



Defending Human Dignity

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

STRATEGIC PLAN

2017 - 2021

ORPE HUMAN RIGHTS ADVOCATES
EXECUTIVE COMMITTEE
OFFICE OF STRATEGIC PLANNING

OHRA-20-SP

Message From the CEO

I am pleased to present Orpe Human Rights Advocates' Strategic Plan for fiscal years 2017 to 2021, which describes our priorities in providing oversight OHRA's departments which provide assistance in the following areas of activities:

1. Department of Poverty Alleviation (Income Security)
2. Department of Community Empowerment
3. Department of Community Health Care
4. Department of Restoring Human Dignity
5. Department of Supportive Social Services
6. Department of Legal Aid

Our three overarching goals focus on OHRA's work, processes, and people:

- Goal 1: Provide sound reporting and insight for improving assistance programs, operations, and resources.
- Goal 2: Promote processes that enhance OHRA performance and maximize operational efficiency.
- Goal 3: Foster a committed OHRA workforce built on shared core values.

These goals, along with the supporting objectives and performance measures, underscore our commitment to continually improve Orpe human Rights Advocates' operations and ensure that our workforce is well prepared and highly motivated to deliver programs of assistance to the needy and to inform the Executive Committee and Board, and all our stakeholders about how wisely we are allocating the resources entrusted to our organization.

To ensure OHRA's five years plan remains relevant and actionable, we will continue to assess the impact of our work and consult with Executive Committee, the departments we oversee, and other stakeholders as we identify new and evolving vulnerabilities and challenges.

I want to thank our dedicated staff for embracing the strategic planning process and for their tireless efforts to realize our vision and accomplish our strategic goals.

Edward-T Moises, PhD
October 2017

Mission and Values

MISSION OF THIS STRATEGIC PLAN

To safeguard and strengthen OHRA programs assistance through timely, relevant, and impactful oversight.

OUR CORE VALUES

The Orpe Human Rights Advocates Office of Strategic Planning (OSP) commits to carrying out its mission in accordance with the following values:

Integrity

We are independent, objective, and ethical in our work.

Accountability

We are responsible, dependable, and committed to continuous improvement.

Excellence

We promote quality, innovation, and creativity for high-impact products and services.

Transparency

We promote open, clear, and relevant communication to inspire confidence and trust.

Respect

We promote a fair and professional work environment to maintain the highest standards of conduct.

Who We Are

We are the Team of Strategic Planning of the Executive Committee of the Orpe Human Rights Advocates (OHRA) . We support the Executive Committee in its efforts of accomplishing the mission of defending human dignity , empowering lives in poverty out of poverty , community empowerment, and promote the Order for Restoring Peace on Earth . OHRA is expected to be responsible for managing millions of dollars in assistance and empowerment programs that include efforts to alleviate poverty , provide disaster relief , promote socioeconomic growth , and encourage accountable , democratic societies for the benefit of the people.

IMMEDIATE OFFICE

The Immediate Office serves the OHRA Executive Committee on a wide variety of matters affecting the organization and its relationship with the Board of Directors. The office consists of a Counselor to the Executive Committee , Inspector General , Chief of Staff , Quality Assurance Director, and Professional and Administrative Staff.

OFFICE OF AUDIT

The Office of Audit conducts performance audits, which evaluate program effectiveness , economy and efficiency, internal control, and compliance. The office conducts program and management system audits, as well as the required audited financial statement. Our auditors also review audits related to the financial accountability of our grantees , sub-grantees , and contractors.

OFFICE OF INVESTIGATIONS

The Office of Investigations conducts worldwide investigations into allegations of criminal, civil, and administrative violations. The office pursues allegations of abuses in agency programs and activities as well as other violations of law or misconduct by those involved in these programs.

OFFICE OF MANAGEMENT

The Office of Management provides timely, quality services and tools that support OHRA Executive Committee 's Mission in areas of financial resources , information management , human capital, learning and development , logistics, continuity of operations, data analytics, and process improvement.

