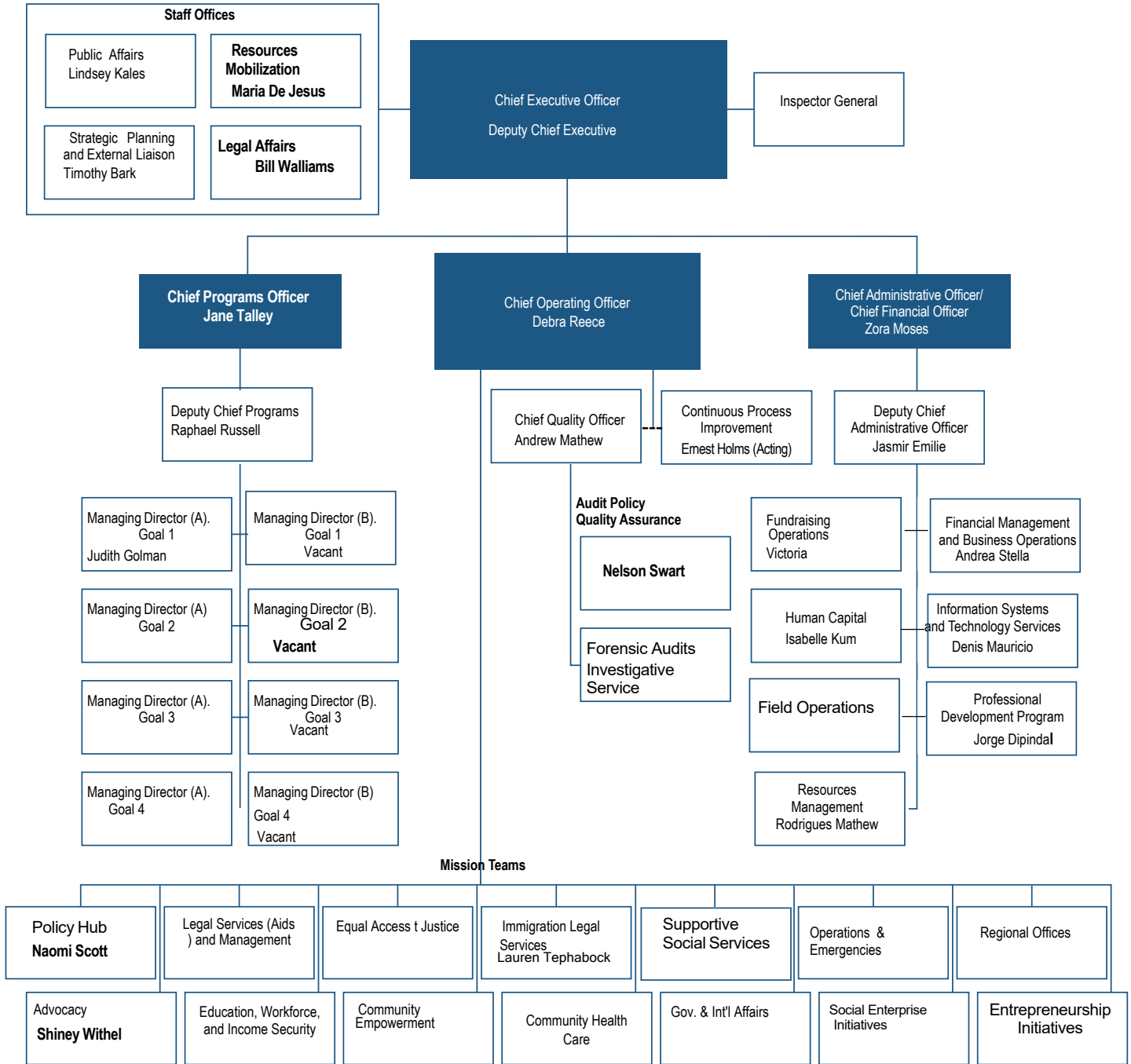
Sources: GAO (data) and MapArt (map).

ORPE HUMAN RIGHTS ADVOCATES

REGIONAL OFFICES



OHRA ORGANIZATIONAL CHART



Legend:

The Executive Committee

OHRA

Note: Everyone listed on this table, other than the Chief Executive Officer, is a Senior Executive Service (SES) level manager. Also, with the exception of the OHRA CEO, the Chief Operating Officer, the Chief Administrative Officer, the Deputy Chief Administrative Officer, the Inspector General, the General Counsel, the Deputy General Counsel, the Chief Quality Officer, the Chief Information Officer, and the Chief Human Capital Officer, the SES managers are titled "Managing Director."

Source: OHRA. | OCAS-20-1SP

January 2020

GOAL 1

RESTORING HUMAN DIGNITY

OHRA 's first strategic goal focuses on efforts to empowering lives in poverty become financially self- sufficient, restoring, hope and dignity to disadvantaged (homeless , veterans , refugees , undeserved communities), community integrated health care (primary care , case management , social services , uninsured , undeserved community); Legal Aids; supportive social services (housing, crisis intervention and prevention); services for refugees.

These efforts depend , in part , on how well the OHRA Executive Committee addresses current and emerging challenges associated with health , professional , rehabilitation programs, housing, and demographic shifts . In light of these circumstances and the evolving needs of those whose well -being and financial security are most at risk , it is essential that OCAS helps the Executive Committee :

- ♦ identify , prioritize , and target public investment to the most pressing challenges affecting low -income ' general well - being;
- ♦ manage and oversee the organization efforts to improve lives of low-income ' general well-being;
- ♦ explore and assess alternative approaches for providing benefits and protections; and
- ♦ balance the demands of competing objectives to ensure decisions made today do not compromise future needs.

STRATEGIC OBJECTIVES

- 1.1 Promoting Programs to Serve the Health Needs of Uninsured Population
- 1.2 Lifelong Learning to Enhance U.S. Competitiveness
- 1.3 Benefits and Protections for OHRA Workers, Families, and Children
- 1.4 Promoting Programs that Empower Lives in Poverty Become Financially Self-sufficient
- 1.5 Promoting Programs that Foster for Equal Access to Justice
- 1.6 Housing and Viable Communities
- 1.7 Immigration Legal Services
- 1.8 Responsible Stewardship of Natural Resources and Infrastructure
- 1.9 A Viable, Safe, Secure, and Accessible National Physical Infrastructure

STRATEGIC OBJECTIVE 1.1

Community Integrated Health Care : Promote Programs to Serve the Health Needs of Uninsured , Homeless , Refugees , Low -income , Veterans , Undeserved Communities



Although the growth in health care costs has moderated recently, by 2025 total health care spending in the United States is projected to reach more than \$5 trillion, or about \$16,000 per capita.¹ Growth in federal spending for health care programs— more than a quarter of total private and public health care spending— has exceeded the rate of economic growth in the past and is projected to continue this trend (see fig. 1).

Growth in federal spending on health care will be driven both by increasing enrollment, in part stemming from the aging of the population, and increasing health care spending per person. The federal government faces challenges to effectively and efficiently managing health care programs , including Medicare , Medicaid , and programs that serve American Indians, veterans, and military service members and that offer subsidized private insurance to lower -income Americans . Specifically , the demands to meet Americans ' health needs are growing in volume and complexity while oversight is becoming more challenging . These facts will continue to marginalize low -income , homeless , refugees , veterans , or undeserved communities to access to primary care and mental health due to the lack of health insurance coverage . OHRA Integrated Health Care Programs are designed to respond to the primary care health needs of uninsured low-income or undeserved communities.

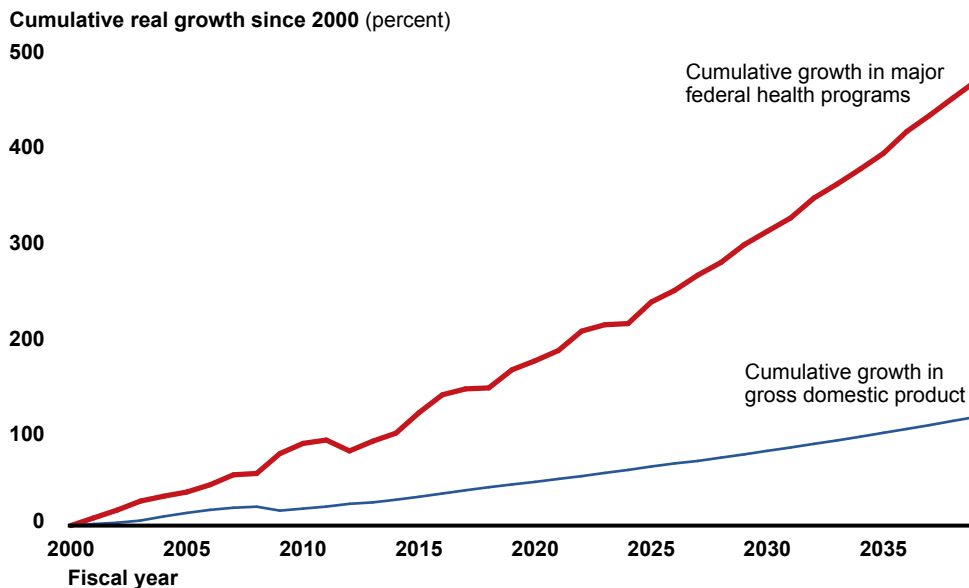
OHRA 's health approach on uninsured people is to create framework of integrated health care to assist uninsured homeless, low-income, and people from undeserved communities access the services of primary care and mental health . This approach is expected to save lives and taxpayer dollars . This approach is expected to promote program integrity and can alleviate the burden to federal leaders and help make strategic decisions that will allow the federal government both to provide health care and manage its effectiveness and efficiency and save the lives of uninsured people.

OHRA's Health Care Team

Issue Areas: Federal health care policies and programs, which make up about a quarter of federal spending and have tangible effects on people's lives.

Expertise: Helping ensure that programs provide access to quality care, protect the public, and remain fiscally sustainable.

FIGURE 1: ACTUAL AND PROJECTED FEDERAL SPENDING ON MAJOR HEALTH CARE PROGRAMS GROWS FASTER THAN GROSS DOMESTIC PRODUCT



Source: GAO analysis of Congressional Budget Office data. | GAO-18-1SP

Note: Data after fiscal year 2015 are projected.

¹Centers for Medicare & Medicaid Services, Office of the Actuary, National Health Expenditures, Historical and Projected.



STRATEGIC OBJECTIVE 1.1 PERFORMANCE GOALS

Programs to Serve the Health Needs of Homeless , Low-income , and Disadvantaged Population



Performance Goal 1.1.1: Assess trends and issues affecting the health care system.



Performance Goal 1.1.2: Assess trends, costs, and issues in public and private health insurance coverage and reforms.



Performance Goal 1.1.3: Assess issues that prevent uninsured client from obtaining health insurance coverage.



Performance Goal 1.1.4: Evaluate Medicare reform, financing, expenditures, operations, and program integrity and identify components that may enable low-income client get medicare coverage.



Performance Goal 1.1.5: Evaluate the possibility of uninsured clients getting Medicaid coverage .



Performance Goal 1.1.6: Assess state and federal efforts to provide health care for potentially vulnerable populations.



Performance Goal 1.1.7: Assess uninsured clients' possibility and options for getting access to VA's and DOD's health care services.



Performance Goal 1.1.8: Evaluate and identify the existing government mechanism or programs to promote and ensure public health , including the safety and efficacy of drugs and medical devices and prevent and respond to public health emergencies.

STRATEGIC OBJECTIVE 1.2

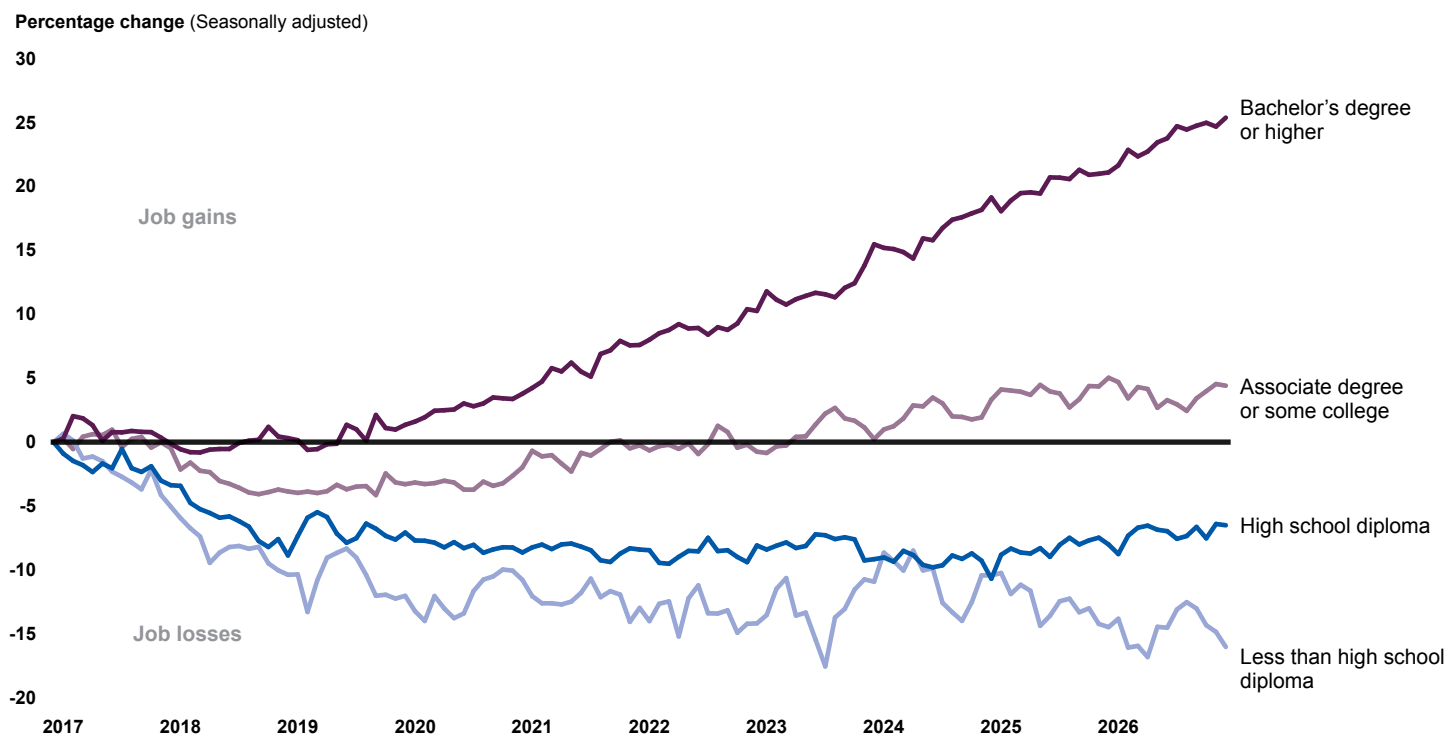
Social Status Rehabilitation Programs : Promote Programs that Empower Low-income, Homeless, or Lives in Poverty to Become Financially Self-sufficient. (Poverty Alleviation)

Social enterprises, entrepreneurship, quality lifelong learning opportunities are central to enhancing ability of lives in poverty out of poverty. Several challenges impede access, including educational inequities in primary and secondary education, rising college tuition, and lack of credential to be accepted in a rewarding and transformational training programs. Many students, particularly those attending schools serving high concentrations of low-income and minority students, lack opportunities for quality early learning or primary education (K-12) and frequently graduate unprepared for college or the workplace:

- ◆ As technology transforms the knowledge and skills needed to succeed in the economy, most American jobs in the future will require at least some college (see fig. 2). At the same time, rising costs of college tuition have propelled federal student loan debt past \$1.3 trillion and remain a barrier to college for many.
- ◆ While recent legislation requires closer collaboration between federal education and workforce training programs that better connect workers with in-demand jobs, these programs must continue adjusting to socioeconomic challenges in light of evolving federal, state, and nonprofits partnerships.

OHRA Social Status Rehabilitation Programs at OHRA are expected to help low-income move their status from insufficient income status to self-sufficient income status.

FIGURE 2: CHANGES IN EMPLOYMENT BY EDUCATION LEVEL, 2020–2025



Source: Data analysis from the Bureau of Labor Statistics, U.S. Department of Labor. |



STRATEGIC OBJECTIVE 1.2 PERFORMANCE GOALS

Skills Building, Professional, Rehabilitation, and Vocational Training, Social Enterprises, Entrepreneurship



Performance Goal 1.2.1: Assess policy, administrative, socioeconomic challenges to break the obstacles that impede homeless, low-income, youths, and people in poverty access to college education or getting access to skills building, professional, vocational training programs.



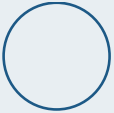
Performance Goal 1.2.2: Identify rehabilitation, skills building, vocational, and professional training opportunities that prepare low-income, homeless, youths access to quality training programs.



Performance Goal 1.2.3: Identify ways to improve programs that facilitate job opportunities for workers, including veterans, and enhance their skills for occupations in demand in an evolving economy.



Performance Goal 1.2.4: Assess the possibility of creation of a framework of programs that promote and support efforts of entrepreneurship initiatives. Need for supportive services to support the initiatives.



Performance 1.2.5: Assess the possibility of creation of a framework of promoting social-enterprise programs expected to promote workforces from homelessness or low-income community graduated from the training programs provided within the scope of Training Program provided by OHRA within scope Programs designed to Restore Human Dignity

STRATEGIC OBJECTIVE 1.3

Supportive Services: Benefits and Protections for Low-income, Families, and Children

Shifts in the U.S. economy over the past decade have changed the nature of work and imposed new conditions affecting wage and benefit arrangements and occupational health and safety. These economic shifts caused an increasing number of households to seek assistance from the social safety net and challenged federally supported programs to provide efficient service while ensuring program integrity (see fig. 3). For example, outlays for disability benefits increased from \$165 billion in fiscal year 2007 to \$286 billion in fiscal year 2016 and an estimated \$281 billion in fiscal year 2017.

