



# **Anticipating and Meeting Accountability Challenges in 2014 and Beyond**

**Council of Inspectors General on Integrity and Efficiency  
Alexandria, VA  
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Comptroller General of the United States  
U.S. Government Accountability Office**

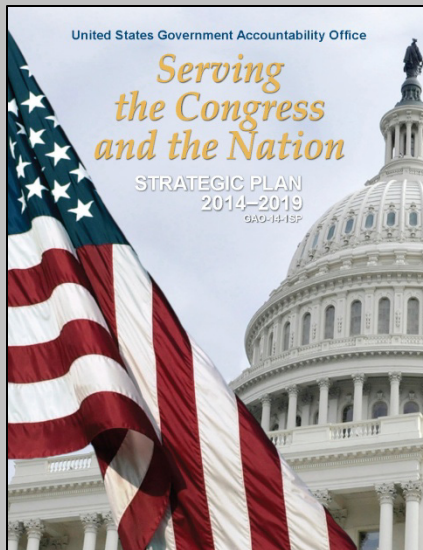
# Overview

- GAO's Strategic Plan
- Key trends
- Related GAO work
- International Coordination & Key Upcoming Events

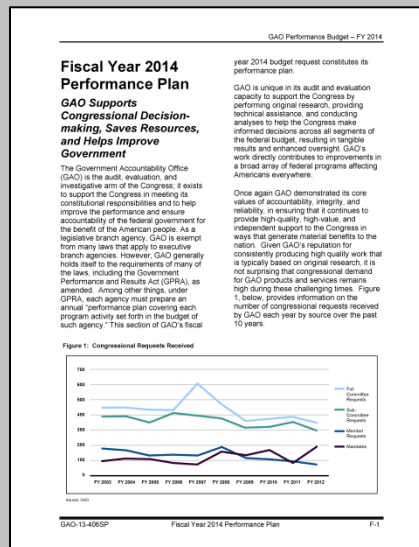
# GAO's Planning & Performance Documents

[www.gao.gov/sp.html](http://www.gao.gov/sp.html)

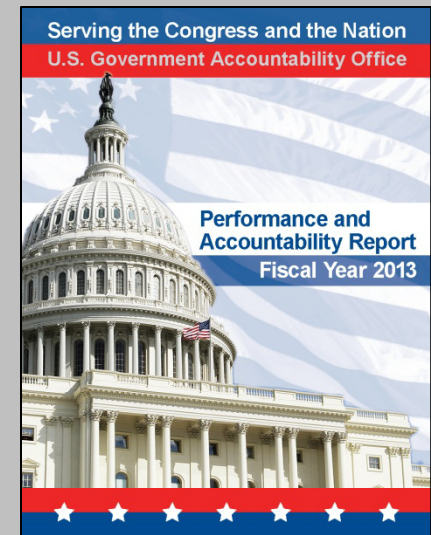
## Strategic Plan



## Performance Plan



## Performance & Accountability Report



# Strategic Planning Framework

Goals	Objectives	
<p><b>Provide Timely, Quality Service to the Congress and the Federal Government to...</b></p> <p>Address Current and Emerging Challenges to the Well-being and Financial Security of the American People related to...</p>	<ul style="list-style-type: none"> <li>■ Health care needs</li> <li>■ Lifelong learning</li> <li>■ Challenges facing an aging population</li> <li>■ Effective system of justice</li> <li>■ Housing finance and viable communities</li> </ul>	<ul style="list-style-type: none"> <li>■ Stable financial system and consumer protection</li> <li>■ Natural resources and the environment</li> <li>■ National infrastructure</li> <li>■ Benefits and protections for workers, families, and children</li> </ul>
<p>Respond to Changing Security Threats and the Challenges of Global Interdependence involving...</p>	<ul style="list-style-type: none"> <li>■ Homeland security</li> <li>■ Military capabilities and readiness</li> </ul>	<ul style="list-style-type: none"> <li>■ Foreign policy and international economic interests</li> </ul>
<p><b>Help Transform the Federal Government to Address National Challenges by assessing...</b></p>	<ul style="list-style-type: none"> <li>■ Government's fiscal position and approaches to address current and projected fiscal gaps</li> <li>■ Federal government audit and internal control standards</li> </ul>	<ul style="list-style-type: none"> <li>■ Major management challenges and program risks</li> <li>■ Fraud, waste, and abuse, and improvements in internal controls</li> </ul>
<p><b>Maximize the Value of GAO by Enabling Quality, Timely Service to the Congress and Being a Leading Practices Federal Agency by focusing on...</b></p>	<ul style="list-style-type: none"> <li>■ Efficiency, effectiveness, and quality</li> <li>■ Diverse workforce and inclusive work environment</li> </ul>	<ul style="list-style-type: none"> <li>■ Networks, collaborations and partnerships</li> <li>■ Human, information, fiscal, technological, and physical resources</li> </ul>

# Strategic Plan – Trends

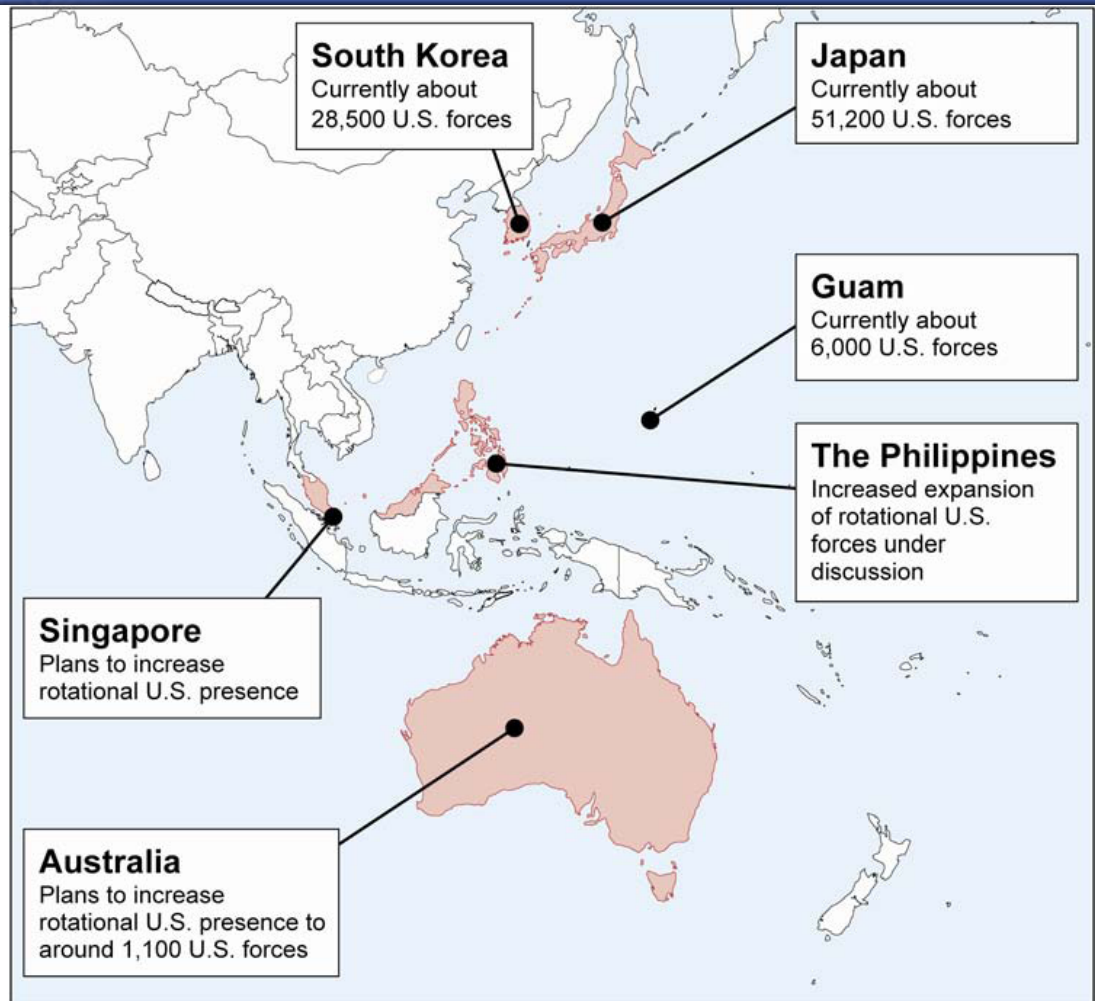
- Threats Confronting U.S. National Security Interests
- Fiscal Sustainability and Debt Challenges
- Changing Dynamics of Global Interdependence and Multilateral Cooperation
- Science and Technology Trends
- Advances in Communications Networks and Information Technologies
- Shifting Roles in Governance and Government
- Demographic and Societal Changes