OFFICE OF GENERAL COUNSEL

The Office of General Counsel provides independent legal counsel to the Executive Committee, Inspector General, OHRA management and staff. Through comprehensive legal advice , research , analysis , guidance , and representation , the Office of General Counsel supports the OHRA audit, investigative , and management functions . It also responds to Freedom of Information Act requests, updates the Executive Committee and OHRA staff on recent legal developments , and represents the OHRA in administrative litigation.

Goals, Objectives, and Performance Measures

GOAL I: WORK

Provide sound reporting and insight for improving programs that foster for restoring human dignity , empowering people living in poverty to become economically self -sufficient , community health care, community empowerment , and improving assistance mechanism , operations and resources.

Objective 1.1: Conduct independent audits and other analytical work that target high-priority areas, address root causes of systemic challenges, and promote transparency

- *Maximize Impact.* Prioritize audits based on risk, stakeholder concerns, and management challenges
- *Align Resources.* Identify and dedicate the skill sets needed to best ensure timely, relevant, and irrefutable work
- *Publish Results.* Deliver objective, high-quality products that are incisive, compelling, and accessible
- *Monitor Outcomes.* Track and report departments corrective actions, their timeliness, and the extent to which they meet the intent of Executive Committee recommendations

Objective 1.2: Investigate irregularities, civil violations, and employee misconduct, while promoting programs and operational integrity

- *Encourage Early Detection and Intervention.* Target outreach and education to areas of heightened risk and vulnerability
- *Maximize Impact.* Manage workloads by prioritizing cases with the greatest potential to cause harm and setting the stage for quickly deploying investigative resources
- *Ensure Readiness.* Cultivate, maintain, and apply the full range of investigative tools and techniques while leveraging crosscutting expertise
- *Drive Action.* Structure notifications and referrals so that they are actionable to the maximum extent possible, and monitor impact
- *Promote Deterrence.* Publicize investigative results and heighten awareness of the consequences of committing criminal, civil, and administrative violations

Performance Measures

1. Percentage of completed audits that targeted high-priority programs, addressed major management challenges, or responded to established stakeholder interests
2. Percentage of recommendations implemented
3. Percentage of investigations with a positive outcome

4. Number of actions in response to OHRA referrals, advisories, and other reporting
5. OHRA annual return on investment

GOAL 2: PROCESS

Promote processes that enhance OHRA performance and maximize operational efficiency

Objective 2.1: Establish and maintain policies, systems, and procedures that support the efficient and effective execution of OHRA functions

- *Apply Strategic Focus.* Plan work priorities and efforts that optimize our impact, while strengthening our internal controls and managing risk
- *Leverage Expertise.* Establish mechanisms that harness staff knowledge and skills across the organization in conducting oversight as well as supporting internal initiatives
- *Share Information.* Coordinate information-gathering and outreach efforts across units to promote cutting-edge work
- *Safeguard Independence.* Maintain operational and procedural autonomy while reliably meeting organizational needs
- *Emphasize Quality and Continuous Improvement.* Apply quality standards and methodologies that optimize OHRA processes, and continuously monitor their execution
- *Manage Change.* Align major changes to priorities and organizational capacity, and openly communicate the implementation of plans

Objective 2.2: Maximize organizational performance through strategic human resource planning and management

- *Envision and Plan.* Identify personnel resources that support mission priorities, and regularly plan to address workforce competencies, career paths, and succession
- *Recruit and Orient.* Promote effective recruitment of a skilled and diverse workforce and timely hiring and on-boarding
- *Lead and Supervise.* Maintain a leadership and supervisor cadre that provides effective technical and administrative direction, develops staff, and demonstrates good institutional stewardship
- *Apply Talent.* Actively identify and evaluate staff capabilities and align staff aptitudes with assignments
- *Manage Performance.* Maintain and apply clear, consistent standards and processes for communicating expectations and evaluating employee performance

