

**U.S. International Development Finance Corporation  
Office of Inspector General**



**Five-Year Strategic Plan**  
**2021 - 2025**

# Introduction



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Inspector General**

Since its inception in 2020, the U.S. International Development Finance Corporation, Office of Inspector General (DFC OIG) has been dedicated to providing independent and objective reviews of DFC programs and operations and to detecting and preventing fraud, waste, abuse, and mismanagement. Pursuant to the Inspector General Act of 1978, as amended DFC OIG:

- conducts independent audits and investigations;
- promotes economy, efficiency, and effectiveness;
- prevents, detects, and deters fraud, waste, and abuse;
- refers criminal violations to the Attorney General for prosecution;
- reviews pending legislation and regulations; and
- keeps DFC, its Board of Directors, and Congress fully and currently informed of matters concerning fraud and other serious problems, abuses, and deficiencies.

This Strategic Plan 2021-2025 describes how, over the next five years, the OIG aims to fulfill its statutory responsibilities, improve the value that citizens in developing countries receive from DFC's assistance and investment, and work with members of Congress, the DFC Board of Directors, Chief Executive Officer, and senior officials to oversee DFC's efforts to address development challenges and U.S. foreign policy priorities.

# Strategic Plan At-A-Glance

## Mission

Our mission is to prevent, detect, and deter fraud, waste, and abuse in DFC's programs and operations around the world by conducting audits, investigations, inspections, and evaluations of DFC's investments, projects, systems, employees, and contractors.

## Vision

The United States will have a more efficient, effective, and transparent international development finance institution because the OIG enhances the development impact, performance, and integrity of DFC's operations and programs. The OIG will also serve as a model Federal agency by maintaining a workplace culture that values its people as it continuously improves performance.

## Core Values

**Accountability** is the heart of the OIG's work. OIG seeks to ensure that DFC is accountable for its results and for the resources the public invests in it through independent audits, investigations, inspections, and evaluations.

**Integrity** is OIG's foundation. OIG maintains the highest standards of integrity in its work for the American people, Congress, and internal and external stakeholders and strives to set the example for objectivity, accuracy, and transparency.

**Respect** is central to OIG's identity. OIG promotes a fair, professional, and diverse working environment to maintain the highest standards of conduct and have a deep respect for DFC's mission.

## Strategic Goals

1. Increase the efficiency, effectiveness, and transparency of DFC supported development projects and programs, and alignment with U.S. foreign policy goals.
2. Improve DFC's oversight mechanisms and deter fraud, waste, and abuse.
3. Strengthen DFC's business operations through improved financial and resource management, and a secure and modern information technology infrastructure.
4. Communicate the results of OIG's work to Congress, DFC, its Board of Directors, the public, and other stakeholders.
5. Promote organizational and workforce excellence.

# STRATEGIC GOAL

# 1

Increase the efficiency, effectiveness, and transparency of DFC supported development projects and programs, and alignment with U.S. foreign policy goals.

## Strategies

1. Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DFC supported development projects and programs.
2. Ensure through audits, evaluations, and other reviews that projects and programs are aligned with U.S. foreign policy goals and the [Better Utilization of Investments Leading to Development Act of 2018](#) (BUILD Act).

## Performance Measures

- Development of annual risk-based audit and evaluation plans.
- Number of ongoing audits initiated that focus on DFC supported development projects and programs.
- Number of efficiency and effectiveness-related recommendations DFC agrees with.
- Number of times the Office of Investigations alerts OIG leadership of potential management or programmatic implications of investigative findings.

# STRATEGIC GOAL

# 2

Improve DFC's oversight mechanisms and deter fraud, waste, and abuse.

## Strategies

1. Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DFC controls for managing its projects, programs, clients, and contractors.
2. Investigate fraud, waste, and abuse by DFC employees, partners, clients, and contractors.

## Performance Measures

- Development of annual risk-based audit and investigative plans.
- Number of ongoing audits initiated that focus on DFC's management of private sector support, clients, and contractors.
- Number of program related recommendations agreed to by DFC.
- Percentage of hotline complaints converted, referred, or determined to be unsubstantiated within 30 days.
- Number of presentations and briefings that provide advice on the role of OIG in promoting effectiveness and efficiency, and in preventing fraud, waste, abuse, or mismanagement.
- Number of times the Office of Investigations uses complex, novel, or advanced techniques to further investigations.
- Number of times the Office of Investigations collaborates with other law enforcement agencies or government agencies to further investigations.
- Number of cases referred for prosecution, civil action, suspension/department, or administrative action.