# Trend 1: Threats Confronting U.S. National Security Interests

- Continuing regional and political instability (Middle East, Africa, South Asia)
- Potential for further proliferation of nuclear, biological, and chemical weapons
- Evolving and growing threats in cyberspace
- Climate-related risks
- Growing fiscal pressures on national security agencies
- Shifting dynamics in Asia

# Trend 1: Threats Confronting U.S. National Security Interests

## Selected Current U.S. Overseas Presence and Plans in the Asia-Pacific Region



Source: GAO.

# Trend 1: Threats Confronting U.S. National Security Interests

## Related GAO work

- Examining the implementation of U.S. programs to strengthen **counterterrorism** capacity in the **Middle East and Africa**
- Reviewing U.S. transition from a military to civilian-led presence in **Afghanistan**, including oversight of grants and contracts.
- Analyzing initiatives to adapt and modify **U.S. overseas presence** and programs in Asia and other parts of the world.
- Reviewing U.S. efforts and programs to secure and stabilize **regions in conflict** and the extent to which such efforts are **coordinated** among federal agencies.
- Assessing the government's efforts to ensure the safety and security of **diplomatic facilities and personnel**.
- Reviewing the government's efforts to identify and act on credible **threats to homeland and border security**.



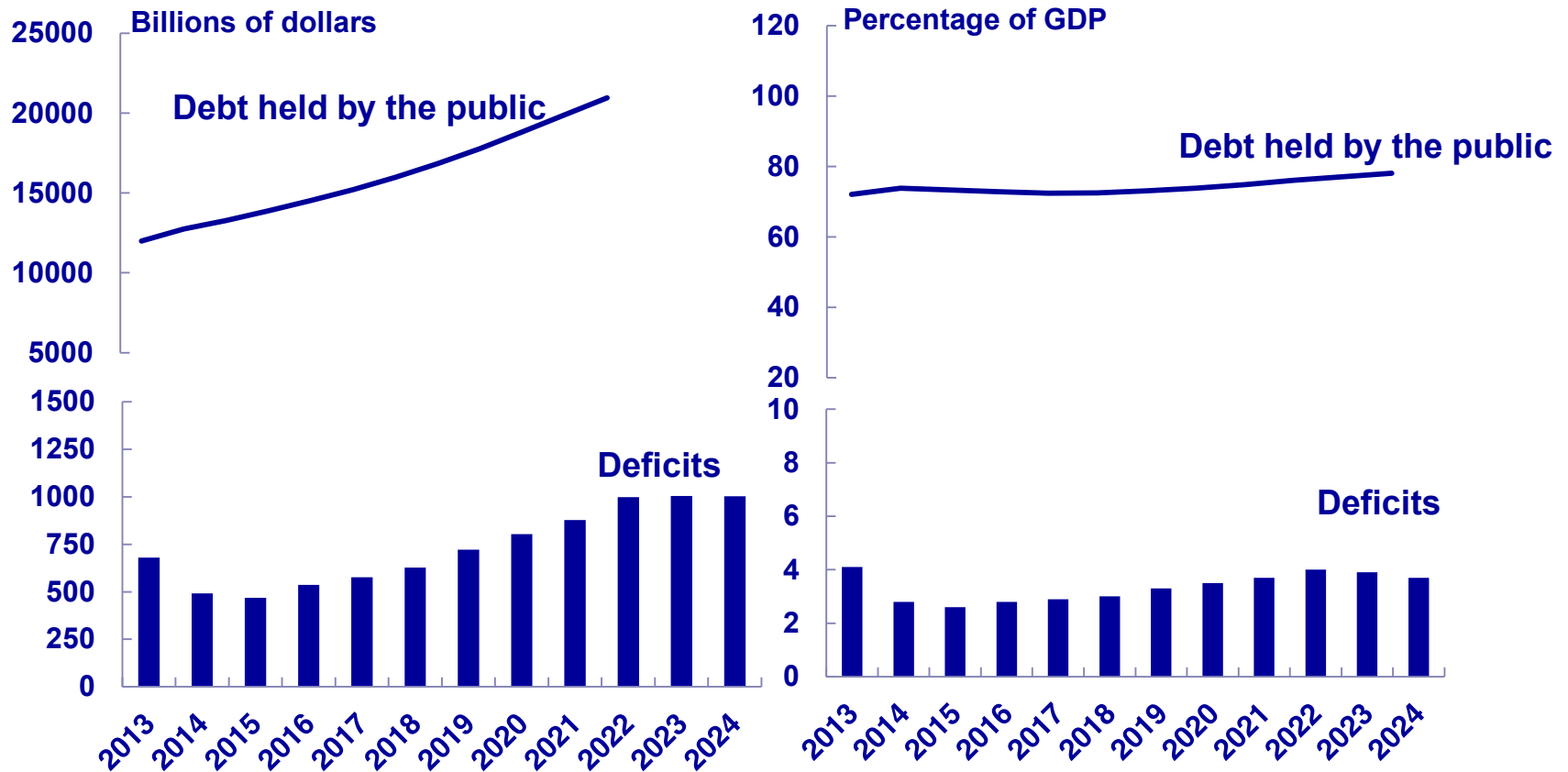
# Trend 1: Threats Confronting U.S. National Security Interests

## Related GAO work

- Reviewing efforts to **secure radioactive and nuclear material**.
- Evaluating efforts to ensure the reliability, security, and affordability of **energy supply infrastructure**.
- Analyzing the **funding and costs of military operations** and programs given the fiscal pressures facing the nation.
- Evaluating the implications of **climate-related risks** for U.S. national security agencies and their plans and programs to address these implications.