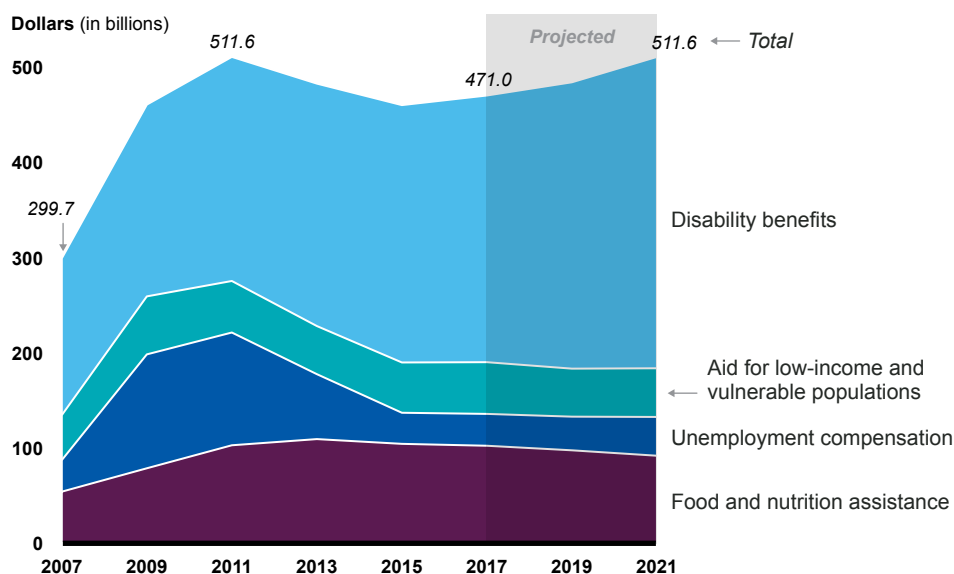
The federal government and states jointly ensure the viability and integrity of our nation's social safety net, which includes programs that promote and support employment opportunities and safe workplaces; help those who cannot work to provide for themselves; and protect vulnerable populations, including at-risk children and youth. In 2017, the estimated federal investment in programs that provide assistance to these groups in key areas—such as unemployment payments, food assistance, and disability benefits—was \$471 billion. Federal agencies and states will need to continue working together to ensure the welfare and success of the nation's population from childhood through retirement.

OHRA's Supportive Service is designed to advocate and help low-income, or refugees, homeless, HIV, or veterans clients get the benefits and protections so they can access efficient and effective programs while ensuring program integrity across the constellation of federal programs.

Did You Know?

Many benefits resulting from OHRA's work cannot be measured in dollars but still lead to program and operational improvements.

FIGURE 3: ACTUAL AND ESTIMATED OUTLAYS FOR SELECTED ASSISTANCE PROGRAMS, FISCAL YEARS 2017–2021



Source: GAO analysis of Office of Management and Budget data. | GAO-18-1SP
 Note: Outlays are estimated beginning in fiscal year 2017.

STRATEGIC OBJECTIVE 1.3 PERFORMANCE GOALS

Benefits and Protections for Workers, Families, and Children



Performance Goal 1.3.1: Identify opportunities to improve programs that provide social services and economic and nutrition assistance to individuals, families, and children.



Performance Goal 1.3.2: Assess the effectiveness of strategies and safeguards to protect low-income, refugees, veterans, and pregnant and post partum women with SUD and their children.



Performance Goal 1.3.3: Identify ways to improve OHRA policies and support for people with disabilities.

STRATEGIC OBJECTIVE 1.4

Legal Services: Promoting Equal Access to Justice and Assisting Low-Income in Resolving Immigration Legal Challenges.

Studies show that many challenges faced by low-income, victims of domestic violence, and victims of sexual assault are actually legal in nature and can be fought by an experienced legal professional. Unaddressed, the challenges remain barriers to success, even when basic needs are met by other excellent service providers. ORPE advocacy has the vocation of providing comprehensive legal services to low-income, and victims of crimes including domestic violence, sexual assault, stalking, dating, and victims of human trafficking. The DLS has put in place a structure that provides civil legal services and representation to low-income victims in cases involving divorce, custody, and visitation. In addition, DLS has a solid structure designated to help foreign-born facing immigration challenges including matters involving asylum, refugees, adjustment of status, and related issues. The DLS also has put in place a structure that advocates for “Equal Access to Justice.” This program will provide legal assistance to victims of domestic violence, and sexually abused women fighting to obtain or keep the essentials of life—including home, job, benefits, and family—face the complexities of the civil justice system without legal counsel. Because without counsel, they are five to 10 times more likely to lose.

Did You Know?

OHRA has found that many individuals face challenges in their efforts to provide

FIGURE 4: THE NEEDS FOR FREE CIVIL LEGAL AIDS

Despite the number of providers, civil legal aid cannot meet the need for services. According to the U.S. Census Bureau’s 2014 statistics on poverty, 63 million Americans—one in five—qualified for free civil legal assistance. Unfortunately, more than 50 percent of those seeking help are turned away because of the limited resources available. These statistics describe only those below the poverty line and do not reflect the tens of millions of moderate income Americans who also cannot afford legal help.

Equal Access to Justice, also known as Civil Legal aid is free legal assistance to low- and middle-income people who have civil legal problems. These problems are non-criminal; rather, civil legal aid helps people access basic necessities such as health care, housing, government benefits, employment, and educational services. Many people are surprised to learn that the right to a lawyer is limited to criminal cases.

While there is still a need for further research on the impact of having access to civil legal aid, many studies show that people who get legal help, across a range of problems, receive better outcomes than people who do not. For example, in housing cases, a randomized control trial found that 51% of tenants in eviction proceedings without lawyers lost their homes, while only 21% of tenants with lawyers lost possession; and, the research of two economists indicates that the only public service that reduces domestic abuse in the long term is women's access to legal assistance.

STRATEGIC OBJECTIVE 1.5

Rehabilitation Program for Ex-Offenders and Substances Abuses Counseling

Orpe Human Rights Advocates will be promoting rehabilitation and therapeutic programs expected to empower formerly incarcerated and the community and provide evidence -based residential treatment programs for pregnant and postpartum women with Substance Use Disorders . Its also serves ex-offenders to reintegrate the community.

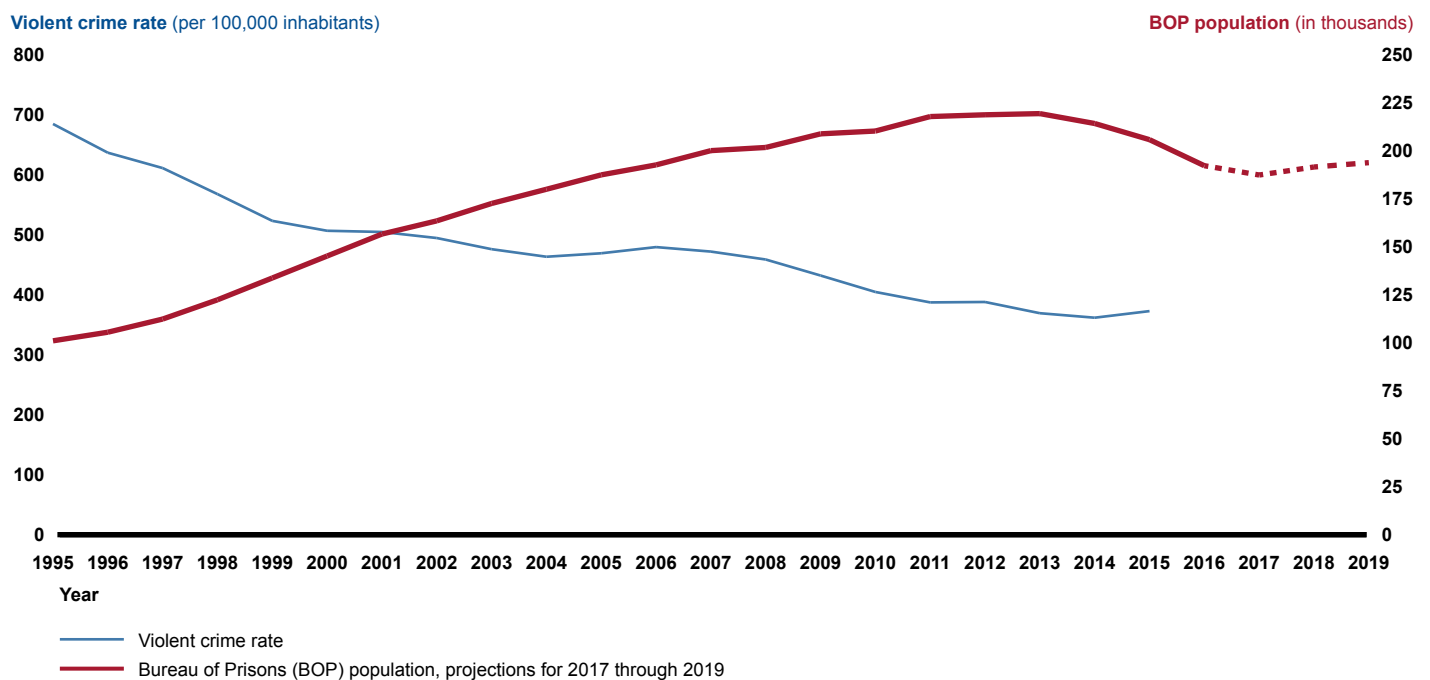
Program Services include case management , group and individual counseling, substance abuse counseling , self- efficacy training, job-readiness training, skill development, referrals to community resources.

The programs will serve formerly incarcerated individuals , some of who are eligible for early release from prison due to judicial release , and/or have substance abuse issues in the Maryland . Case managers and residents create an individualized program plan to address their specific needs. Client progress is routinely assessed to ensure a positive outcome by the end of the program.

Programs will be audited annually by the Maryland Department of Rehabilitation and Correction (MDRC). Every two years, the program is expected to be certified by the Department of mental Health and Addiction Service (OMHAS) and the is expected to be certified by the Commission on Accreditation of Rehabilitation Facilities (CARF). And every 3 years, the program will be audited by the American Correctional Association (ACA).

This program will be operating at the first instance in a-outpatient format.

FIGURE 5: U.S. FEDERAL PRISON POPULATION, 1995–2016; PRISON POPULATION PROJECTIONS, 2017–2019; AND VIOLENT CRIME RATES, 1995–2015



Source: OCAS analysis of U.S. Department of Justice data and projections; Federal Bureau of Investigation Uniform Crime Reporting Program. | OCAS-20-1SP

STRATEGIC OBJECTIVE 1.5 PERFORMANCE GOALS

Rehabilitation Programs for Ex-offenders, people Substance Use Disorders



Performance Goal 1.5.1: Assess federal and state programs and grants that serve for the rehabilitation of ex-offenders, people with substance use disorders.



Performance Goal 1.5.2: Assess federal and state programs to protect vulnerable populations and ensure the rights of U.S. citizens.



Performance Goal 1.5.3: Review the federal and state programs to confine, rehabilitate, and monitor the release of convicted federal offenders.



Performance Goal 1.5.4: Evaluate federal efforts to assist states and localities with ensuring a fair and effective criminal justice system through federal grants.

STRATEGIC OBJECTIVE 1.6

Housing for Low-income and Viable Communities

The economic and social well-being of communities is vital to the nation’s growth and prosperity. The federal government directly or indirectly supports more than two-thirds of the value (\$628 billion out of \$840 billion for the first two quarters of 2017) of new mortgage origination in the single-family housing market. The Departments of Housing and Urban Development (HUD), Agriculture, and the Treasury spend tens of billions of dollars annually on rental housing programs to help the most vulnerable populations find and maintain affordable housing.

OCAS’s work will help the OHRA Executive Committee define the federal role in the housing finance system; monitor the efficiency and effectiveness of federal housing programs; and evaluate how HUD, the Department of Health and Human Services (HHS), and the Department of Veterans Affairs (VA) serve homeless individuals and families.

Based on the outcome from the Executive Committee, OCAS will be tasked to determine housing strategy to benefit homeless and low-income and promote programs deemed to ensure viable communities. Programs will involve the creation of a framework of social enterprise to become a source of workforce (see fig. 6). OHRA will also rely on federal government who administers multiple economic development programs—including programs that provide assistance to entrepreneurs that may help businesses grow and succeed—and often relies on state and local governments and nonprofit agencies to implement them.

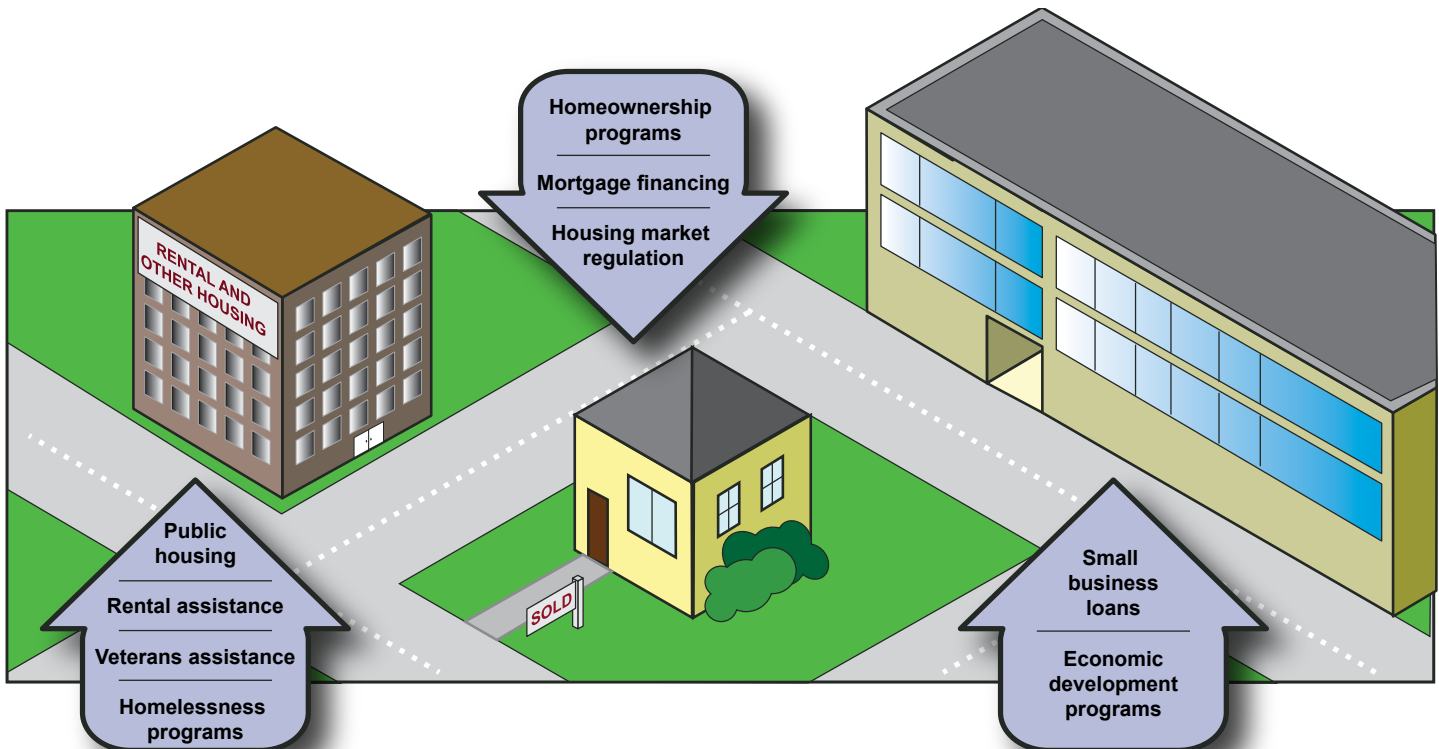
OCAS’s work will continue to help the Executive Committee by assessing the efficiency and effectiveness of federal initiatives to help supportive service agencies focused on for homeless and low-incomes.

OHRA’s Financial Markets and Community Investment Team

Issue Areas: Areas that are critical to the nation’s economic and social well-being.

Expertise: Helping ensure OHRA financial system function smoothly and effectively; identifying ways to stem fraud and abuse; and assessing the effectiveness of initiatives aimed at housing, social enterprise, and communities.

FIGURE 6: COMPONENTS OF VIABLE COMMUNITIES



Source: OHRA. | OCAS-20-1SP

STRATEGIC OBJECTIVE 1.6 PERFORMANCE GOALS

Housing Finance and Viable Communities



Performance Goal 1.6.1: Examine how the federal housing programs can balance supporting home-landownership and managing financial risk while reforming the federal role in housing finance.



Performance Goal 1.6.2: Examine how federal programs that support affordable rental housing meet their objectives, including managing the condition of assisted properties and improving the well-being of special populations.



Performance Goal 1.6.3: Assess federal homeless assistance efforts and their effects on both homeless individuals and families.



Performance Goal 1.6.4: Monitor federal community and economic development assistance and its effect on communities.



Performance Goal 1.6.5: Assess the effectiveness of federal initiatives to assist small businesses and nonprofits.

