

UNCLASSIFIED



Office of Inspector General  
United States Department of State

---

AUD-CGI-23-05

Office of Audits

October 2022

# **Information Report: International Boundary and Water Commission, United States and Mexico, U.S. Section, 2022 Charge Card Risk Assessment**

INFORMATION REPORT

UNCLASSIFIED

## SUMMARY OF REVIEW

The Government Charge Card Abuse Prevention Act of 2012,<sup>1</sup> as implemented by Office of Management and Budget (OMB) Circular A-123, Appendix B,<sup>2</sup> requires the Office of Inspector General (OIG) to conduct annual risk assessments of agency purchase and travel card programs. The assessments are conducted to identify and analyze risks of illegal, improper, or erroneous purchases and payments for use in determining the scope, frequency, and number of periodic audits of these programs.<sup>3</sup>

To assess risk associated with the purchase card program at the International Boundary and Water Commission, United States and Mexico, U.S. Section (USIBWC), OIG reviewed USIBWC's FY 2021 purchase card data and concluded that the risk of illegal, improper, or erroneous use in the USIBWC purchase card program was "low." This conclusion was based on the USIBWC purchase card program size, internal controls, training, previous audits, and OIG Office of Investigations (INV) observations.

Because OIG concluded that risk to the purchase card program is "low," OIG is not recommending that an audit of the USIBWC purchase card program be included in its FY 2024–FY 2025 work plan. However, OIG encourages USIBWC officials to continue prudent oversight of the purchase card program and ensure that internal controls intended to safeguard taxpayer funds are fully implemented and followed by USIBWC purchase card holders.

## OBJECTIVE

---

OIG conducted this risk assessment to establish the risk of illegal, improper, and erroneous use of the USIBWC purchase card program and recommend the scope, frequency, and number of audits that should be conducted on the basis of the aforementioned risk assessment.

## BACKGROUND

---

The Government Charge Card Abuse Prevention Act of 2012, as implemented by OMB Circular A-123, Appendix B, requires OIG to conduct annual periodic risk assessments of agency purchase and travel card programs. The assessments are conducted to identify and analyze risks of illegal, improper, or erroneous purchases for use in determining the scope, frequency, and number of periodic audits of these programs.<sup>4</sup> In addition, OMB Circular A-123, Appendix B, outlines OIG risk assessment requirements, as well as additional required internal controls

---

<sup>1</sup> Public Law 112-194 (October 5, 2012).

<sup>2</sup> OMB Circular A-123, "Management's Responsibility for Enterprise Risk Management and Internal Control" (July 15, 2016), Appendix B, "A Risk Management Framework for Government Charge Card Programs" (August 27, 2019).

<sup>3</sup> Public Law 112-194, Sec. 2 § 1909(d)(1) and Sec. 3 (h)(3).

<sup>4</sup> Ibid.

for agency charge card programs. Furthermore, OMB issued guidance<sup>5</sup> that prescribes policies and procedures regarding how agencies should maintain internal controls to reduce the risk of fraud, waste, and error in government charge card programs.

The 2022 risk assessment of the USIBWC purchase card program, which covers FY 2021 spending data, is the ninth risk assessment of USIBWC charge card programs conducted by OIG.<sup>6</sup> USIBWC officials reported that in FY 2021, 19 purchase card holders made purchases totaling \$1,037,286.

The purpose of this information report is to convey the results of this risk assessment and promote the timely implementation of management practices that will result in the sound stewardship of U.S. taxpayer dollars. See Appendix A for additional details on the purpose, scope, and methodology of this risk assessment.

## RESULTS

---

### Criteria Ratings

On the basis of documentation and information provided by USIBWC officials, OIG determined that USIBWC generally complied with required internal controls for the purchase card program. Overall, 60 percent (47 of 78) of the internal controls assessed complied with established criteria,<sup>7</sup> including 67 percent (29 of 43) compliance with internal controls specific to purchase cards. Because most internal controls assessed complied with established criteria, OIG assigned USIBWC a rating of “medium” for the internal control criterion.