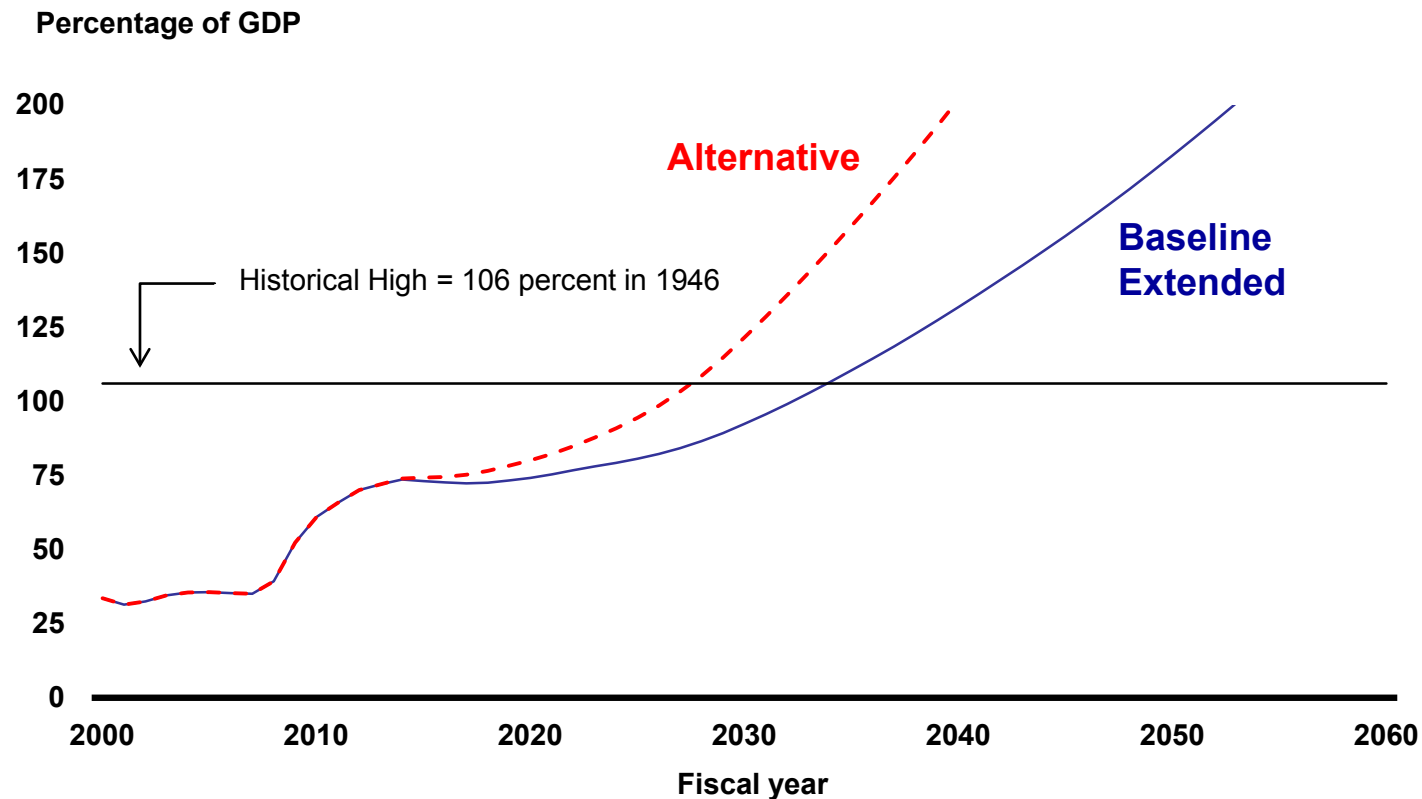
# Trend 2: Fiscal Sustainability and Debt Challenges

## Deficits and Debt Held by the Public Under CBO's April 2014 Baseline



# Trend 2: Fiscal Sustainability and Debt Challenges

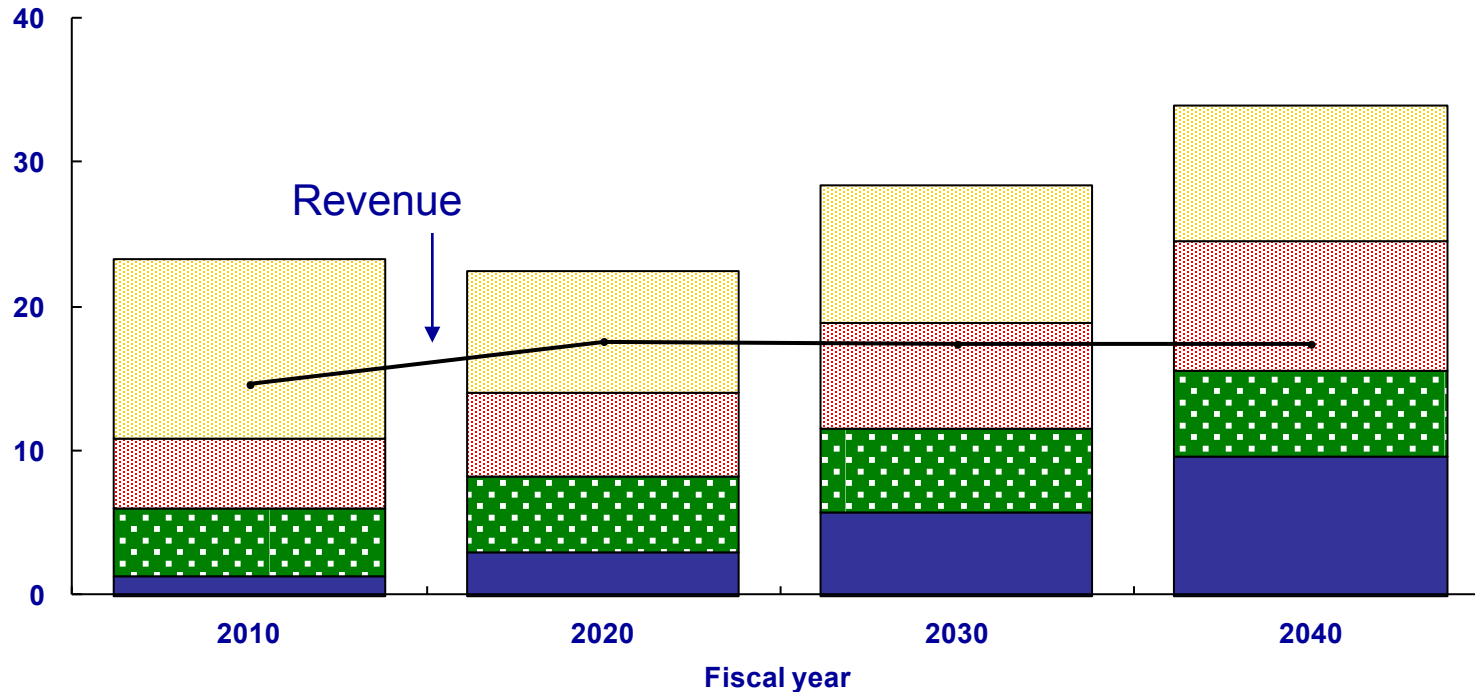
## Debt Held by the Public under Two Fiscal Policy Simulations