STRATEGIC OBJECTIVE 1.8

Responsible Stewardship of OHRA Resources and Assets



Responsible stewardship of Resources and Assets is the most challenging issues and requires balancing often - competing objectives , such as economic growth for today versus protection of LORD's resources and assets . You may think one day, " Orpe Human Rights Advocates belongs to its founders ." According to Psalm 24:1, the earth and everything on it belong to the LORD. In addition, through Angel from the Heaven, God has instructed to the founders of OHRA , to create a nonprofit for the purpose of accomplishing His specific desire on the planet Earth. The world and its people belong to Him.

Based on this scripture , Orpe Human Rights Advocates belongs to God. We often take for granted all the blessings the Lord has given us. Due to our sinful nature we are prone to behave as though we own what we can get and then set our own rules for how we use those things . Steward is a biblical term that refers to a manager who is responsible for the resources and assets of another . As managers of God's resources and assets , we are required to seriously observe divine rules and the established rules:

OHRA 's Resources , and Assets Team

Issue Areas: OHRA efforts to manage resources and assets.

Expertise : OCAS will be helping ensure that programs and policies protect OHRA resources and assets

Stewardship of Haman Resources

Stewardship of OHRA's human resources involves creating a work environment in which people treat each other with respect and dignity, regardless of their roles, responsibilities or differences. Further, it involves providing others with support, direction, and resources to allow them to accomplish the responsibilities of their jobs and to reach the goals that you set with them for professional and personal growth

Stewardship of Financial Resources

Orpe Human Rights Advocates ' financial statements are prepared in accordance with generally accepted accounting principles and are audited annually against those standards by an independent accounting firm. Stewardship of the OHRA's financial resources is the responsibility of all employees. For people with administrative or supervisory responsibilities, financial stewardship typically includes developing, implementing, maintaining and following proper administrative and accounting procedures, as well as complying with all relevant governmental and regulatory requirements.

Stewardship of Information and Technology Resources

As an employee of the OHRA, you have access to various sources and types of information and supporting technologies in order to complete the responsibilities of your job. Your use of the information and of the technology that supports electronic information is governed by local, state, and federal policies. Much of the information the OHRA keeps about individual students, alumni, patients, and employees are considered sensitive, confidential and private, and must be handled accordingly.

Stewardship of Physical Resources, the Environment and Safety

The physical resources that constitute the buildings, grounds and equipment of the OHRA are among its most valuable re resources. These physical assets have been created or acquired over many years and represent to the general public the physical embodiment of the OHRA

OCAS' work will seek to guide the Executive Committee and the Board as they engage all stakeholders in addressing these and other issues.

STRATEGIC OBJECTIVE 1.8 PERFORMANCE GOALS

Responsible Stewardship of Resources and Assets



Performance Goal 1.8.1: Assess Executive Committee efforts to ensure affordable, reliable means of control of OHRA resources and assets



Performance Goal 1.8.2: Assess OHRA strategies for sustainably managing OHRA's resources and assets, including programs associated with the communities we serve.



Performance Goal 1.8.3: Assess environmental protection strategies and programs.



Performance Goal 1.8.4: Assess efforts to manage OHRA's liabilities.



Performance Goal 1.8.5: Assess OHRA programs' ability to ensure control and address risks and impacts.

STRATEGIC OBJECTIVE 1.9

*Viable, Safe, Secure, and Accessible
Hard and Soft Infrastructures*



The physical infrastructure of the Orpe Human Rights Advocates — including transportation, telecommunications, websites, applications, and OHRA facilities — is the backbone of OHRA operating Systems and affects every daily life of thousands of population. A number of challenges, including capacity constraints, deterioration, and technological obsolescence have vocation of hindering efforts to ensure that this infrastructure is viable, efficient, safe, and accessible.

For example, the nation's surface transportation system — including highways, transit, maritime ports, and rail systems that move both people and freight — is critical to the economy. However, the system is under growing strain, and the cost to repair and upgrade the system to meet current and future demands is estimated in the hundreds of billions of dollars.

To address these and other challenges, policymakers will not only need to identify a long-term sustainable means to fund infrastructure investments and encourage more efficient use of existing infrastructure but also will need to consider how emerging technologies, such as infrastructure communications with automated vehicle technologies, may be used to ensure that the nation's infrastructure can meet current and future demands.

OCAS's work will continue to address infrastructure issues by assessing options; developing well-reasoned strategies; and, in some cases, calling for OHRA policy changes.

OHRA's Physical Infrastructure Team

Issue Areas: Federal programs and policies addressing infrastructure challenges in the United States.

Expertise: Helping ensure the funding, operation, and maintenance of transportation systems, telecommunications networks, the postal service, oil and gas pipelines, and federal facilities.

KEY COMPONENTS OF OHRA INFRASTRUCTURE

OHRA Critical Infrastructure

- OHRA Health Care Facilities
- Communications: Internet Backbones, OHRA Network systems, VPN, Satellite data transmission (Teleport)
- Information Technology: Data Center
- OHRA Safety Systems: Shelters, Refugee Camps, Flood Prevention, Warning Systems
- Educational Facilities: Training platforms,
- OHRA Finance Infrastructure: Finance systems, payment system, banking services
- OHRA Information Security Systems: VPN, Digital Infrastructure

OHRA Digital Infrastructure

- Internet Brackbone
- Fixed Broadband
- Mobile Telecommunications
- Communications Satellite
- Networks Infrastructure
- Data Centers
- Cloud Computing
- Platforms
- Applications
- APIs Integration
- User Devices

Media Infrastructure

- Networks
- IT Platforms
- Facilities
- Broadcast Media
- Social Media
- Production Media
- Studios
- Event Infrastructure

STRATEGIC OBJECTIVE 1.9 PERFORMANCE GOALS

*A Viable, Safe, Secure, and Accessible
Hard and Soft Infrastructure*



Performance Goal 1.9.1: Assess OHRA possible investments, policies, and programs that support Digital infrastructure.



Performance Goal 1.9.2: Assess OHRA possible investments, policies, and programs that support Media Infrastructure



Performance Goal 1.9.3: Assess OHRA possible investments, policies that support Communications: Satellite, Networks, VPN



Performance Goal 1.9.4: Assess OHRA efforts to support Information Technology Platforms (Data Centers)



Performance Goal 1.9.5: Assess OHRA Network Systems, investments, policies that support efforts to ensure its viability and accomplish its mission.



Performance Goal 1.9.6: Assess OHRA efforts to manage and secure the organization's real property portfolio.



Performance Goal 1.9.7: Assess OHRA possible investments, policies that support Safety Systems for Homeless, Refugees - Shelters



Performance 1.9.8: Assess OHRA possible investments, policies efforts that support Educational Facilities (Training Programs) within the scope of Restoring Human Dignity



Performance Goal 1.9.9: Assess OHRA possible investments, policies efforts that support the Construction of Medical Facilities to satisfy the Integrated Health Care Programs expected to benefit uninsured, low-income, and underserved communities.



Performance Goal 1.9.10: Assess OHRA efforts to acquire, manage, and secure finance infrastructure that will support the organization viability at national and international levels.



GOAL 2

Grow and Develop the Global Community of Light Shiners and Promote the Order for Restoring Peace on Earth (ORPE)

STRATEGIC OBJECTIVES

- 2.1 Protect and Secure the OHRA from Cyberattacks, Threats and Disaster**
- 2.2 Advance Human Rights to Promote Peace on Earth**
- 2.3 Advance OHRA Mission of Defending Human Dignity & Restoring Peace on Earth through Global Engagement**
- 2.4 Create the Investigative Community's Management and Integration to Support OHRA's Activities**

OHRA's second strategic goal focuses on helping the Executive Committee plan for and respond to security threats and challenges related to global interdependence. Over the next coming years, security threats and challenges to national and international security are expected to remain complex and dynamic.

Certain nation-states seek to broaden their influence through confrontational means, while non-state actors will likely continue sowing significant instability through acts of terrorism, cyberwarfare, and other means. In addition, nations and their infrastructure face threats posed by natural disasters and the associated costs of preparing for and recovering from such disasters.

In the United States for example, nation's security priorities will be influenced, in part, by continued fiscal imbalances, including trade deficits, dependence on foreign capital to finance U.S. spending, and the disparity between government revenues and spending. Difficult decisions will need to be made, and the nation's security agencies — most prominently, the Departments of Defense (DOD), Homeland Security (DHS), and State — will need to strike an appropriate balance between spending on current missions and investing in new capabilities. Because many of the threats facing the nation go beyond the authority and scope of any one agency, it is essential that OCAS' work enable OHRA to enhance its basic management capabilities, including their ability to collaborate, not only with each other but also with foreign state, state, local governments, and nonprofit partners. At its odds, national and international security will never permit peace if world leaders continue to turn their back to the Universal Creator. The world will continue to be invaded by inexplicable wars, inexplicable pandemics in a way similar to COVID-19, Sars, Ebola, among others deadly virus. In addition, natural catastrophes in a formats similar to



STRATEGIC OBJECTIVE 2.1

Protect and Secure the OHRA Infrastructure from Cyberattacks, Threats and Disasters

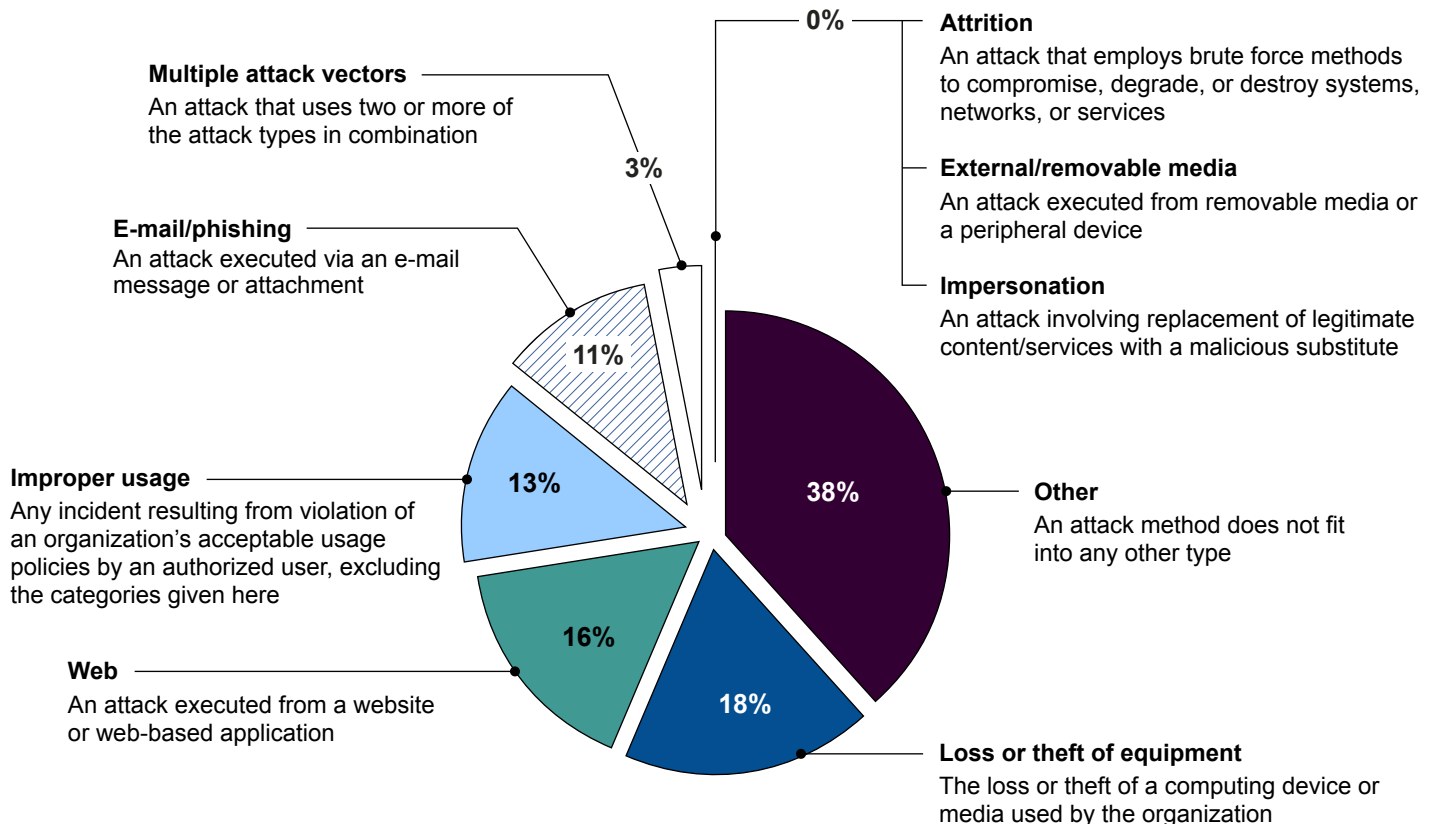
The United States faces increasingly complex threats and challenges to securing the homeland. In the modern world, companies face a variety of threats to data and digital operations. These risks may be internal, caused by employees or contractors — or external, caused by cybercriminals, nation-states, or even your own customers. They may be deliberate acts of espionage, disruption, or theft — or accidental acts of negligence and human error. No matter the vector or motivation, cyberthreats can be absolutely devastating to organizations — and to the individuals they employ and serve.

Furthermore, disasters continue the threats. For example, the United States, including 15 disasters costing more than a billion dollars each in 2016 and 15 disasters exceeding \$1 billion each in 2017, with damage from Hurricanes Harvey, Irma, and Maria still being assessed. An increase in severe natural disasters, alongside the threat of potential terrorist attacks, will pose serious challenges not only to Orpe Human Rights Advocates, but also to affected organizations and people.

In addition, cyberattacks are on the rise, targeting both government and private sector systems alike. These attacks are growing more sophisticated as physical infrastructure is increasingly connected to online information systems. This trend greatly increases the potential damage that cyber threats can cause to OHRA organization (see fig. 11).

OCAS's work will help the OHRA Executive Committee assess efforts to protect against and respond to threats and other disasters and to prioritize and allocate resources for homeland security.

FIGURE 11: OHRA INFORMATION SECURITY INCIDENTS BY THREAT VECTOR CATEGORY



Source: GAO analysis of United States Computer Emergency Readiness Team and Office of Management and Budget data. | GAO-18-1SP



STRATEGIC OBJECTIVE 2.1 PERFORMANCE GOALS

Protect and Secure the OHRA from Threats and Disasters



Performance Goal 2.1.1: Assess OHRA security management, resources, acquisitions, and stakeholder coordination, and creation of Special Team of Talent in Security



Performance Goal 2.1.2: Assess efforts to strengthen the existing security systems and the possibility of creation of Special Team of Talent in infrastructure protection



Performance Goal 2.1.3: Assess efforts to strengthen the sharing of terrorism-related information.



Performance Goal 2.1.4: Assess efforts to strengthen security in all modes including transportation, OHRA facilities, OHRA digital infrastructure, and other OHRA physical infrastructure.



Performance Goal 2.1.5: Assess OHRA emergency preparedness and response capabilities and efforts to strengthen the nation's resilience against future disasters.



Performance Goal 2.1.6: Assess the cost, availability, and management of catastrophic insurance and disaster loan programs.

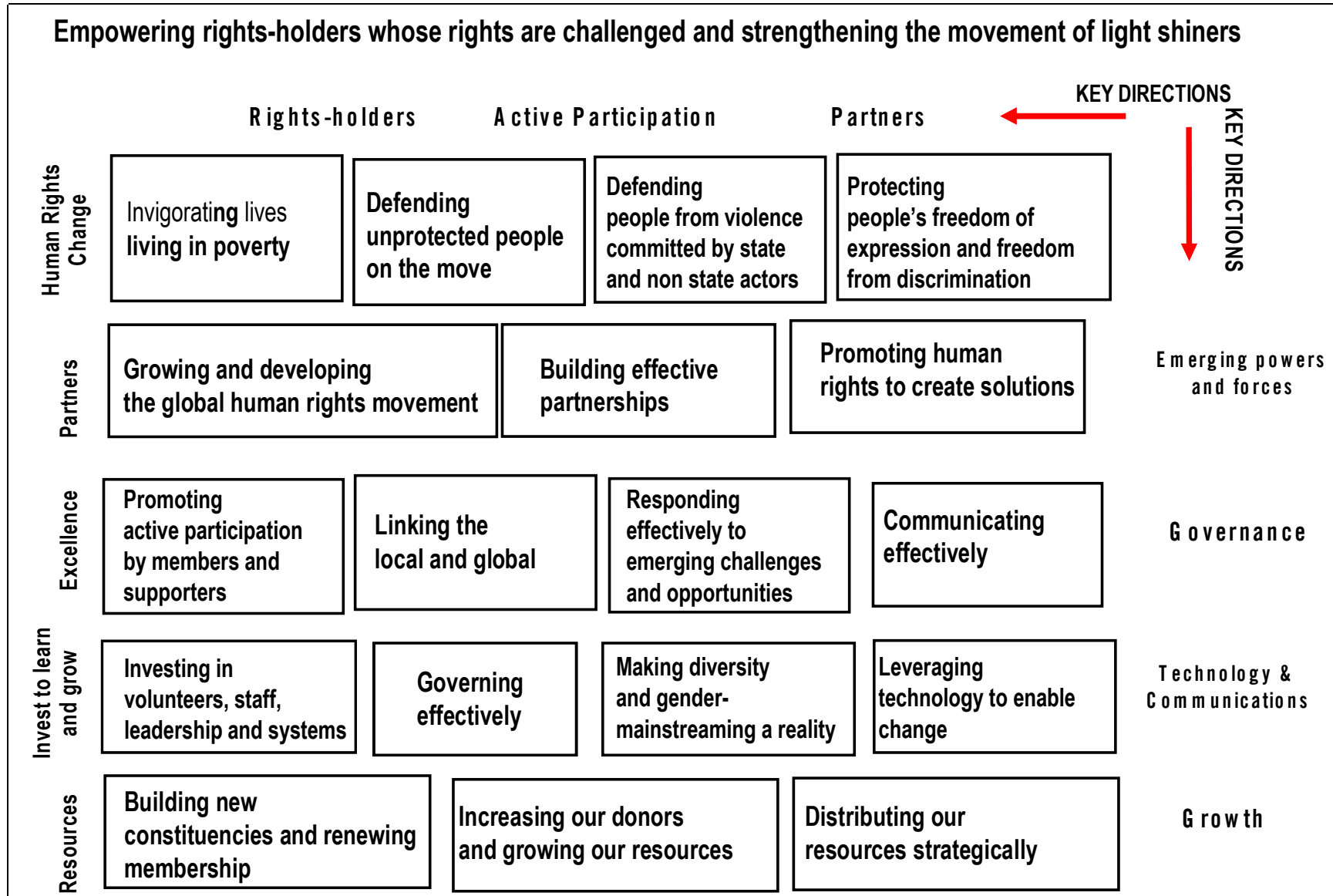


Performance Goal 2.1.7: Assess efforts to strengthen the physical protection and cybersecurity of OHRA assets and the OHRA's critical infrastructure.