The availability of training and the incorporation of training into USIBWC policy was rated as “low” risk. USIBWC’s “Government-wide Commercial Credit Card Manual”<sup>8</sup> includes specific guidance related to initial and refresher training for cardholders and approving officials, as well as record retention requirements and potential consequences of failure to meet established training requirements.

With respect to the previous audits criterion, OIG has not recently audited the USIBWC purchase card program. However, in FY 2019, USIBWC conducted an internal review of purchase card procurements covering the time period from May 1, 2018, through December 31, 2018. The results of the FY 2019 internal review generally demonstrated that USIBWC had installed a framework to be compliant with agency purchase card policy with some areas

---

<sup>5</sup> OMB Circular A-123, Appendix B.

<sup>6</sup> Public Law 112-194, Sec. 2 § 1909(d)(1) and Sec. 3 (h)(3), state that an annual review is required only for travel card programs with prior-year spending of more than \$10 million. For 2022, OIG evaluated only USIBWC’s purchase card program because the travel card program had less than \$10 million in spending, which is below the threshold requiring an assessment.

<sup>7</sup> See Appendix A of this report for details on the criteria used.

<sup>8</sup> USIBWC SD.I.06057-M-1, “Government-wide Commercial Credit Card Manual” (September 15, 2015).

identified as areas for improvement. Therefore, OIG assigned a “medium” rating for the previous audits criterion.

In addition, consultation with OIG’s INV forensic auditors did not identify significant systemic issues related to USIBWC’s purchase card data. As a result, OIG assigned a rating of “low” for the INV observation criterion. The individual criterion ratings and overall combined rating are shown in Table 1.

**Table 1: 2021 Risk Rating by Criterion**

<b>Criterion</b>	<b>2021 Rating</b>
Internal Controls	Medium
Training	Low
Previous Audits	Medium
INV Observation	Low
<b>Combined</b>	<b>Medium*</b>

\* Individual criterion ratings were assigned numeric values, and the total was averaged to identify a combined rating. Criteria rated as “low” risk were assigned a numeric value of 1; criteria rated as “medium” risk were assigned a numeric value of 2; and criteria rated as “high” risk would have been assigned a numeric value of 3.

**Source:** Generated by OIG based on its analysis of USIBWC FY 2021 purchase card program information and documentation.

### Impact and Likelihood Factor

USIBWC officials reported that 19 purchase card holders made purchases totaling \$1,037,286 in FY 2021. Because the dollar value of total purchases made was between \$1 million and \$10 million and the number of USIBWC purchase card holders was fewer than 250, the overall impact and likelihood was “low,” as shown in Table 2.<sup>9</sup>

**Table 2: Impact and Likelihood Factor**

		<b>2021 Rating</b>
<b>Impact</b>	\$1.037 million	Medium
<b>Likelihood</b>	19 cardholders	Low
<b>Impact and Likelihood Factor</b>		<b>Low</b>

**Source:** Generated by OIG based on its analysis of USIBWC purchase card program information and documentation relating to total USIBWC purchases in FY 2021 and the number of purchase card holders.

<sup>9</sup> Refer to Appendix A of this report, Tables A.1 and A.2, for OIG’s methodology in determining the impact and likelihood factor.

## **Risk Assessment**

Overall, OIG determined that the risk of illegal, improper, or erroneous use in the USIBWC purchase card program is “low.” On the basis of this assessment, OIG is not recommending that an audit of USIBWC’s purchase card program be included in OIG’s FY 2024–FY 2025 work plan. However, OIG encourages USIBWC officials to continue prudent oversight of the purchase card program and ensure that internal controls intended to safeguard taxpayer funds are fully implemented and followed by USIBWC purchase card holders.