# Trend 2: Fiscal Sustainability and Debt Challenges

## Revenues and Composition of Spending in the Alternative Simulation

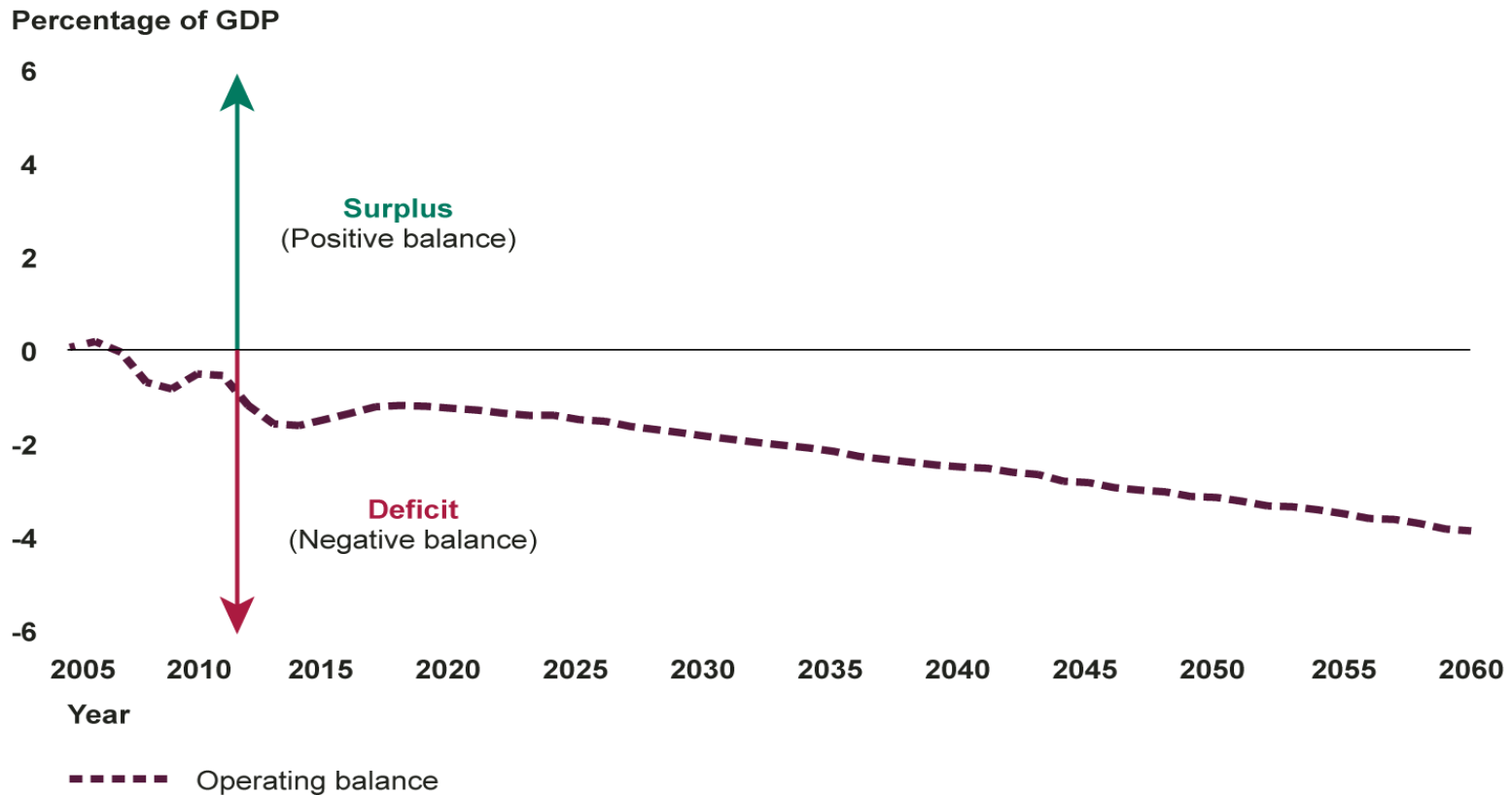
Percentage of GDP



■ Net interest    ■ Social Security    ■ Medicare, Medicaid, CHIP, and exchange subsidies    ■ All other spending

# Trend 2: Fiscal Sustainability and Debt Challenges

## State and Local Governments Face Increasing Fiscal Challenges



Source: GAO simulations, updated April 2013.

Note: Historical data are from BEA's National Income and Product Accounts. Data in 2012 are GAO estimates aligned with published data where available. GAO simulations are from 2013 to 2060, using many CBO projections and assumptions, particularly for the next 10 years.

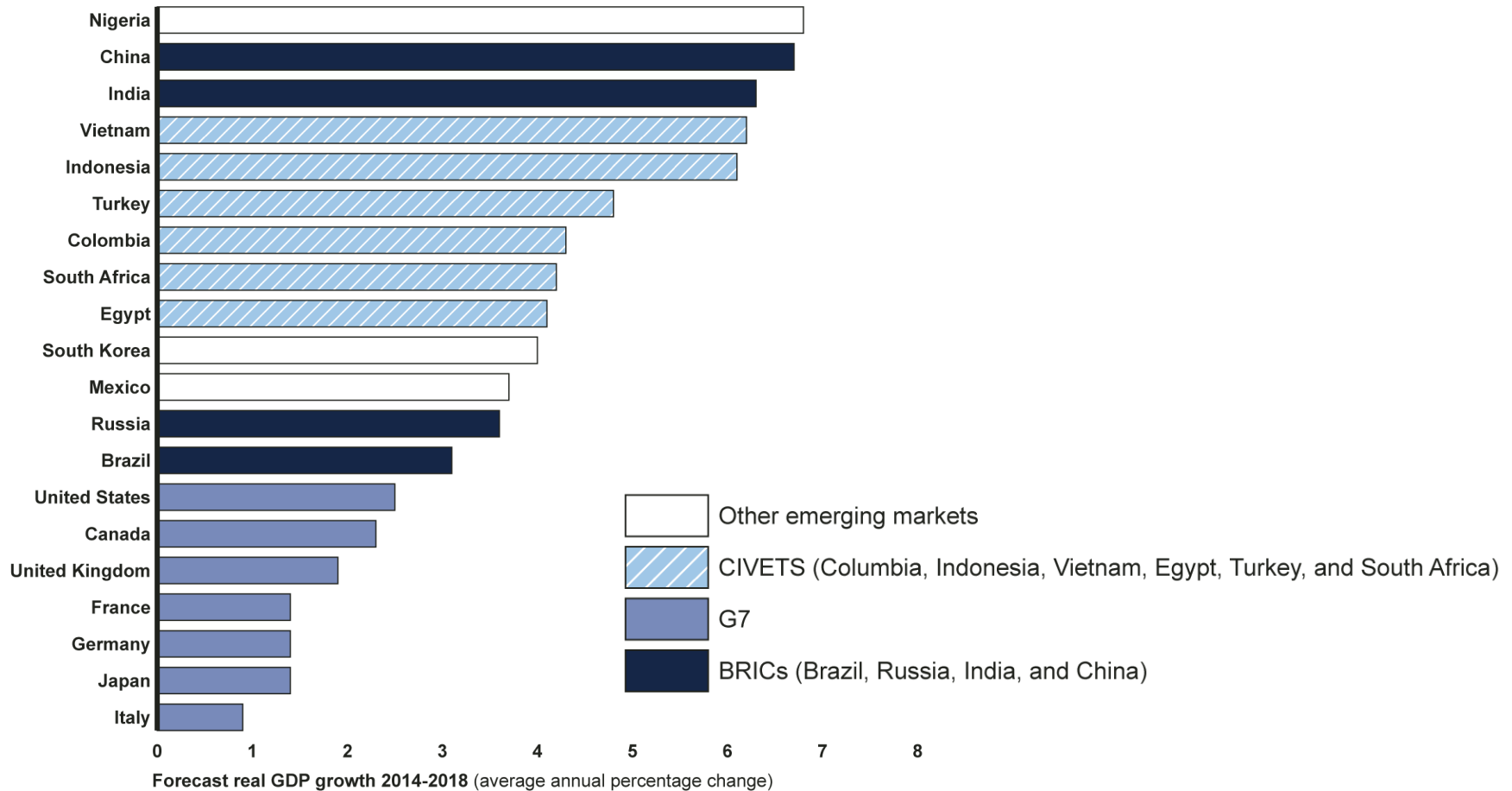
# Trend 2: Fiscal Sustainability and Debt Challenges

## Related GAO work

- Performing long-term **fiscal simulations** and analyzing the drivers of the fiscal position of **federal and state and local sectors**, including **tax policy, health, disability & retirement programs**.
- Analyzing **federal debt & debt management**, including the debt limit.
- Improving the quality of **financial and cost information**.
- Identifying and recommending solutions to reduce the risk of **waste, fraud, and abuse and improper payments**.
- Identifying opportunities to reduce or eliminate **fragmentation, overlap, and duplication** in government programs and activities.
- Identifying specific opportunities to reduce the **tax gap**.
- Monitoring and evaluating **GPRA** program effectiveness.