STRATEGIC OBJECTIVE 2.2.

Advance Human Rights to Promote Peace on Earth





STRATEGIC OBJECTIVE 2.2.1.
Empowering People Living in Poverty Become Economically Self-sufficient

Empowering lives in poverty out of poverty	
Priority	Performance
<p>Lives in poverty, an increasing number of whom are women and children, face deprivation , exclusion , insecurity and voice -lessness : interrelated issues that add up to powerlessness . This vicious cycle of poverty, which is the result of policies and actions by state and non-state actors, must be countered with the virtuous circle of human rights.</p> <p>Therefore, OHRA will work at local and national levels, particularly in the poorer parts of the world, and at the international level on:</p> <ul style="list-style-type: none"> • Freedom, transparency and information to ensure the voice of the poor is heard and effective, including by ensuring their right to organize; • Non-discrimination and inclusion , through law and other means to break the link between violence, including gender and sexuality based violence and exploitation of children, discrimination and poverty; • Protection from grave human rights abuses that impoverish people , including corruption and other abuses perpetrated by the state and non-state actors, including economic actors; • Investment of human and financial resources in the rights to health, housing, decent livelihood and education; • Empowering people, including indigenous peoples, living in poverty to know and claim their rights, and hold state and non-state actors accountable • The absolute ban on slavery to be upheld without exception • Recognizing and supporting women as agents of change in the struggle to end the human rights abuses that drive and deepen poverty. 	<ul style="list-style-type: none"> • The Millennium Development Goals , and their successor plan, incorporate respect for human rights and demand more comprehensive action and greater accountability. • Rights to information and transparency are advanced. • Protection of the rights of people living in poverty is strengthened nationally and internationally , including through legal recognition of economic, social and cultural rights. • Binding international standards and effective mechanisms are developed for corporate accountability. • Legal empowerment initiatives in support of people living in poverty are widespread. • People living in poverty and those that represent them are more freely and actively claiming their rights nationally and internationally. • Indigenous communities are no longer targeted for exploitation and any agreements regarding their lands are subject to free and prior informed consent standards. • Women rights -holders are active participants in the development , implementation and evaluation of national and international poverty reduction strategies; • OHRA's research, partnerships and campaigning fully reflect the impacts of poverty on women's human rights.



STRATEGIC OBJECTIVE 2.2.2.
*Defend the Cause of Rights-holders Who Cannot
 Assert their Own Fundamental Rights*

Defending unprotected people on the move	
Performance	
<p>Growing numbers of migrants, including those in irregular situations, asylum seekers, refugees, internally displaced people (IDPs) and victims of trafficking find themselves without legal recognition or protection by either their home or host states. They are exploited by unscrupulous employers, treated by states as criminals and sometimes returned to countries where they are at risk of grave human rights abuses. Because many are trapped in irregular situations, they are unable to secure redress or protection from the law. As conflicts, poverty, insecurity and environmental degradation increase the numbers of people moving within and across borders, states are resorting to tougher measures, often with public support.</p> <p>Therefore, AI will work to:</p> <ul style="list-style-type: none"> • Enhance legal and physical protection, and access to justice for migrants, asylum seekers, refugees, IDPs and victims of trafficking; • Ensure that these people are not denied their rights to education, health and housing; • Challenge discrimination against them and work with them to seek recognition of their rights to be heard and to organize themselves; • Ensure that they have access to fair legal procedures to regularize their status or challenge their return to situations where they are at risk of grave human rights abuses. This includes ensuring access to special provisions and services for women and girls and recognition of gender and sexuality based discrimination as both a cause and a consequence of migration; • Challenge the routine practice of detaining people simply for lack of legal status or documentation, including pre-determination detention of asylum seekers. 	<ul style="list-style-type: none"> • The International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families is ratified by states of origin and states of employment and its measures are incorporated into national laws. • States recognize their responsibility to protect the human rights of all people within their territory, regardless of their national origin or migration status. • States adopt and enforce laws which prohibit discrimination on the basis of national origin. • Migrants, asylum seekers, refugees, IDPs and victims of trafficking are able to claim redress before courts and access to essential and appropriate support services in the destination country. • They are protected from violence and exploitation, including gender and sexuality-based violence by both state and non-state actors. • Asylum seekers gain access to fair asylum procedures and are protected from return to territories where they are at risk of grave human rights abuses. • Media and public opinion appreciate the human rights dimensions of migration, displacement and trafficking. • States are providing essential services for migrants, both regular and irregular, refugees, asylum seekers, IDPs and victims of trafficking.



STRATEGIC OBJECTIVE 2.2.3.
*Defending the Cause of Rights-holders Who
 Cannot Assert their Own Fundamental Rights*

Defending people from violence by state and non-state actors	
Priority	Performance
<p>Violence by states and non-state actors, including armed groups, is taking a devastating toll on human rights. Gender based violence continues to be one of the most widespread human rights abuses. Civilians, particularly women and children, are deliberately targeted in conflict. As the race for resources and the proliferation of arms and weak states intensify conflict, the negative human rights consequences of armed conflict on civilian populations cannot be overstated. The more entrenched conflicts become, the harder it is for civilians to survive and recover from their consequences. In post-conflict societies, lives continue to be devastated by trauma, violence, economic uncertainty and lack of access to justice, including reparations. Even in more stable countries, growing concerns about terrorism and crime are leading governments to adopt tough public security policies that infringe human rights, demonize poor people and minority groups, and increase support for capital punishment and tough sentencing. Global monitoring will enable OHRA to respond to emerging crises when they appear (“from early warning to early action”) and ensure that OHRA’s work is relevant to the issues faced by people in the countries in which we work.</p> <p>Therefore, OHRA will work:</p> <ul style="list-style-type: none"> • For protection and empowerment of civilians during conflict, particularly of women and children; • For effective solutions to protect civilians and urge the international community to address “forgotten” conflicts; • For strategies to expose violence by armed groups and for holding their members and leaders to account; • For the inclusion of human rights concerns in conflict prevention, resolution, and post-conflict re-building, in particular by calling for the control of arms, the (re)building of effective justice and human rights systems, and accountability of economic actors; • To strengthen international and national justice, protection and reparation for victims, including victims of gender and sexuality based violence; • To empower women, amplify their voices and increase their participation in peace processes and during conflict resolution; • Against the erosion of human rights - including through arbitrary detention, unfair trials, enforced disappearances and extrajudicial executions and will call for an absolute ban on all forms of torture and other forms of ill treatment however it is justified; • For stronger international recognition and action to end violence against women and girls and enforce the principles of due diligence; • For the abolition of the death penalty; • To stop state violence against children. 	<ul style="list-style-type: none"> • Rapid and effective international peace-keeping operations with a strong human rights protection component. • States demonstrate a commitment to peace-building which promotes respect for and implementation of human rights. • Adoption and implementation of the UN Arms Trade Treaty. • Universal ratification of the International Criminal Court Statute; effective national laws on universal jurisdiction and codification of the crime of torture in all national criminal codes and universal ratification of the Optional Protocol to the Convention against Torture. • Prosecution of state actors and armed groups for genocide, war crimes, crimes against humanity and other serious human rights abuses, including gender and sexuality based violence at national and international levels. • Adoption of standards on corporate accountability for complicity in human rights abuses in conflict situations. • Greater participation of women in conflict prevention and resolution and post-conflict reconstruction. • Reaffirmation of the prohibition of torture and other forms of ill treatment, arbitrary detention, enforced disappearances and extrajudicial executions and unfair trials. • Increase in specialized health and support services for victims of violence, including victims of gender and sexuality based violence. • States acknowledge and exercise due diligence against discrimination and violence, including violence against women by non-state actors. • Universal abolition of the death penalty.



STRATEGIC OBJECTIVE 2.2.4.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Protecting people’s freedom of expression and freedom from discrimination	
Priority	Performance
<p>Concerns about the economy, migration, cultural identity and national security are leading to crackdowns by governments on legitimate forms of dissent and restrictions on the right to information and freedom of expression, assembly and association. As information technology expands the possibilities for people to enjoy their freedoms, it is also being used by the state, sometimes with corporate complicity, to erode privacy, tighten censorship and expand surveillance. Against this background, xenophobia, racism and religious and other forms of identity-based discrimination are rising. There is a growing trend, often with the encouragement of the state, of non-state actors policing – and even demonizing – those who fail to conform with the views or the identity of those in power. Human rights defenders and other activists who challenge these practices are in turn being attacked and vilified.</p> <p>Therefore, OHRA will:</p> <ul style="list-style-type: none"> • Demand the immediate and unconditional release of all prisoners of conscience and advocate for fair trial and due process protections for all detainees, including political prisoners; • Empower and protect human rights defenders, activists and other individuals at risk; • Work for the elimination of persecution and discrimination based on race, ethnicity, religion, sexual orientation or gender; • Work for the elimination of gender and sexuality based violence and discrimination, including in formal and parallel legal systems and for the protection of sexual and reproductive rights and health; • Call on state and non-state actors to uphold the right to dissent and the fundamental freedoms associated with it and to not use defamation to silence; • Campaign for stronger state action to address discrimination and exclusion based on gender and sexuality, identity or beliefs, including by non-state actors. 	<ul style="list-style-type: none"> • Prisoners of conscience are released and human rights defenders and other activists are protected and empowered to carry out their work. • States enact and implement laws that robustly protect freedom of expression, including in emerging media and prevent the incitement of hatred and violence. • International standards and national laws on corporate accountability address collusion on internet restrictions which undermine human rights. • Public opinion is mobilized to resist erosion of human rights standards through the criminalization of dissent. • Both state and non-state actors condemn the use of customary and religious justifications for acts of violence against women and sexual minorities, and end gender and sexuality based discrimination in both law and custom.



STRATEGIC OBJECTIVE 2.2.5.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Growing and Developing the Global Framework of Light Shiners for Restoring Peace on Earth	
Priority	Performance
<p>The 21st century has seen the growth of civil society . It provided OHRA with opportunity but also inequalities , cultural divisions , economic individualism and political repression undermine a sense of community . On the other , technology has opened up new networking possibilities , and there is a burgeoning of movements in development , women , children and other issues . Human rights provide a framework for shared values across all civil society groups . This also creates a unique opportunity for OHRA, as a global membership - based movement , to reach out to other committed individuals in civil society and work with them to build a stronger , global and diverse constituency for the benefit of restoring peace on earth.</p> <p>Therefore, OHRA will:</p> <ul style="list-style-type: none"> • Work with and for individuals to protect their freedom to take action for human rights; • Invest in the development of the human rights movement where it is weak, particularly in the Global South and East and in the emerging economies; • Developing and using the resources of its own activists and linking up to those of its partners, reach out to other civil society movements to build a broad and strong human rights constituency while maintaining its impartiality; • Use human rights education and human rights training, awareness and legal empowerment, among other means, to expand the informed and active global constituency for human rights. • Build within the framework of global planning, shared projects among sections and structures, with the aim of reinforcing their capacity to act, especially in the Global South and East and in emerging economies. 	<ul style="list-style-type: none"> • The global framework of light shiners on earth is seen to be made up of people from a variety of disciplines , regions , cultures and socio-economic classes. • Social activists are recognized as legitimate voices for social change worldwide . Light shiners are agents advocating for divine justice and accountability in the midst of decision - makers. • OHRA 's members are a diverse body of individuals drawn from all parts of the world and all sectors of society & are fully integrated in the human rights movement in the Global South and East as well as the Global North and West. • Empower ethical leaders capable of advocating for divine justice and divine accountability and transform organizations , communities , nations , or our world for the benefit of restoring peace on Earth.



STRATEGIC OBJECTIVE 2.2.6.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Building effective partnerships	
Priority	Performance
<p>Increasing interconnectedness across issues, focus and functions, calls us to strategic partnerships across divides and disciplines (e.g. across organizations, sectors, themes and regions). Through partnerships we can bring together the necessary resources and expertise to create the leverage we need to be more effective.</p> <p>Therefore, while respecting its independence and impartiality, OHRA will:</p> <ul style="list-style-type: none"> • Build relationships with others that are mutually beneficial, results oriented and aligned to the human rights outcomes we seek; • Engage proactively and sensitively with – and be open to joining initiatives launched by – rights-holders and their representatives and community and local groups, as equal partners, as well as larger national, regional and international NGOs; • Seek constructive and effective multi-stakeholder relationships with a broad range of interlocutors, such as governments, IGOs (including the UN), and businesses to push its human rights agenda. • Develop a comprehensive set of tools to build and evaluate new partnerships, including sharing of lessons learnt, selection criteria, best practices, risk assessment, impact assessment, brand management and impact evaluation. 	<ul style="list-style-type: none"> • We have built and sustained a wide number and range of relevant and high quality partnerships at the global, regional and local levels which offer clear collaborative advantage without compromising our core values. • We have formed productive partnerships in the Global South and East, in countries that are emerging global powers as well where AI is well-established. • Multilateral initiatives and multi-stakeholder coalitions are one of the ways in which we promote our human rights agenda. • Planning, decision-making, prioritization, implementation and evaluation of our human rights work is informed actively by our partners and by rights-holders directly. • We are assessing the impact of AI's work with partners and have developed movement-wide capacity to assess and to learn from others.



STRATEGIC OBJECTIVE 2.2.7.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Promoting human rights to create solutions	
Priority	Performance
<p>Increasingly, governments and other actors are looking for concrete proposals and options for change. We must use human rights principles as an analytical tool, not only for assessing the unacceptable – for denouncing human rights violations, but also expand their use as a framework for delivering the essential: for offering solutions. We must promote human rights as part of the solution.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Add solutions-oriented methodologies to its range of research, advocacy and campaigning approaches; • Match its competency in “naming and shaming” with competencies in multi-disciplinary analysis of issues and stakeholder-engagement including the empowerment of others in order to better resolve human rights problems; • Use its competencies and expertise as a global, as well as a local, movement and link up with others to pursue human rights change through multi-dimensional and multi-layered approaches; • Invest in impact assessment and evaluation of human rights strategies and tactics to ensure the best human rights outcomes possible are secured; • Call for states to fulfill their obligations to provide human rights training for key professions and to ensure access to education that promotes respect for the human rights of all people. 	<ul style="list-style-type: none"> • We take greater account of the context of human rights problems and the views of those whose rights are affected. • Greater understanding and awareness of human rights in the external world is preventing human rights abuses and thus helping us achieve our human rights change goals. • Our research is based on authoritative analysis and offers substantive recommendations for solutions, whilst maintaining our impartiality. • We take a strong results-oriented, participatory approach to our work. • Our campaigning and advocacy consistently promote solutions. • We are assessing the impact of AI’s work for rights-holders whose rights are challenged, and have developed movement-wide capacity to assess and to learn from others.



STRATEGIC OBJECTIVE 2.2.8.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Promoting active participation by members & supporters	
Priority	Performance
<p>For OHRA to deliver the human rights change it seeks both for and with rights-holders, OHRA's supporters must have the necessary skills and be inspired to continue familiar activism where it is effective but also to embrace changes in approach where these are essential. Among our members and supporters, and over the life of a person's association with OHRA, active contribution takes many forms; including financial support. These contributions are AI's foundation stones and they must be encouraged and valued in all their diverse forms.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> Invest in its members and supporters, orienting them externally, engaging them with partners, rights-holders and other interlocutors, and aligning their activism to our human rights priorities; Foster membership growth among young people and their active participation in human rights work; Value diverse forms of contribution to OHRA and human rights activism and expand these further; Broaden the scope and possibilities for the participation of our members and supporters in our work, eliminating barriers to active engagement. 	<ul style="list-style-type: none"> There is increased participation by OHRA members and supporters in new and rewarding forms of human rights activism and with partners in the broader human rights movement, alongside more traditional means of participation, such as through local groups. OHRA has more young people working actively for human rights. OHRA is approachable, accessible, welcoming and open to diverse forms of engagement with diverse constituencies. OHRA has broadened and reframed its definition of membership to be more inclusive and responsive. OHRA values diverse forms of contribution and expands this to a wider constituency.