## APPENDIX A: PURPOSE, SCOPE, AND METHODOLOGY

---

The Office of Inspector General (OIG) performed this risk assessment from July to August 2022. The objective of this assessment was to establish the risk of illegal, improper, and erroneous use of the International Boundary and Water Commission, United States and Mexico, U.S. Section (USIBWC), purchase card program and recommend the scope, frequency, and number of audits that should be conducted on the basis of the aforementioned risk assessment. To perform the risk assessment, OIG considered the USIBWC purchase card program size, internal controls, training, previous audits, and OIG Office of Investigations (INV) observations. OIG conducted the risk assessment using industry standard principles for risk management.<sup>1</sup>

This risk assessment was not an audit and was not conducted in accordance with generally accepted government auditing standards. The results of the risk assessment should not be interpreted to conclude that purchase card programs with lower risk are free of illegal, improper, or erroneous use or internal control deficiencies. Conversely, a higher risk program may not necessarily signify illegal, improper, or erroneous use, only that the program's conditions are conducive to those activities.

Regardless of the risk assessment results, if the purchase card program were to be audited, an audit team might identify such issues through independent testing of purchase card data. For example, a purchase card program may be found to be "very low" risk on the basis of documentation and other information provided by agency officials, the number of cardholders, and the total amount of purchase card expenditures. However, an audit of that purchase card program may determine that the internal controls outlined in an agency's policy are not being implemented appropriately and that illegal, improper, or erroneous activity is occurring. The risk assessment was designed to identify the programs on which the OIG Office of Audits should focus its limited resources.

### **Assessment Criteria**

To conduct the risk assessment, OIG reviewed FY 2021 purchase card data and documentation, as well as information provided by USIBWC officials.<sup>2</sup> OIG assessed the purchase card program on the basis of four criteria:<sup>3</sup> internal controls, training, previous audits, and INV observations.

---

<sup>1</sup> Committee of Sponsoring Organizations of the Treadway Commission, "Enterprise Risk Management – Integrated Framework Executive Summary" (September 2004); Deloitte & Touche, LLP, "Risk Assessment in Practice" (October 2012).

<sup>2</sup> In performing this risk assessment, OIG used purchase card data reported by USIBWC without independently verifying the data for accuracy and completeness. USIBWC reported that purchase card holders made purchases totaling \$1,037,286 in FY 2021.

<sup>3</sup> Public Law 112-194 (October 5, 2012), Sec. 2 § 1909 (3)(A)(B), states that agencies with more than \$10 million in purchase card spending annually are required to submit "violation reports" on a semiannual basis. Because USIBWC did not have more than \$10 million in purchases, it did not prepare a violation report. Therefore, OIG did not consider this factor during the USIBWC purchase card program risk assessment.

OIG assigned a rating of “low,” “medium,” or “high” to identify the risk associated with each factor.<sup>4</sup>

### ***Internal Controls***

OIG used criteria identified in the Government Charge Card Abuse Prevention Act of 2012<sup>5</sup> and Office of Management and Budget (OMB) Circular A-123, Appendix B,<sup>6</sup> to assess internal controls associated with the USIBWC purchase card program. OIG assessed the purchase card program for 35 general internal controls and 43 internal controls specific to purchase card programs (a total of 78 internal controls assessed).<sup>7</sup> For example, a general control would apply to both purchase card and travel card programs, such as the OMB Circular A-123 requirement that agencies perform periodic reviews of spending and transaction limits to ensure appropriateness.<sup>8</sup> Purchase card-specific controls apply only to purchase card programs, such as the requirement that agencies have policies in place to ensure that each cardholder is assigned an approving official with authority to approve or disapprove transactions.<sup>9</sup> OIG assigned a rating of “low,” “medium,” or “high” on the basis of documented compliance with required internal controls. Specifically, OIG assigned a “low” rating to programs with a high percentage (above 75 percent) of compliant internal controls. OIG assigned a “medium” rating to programs with neither a high percentage of compliant internal controls nor a high percentage of noncompliant internal controls. OIG assigned a “high” rating to programs with a high percentage (above 50 percent) of noncompliant internal controls.

### ***Training***

OIG assigned the USIBWC purchase card program a rating of “low,” “medium,” or “high” based on the availability of training and incorporation of training into its policy for the program. OIG assigned a “low” rating when training was available and incorporated into policies. OIG assigned a “medium” rating when training was available but not incorporated into policies or when training was not available but was incorporated into policies. OIG assigned a “high” rating when training was not available and was not incorporated into the organization’s policies.

---

<sup>4</sup> OIG team members used professional judgment to determine compliance with requirements in assessing risk ratings for each factor.