# Trend 3: The Changing Dynamics of Global Interdependence & Multilateral Cooperation

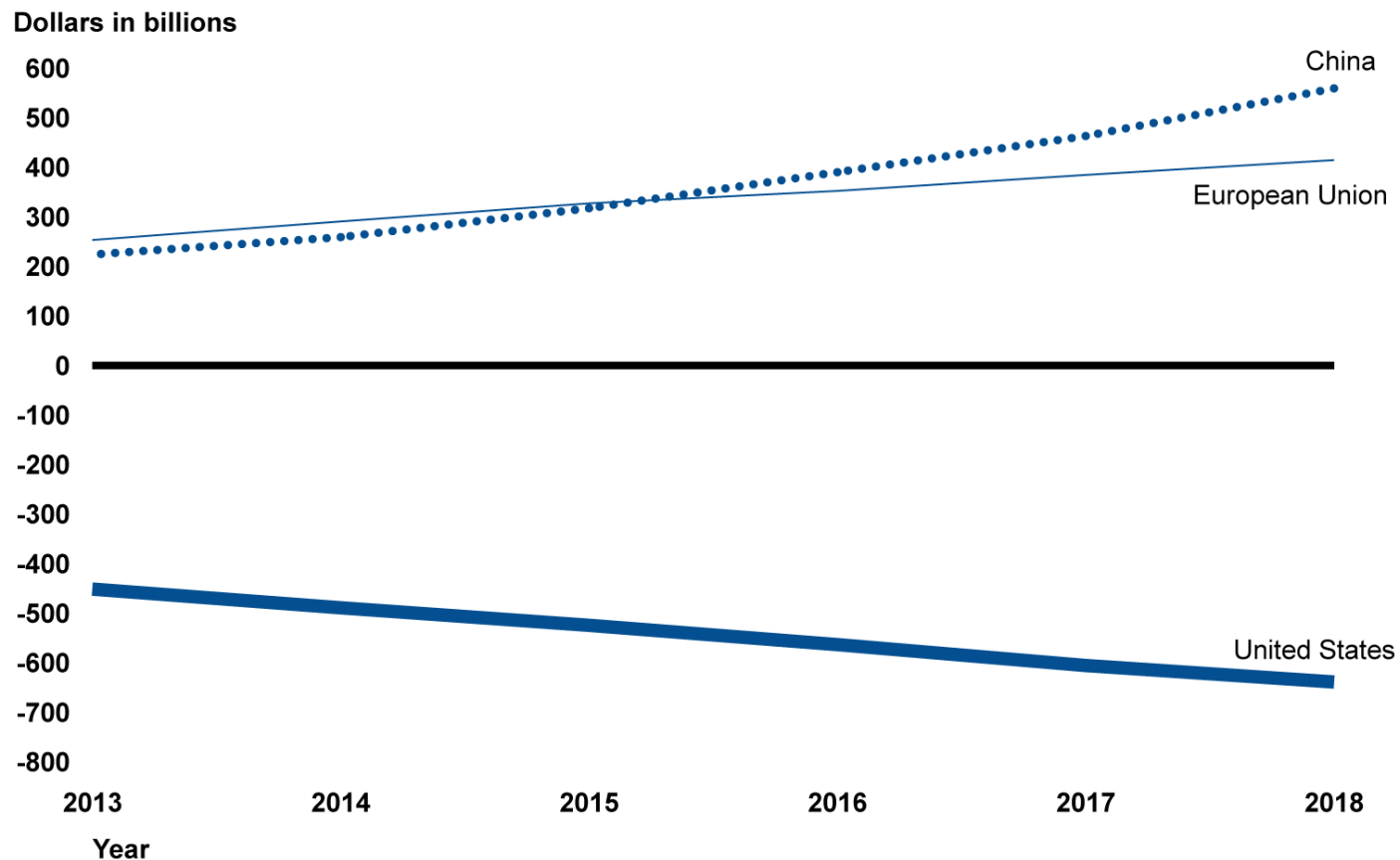
## Five Year Economic Growth Forecast for Select Countries



Source: GAO analysis of Economist Intelligence Unit data.

# Trend 3: The Changing Dynamics of Global Interdependence & Multilateral Cooperation

## Forecast of Current Account Balances, 2013-2018



Source: International Monetary Fund, World Economic Outlook Database, October 2013.



# Trend 3: The Changing Dynamics of Global Interdependence & Multilateral Cooperation

## Related GAO work

- Examining the implementation, progress, and efficacy of national & international **financial regulatory reforms** and efforts to create a more **stable financial system**, including work examining systemically important financial institutions.
- Evaluating threats to exploit **vulnerabilities across the global financial system**, including tax evasion, corruption, fraud, cyber attacks on financial institutions, and money laundering.
- Analyzing the effectiveness of U.S. government programs designed to protect **critical technologies**.
- Assessing efforts to preserve U.S. economic and national security interests as the **global supplier base** widens.
- Evaluating efforts to ensure a **safe food supply and medical products**.

# Trend 3: The Changing Dynamics of Global Interdependence & Multilateral Cooperation

## Related GAO work

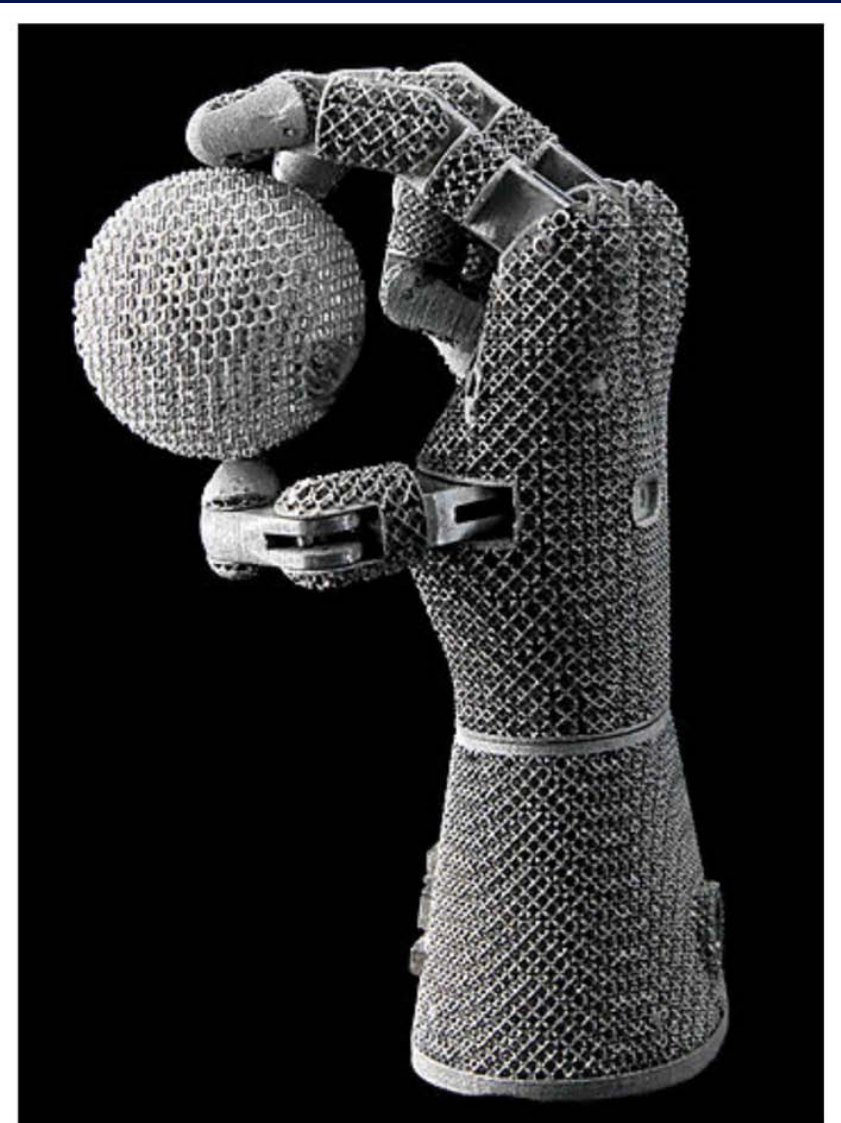
- Evaluating the effectiveness of federal programs to prevent, prepare for, and respond to **public health emergencies**.
- Evaluate U.S. government media programs to improve the **U.S. image abroad**.
- Assessing U.S. **export promotion** programs and other **trade-related jobs** creation activities.
- Analyzing **energy** market regulation, competition, and information.
- Evaluating U.S. efforts to address **unfair trade practices** and monitor and enforce the labor and environment provisions of recent international trade agreements.
- Assessing federal efforts to provide development and **humanitarian assistance**, including those to enhance international **food security**.

