



U.S. INTERNATIONAL DEVELOPMENT
FINANCE CORPORATION

OFFICE OF INSPECTOR GENERAL

Strategic Plan

2021-2025

Introduction

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

- conduct independent audits and investigations;
- promote economy, efficiency, and effectiveness;
- prevent and detect waste, fraud, and abuse;
- refer criminal violations to the Attorney General for prosecution;
- review pending legislation and regulations; and
- keep DFC, its Board of Directors and Congress fully and currently informed.

This *Strategic Plan 2021-2025* describes how, over the next 5 years, 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 Board of Directors, Chief Executive Officer and senior officials to oversee DFC's efforts to address development challenges and foreign policy priorities of the United States.



Tony Zakel
Inspector General



Strategic Plan At-A-Glance

Mission

OIG conducts audits and investigations on behalf of the American public to improve the performance and integrity of DFC's operations and programs in providing foreign assistance to developing countries across the world.

Vision

The United States will have a more efficient and more effective development finance institution because OIG enhances the development impact, performance and integrity of DFC's operations and programs in advancing U.S. foreign policy while balancing revenues against its operating costs. OIG also will serve as a model Federal agency by maintaining a workplace culture that values its people as it continuously improves its performance.

Core Values

Integrity is OIG's foundation. OIG maintains the highest standards of integrity in its work for the American people, Congress, the Board of Directors, Chief Executive Officer and senior DFC officials, and strives to set the example for objectivity, accuracy, and transparency.

Accountability is at the heart of OIG's work. Through independent and fair audits and investigations, OIG seeks to ensure that DFC are accountable for their results and for the resources the public invests in them.

Respect is central to OIG's identity. We promote a fair and professional working environment to maintain the highest standards of conduct, and have a deep respect for the mission and role of DFC in investing in highly impactful projects in developing countries.

Strategic Goals

1. Increase the effectiveness 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 the development of a secure and modern information technology infrastructure.
4. Communicate the results of OIG's work to the public, Congress, DFC and its Board of Directors.
5. Promote organizational and workforce excellence.

STRATEGIC GOAL 1 Increase the effectiveness 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.

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 agreed to by DFC.
- Number of investigative cases resolved.
- Quality of cases resolved based upon investigative impact.

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's controls for overseeing its projects, programs, clients and contractors.
2. Investigate fraud, waste, and abuse by DFC employees, clients, and contractors.

Performance Measures

- Development of annual risk-based audit and investigative plans.
- Number of ongoing audits initiated that focus on DFC's oversight of private sector support and its oversight of 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 preventing fraud, waste, abuse, or mismanagement.
- Number of fraud cases accepted for civil or criminal action.

STRATEGIC GOAL 3

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

Strategy

1. Make recommendations through audits, evaluations, and other reviews to improve the efficiency and effectiveness of DFC financial, human resource and information technology policies, procedures, and management practices, and assess DFC's compliance with Federal statutes and vulnerability to information security and cyber threats.

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-related recommendations agreed to by DFC.

STRATEGIC GOAL 4 Communicate the results of OIG's work to the public, Congress, DFC and its Board of Directors.

Strategies

1. Regularly and timely post the results of our audit and investigative work on our public Web site.
2. Regularly and timely communicate the results of our audit and investigative work to Congress, DFC and its Board of Directors.

Performance Measures

- Publish audit reports within 3 days of public release and investigative reports on a regular basis on our public Web site (<https://www.dfc.gov/who-we-are/office-inspector-general>).
- Issue Semiannual Reports and Budget Requests to Congress within the required timeframe.
- Provide weekly updates to DFC on upcoming audits and recently completed audit and investigative results.

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 of the value of each individual's 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 stand in the way of 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 COVID-19 upon developing countries, may require OIG to shift its priorities and resources.
- **Changing priorities among stakeholders**, including Congress, the 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** affect 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 its 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—in a timely manner.
- **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, our counterparts at USAID OIG, and audit contractors.
- **Employee integrity** is reliant upon the staff's honesty and diligence and the accurate completion of self-disclosure systems, such as certificates of independence and financial disclosure reports.

Monitoring Progress

To monitor its progress toward achieving its strategic goals and ensure that OIG maintains its standards for excellence, OIG will:

- Prepare and publish on our Web site an annual organizational assessment to compare current performance to goals and past performance.
- Review the results of the triennial peer reviews of the audit and investigative functions, and develop and implement action plans to mitigate any 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.



OIG HOTLINE

Call 1-800-230-6539 (via USAID OIG)

Or visit: [DFC OIG USAID HOTLINE](#)

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