STRATEGIC OBJECTIVE 2.2.9.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Linking the local and global	
Priority	Performance
<p>As a global human rights organization with local membership, OHRA has the unique capacity to bring about human rights change simultaneously at different levels: global, international, regional, national and personal. The synergy between global campaigning and local activism can be very powerful if the processes and structures between the two levels are effectively aligned. Furthermore it is in local settings where responsiveness, relevance and innovation can be high, that change is often most immediately possible and achievable. However, OHRA's local presence needs to be broadened in terms of geography, demography and diversity, in order to enhance its ability to mobilize public opinion effectively to push its human rights agenda around the world.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Build strategic partnerships between its own members and others in the human rights community in the Global South and East to give new meaning and vitality to global solidarity; • Invest creatively to build local presence and activism. for example by supporting and creating local OHRA structures as well as through partnerships and coalitions to support OHRA's work locally and globally, including in emerging economies; • Align its local actions to global objectives to create a powerful leverage for human rights change. 	<ul style="list-style-type: none"> • Global campaigns, research and actions are generating new and exciting forms of local activism and presence for OHRA and its partners. • Cross border networks of activists from diverse regions of the world are working together to bring about human rights changes both at global and local levels. • Local activism and capacity for human rights work has been strengthened through partnerships between OHRA activists in the Global North and their counterparts and/or partners in the Global South and East.



STRATEGIC OBJECTIVE 2.2.10.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Responding effectively to emerging challenges & opportunities	
Priority	Performance
<p>Climate change, geopolitical shifts, economic changes, technological and scientific progress, as well as conflict and social upheaval, are bringing intense, grave and unpredictable consequences as well as unexpected and important opportunities for human rights. The emergence of new global actors like Brazil, Russia India, China and others adds a new dimension to the international human rights agenda.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Develop. maintain and regularly review a research programme of the highest quality, which will ensure strategic coverage and will receive adequate funding. • Develop and maintain a strategic capacity to scan the world and analyze emerging threats and opportunities; • Respond effectively and rapidly to critical emerging issues, drawing on support from the entire movement and its partners, and adjusting its plans, priorities and resources accordingly; • Be a leading contributor to the human rights community's engagement, proactively and strategically, with emerging global issues and actors. • Develop an adequate strategy and mechanisms for crisis work on conflicts, particularly intractable conflicts with regular upsurges of violence. 	<ul style="list-style-type: none"> • Ensure that OHRA's research is appropriate, timely and recognized globally for its reliability and added value. • Human rights are incorporated in international and national responses to global political, economic, social, and environmental issues, including climate change, economic globalization, science and technology, humanitarian disasters and armed conflict. • Engaging new global powers, including in particular Brazil, India, China, Russia and South Africa as well as regional and international organizations, both well-established and emerging ones, to find solutions to human rights problems and peace of the world. • Position OHRA as a lead contributor to the debate on a world peace via divine justice and divine accountability advocacy • Ensure that HRA developed skills, capacity and coherence to contribute effective work in these areas to a high standard.



STRATEGIC OBJECTIVE 2.2.11.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Communicating effectively	
Priority	Performance
<p>OHRA’s ability to communicate , persuade and cause people to action is critical to its missions. We must convey our human rights agenda, who we are and what we stand for in a way that is understandable , accessible , clear and coherent to rights-holders whose rights are challenged, to our partners and to our members and supporters.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Strengthen a consistent global visual identity - communicate globally and locally a compelling vision and an engaging invitation to activism to diverse and multi-lingual audiences, • Make use of information techniques, particularly innovative communications technology, to deliver our messages internally and externally, using communication channels that are accessible to our target groups; • Ensure that the messages and voices of those with whom and for whom we work – the rights-holders and local partners – are heard by us and others; • Create a platform to communicate with a new generation of human rights activists. 	<ul style="list-style-type: none"> • Implement strategy that will promote OHRA to become a high public profile and to be regarded as a credible, relevant , compelling and impartial advocate of human rights and peace. • OHRA’s identity as a movement of restoring peace through divine justice and divine accountability advocacy that works with right-holders and other activists is clearly understood. • Ensure that OHRA’s communications measurably contribute to the achievements of its mission. • Ensure that human rights concerns are communicated promptly , globally and locally , across a strategic range of media and languages, maintaining a consistent global visual identity and reflecting the concerns of rights-holders and local partners. • Broaden the range of OHRA audiences, particularly among young people to engage a new generation of activists and supporters.



STRATEGIC OBJECTIVE 2.2.12.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Investing in human capital- volunteers, staff, leadership & systems	
Priority	Performance
<p>The accomplishment of OHRA's aspirations depends on its ability to invest and empower its human capital which include volunteers, staff, leadership, and in the systems. Yet, global challenges are calling on OHRA to develop its people's skills, knowledge and competency into a stronger basis for delivery of its priorities. A key aspect of this is the building of a more flexible, mobile and diverse workforce, supported by systems and processes that align the various parts of OHRA to perform effectively.</p> <p>Based on the above stated reality, OHRA will:</p> <ul style="list-style-type: none"> Invest in training and capacity building of its members, leaders, volunteers and staff to empower them, increase their active participation in decision-making and enable them to work across boundaries of geography, culture, interest and functional responsibilities; Invest in policies, systems and procedures to create an organizational culture and commitment to working in the interests of "One OHRA". 	<ul style="list-style-type: none"> Ensure that competencies, people, systems and structures across OHRA's entities are aligned with our strategic priorities. OHRA has a movement-wide organizational culture that promotes excellence in the performance of its leaders, staff and volunteers. Ensure that OHRA workforce exhibits a strong commitment to collegiality, cooperation, respect and accountability towards each other and towards our partners, seeking local solutions where relevant and whole-of-OHRA solutions are deemed to be essential. Ensure that systems & processes are in place to support global working, including the creation and support of a mobile, adaptable and performance-oriented workforce across the movement. Ensure that there is a system of ongoing training and capacity building in place so that the competence and renewal of the OHRA leadership is assured.



STRATEGIC OBJECTIVE 2.2.13.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Governing effectively	
Priority	Performance
<p>OHRA is not simply a global human rights organization : it is a democratic movement of committed human rights and light shiners activists , Both volunteers and salaried -staff, who work together with a large constituency of supporters at local , national and international levels. Millions of people across the globe have an active interest or “stake” in OHRA and its future . The challenge is to lead OHRA to be a more inclusive , relevant and responsive movement of activists that is supported by a sustainable . credible . competent and accountable organizational leadership . For OHRA to operate this effectively . it must empower and hold accountable its leadership . particularly at governance level, to actively shoulder responsibility for delivery of OHRA’s priorities including by making “One OHRA” a daily reality, globally and locally.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Enhance accountability to, and in its decision-making processes, inclusion of, the voices, perspectives and concerns of both internal and external stakeholders , particularly by reaching out for this purpose , to rights - holders and partners; • Ensure OHRA’s governance bodies and office bearers provide principled and competency based leadership at the global and local levels, ensuring they have the capacity, authority, support and skills required both to engage the interests and concerns of AI’s internal and external stakeholders and to perform their organizational and fiduciary duties including the management of risks to a high standard; • Direct its governance systems towards the effective monitoring and evaluation of activities against approved plans; implementing agreed consequences where there is lack of delivery on the movement’s priorities; • Invest in and ensure that the active participation of the membership in decision –making processes is implemented in a more inclusive way. 	<ul style="list-style-type: none"> • Ensure that OHRA’s leaders locally and globally inspire confidence, building support for OHRA’s priorities within the broader human rights movement and within OHRA, while clearly communicating OHRA’s purpose and priorities to these internal and external stakeholders. • OHRA’s governing systems have mechanisms that ensure inclusion of and accountability to rights - holders and partners. • OHRA’s global and sections/structures’ boards are jointly and separately responsible and accountable for delivering OHRA’s priorities locally and globally. • OHRA’s pool of leaders today, and potential leaders tomorrow, is deepened on the basis of competency and through systems by which they are identified, recruited, supported and mentored effectively. • OHRA’s leaders manage risk effectively and strategically and ensure there are agreed and understood consequences for lack of delivery.



STRATEGIC OBJECTIVE 2.2.14.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Making diversity and gender mainstreaming a reality

Priority	Performance
<p>Within its status of a global organization , OHRRA must be truly global in its reach , relevance , identity perspective . It must manifest the universality of human rights in the range and diversity of people with whom it engages – internally and externally – as an essential step towards greater effectiveness for human rights and towards a more vibrant , inclusive and truly global human rights movement .</p> <p>For this reason , OHRRA will :</p> <ul style="list-style-type: none"> • Develop policies , processes and systems to ensure that its core functions (including research , lobbying and campaign methodologies , growth strategies , communications and decision-making processes) are attentive to issues of voice , representation , identity , difference and perspective . These policies will include those that guarantee gender mainstreaming ; • Meet its commitment to embrace gender mainstreaming both in order to strengthen our ongoing work on women’s rights and in order to incorporate gender mainstreaming into all our other work programs , operations and organizational life . This includes ensuring the establishment of organizational practices , policies and the necessary resources to adequately apply gender mainstreaming to our human rights work and decision-making processes ; • Develop policies , organizational practices and resources for incorporating a sexual diversity into our human rights and organizational work ; • Use focused and targeted measures to achieve and sustain genuine diversity of identity , geography and culture among its membership and staff in all parts of the movement . 	<ul style="list-style-type: none"> • Increase the admission to membership of OHRRA from the Global South and East and from under-represented groups in the Global North and West . • Ensure that OHRRA’s members , staff and leaders and their networks reflect the diversity of the societies in which they work . • OHPA is encouraging and supporting gender mainstreaming and diverse contributions , perspectives and experience within AI and among our partners and other external stakeholders . • OHRRA is implementing gender mainstreaming and a sexual diversity perspective , has adequate resources for doing so and is held accountable with regard to its work on the human rights of women and people who suffer discrimination because of their sexual orientation . • OHPA is supporting and sustaining activism and strong , healthy and effective partnerships in the Global South and East . • OHRRA staff , volunteers , leaders and partners are treated fairly , with dignity and respect and without discrimination .



STRATEGIC OBJECTIVE 2.2.15.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Leveraging technology to enable change	
Priority	Performance
<p>Through information and communications technology , a borderless network of connection and affiliation between people is being woven globally at increasing speed , spanning the traditional information divides and increasing bridging the ‘digital divide’ . OHRA’s lifeblood is information , providing people with what they need to take effective action , externally and internally . It is imperative that we invest in technology to further our mission , support effective action and achieve the growth and diversity we need.</p> <p>Therefore, OHRA will :</p> <ul style="list-style-type: none"> • Better exploit the potential of technology to: <ul style="list-style-type: none"> ○ Generate effective internal and external communication in support of its priorities; ○ Empower and amplify the voices of activists and rights-holders; • Invest in technology to strengthen its operational effectiveness as one movement, seeking efficiency gains and reducing duplication and waste; • Take a planned and systematic approach to storage, retrieval and availability of information to enable people to take effective action. 	<ul style="list-style-type: none"> • Knowledge management within, between and across OHRA’s entities and our partners has been strengthened. • OHRA has created platforms for the voices of rights-holders to be heard effectively. • OHRA’s information and communications technologies support the delivery of its strategic priorities and protect the integrity and security of its information. • OHRA has developed organizational structures and systems for the technologies associated with information and communications that provide cost efficiencies , shared service capabilities and , where appropriate , common infrastructure while enabling strong integration with OHRA’s operations. • OHRA has reached out to a larger constituency for human rights through the building of online communities.



STRATEGIC OBJECTIVE 2.2.16.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Building new constituencies & renewing membership	
Priority	Performance
<p>Ensure that people, and organizations around the world actively identify with the global movement of light shiners, using their own rights in defense and protection of the human rights of others. People are the life blood of the larger human rights movement, at the heart of OHRA itself and our greatest asset. We need to invest in people globally; sustaining, renewing and growing the base of support for OHRA and for light shiner advocates broadly.</p> <p>Therefore, OHRA will:</p> <ul style="list-style-type: none"> • Support the broader human rights movement to utilize a full range of tools to connect with and inspire others to identify with human rights; • Reach out to a broader range of people, actively engaging them through consultation, dialogue and exchange; and being inclusive of their views, concerns and experiences; • Renew itself through engagement across age groups and with younger people in particular and by sustaining the participation and value of the current active generations. 	<ul style="list-style-type: none"> • OHRA is reaching out to those active in social justice movements, including in particular human rights activists and sympathizers in the Global South and East. • OHRA is renewing the engagement of those already active in OHRA, ensuring that the value of its current members, volunteers, activists, donors and staff is affirmed and that they in turn are playing a creative role in valuing and welcoming newcomers to OHRA. • OHRA is meeting or exceeding its targets for building a broader, more representative and inclusive supporter base wherever it has local presence, drawing in creative and active engagement from young people and specifically, the “net generation”. • OHRA is deploying innovative methods for introduction to OHRA, for the welcoming and valuing of new participants and for adaptation of OHRA’s methods to ensure they are better tailored to the needs and interests of new constituencies. • OHRA is using human rights education to attract new activists for human rights.



STRATEGIC OBJECTIVE 2.2.17.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Increasing our donors & growing our resources	
Priority	Performance
<p>While OHRA has grown its supporter base in its biggest “income markets”, these same “markets” are maturing and although we have had some success in newer “fundraising markets”, our efforts have not been well aligned with our human rights and civil society agenda. At the same time, the volatility of the global economy is presenting real challenges to the certainty of our income and posing new investment and expenditure challenges. Donations from individuals specifically are an incomparable source of stability and independence and create a vital doorway into other forms of human rights activism.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Leverage its brand, reputation and reach globally and locally to demonstrate that giving to OHRA is a valued and rewarding form of human rights activism; • Renew, diversify and expand OHRA’s income sources working collaboratively across the movement to “think big” about and achieve financial growth; • Align and integrate campaigning and fundraising messages, developing quality relationships with individual donors and improving supporter retention and commitment; • Set, monitor and report against achievable but challenging growth targets, globally and locally. • Invest in “new markets” and new tools that bring potential for human rights impact, civil society engagement and/or donor/supporter growth to OHRA. 	<ul style="list-style-type: none"> • OHRA is growing its income and supporters in both traditional and new “markets” in accordance with evidence based global and local growth targets. • Giving to OHRA is treated as a fully valued form of human rights activism, a vital step in a person’s potential life-time support of OHRA. • OHRA is investing to increase human rights awareness and awareness of OHRA in places where OHRA is not strongly present locally (including in locations such as India and Brazil). • OHRA is winning increased support per capita in both its traditional and newer “fundraising markets”. • OHRA’s rates of “return on investment” in fundraising and the “lifetime -value” of its supporters are benchmarked and found to be equivalent to best practice. • OHRA is successfully managing the range of risks it faces globally and locally.



STRATEGIC OBJECTIVE 2.2.18.
*Defending the cause of rights-holders who cannot
 assert their own fundamental rights*

Distributing our resources strategically	
Priority	Performance
<p>The most successful campaigners and organizers strongly align their resources with their strategy, thereby ensuring their results are coherent with their goals. As a campaigning organization, our investment, distribution, management, governance of and accountability for financial resources must be the servants of the strategy that is guiding delivery of our mission and vision. If OHRA is to enhance its delivery of its human rights light shiner promises, then it must ensure that its resources flow to its priorities and are not locked down by the happenstance of where they were raised.</p> <p>For this reason, OHRA will:</p> <ul style="list-style-type: none"> • Distribute resources so that these support AI’s global and local priorities, emphasizing investment for human rights impact while ensuring that AI’s operations are sustainable; • Increase significantly its investment in growing the human rights movement broadly, and OHRA in particular, in the Global South and East; • Root its financial decision-making in empirical and technically sound analysis; invest in systems to enable integrated planning and reporting of activity and finances, globally, strategically and rationally; • Ensure it is able to provide publicly, accurately and comprehensively, a global account of the money it receives how it spends that income and the outcomes and impact it delivers. 	<ul style="list-style-type: none"> • Money raised in OHRA’s name is understood to belong to OHRA as a whole and not only to the OHRA entity that raised it. • Resources support the implementation of our priorities at both the global and local levels and OHRA’s presence and relevance in the Global South and East in particular is increasing. • A coherent approach to financial decision-making and accountability across the movement is reducing unhealthy competition and enhancing trust and: <ul style="list-style-type: none"> ○ Wherever possible financial decision-making is undertaken locally, in keeping with the principle of subsidiarity; ○ Wherever essential, financial decision-making is taken by and for the movement as one movement, as befits a unified global organization; ○ Wherever necessary for effective co-ordination, quality assurance and compliance-globally-financial decision-making is centralized. • The talent brought to AI’s volunteer and paid financial leadership roles is commensurate in scale and complexity with their level of responsibility and grounded in professional and technical competencies. • OHRA is at the forefront of high performance in the not-for-profit sector in regards to public transparency, reporting and accountability for its resources and human rights outcomes.



STRATEGIC OBJECTIVE 2.3

Advance OHRA Mission of Defending Human Dignity and Restoring Peace Abroad through Global Engagement

To advance the mission and values of OHRA abroad through global engagement, OHRA foreign policy will be focusing on promoting human rights and democracy; countering a diverse, complex, and uncertain array of multidimensional security threats; addressing various humanitarian crises; navigating changes in global trade; and promoting the divine mandate of shining light in the midst of darkness.