# Trend 4: Advances in Science and Technology

- Emerging technologies:
  - Nanotechnology & manufacturing
  - 3-D printing
  - Synthetic biology
  - Unmanned aircraft systems
- Energy and natural resources nexus
- Science, technology, engineering and mathematics education

# Trend 4: Advances in Science and Technology

## Titanium Prosthetic Hand Produced Via 3-D Printing



Source: Aalto University

# Trend 4: Advances in Science and Technology

- Emerging technologies:
  - Nanotechnology & manufacturing
  - 3-D printing
  - Synthetic biology
  - Unmanned aircraft systems
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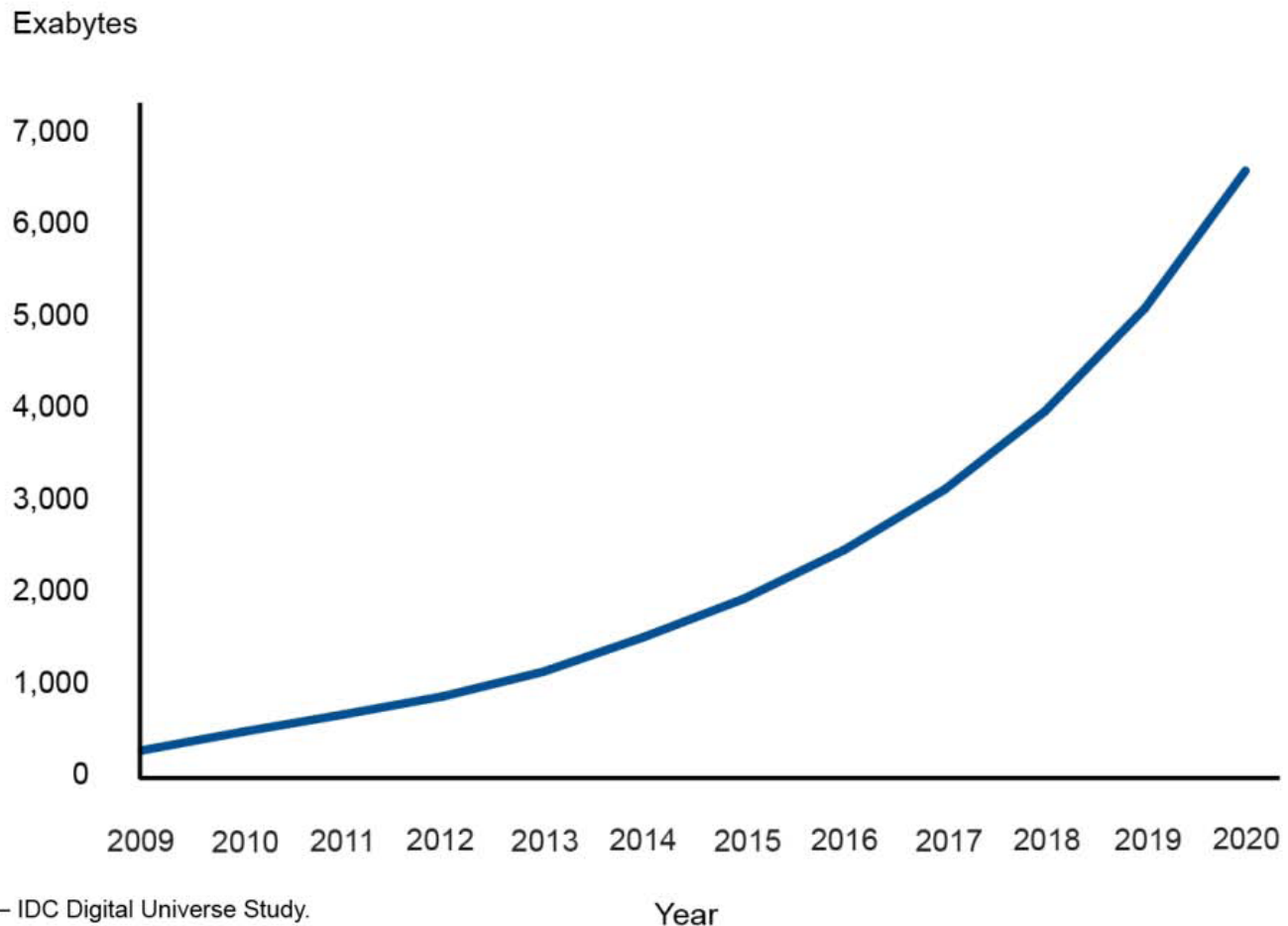
# Trend 4: Advances in Science and Technology

## Related GAO work

- Performing studies and technology assessments of S&T issues, such as **nanomanufacturing**, next generation **nuclear reactors**, **freshwater conservation**, national and homeland **defense systems**, and **additive manufacturing**.
- Enhancing the **security and privacy** of computer systems and networks supporting federal operations and **critical infrastructures**.
- Assessing the government's planning, implementation, and use of **information technology**, including **health IT**.
- Improving transparency and **governance of major IT projects**.
- Assessing the management and results of the **federal investment in science and technology** and the effectiveness of efforts to protect **intellectual property**.

# Trend 5: Communications Networks and Information Technology

## Growth in data created, replicated, or consumed in the United States



Source: GAO analysis of EMC – IDC Digital Universe Study.