Objective 2.3: Conduct external engagement to galvanize action and maximize impact

- *Engage Stakeholders.* Cultivate ongoing and open dialogue with stakeholders about areas of heightened interest and activity and proactively share observations
- *Sustain Robust Partnerships.* Continuously coordinate and collaborate with oversight and human rights advocates counterparts and partners
- *Strengthen Networks.* Expand our reach within the oversight and development community
- *Underscore Our Role.* Clearly document and communicate our authorities and requirements to promote seamless engagement with our donors, partners, and stakeholders
- *Raise Public Interest.* Promote awareness and knowledge of our mission and work

Performance Measures

1. Number of high-level engagements with stakeholders pertaining to future, ongoing, or completed work
2. Percentage of employees expressing a favorable view of internal processes , communications, and collaboration
3. Percentage of employees expressing a favorable view of human resources management
4. Number of process improvement initiatives implemented

GOAL 3: PEOPLE

Foster a committed Orpe Human Rights Advocates workforce built on shared core values

Objective 3.1: Invest in human capital, volunteers, and develop, and recognize our staff

- *Enrich Knowledge, Skills, and Abilities.* Develop and encourage professional growth through effective training, coaching, and mentoring
- *Provide Critical Tools.* Supply staff with timely information and cutting-edge technology that enhance collaboration, communication, and agility across OHRA's global portfolio
- *Encourage Community and Creativity.* Promote shared learning, strengthen camaraderie, and stimulate innovation in our work and processes through participation in events and forums
- *Recognize Exceptional Performance.* Reward those who exceed expectations through awards and incentive programs

Objective 3.2: Provide an inclusive, supportive, and professional work framework

- *Protect Staff Welfare.* Promote safety and security, and support work-life balance
- *Continuously Engage.* Regularly gather staff input on organizational performance, evaluate feedback, and implement appropriate action plans
- *Build in Trust.* Follow through on commitments and account for departures from plans
- *Practice Impartiality.* Maintain fairness and apply ethical standards in benefits, incentives, assignments, promotions, and opportunities
- *Promote Civility and Respect.* Apply core values and personnel rules that govern appropriate behavior throughout the organization
- *Maintain Transparency.* Communicate the basis for decisions that affect staff and their work

Performance Measures

1. Percentage of employees expressing a favorable view of staff engagement and professional development
2. Percentage of employees expressing a favorable view of organizational climate
3. Rate of retention of employees performing at the fully successful level or above

From Plan to Practice

ESTABLISHING AND REEVALUATING OIG PRIORITIES

Our bottom line goal—to ensure Orpe Human Rights Advocates achieves the greatest return on donors and grantors investments —remains a constant . However , the priorities for achieving this goal require continual assessment.

Our current priorities are to strengthen our impact, processes, and workforce through multiple initiatives:

- Implement a hub structure to consolidate geographically dispersed operations.
- Set staff levels to achieve cost savings and advance mission accomplishment.
- Add rigor to OHRA’s strategic planning for focusing and prioritizing our work.
- Strengthen our strategic work focus and prioritization through a risk management approach.
- Review business processes and policies to align with best practices and reflect the highest community standards.
- Expand OHRA’s global outreach and education.
- Reinforce the execution of our programs through policy and process refinements.
- Evaluate positions, and refine roles under a new hub structure.
- Enhance training and development, starting with executives, managers, and supervisors.
- Review and reform performance and promotion policies and OHRA’s awards program to better ensure they are based on performance.

CONTROLLING FOR EXTERNAL FACTORS

Certain external factors require the departments we oversee to establish unique strategies for minimizing risk. These factors may also require reevaluating our priorities in order to achieve OHRA strategic goals and objectives.