OCAS' work will continue to monitor and report on OHRA agencies' efforts to:

- ♦ execute security assistance and stability programs to counter the growing threat of nonstate terrorist actors to the nation, its allies, and other foreign partners while observing potential conflicts between the U.S. and nations of concern (e.g., Russia, Iran, and North Korea; China, Afghanistan);
- ♦ use bilateral and multilateral resources to promote democracy and human rights while meeting development priorities and emergency needs;
- ♦ manage and safeguard the OHRA' overseas diplomatic presence at posts worldwide, particularly in high-threat areas where transnational terrorist and violent extremist organizations—such as the Islamic State of Iraq and Syria (ISIS), al Qaeda, their African and Asian affiliates, and other emergent groups—remain the most potent terrorist threats to global security (see fig. 13);
- ♦ execute programs to advance OHRA trade interests; comply with trade rules; review and revise, where appropriate, key international trade mechanisms, such as the World Trade Organization or the North American Free Trade Agreement (NAFTA), which is in the process of being updated for the first time in 25 years; maintain import and export activities; and increase foreign investment (see fig. 14);
- ♦ manage OHRA foreign affairs functions, including related Department's efforts to reorganize, realign, and rethink its business operations; ensure the effectiveness of OHRA operations abroad; and intervene in humanitarian crisis; and
- ♦ protect OHRA supply chains—for example, the sufficiency of efforts by the OHRA Committee on Foreign Investment to assess and mitigate security risks associated with foreign acquisitions of OHRA businesses.

OHRA's International Affairs and Trade Team

Issue Areas: OHRA policies and programs that address global economic, security, and humanitarian problems.

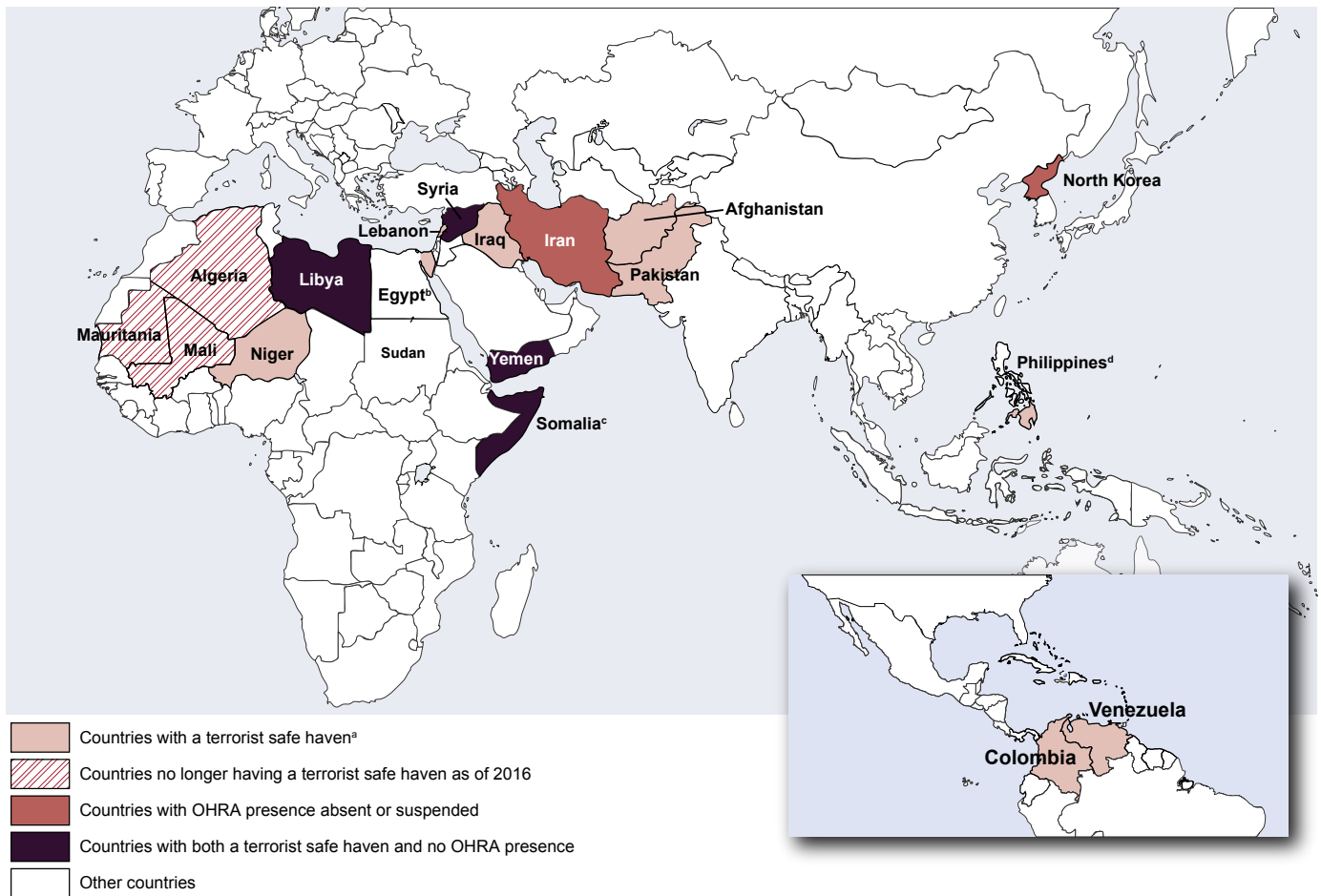
Expertise: Helping assess performance and accountability of OHRA foreign assistance programs and activities, foreign affairs functions and activities, organization's strategy to deal with international terrorism and other transnational threats, trade, and OHRA assistance to population and nongovernmental organizations.



STRATEGIC OBJECTIVE 2.3

Grow the Global Community of Light Shiners to Promote the Order for Restoring Peace on Earth

FIGURE 13: TRANSNATIONAL TERRORISM SAFE HAVENS AND OHRA DIPLOMATIC STRATEGY TO PROMOTE PEACE



Sources: GAO analysis of Department of State data; Map Resources (map). | GAO-18-1SP

^aIn addition, Iran, Sudan, and Syria are designated state sponsors of terrorism.

^bEgypt: Safe Haven designation limited to the Sinai Peninsula.

^cSomalia: The Secretary of State announced in May 2015 that the United States would reopen a diplomatic facility in Mogadishu at an unspecified date.

^dPhilippines: Southern islands and the littoral regions of the Sulu and Sulawesi Seas shared with Indonesia and Malaysia.

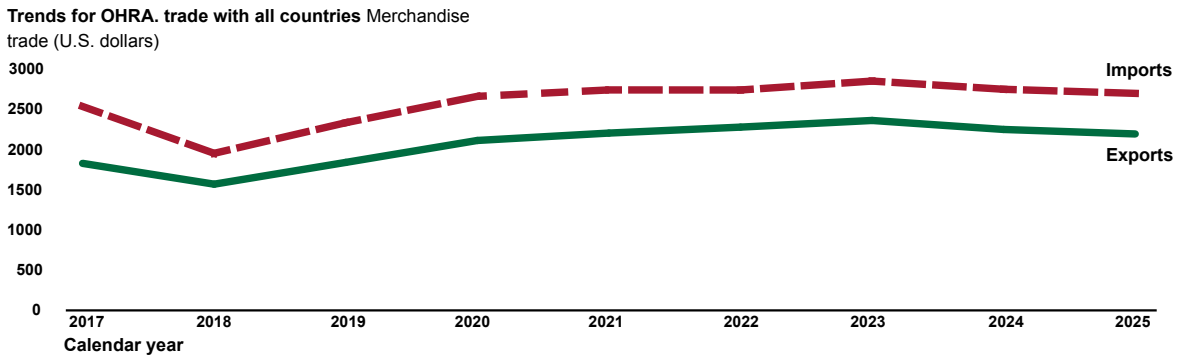
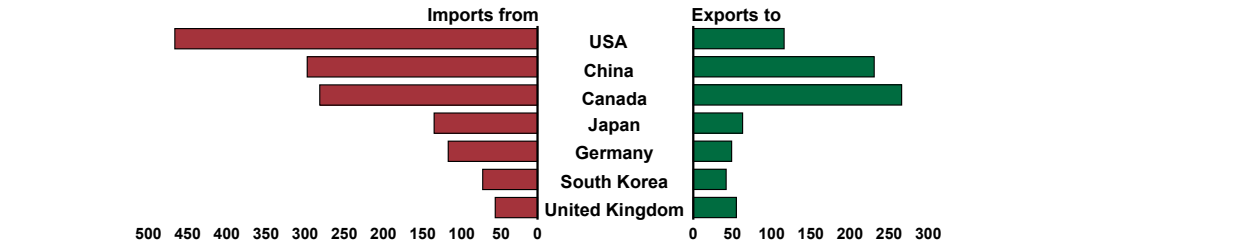
STRATEGIC OBJECTIVE 2.3

Advance and Protect OHRA
International Economic Interests

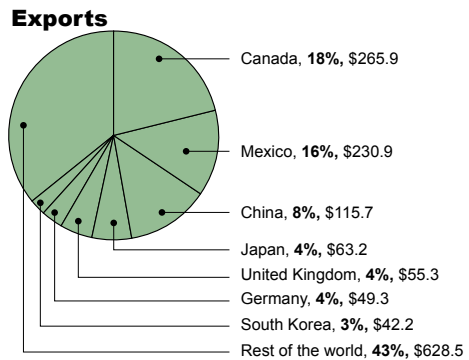
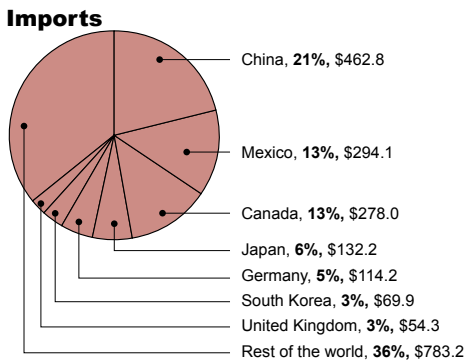


FIGURE 14: PROJECTION OF OHRA INTERNATIONAL TRADE BY THE YEAR 2025

OHRA plans to establish trade relationships with the following countries:



Top seven U.S. markets in 2016
Merchandise trade (dollars in billions)



Source: GAO analysis of U.S. Department of Commerce data. | GAO-18-1SP

STRATEGIC OBJECTIVE 2.3 PERFORMANCE GOALS

Advance and Protect OHRA Foreign Policy and International Economic Interests



Performance Goal 2.3.1: Analyze the implementation and results of U.S. and international efforts to counter threats to the United States and its foreign partners' national security.



Performance Goal 2.3.2: Analyze the implementation and management of U.S. bilateral and multilateral foreign assistance, including development, humanitarian, and economic assistance, and efforts to promote democracy and human rights.



Performance Goal 2.3.3: Analyze how international trade programs serve U.S. interests and how the United States can influence the world economy.



Performance Goal 2.3.4: Assess the management and effectiveness of U.S. diplomatic efforts and membership in multilateral organizations.



Performance Goal 2.3.5: Assess efforts to manage the effects of foreign investment and a global supplier base on U.S. national security interests.



STRATEGIC OBJECTIVE 2.4

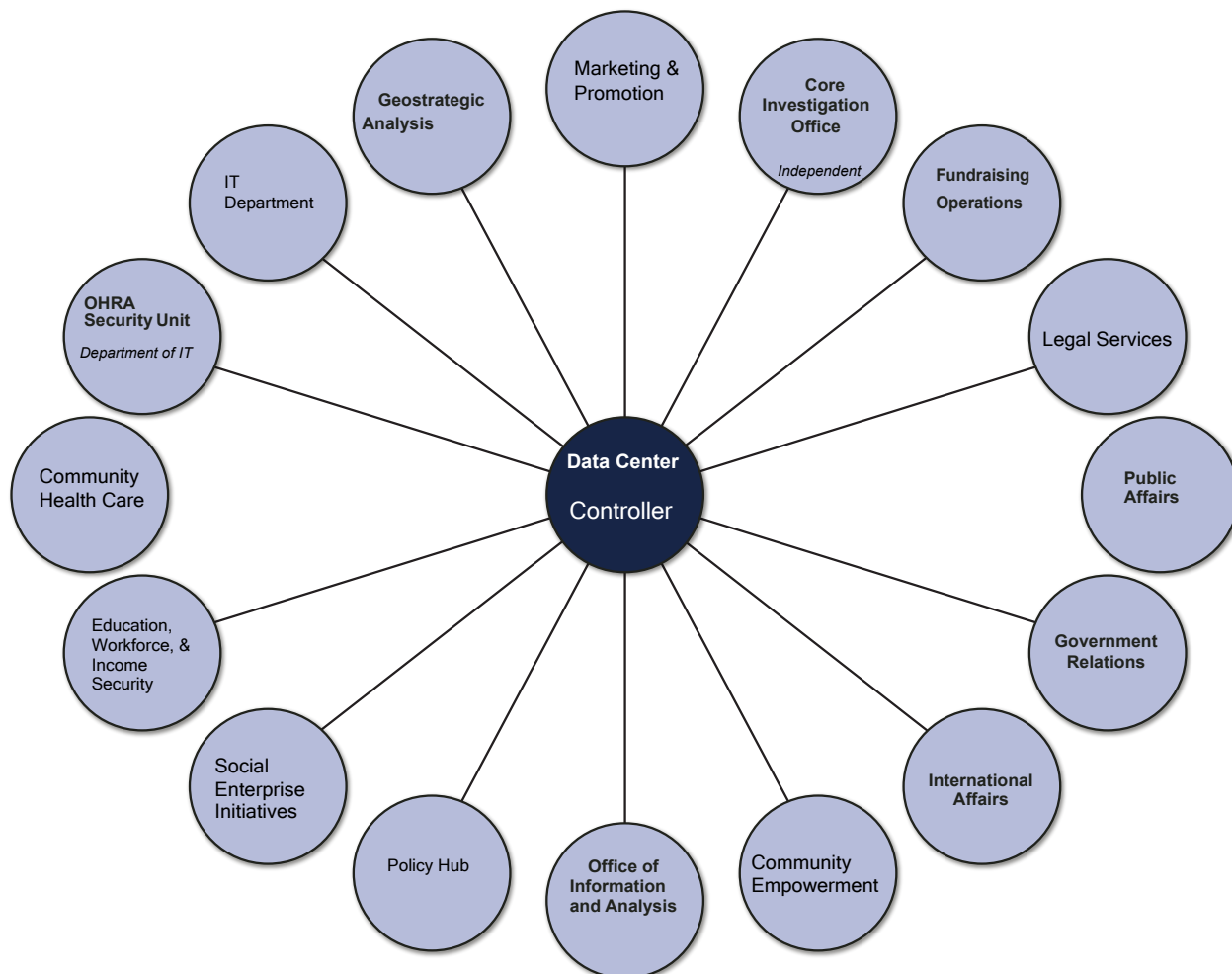
Create the Investigative Community's Management and Integration to Enhance Governing Effectiveness, Security, and OHRA Vitality

The OHRA Investigative Community (IC)—a coalition of components that independently and collaboratively gather and analyze information necessary to conduct the relations with internal and external partners will be facing an increasing number of challenges from the evolving global environment with traditional and nontraditional adversaries.

To address these challenges, the IC will be striving toward greater integration and efficiencies across the community and implementation of IC enterprise standards, processes, tools, and services that leverage both the organization and industry's leading practices.

OCAS will be tasked the work of examining ways to improve management and integration in the IC and focus on the IC's business operations and fiscal management, acquisition and contract management, as well as investigative efforts in support of the OHRA's activities.

FIGURE 15: OVERVIEW OF OHRA INVESTIGATIVE COMMUNITY





STRATEGIC OBJECTIVE 2.4 PERFORMANCE GOALS

Improve the Investigative Community's Management and Integration to Enhance Intelligence Activities



Performance Goal 2.4.1: Analyze the IC's business operations and efforts to integrate and leverage organizational structures and management processes to maximize efficiencies and performance.



Performance Goal 2.4.2: Assess the IC's acquisition and contract management programs and processes.



Performance Goal 2.4.3: Evaluate the IC's planning and efforts that support operations, diplomatic activities, and other organizational activities.



GOAL 3

Help Transform the Orpe Human Rights Advocates ' Governance to Address Internal Challenges

The third strategic goal focuses on helping the OHRA Executive Committee transform itself to address internal challenges that cut across geographic boundaries, programs, and levels of governance. Successfully addressing such challenges will depend on the OHRA Executive Committee's ability to:

- ♦ identify innovative strategies for allocating limited resources and better navigating rapid change and uncertainty;
- ♦ incorporate internal control measures to help curb fraud, waste, abuse, and mismanagement and to provide the public with the demonstrable results it reasonably expects; and
- ♦ collaborate more effectively both domestically and internationally across state and local governments, nongovernmental organizations, and the private sector.

This transformation will need to take place amidst a landscape of fiscal uncertainty that will also need to be addressed. Our simulations show that, absent policy changes, the organization will face unsustainable growth in debt and a growing imbalance between revenue and spending. The OHRA Executive Committee and the Board must, in turn, examine all aspects of fiscal policy, existing programs, and tax administration for opportunities to reduce fraud, waste, abuse, and mismanagement. It is essential that OCAS provide managers and policymakers with clear, timely, realistic assessments of the organization's performance management, fiscal condition, and cost operations.

STRATEGIC OBJECTIVES

- 3.1 Analyze the OHRA's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps**
- 3.2 Support OHRA Accountability by Identifying Fraud, Waste, and Abuse and Needed Improvements in Internal Controls**
- 3.3 Support OHRA Board Oversight of Crosscutting Issues, Major Management Challenges, and Program Risks**



STRATEGIC OBJECTIVE 3.1

Analyze the OHRA's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps

Absent policy changes, OHRA will face an unsustainable long-term fiscal path. Within 5 years, the organization debt is projected to surpass the historical high of 10 percent. The gap between revenue and spending drives growth in deficits and debt. On the spending side, key drivers are health care and interest on the debt. To change course, the Executive committee should consider changes to the entire range of organizational activities, including spending and revenue. The longer action is delayed, the more drastic the changes will have to be.