# Trend 5: Communications Networks and Information Technology

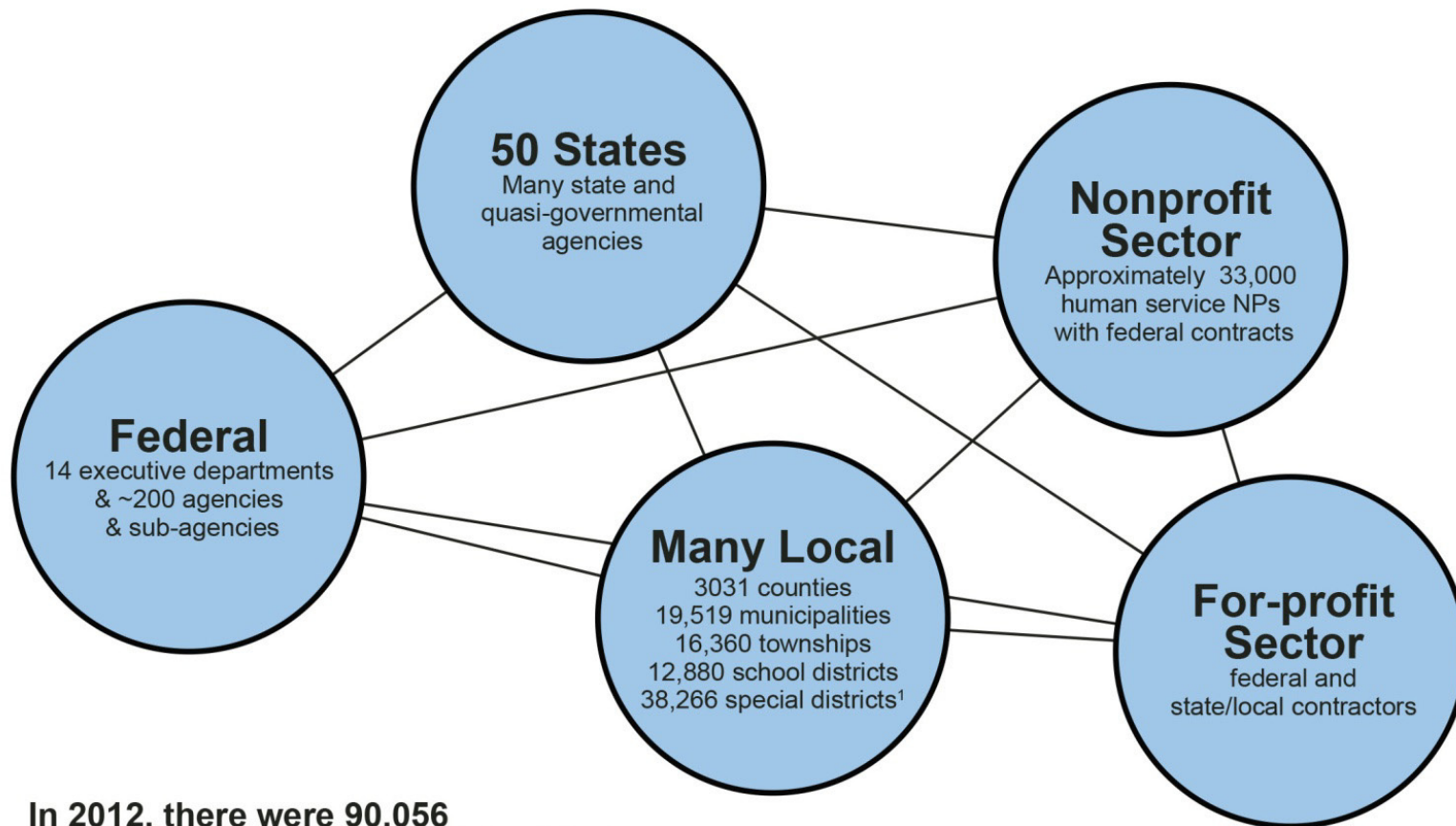
## Related GAO work

- Assessing federal efforts to promote affordable access to **broadband Internet** services.
- Reviewing the management of government and interconnected **public-safety networks**.
- Assessing DHS's efforts to enhance the resiliency of **critical national assets, networks, and systems**.
- Reducing duplicative and inefficient legacy IT spending through **data center consolidation** and portfolio management.
- Evaluating the management of **telecommunications** products and services purchased government-wide.



# Trend 6: Shifting Roles in Government and Governance

## United States Federalism in Practice

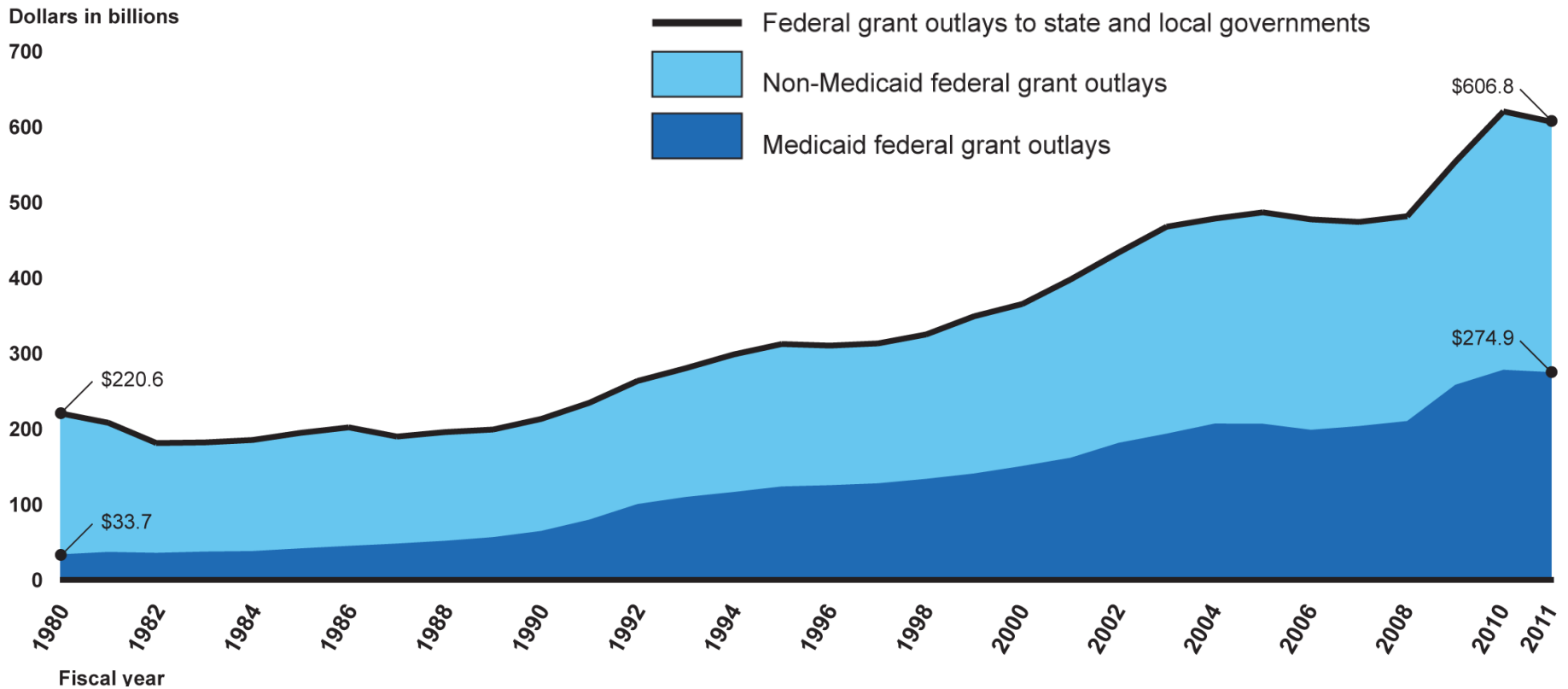


**In 2012, there were 90,056 local governments in the United States.**

<sup>1</sup> Examples of special districts include mosquito abatement districts, utility districts, water and sewer districts, transit authorities, etc. Sources: GAO graphic based on U.S. Census Bureau, Government Organization Summary Report 2012 (Released Sept. 26, 2013), U.S. Government Manual: 2009-10; and Urban Institute's National Study of Nonprofit-Government Contracting Survey Results (2009 Data).

# Trend 6: Shifting Roles in Government and Governance

## Federal Outlays for Grants to State and Local Governments and Medicaid (2011 Constant Dollars)



Source: GAO analysis of OMB data.

# Trend 6: Shifting Roles in Government and Governance

## Related GAO work

- Focusing on major areas that are at **high-risk**, including the **U.S. Postal Service's financial condition**, funding the nation's **surface transportation** system, and mitigating gaps in **weather satellite** data.
- Identifying ways to improve federal **acquisition** of goods & services, such as through **strategic sourcing** and enhanced competition.
- Analyzing the extent to which agencies understand and manage risks associated with their large dependence on **contractor-provided services**.
- Assessing the government's strategy for developing and maintaining a **properly-sized workforce** and closing mission-critical **skills gaps**.