Fluidity of OHRA in its programs of Restoring Human Dignity, Empowering Lives Out of Poverty, Advocacy, Communities Empowerment, and Restoring Peace on Earth

The focus of performance of OHRA programs is expected to continue to change in response to domestic crises, humanitarian crises, military and diplomatic engagements, and evolving geopolitical priorities. Crises can happen swiftly and require OHRA to assess the risks and challenges associated with new , expanded assistance endeavors and recalibrate our approach accordingly.

Security Conditions on the Ground

Out of domestic crisis intervention, in some conflict and post-crisis settings, security and personal safety considerations increase costs and limit or delay site visits, which may affect our operations in unpredictable ways. We are required to mitigate this to the best of our ability by attending security briefings , following security requirements , and using mapping software , documentation , and other means to evaluate programs.

Public International Organizations and Host-Country Mechanisms

Implementation of development programs through public international organizations and host-country assistance mechanisms decreases OSP's oversight ability and inherently increases risk to assistance funds. OHRA will be responding to these increased risks by intensifying audit coverage of these funds and increasing outreach efforts while maintaining existing audit and investigative capabilities.

Oversight Requirements

OHRA Executive Committee mandates coupled with the Board requests require OHRA to redirect its resources to new requirements and priorities, detracting from planned discretionary activities that cover core department programs or areas of historically high risk or expenditure. The Executive Committee will regularly order the evaluation of such requirements and allocates resources accordingly.

Geographic Distribution of Personnel

As OHRA go global , the geographic distribution of our personnel will be presenting challenges in communication and information sharing. Teams work in different time zones and different cultures , with foreign service personnel rotating from one assignment to the next . OHRA Executive Committee has committed to improving communication throughout the organization with improved technology, centralized systems and budgeting, and training.

MANAGING RESOURCES

OHRA is dedicated to commit the funds in conformity with the program of which the fund was granted for . Each project or program need budget that requires the Executive Committee to seek grants and fundraising to cover the needs associated with project budget . OHRA will only engage in a particular project if the funds associated with a such project are available. Resources to provide coverage of the latest challenges in development and provide insight to stakeholders on areas for improvement and protecting donors dollars.

Human Capital

Orpe Human Rights Advocates is expected to maintain a staff of approximately 300 employees including volunteers and contractors, auditors, investigators, program analysts, and management and administrative specialists and assistants. OHRA's Staff which includes domestic staff, foreign servants, foreign volunteers, and contractor personnel help provide the flexibility needed to execute oversight activities around the world. To maintain an adept and versatile workforce, our human resource management approach emphasizes fostering a culture of professional growth, including effective processes for continuously identifying resource and skill gaps; recruiting, retaining, and incentivizing staff; and training and developing staff.

Tools and Technologies

Orpe Human Rights Advocates continually assesses, improves, and updates the equipment and services that allow staff to effectively carry out their roles and responsibilities in a wide range of work environments throughout the world. Maintaining systems that allow staff to efficiently streamline, organize, report, track, and manage data and information is critical to conducting timely, thorough, and incontrovertible audits and investigations.

Information

Open communication with stakeholders, the departments we oversee, and other oversight bodies informs how we align our work with major challenges and top priorities of decision makers, and provide objective insights and recommendations to help them take needed corrective actions. We also need strong commitments of cooperation with other relevant oversight agencies to expand the OHRA's ability to hold people and companies involved in international development accountable and seek restitution for damages.

Budget

Our budget planning process is expected to increase our ability to strategically target and align funds to meet our goals and objectives. We have the task of setting overseas staffing levels that align to regional hub structure. Funding for OHRA is provided by a combination of government grants, foundation grants, corporation grants, fundraising, and contributions. OHRA is expecting to receive funding to support and oversight activities in Afghanistan, Haiti, and African Sub-saharan. Currently, OHRA is working on multiple grant proposals and fundraising to make resources and funding available to promote programs and activities deemed to restore human dignity, and income security programs expected to effect change socio-economic status of vulnerable people - at risk homelessness, homeless, low-income, veterans and refugees from risk-income status to the status of self-sufficient income. We also are working on grant proposals and raising funds to promote programs expected to help vulnerable population in the Africa, Haiti

MAINTAINING QUALITY THROUGH EVALUATIONS AND ASSESSMENTS

The team of OHRA identified opportunities to improve OHRA operations in three core areas work, process, and people. Accordingly, we developed the OHRA Reform Plan to guide our strategic goals and objectives for fiscal years 2017 to 2021.