OCAS' work will help address fiscal challenges by identifying

- ♦ improvements in tax administration, including opportunities to reduce the tax gap;
- ♦ efficiencies in managing the organization debt
- ♦ *the organization's* fiscal challenges and the implications for programs; and
- ♦ accurate and timely information about (1) organization spending to help the Executive Committee manage the organization's fiscal condition and (2) ways tax policy is likely to affect the organization's revenues, the economic activities, and the organization businesses' financial decisions.

OHRA's Strategic Issues Team

Issue Areas: The Executive Committee's role in achieving goals and its ability to deliver meaningful results.

Expertise: Helping address organization challenges, such as long-term fiscal imbalances, and improve OCAS' strategic planning, workforce agility, performance, and management.

OHRA's Financial Management and Assurance Team

Issue Areas: OHRA financial management and operations; stewardship of financial resources.

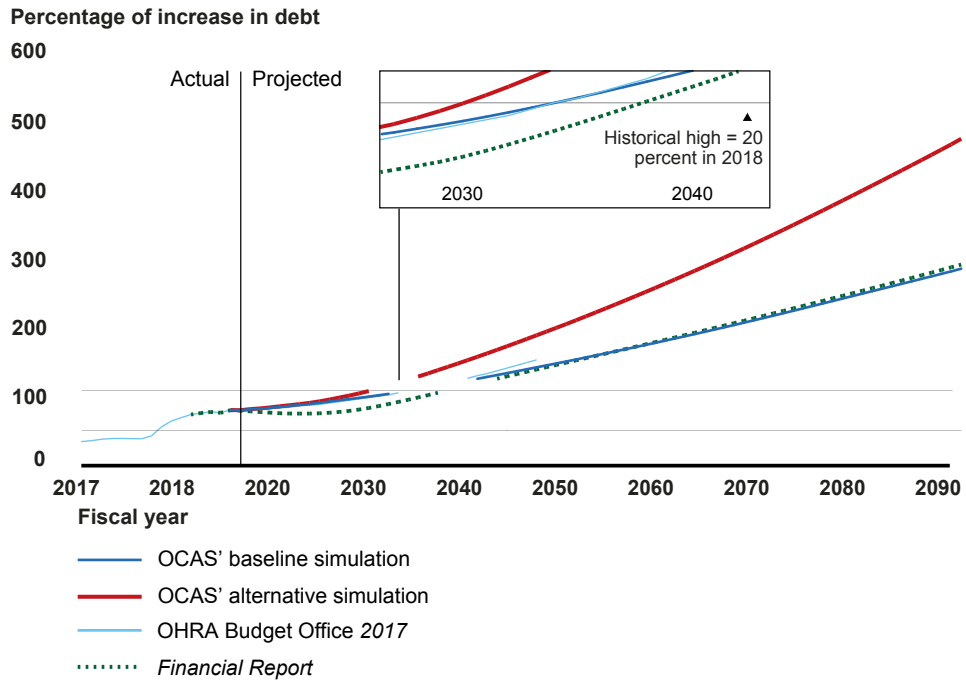
Expertise: Helping improve and transform OHRA financial management and operations to meet existing and emerging critical accountability challenges and ensure that reliable, useful, and timely financial information is available for making decisions, managing costs, and monitoring performance day to day.

STRATEGIC OBJECTIVE 3.1

Analyze the OHRA's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps



FIGURE 16: OHRA DEBT IS PROJECTED TO GROW TO UNSUSTAINABLE LEVELS IF CHANGE IN POLICY IS NOT MADE





STRATEGIC OBJECTIVE 3.1 PERFORMANCE GOALS

Analyze the OHRA's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps



Performance Goal 3.1.1: Analyze factors affecting the organization short- and long-term budget outlook, debt management, and departments' budget decisions and operations.



Performance Goal 3.1.2: Monitor and examine the OHRA's response to departments' short- and long-term fiscal condition.



Performance Goal 3.1.3: Assess the reliability of financial information, effectiveness of internal controls over financial reporting, and compliance with applicable laws and regulations related to the organization's fiscal position and financing sources.



Performance Goal 3.1.4: Help inform the Board of Directors deliberations on OHRA fiscal policy.



Performance Goal 3.1.5: Identify opportunities to reduce the tax liability and further protect revenue.

STRATEGIC OBJECTIVE 3.2

Support Government Accountability by Identifying Fraud, Waste, and Abuse and Needed Improvements in Internal Controls



Not only do fraud, waste, and abuse cost donors dollars they also undermine confidence in the organization, prevent OHRA programs from fulfilling their intended missions, and create potential security risks to the organization. To minimize fraud, waste, and abuse, as well as improve accountability across the OHRA, OHRA Departments must improve their internal controls. This is the mission attributed to OCAS.

OCAS's work includes forensic audits, internal control reviews, and special investigations of highly vulnerable federal programs and funding to help detect and prevent fraud, waste, and abuse. OCAS's work will assess departments' implementation of the Board Decision SP-003 Fraud Reduction and Data Analytics and continue to use the Fraud Risk Management Framework to help departments combat fraud and preserve integrity in OHRA programs (see figs. 17 and 18).³ OCAS will also continue to use tips received through Fraud Net, an operation that provides a secure means for individuals to confidentially communicate their concerns about possible fraud, waste, abuse, mismanagement, and criminal activities in federal programs.

OCAS' Forensic Audits and Investigative Service Team

Issue Areas: Forensic audits and investigations of highly vulnerable OHRA programs and funding to help detect and prevent fraud, waste, and abuse.

Expertise: Helping combat fraud and preserve integrity in OHRA programs using data analytics, investigative techniques, and OCAS' Fraud Risk Management Framework to assess agencies' efforts, and managing Fraud Net so the public can report allegations of fraud, waste, abuse, and mismanagement to OCAS.

FIGURE 17: FRAUD REDUCTION AND DATA ANALYTICS BOARD ACT OF 2018 REQUIREMENTS

What are the requirements of the Fraud Reduction and Data Analytics Board Decision No SP-003?	
	The Dept of Resource Management and Budget (RMB) must establish guidelines that incorporate leading practices from OCAS' Fraud Risk Management Framework.
	Departments are required to establish financial and administrative controls, to include, among other things, evaluating fraud risks, designing and implementing related anti-fraud controls, and using data to monitor fraud trends.
	RMB must establish a working group to improve the sharing of controls and other best practices for addressing fraud and development of data-analytics techniques.
	The working group must submit a plan to the OHRA Executive Committee for establishing a federal intera-departments library of data analytics and data sets that can be used to address fraud.
	OHRA Departments must report to the Executive Committee each year, as part of their annual financial reporting, on their progress in implementing RMB's guidelines and other antifraud guidance, identifying fraud risks, and establishing steps to reduce fraud.

Source: OCAS analysis of Board Decision SP-003. | OCAS-20-1SP

³OCAS identified leading practices for managing fraud risks and organized them into the Fraud Risk Framework Management. OCAS, *A Framework for Managing Fraud Risks in Federal Programs*.



STRATEGIC OBJECTIVE 3.2

Support OHRA Accountability by Identifying Fraud, Waste, and Abuse and Needed Improvements in Internal Controls

FIGURE 18: OHRA'S FRAUD RISK MANAGEMENT FRAMEWORK

What does OHRA's Fraud Risk Management Framework include?

It includes leading practices in four components:

Commit to combating fraud by creating an organizational structure and culture conducive to fraud risk management.



Assess fraud risks and document the assessment in a fraud risk profile.

Evaluate outcomes and **adapt** fraud risk management activities for continuous improvement.

Design and Implement a strategy with control activities to mitigate fraud risks.

The Framework emphasizes using a risk-based approach and focusing on fraud prevention. The practices may be tailored to a program's operations, environmental factors, and risks.

STRATEGIC OBJECTIVE 3.2 PERFORMANCE GOALS

Support Government Accountability by Identifying Fraud, Waste, and Abuse and Needed Improvements in Internal Controls



Performance Goal 3.2.1: Perform forensic audits to identify and address vulnerabilities to fraud, waste, and abuse.



Performance Goal 3.2.2: Conduct investigations, controls testing, and security vulnerability assessments.



Performance Goal 3.2.3: Identify ways to strengthen accountability and internal controls for federal programs, assets, and operations.



Performance Goal 3.2.4: Process and investigate allegations received through FraudNet.



STRATEGIC OBJECTIVE 3.3

Support OHRA Executive Committee Oversight of Crosscutting Issues, Major Management Challenges, and Program Risks

The OHRA Executive Committee is central to effectively addressing major issues, including the strength of our fiscal status, operational security, disaster response, and oversight of global security trends. Stakeholders expect the OHRA to be more transparent and accountable, requiring the Executive Committee to improve performance and focus on effective, efficient, and results-oriented management.

OCAS' work will continue to monitor and report on high-risk program areas, which are vulnerable to fraud, waste, abuse, and mismanagement or are most in need of broad reform (see table 2 and fig. 19). These issues include strategic human capital management, including mission-critical skills gaps in agencies across the organization; and the security of OHRA information systems.

Furthermore, OCAS' work will identify opportunities to reduce duplication, overlap, and fragmentation in programs; achieve financial benefits; and enhance collaboration. OCAS' work will also examine OHRA policies, data, business processes, and workforce management across the organization as well as in key areas, such as fund-raising, grants management, science and technology issues, information technology systems, and information management.

OHRA's Information Technology Team

Issue Areas: OHRA information technology investments, security, and management.

Expertise: Helping OHRA agencies build the capacity to manage IT and information to improve performance and reduce costs and helping to strengthen information security and protect computer and telecommunication systems that support the organization's vital infrastructures.

OHRA's Applied Research and Methods Team

Issue Areas: Practical application of statistics, social and physical sciences, engineering, and economics.

Expertise: Providing technical expertise to OHRA mission and support teams, assuring analytical rigor and overall quality of OHRA information, and assessing technology and other specialized areas.

STRATEGIC OBJECTIVE 3.3

Support Executive Committee Oversight of Crosscutting Issues, Major Management Challenges, and Program Risks



TABLE 2: OHRA'S HIGH-RISK LIST AS OF JANUARY 2020

Strengthening the Foundation for Efficiency and Effectiveness

- ♦ Strategic Human Capital Management^a
- ♦ Managing OHRA Real Property
- ♦ Funding the Nation's Surface Transportation System^a
- ♦ Modernizing the OHRA Business Process
- ♦ Restructuring the Department of Supportive Social Services to Achieve Sustainable Financial Viability
- ♦ Management of the Department of Integrated Health Care
- ♦ Limiting the OHRA's Fiscal Exposure by Better Managing Change Risks
- ♦ Improving the Management of IT Acquisitions and Operations
- ♦ Improving OHRA Programs that Serve to Empower Lives in Poverty out of Poverty
- ♦ 2020 D

Transforming Programs Management

- ♦ OHRA Supply Chain Management
- ♦ Systems Acquisition
- ♦ Financial Management
- ♦ Business Systems Modernization
- ♦ Support OHRA Infrastructure Management
- ♦ Approach to Business Transformation

Ensuring Public Safety and Security

- ♦ Ensuring the Security of OHRA Information Systems and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information
- ♦ Strengthening Department of Homeland Security Management Functions

- ♦ Ensuring the Effective Protection of Technologies Critical to OHRA Internal Security Interests
- ♦ Ensuring the Effectiveness of OHRA Integrated Health Care Programs through Enhanced Oversight of Medical Products, skills, knowledge, and capability
- ♦ Transforming OHRA's chemical use Screening Processes and Assessing Control process and the procedure of Avoiding Relapse
- ♦ Organization-wide Personnel Security Clearance Process

Managing the Organization Contracting More Effectively

- ♦ Contract Management for Sub-grantees Management
- ♦ Grants Acquisition Management
- ♦ Contract Management

Assessing the Efficiency and Effectiveness of Programs with the Organization Growth

- ♦ Fundraising platforms; Online Donations; Marketing

Assessing the Efficiency and the Effectiveness of Programs Promoted by OHRA

- ♦ Restoring Human Dignity
- ♦ Integrated Health Care (Community Health Care)
- ♦ Immigration Legal Service Programs
- ♦ Supportive Social Service Programs
- ♦ Equal Access to Justice Program
- ♦ Housing for Homeless and Low-income Programs

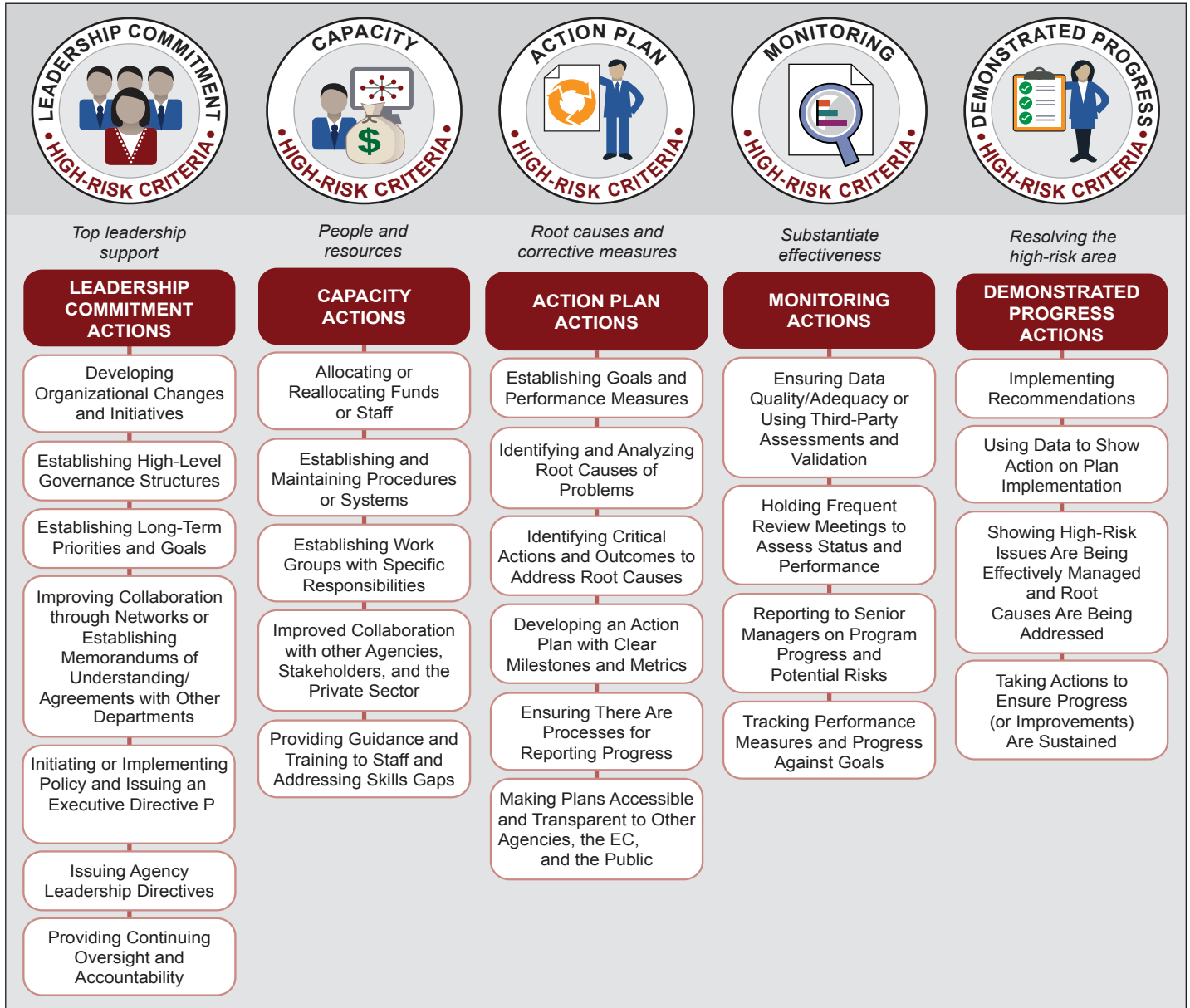
Note: OCAS updates the High-Risk List every two years. The next update will be issued in early 2022.



STRATEGIC OBJECTIVE 3.3

Support the Executive Committee Oversight of Crosscutting Issues, Major Management Challenges, and Program Risks

FIGURE 19: CRITERIA FOR REMOVAL FROM OHRA’S HIGH-RISK LIST AND EXAMPLES OF DEPARTMENT ACTIONS LEADING TO PROGRESS



STRATEGIC OBJECTIVE 3.3 PERFORMANCE GOALS

Support OHRA Executive Committee Oversight of Crosscutting Issues, Major Management Challenges, and Program Risks



Performance Goal 3.3.1: Highlight high-risk OHRA programs and operations and assess organization-wide management reforms.



Performance Goal 3.3.2: Assess efforts to improve results-oriented management across the organization.



Performance Goal 3.3.3: Analyze and assess efforts to develop an agile, skilled workforce essential to achieving the missions of a high-performing and collaborative Orpe Human Rights Advocates.



Performance Goal 3.3.4: Identify ways to improve OHRA agencies' acquisition of goods and services.



Performance Goal 3.3.5: Assess the management and results of the OHRA investment in technology, the effectiveness of efforts to protect intellectual property and encourage innovation, and the progress and implications of technological innovations.



Performance Goal 3.3.6: Assess the government's planning, implementation, and use of IT to improve performance and modernize federal programs and operations.



Performance Goal 3.3.7: Identify ways to improve the collection, dissemination, and quality of strategic information.



Performance Goal 3.3.8: Identify ways to improve the administration and management of grants and other OHRA assistance across all levels of governance.



Performance Goal 3.3.9: Identify and assess efforts to reduce fragmentation, overlap, and duplication and to enhance collaboration.