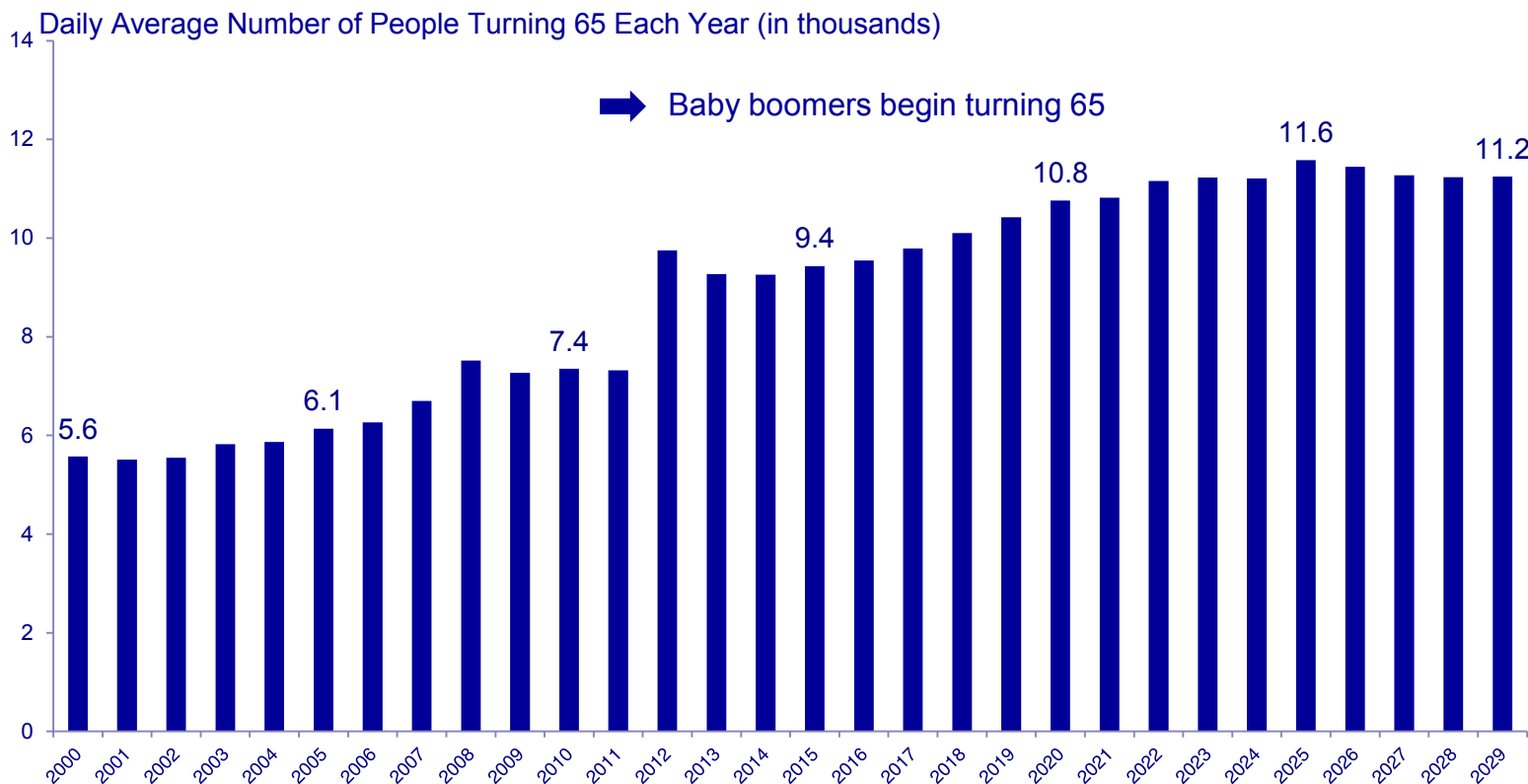
# Trend 6: Shifting Roles in Government and Governance

## Related GAO work

- Reviewing government's ability to **manage for results**, including whether agencies have a cross-cutting “whole of government” perspective.
- Evaluating federal agency **collaboration**: across federal agencies, across levels of government, and across sectors.
- Assessing government's capacity to respond to governance challenges, including integration of **risk management** and risk identification into **strategic and program planning**.

# Trend 7: Demographic and Societal Changes Confronting Young and Old

## Large Numbers of Baby Boomers Eligible to Retire in Next 5 Years

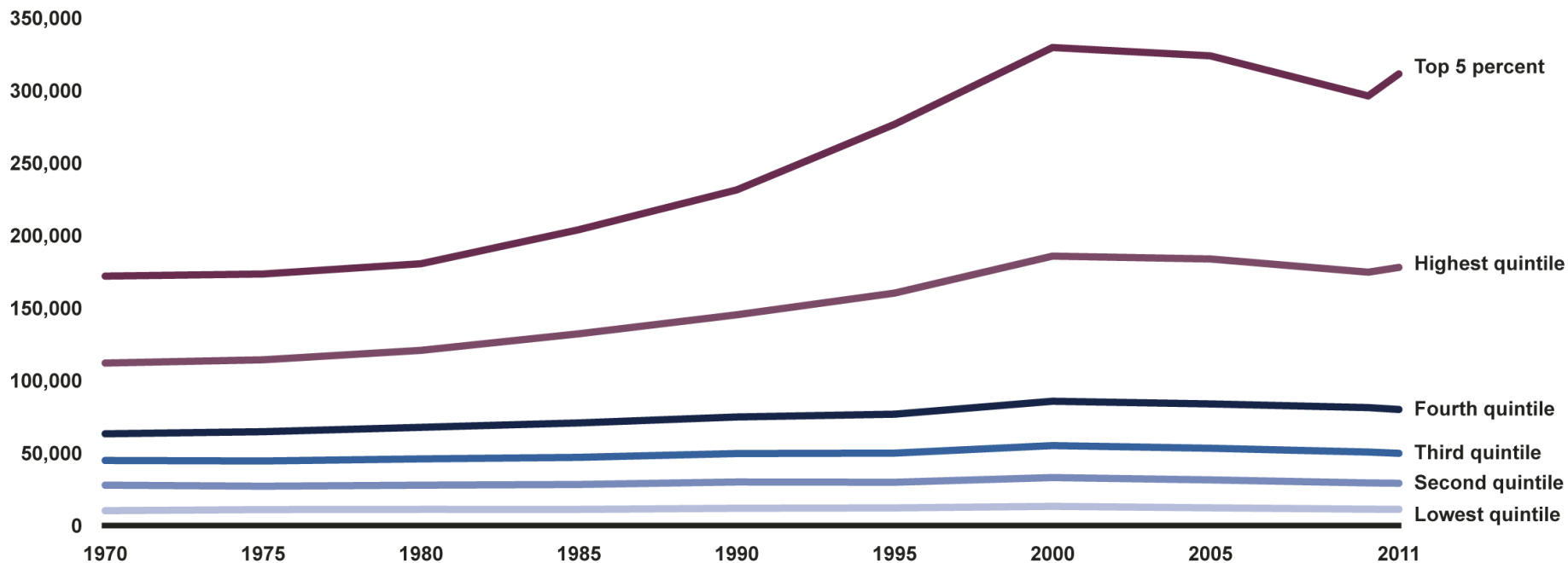


Source: GAO analysis of U.S. Census Bureau data.

# Trend 7: Demographic and Societal Changes Confronting Young and Old

## Mean Household Incomes, by Quintiles and Top 5 Percent

Average annual income (in 2011 dollars)



Source: GAO analysis of U.S. Census data (Current Population Survey, 1970 to 2011 Annual Social and Economic Supplements).

# Trend 7: Demographic and Societal Changes Confronting Young and Old

## Related GAO work

- Supporting **health care financing and reform efforts** through analyses of Medicare, Medicaid, and other health programs.
- Evaluating efforts to implement the **Patient Protection and Affordable Care Act**.
- Assess the policy and administrative challenges to providing **Social Security and other benefits** for older adults in retirement.
- Identify ways to improve programs that facilitate **job opportunities and skills** for workers, including veterans.
- Assess policy and administrative challenges to improving school readiness and **K-12 education**, and greater access, affordability, and completion of **postsecondary education**.
- Evaluating efforts to assist communities with **combating crime** and to manage a growing **federal prison population**.

# International Coordination

## INTOSAI-Donor Cooperation

- Addresses need to augment and strengthen support to Supreme Audit Institutions (SAIs) in developing countries
- MOU signed in 2009 by INTOSAI and 15 Donors<sup>1</sup>; another six have since signed on
- Major efforts include
  - Supporting implementation of International Standards
  - Matching SAIs with appropriate donor support through a coordinating database and global calls for support
  - Developing Performance Measures for SAIs

<sup>1</sup>African Development Bank, Austria, Belgium, Canada, European Commission, Inter-American Development Bank, International Monetary Fund, Ireland, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States, World Bank and Asian Development Bank, Australia, France, GAVI Alliance, The Global Fund, Islamic Development Bank



# International Coordination

- **INTOSAI Working Group on Financial Modernization and Regulatory Reform**
  - Transformation from the former Task Force on the Global Financial Crisis
  - 25 countries formed 3 subgroups to
    - Develop audit tools to evaluate financial reforms on a national level
    - Establish information sharing mechanisms between INTOSAI and international organizations
    - Assess information on reforms at national and international levels and identify gaps

# Key Upcoming Events

- Internal Control Standards – Summer 2014
- High Risk Update – January 2015
- Data Forum Community of Practice
- Audit of Consolidated Financial Statements  
– Early 2015
- Overlap and Duplication – Spring 2015

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## On the Web

Web site: [www.gao.gov/cghome/index.html](http://www.gao.gov/cghome/index.html)

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