OHRA is required to report progress on its multi-year strategic plan using annual plans to present yearly targets for each performance measure in the plan. To measure progress on these measures, OHRA gathers and tracks quantitative data in internal OHRA systems and through employee surveys. Each performance measure has a corresponding data reference sheet that defines the measure, how we collect the data, any data quality considerations, and reporting requirements. The data reference sheets are reviewed periodically to ensure that the data are consistent, valid, and verifiable. OHRA publishes performance results in its semiannual reports.

OHRA will use fiscal year 2017 to establish baseline data and targets for its performance measures and apply these to its organizational assessments and workforce performance plans starting in fiscal year 2019.

Working With Stakeholders

CONSULTING WITH PARTNERS

Taking in consideration of many complex challenges in recent years, OHRA is expected to redouble its efforts to strengthen its partnerships with government agencies, NGOs, corporations, and faith-based entities, both international and national, seeking to maximize complementarity and sustainability in its work of defending human dignity, for people living in poverty and others of concern. We expect of working with several partners and fund, operational and advocacy partners to ensure that the rights and needs of populations of concern are met. We will be giving high priority to our relations with partners, and strives to strengthen strategic and operational collaboration at global, regional and country levels.

The main goal of creating this vast network of partnerships is to ensure better outcomes for persons of concern by combining and leveraging complementary resources and working together in a transparent, respectful and mutually beneficial way. These partnerships also will be underpinning OHRA's engagement in inter-agency fora and processes, where mutual understanding and strong alliances help ensure that undeserved and disadvantaged persons are adequately prioritized.

Orpe Human Rights Advocates collaborates with governments, intergovernmental, non-governmental organizations, UN agencies, community-based organizations, universities, health care institutions, the judiciary and the private sector to protect and assist disadvantaged people, refugees and pursue durable solutions. OHRA also relies on collaboration with government entities, intergovernmental, non-governmental organizations, UN agencies, community-based organizations, universities, health care institutions, the judiciary and the private sector to promote its world peace mission carried out by the Order for Restoring Peace on Earth.

CONSULTING WITH DONORS

Orpe Human Rights Advocates relies almost entirely on voluntary contributions from government grants, and pooled funding mechanisms, intergovernmental institutions and the private sector. We work all year round to raise funds for our programs and address new emergencies as they occur. Regularly update information about our operations, financial requirements and donor contributions will be made available in our website. Our main operational reporting platform for donors is also available on our website.

In a complex environment with fast shifting needs and priorities, we depend on donors to provide contributions that can be allocated as flexibly as possible. These allow us to direct funds where they are most needed, providing protection, shelter, water, health, education and other essentials to millions of suffering people including refugees, asylum-seekers and stateless and internally displaced people around the world. Most important part of it, promoting programs that empower suffering people from the status of suffering to the status of stability and self-sufficient income.

MAINTAINING COOPERATION WITH OHRA DEPARTMENTS, INTERGOVERNMENTAL, NGOs, AND RELATED ENTITIES

Cooperation with OHRA Departments

For the OSP conducts its work efficiently and achieve our goals, we need the commitment of the departments we oversee to openness and cooperation. Recently, we have seen renewed support for EC priorities and recognition of the valuable contribution OSP has in carrying out its mission. At the same time, OSP remains cognizant of the OHRA departments' strategic plans and the ways in which our work helps them achieve their goals. Some of the departments' strategic goals specifically target effectiveness, efficiency, and accountability.