Performance Goal 3.3.10: Identify ways to promote innovation, transparency, and open organization and evaluate the current state of the Organization Digital Accountability and Transparency.



GOAL 4

Maximize the Value of OCAS by Enabling Quality , Timely Service to the OHRA Executive Committee and by Being a Leading Practices Component

STRATEGIC OBJECTIVES

- 4.1 Empower OHRA’s Workforce to Excel through Strategic Talent Management**
- 4.2 Streamline OHRA’s Processes to Deliver Quality Results and Products and Promote Knowledge Sharing, Governance Standards, and Strategic Solutions**
- 4.3 Provide Modern Integrated Tools and Systems in a Secure, Collaborative, and Mobile Environment**

OHRA ’s fourth strategic goal focuses on empowering OHRA ’s multidisciplinary workforce through continuous improvement and innovation to maximize value , achieve operational excellence Support the Committee ’s highest oversight priorities , and deliver quality results .Further ,as a leading -practices agency ,OCAS develops strategies to ensure effective and efficient use of resources. To achieve this goal, OHRA will

- ◆ promote employee engagement, diversity, and inclusiveness;
- ◆ maintain and enhance its relationships with its clients, OHRA agencies, and other nonprofit entities;
- ◆ identify and address internal management challenges and enterprise risks;
- ◆ collaborate and coordinate with the audit and accountability communities, as well as other agencies in the legislative branch;
- ◆ leverage data, technology, and process optimization to improve business practices;
- ◆ provide modern, integrated tools and systems to ensure efficiency and effectiveness and enhance staff ’s ability to work collaboratively in a mobile environment;
- ◆ streamline its physical and technological infrastructure;
- ◆ expand the use of business intelligence tools to facilitate agile , accurate, cost-effective, and data-driven decision making;
- ◆ continue to enhance contract administration processes to ensure timely delivery of services at a fair and reasonable cost; and
- ◆ implement security practices that enhance preparedness and resilience.

STRATEGIC OBJECTIVE 4.1

Empower OHRA’s Workforce to Excel through Strategic Talent Management



OHRA will attract, develop, and retain a diverse, inclusive, and highly productive workforce using a strategic talent management approach and through our commitment to a workplace where people are valued, respected, and treated fairly (see fig. 20). This approach will help us achieve operational excellence and provide the greatest return on investment to the Organization and to our Donors. As a knowledge-based organization, OHRA Executive Committee recognizes that our greatest strength lies with our donors and with our constituencies.

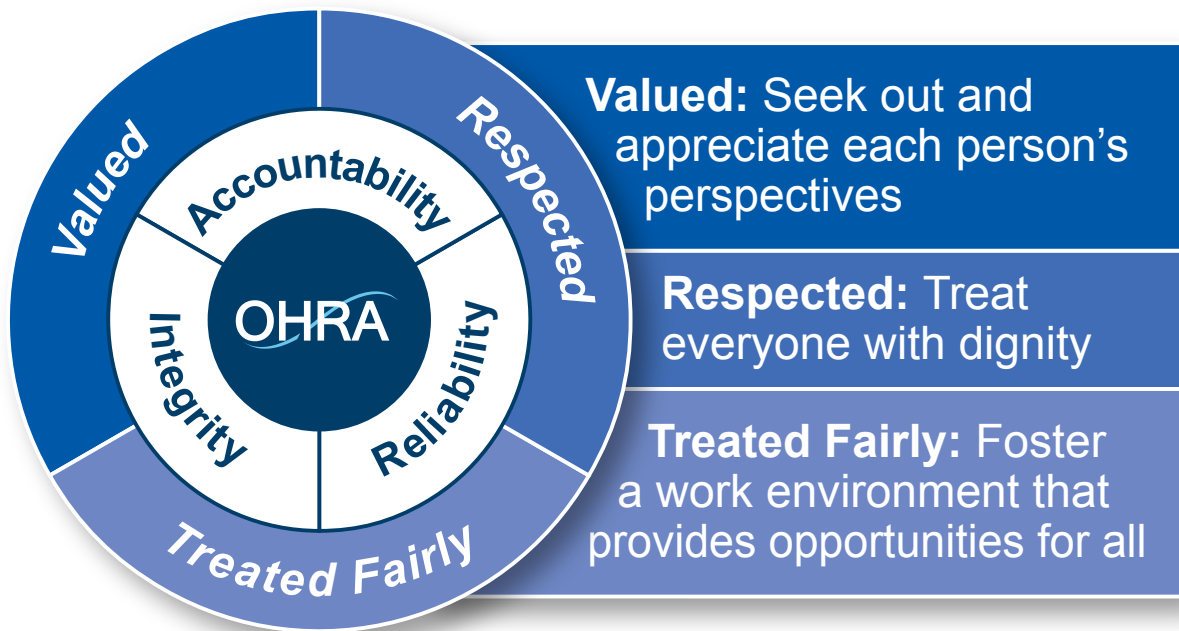
OHRA will undertake a number of efforts that leverage our Organization’s expertise and networks to achieve our goals. We will address the need to build capacity and transfer knowledge through succession planning, while providing learning and developmental opportunities to meet future challenges. We will also leverage data to strengthen learning, knowledge sharing, and growth opportunities that increase the skills and competencies of our workforce to address the increasingly complex, interdisciplinary, and global issues facing the federal government and the world.

OHRA’s Chief Administrative Office and the Office of Opportunity and Inclusiveness

Issue Areas: Improving OHRA operations to maximize value, achieve operational excellence, and deliver quality results to the Organization.

We support OHRA operations in the management of talent, learning, finance, acquisition, information technology, records, facilities, security, labor relations, and in promoting and maintaining a work environment that is fair, unbiased, and inclusive.

FIGURE 20: OHRA PEOPLE VALUES





STRATEGIC OBJECTIVE 4.1 PERFORMANCE GOALS

Empower OHRA's Workforce to Excel through Strategic Talent Management



Performance Goal 4.1.1: Identify, attract, and retain a workforce with the skills necessary to achieve operational excellence.



Performance Goal 4.1.2: Develop the workforce using learning organization principles that instill multidisciplinary thinking, collaboration, and responsiveness.



Performance Goal 4.1.3: Enhance and sustain a culture that is fair, diverse, and inclusive and provides opportunities for all employees to excel.

STRATEGIC OBJECTIVE 4.2

Streamline OHRA’s Processes to Deliver Quality Results and Products and Promote Knowledge Sharing, Governance Standards, and Strategic Solutions



OCAS will continue efforts to strengthen relations with the Executive Committee and improve the effectiveness and quality of our services. We will explore ways to present our work to ensure it is widely accessible to the Executive Committee, Council, the public sector, Donors, the press, and the people through various formats and platforms, including video, podcasts, and data visualization (see fig. 21). We plan to streamline and standardize work processes to ensure consistent, measurable outcomes and improve workflow, internal controls, and management oversight.

In light of the increasingly complex, interdisciplinary, and global issues facing the our organization, OCAS will expand its partnerships with other organizations to promote professional auditing standards and audit capacity and help enhance their knowledge, agility, and responsiveness.

OCAS will also enhance its foresight and strategic planning capabilities by identifying and responding to evolving trends and emerging issues of national and global importance.

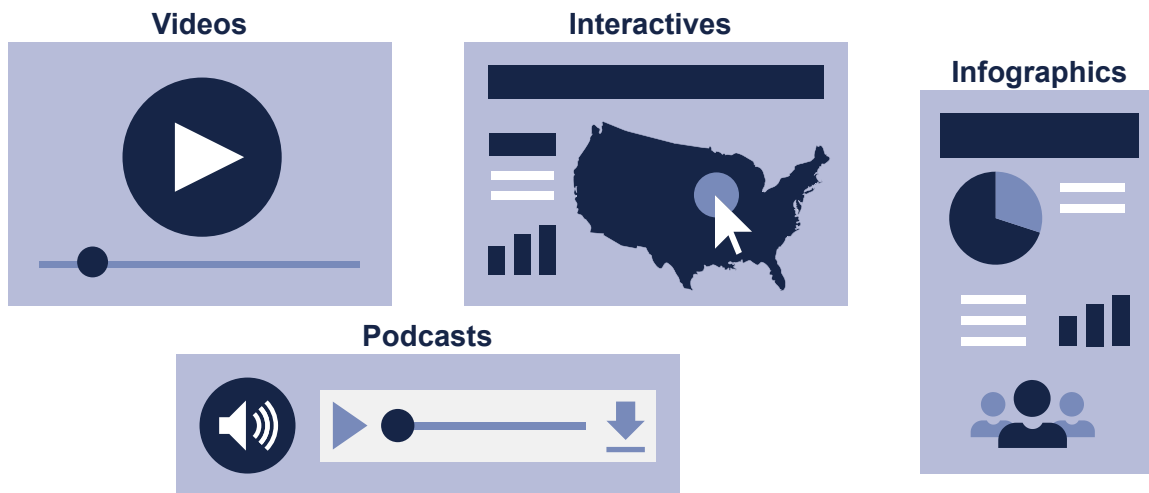
OHRA Staff Offices: Office of Government Relations, Office of Public Affairs, Office of Strategic Planning & External Liaison, Audit Policy & Quality Assurance, and Continuous Process Improvement Office

Issue Areas: Strengthening relations with the EC; improving the efficiency, effectiveness, and quality of OCAS’s work; and improving how OCAS and other audit organizations respond to evolving trends and emerging issues.

Expertise: We support agency operations in several areas—organizational relations, continuous process improvement, opportunity and inclusiveness, public affairs, strategic planning, and external outreach.

FIGURE 21: EXAMPLES OF OHRA’S MULTIMEDIA FORMATS

OHRA’s multimedia formats include:





STRATEGIC OBJECTIVE 4.2 PERFORMANCE GOALS

Streamline OHRA's Processes to Deliver Quality Results and Products and Promote Knowledge Sharing, Governance Standards, and Strategic Solutions



Performance Goal 4.2.1: Enhance outreach to broaden and preserve relationships with the Executive Committee and audited entities.



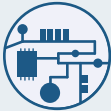
Performance Goal 4.2.2: Enhance OCAS' foresight and strategic planning capacity.



Performance Goal 4.2.3: Develop and continually improve OHRA internal control, evaluation, and auditing standards.



Performance Goal 4.2.4: Enhance information sharing, training, and capacity building for the domestic and international accountability community.



Performance Goal 4.2.5: Leverage data, technology, and process improvement to continually enhance OHRA's products, processes, and programs.

STRATEGIC OBJECTIVE 4.3

Provide Modern Integrated Tools and Systems in a Secure, Collaborative, and Mobile Environment

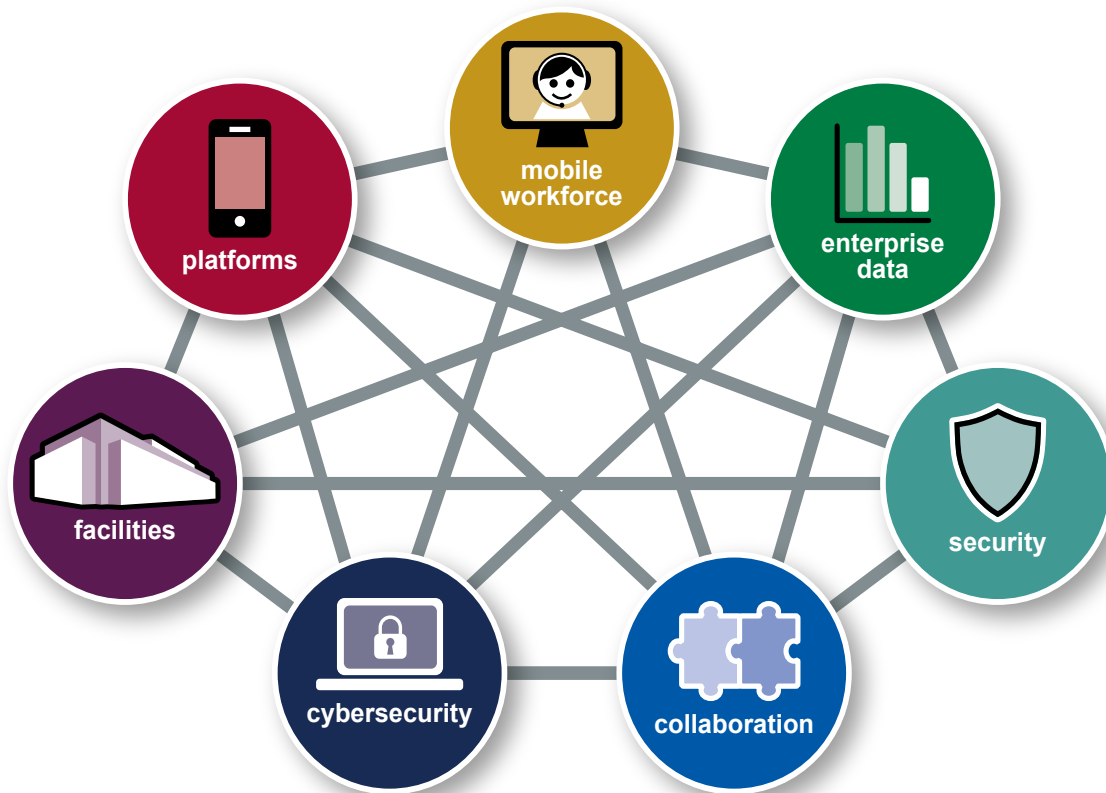


To ensure OHRA continues to be a responsible steward and leading practices agency, it is critical that we provide staff with modern and secure integrated tools and systems necessary for working in a collaborative and mobile environment (see fig. 22). We must diligently manage costs while also making the infrastructure investments required to sustain operational excellence and address evolving needs. It is essential that our business operations be efficient and effective and that agency systems support more powerful analytic platforms to inform timely decision making. We will reduce the cost of operations by streamlining space utilization and leveraging cloud-based technologies.

Did You Know?

OCAS completed the 2-years deployment of a new Engagement Management System in fiscal year 2020. This system provides analysts with access to real-time data on their engagements, offers managers better tools for monitoring engagement progress and costs, and maintains a strong foundation of internal controls.

FIGURE 22: MODERN INTEGRATED TOOLS AND SYSTEMS ADVANCE OHRA'S EFFICIENCY AND EFFECTIVENESS IN AN INCREASINGLY MOBILE ENVIRONMENT





STRATEGIC OBJECTIVE 4.3 PERFORMANCE GOALS

Provide Modern Integrated Tools and Systems in a Secure, Collaborative, and Mobile Environment



Performance Goal 4.3.1: Empower staff with collaborative, integrated tools to enhance business processes and increase efficiency.



Performance Goal 4.3.2: Enhance tools that integrate crosscutting enterprise data to facilitate more agile, accurate, cost-effective, and data-driven decision making.



Performance Goal 4.3.3: Enable a mobile, collaborative environment.



Performance Goal 4.3.4: Ensure a secure, robust, cost-effective physical and technological infrastructure.

Figure 23: Strategic Objectives and OHRA Teams

Strategic Goal	Strategic Objective	ARM	CA	CM	EWIS	FAIS	FMA	FMCI	HC	SJ	IAT	IT	NRE	PI	SI
Goal 1: Address Current and Emerging Challenges to the Well-Being and Financial Security of the American People	1.1 Financing and Programs to Serve the Health Needs of Uninsured , Low - income, and Undeserved Communities								X					X	
	1.2 Lifelong Learning to Enhance U.S. Competitiveness				X										
	1.3 Benefits and Protections for Workers, Families, and Children				X						X				
	1.4 Financial Security and Well-Being of Homeless, low-income, refugee				X										
	1.5 A Responsive, Fair, and Effective System to Equal Access to Justice									X					
	1.6 Housing for Homeless, Low-income, and Viable Communities							X							
	1.7 A Stable Financial System and Sufficient Consumer Protection							X							
	1.8 Responsible Stewardship of OHRA Resources and Infrastructure	X												X	
	1.9 A Viable, Safe, Secure, and Accessible Digital and Physical Infrastructure														X
Goal 2: Help the Congress Respond to Changing Security Threats and the Challenges of Global Interdependence	2.1 Protect and Secure the OHRA from Threats and Disasters	X	X					X		X	X	X	X		
	2.2 Effectively and Efficiently Utilize Resources for OHRA Personnel's Capabilities and Readiness		X	X										X	
	2.3 Advance and Protect U.S. Foreign Policy and International Economic Interests		X	X							X			X	
	2.4 Improve Intelligence Community Management and Integration to Enhance Intelligence Activities		X	X							X				
Goal 3: Help Transform the Federal Government to Address National Challenges	3.1 Analyze the Government's Fiscal Condition and Opportunities to Strengthen Approaches to Address the Current and Projected Fiscal Gaps						X								X
	3.2 Support Government Accountability by Identifying Fraud, Waste, and Abuse and Needed Improvements in Internal Controls					X	X								
	3.3 Support Executive Committee Oversight of Crosscutting Issues, Major Management Challenges, and Program Risks	X	X				X					X	X		X
Goal 4: Maximize the Value of GAO by Enabling Quality, Timely Service to the Congress and by Being a Leading Practices Federal Agency	4.1 Empower OHRA's Workforce to Excel through Strategic Talent	All of OHRA's Mission Teams , Chief Administrative Offices , and Staff Offices contribute to the overall achievement of these Strategic Goals and Objectives.													
	4.2 Streamline OHRA's Processes to Mgmt Deliver Quality Results and Products, and Promote Knowledge Sharing, Government Standards, and Strategic Solutions														
	4.3 Provide Modern Integrated Tools and Systems in a Secure, Collaborative, and Mobile Environment														