# STRATEGIC GOAL 3

Strengthen DFC's business operations through improved financial and resource management, and a secure and modern information technology infrastructure.

## Strategy

Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DFC controls for managing its projects, programs, clients, and contractors.

## Performance Measures

- Development of an annual risk-based audit plan.
- Number of ongoing audits initiated that deal with financial and resource management, as well as information technology.
- Number of financial, resource, and information technology recommendations agreed to by DFC.

# STRATEGIC GOAL

# 4

Communicate the results of OIG's work to Congress, DFC, its Board of Directors, the Public, and Other Stakeholders.

## Strategies

1. Regularly and timely post the results of OIG audit and other work on the public website.
2. Regularly and timely communicate the results of OIG audit and investigative work to Congress, DFC, its Board of Directors, the public and other stakeholders.

## Performance Measures

- Publish audit reports to our public website, [www.dfc.gov/oig](http://www.dfc.gov/oig), within three days of issuance to DFC, and publish investigative reports on a regular basis.
- Issue Semiannual Reports and Budget Requests to Congress within the required timeframe.
- Provide updates on a bi-weekly basis to DFC executive management on planned audits and recently completed audit and investigative results.
- Coordinate with peers in the law enforcement, international finance, and related community to leverage resources and share best practices and lessons learned.

# STRATEGIC GOAL 5

Promote organizational and workforce excellence.

## Strategies

1. Develop, maintain, update, and implement a Human Capital Plan that encompasses recruiting, developing, mentoring, and motivating a diverse workforce.
2. Provide employees with the tools, training, and time they need to do their jobs.
3. Maintain an environment of open communication, respect for innovative ideas, and understanding the value of individual contribution, where people are able to express disagreements or make complaints without fear of retaliation or reprisal.

## Performance Measures

- Improvements in the following areas (compared to government-wide and OIG baseline):
  - Federal Employee Viewpoint Survey Employee Engagement Index.
  - Federal Employee Viewpoint Survey New IQ Index.
  - Federal Employee Viewpoint Survey Global Satisfaction Index.
  - Federal Employee Viewpoint Survey Human Capital Index.



# Risks to OIG's Strategic Plan

A variety of risks potentially prevent the OIG's ability to attain its strategic goals. These risks can be categorized broadly into external challenges, such as those largely beyond OIG's control, and internal challenges, such as those over which OIG can exert some influence. Both sets of risks may force OIG to prioritize certain strategic goals and strategies or divert resources to select mission-critical activities.

## External Risk Factors

- **Potential financial challenges** include a reduction in appropriated funds due to unanticipated changes in Federal priorities and unforeseeable events, such as budget cuts and sequestration.
- **Unforeseen events** such as the impact of the COVID-19 pandemic on developing countries, may require OIG to shift its priorities and resources.
- **Changing priorities among stakeholders**, including Congress, the DFC Board of Directors, and senior DFC officials, may require OIG to adjust its own priorities and resources accordingly.
- **Increased sophistication of criminals** may impair OIG's ability to identify, investigate, and refer bad actors for prosecution.

## Internal Risk Factors

- **Changes in information technology** affects how OIG collects, analyzes, stores, secures, and communicates data and could require improvements to the information technology systems that support OIG's mission.
- **Human capital** remains a critical factor for OIG as it begins operation after its Inspector General started in August 2020. OIG may find it difficult to timely fill open positions with high-quality candidates—particularly those with such in-demand, specialized skills as auditing of financial assistance investments and forensic data analysis.
- **Efficient collaboration** is challenging for an organization with two distinct operating divisions—audits and investigations—that also must interact with the diverse groups within DFC, Federal government, international finance, contractors, and other stakeholders.
- **Employee integrity** is reliant upon the staff's honesty and diligence and the accurate completion of self-disclosure documents, such as certificates of independence and financial disclosure reports.

# Monitoring Progress

To monitor progress toward achieving strategic goals and ensuring the OIG maintains standards for excellence, OIG will:

- Prepare and publish on our website an annual organizational assessment to compare current performance to goals and past performance.
- Review the results of the triennial peer reviews of audit and investigative functions and implement action plans to mitigate identified deficiencies.
- Maintain a rigorous internal quality assurance and improvement program and ensure that each OIG unit develops and implements an action plan to mitigate any identified deficiencies.
- Monitor employee engagement and satisfaction through the results of the annual Federal Employees' Viewpoint Survey and, as appropriate, other surveys of OIG staff.



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To Report Fraud, Waste, Abuse, or Misconduct**

**Toll Free +1 833-OIG-4DFC  
Or  
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