The fiscal year 2017-2021 Strategic Plan highlights the recognition of OSP's contribution. One of the goals establishes -to "ensure effectiveness and accountability to the donors and to stakeholders. To achieve this goals, OHRA plans to do the following:

- Strengthen the effectiveness and sustainability of OHRA diplomacy and development investments
- Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development
- Enhance workforce performance, leadership, engagement, and accountability to execute their missions efficiently and effectively
- Strengthen security and safety of workforce and physical assets

OHRA Out of Poverty Strategic Plan

The OHRA Out of Poverty Strategic Plan outlines five strategic goals:

- Help choose evidence-based priorities in growth and poverty reduction strategies that reflect new learning and new opportunities
- Strengthen regional partners reform incentives and accountability
- Broaden and deepen public and private partnerships for more impact and leverage
- Lead on data and results measurement, learning, transparency, and development effectiveness
- Maximize internal efficiency and productivity. Maintain and motivate a world class, high functioning staff

These goals highlight accountability, transparency, effectiveness, and efficiency—mirroring OHRA’s core goals. OSP work directly supports the OHRA’s ability to achieve its goals and fight global poverty.

Cooperation with Developmental Foundations

Orpe Human Rights Advocates plans to establish a working relationships with African Development Foundation , Inter -American Development Foundation , and other entities of similar vocation

The 2017-2021 IAF Strategic Plan highlights four goals for supporting grassroots solutions to address the social and economic challenges of Latin America and the Caribbean:

- Expanding economic opportunity through investments in sustainable smallholder agriculture, urban and rural micro and small business growth, and local entrepreneurship and market development
- Enhancing peace and security by strengthening the social and economic fabric of communities and providing alternatives to crime, violence, unemployment, and forced migration
- Strengthening governance by improving the capacity of community groups and other civil society actors to propel their own development, defend their rights, promote inclusion, and advocate for government accountability and transparency

- Unlocking private, public, and community resources for grassroots development through financial and programmatic partnerships

OHRA is willing to join IAF's efforts to achieve these goals.

Cooperation with the Private Investment Corporation

Orpe Human Rights Advocates is willing to establish cooperation agreements with the Private Investment Corporation . This cooperation agreement will enable OHRA have support for its mission of empowering lives in poverty out of poverty.

Cooperation will focus on exploring the tools to manage the risks associated with foreign direct investment , foster economic development in emerging market countries , and adhere to the advancement of U. S. foreign policy and national security priorities.

WORKING ACROSS THE U.S. GOVERNMENT

Cultivating work relationships with U.S. Government agencies will broaden our ability to protect and effect change in the lives of homeless, low-income, and undeserved communities . That is why we specifically developed a strategic objective—conduct external engagement to galvanize action and maximize impact — that focuses on connecting with appropriate Governmental agencies as well as bilateral donors to share information and observations , and guide oversight coverage of high- priority areas . We also continue to work with the OHRA departments we oversee to promote a shared understanding of the importance of seamless engagement when undertaking our work.

To achieve these objectives, we need to get involved in multiple interagency coordination and collaboration efforts, as well as a number of planning efforts across the OHRA, to ensure oversight coverage of key areas and prevent overlap. Examples appear in the following table.

Activity	Description
Working With Donors	OHRA to participate in a group of donors from various industries who are willing to support the mission of Orpe Human Rights Advocates, as the organization working to improve transparency and accountability of multilateral organizations and taking on other issues of mutual interest such as the empowerment of lives living in poverty out of poverty, restoring human dignity, communities empowerment.
Office of Ethics Curriculum Development Team	OHRA to participate on this team, which involves multiple Government agencies developing ethics guidance and training for our workforce.
International Forums Task Force	OHRA to participate in the International Forums Task Force, which shares information and, when appropriate, conducts joint investigations into fraud schemes that affect programs at multiple member agencies.

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