<sup>5</sup> Public Law 112-194, Sec. 2 § 1909(a)(1)-(13), § 1909(c)(1) and (3)(A) and (B), and § 1909 (d)(1)-(3).

<sup>6</sup> OMB Circular A-123, “Management’s Responsibility for Enterprise Risk Management and Internal Control” (July 15, 2016), Appendix B, “A Risk Management Framework for Government Charge Card Programs” (August 27, 2019), and Attachment 5, “Best Practices in Managing Government Charge Card Programs.”

<sup>7</sup> The requirements for the internal controls varied. Some were required to be included in the organization’s purchase card program guidance; others were not required to be documented but were still required. Because OIG reviewed only documented controls, it could not determine whether undocumented controls were compliant or noncompliant.

<sup>8</sup> OMB Circular A-123, Attachment 5.

<sup>9</sup> Public Law 112-194, Sec. 2 § 1909(a)(2).

### **Previous Audits**

To assess the USIBWC purchase card program, OIG reviewed the results of previous audits, as well as the implementation status of associated recommendations. OIG assigned a “low” rating to programs that had been audited in the last 10 years and had implemented recommendations. OIG assigned a “medium” rating to programs that had been audited in the last 10 years but for which recommendations had not been fully implemented. OIG assigned a “high” rating to programs that had not been audited within the last 10 years. The ratings were mitigated if the program provided documentation of meaningful internal reviews (conducted by the agency).

### **INV Observations**

On the basis of guidance from INV forensic auditors, OIG assigned the USIBWC purchase card program ratings of “low,” “medium,” or “high.” Office of Audits personnel met with INV personnel to gain an understanding of the data mining<sup>10</sup> efforts being used to review USIBWC purchase card transactions. INV provided information on the results of its data mining analyses and interviews with USIBWC officials responsible for the purchase card program.

### **Impact and Likelihood**

Impact refers to the extent to which a risk event might affect USIBWC, and likelihood represents the possibility that a given event might occur. OIG assigned an impact rating of “low,” “medium,” or “high” based on the dollars spent in the USIBWC purchase card program and assigned a likelihood rating of “low,” “medium,” or “high” based on the number of cardholders in the USIBWC purchase card program. The rating criteria are shown in Table A.1.

**Table A.1: Impact and Likelihood Ratings**

<b>Rating</b>	<b>Impact</b>	<b>Likelihood</b>
<b>Low</b>	Less than \$1 million	Fewer than 250 cardholders
<b>Medium</b>	\$1 million to \$10 million	250 to 500 cardholders
<b>High</b>	More than \$10 million	More than 500 cardholders

**Source:** Generated by OIG based on multiple sources, including industry standard principles for risk management.

Using the information obtained in Table A.1, OIG plotted the impact and likelihood ratings on a chart known as a heat map, which depicts the intersections of the ratings, to determine the impact and likelihood factor. The heat map is shown in Table A.2. OIG used this single impact and likelihood combined factor in the final overall risk assessment (Table A.3) for the USIBWC purchase card program.

<sup>10</sup> Data mining is the practice of searching through large amounts of computerized data to find useful patterns or trends.

**Table A.2. Impact and Likelihood Factor Heat Map Table**

		<b>Factor</b>		
<b>Impact Rating</b>	<b>High</b>	Medium	High	Very High
	<b>Medium</b>	Low	Medium	High
	<b>Low</b>	Very Low	Low	Medium
		<b>Low</b>	<b>Medium</b>	<b>High</b>
		<b>Likelihood Rating</b>		

**Source:** Generated by OIG based on industry standard principles for risk management.

**Final Risk Assessment**

OIG plotted the combined criteria rating in Table 1 along with the combined impact and likelihood factor in Table 2 to determine the final risk assessment rating for the USIBWC purchase card program. Specifically, OIG used the final risk assessment heat map shown in Table A.3 to determine the overall risk assessment rating.

**Table A.3. Final Risk Assessment Heat Map Table**

		<b>Final Rating</b>		
<b>Impact and Likelihood Factor</b>	<b>Very High</b>	Medium	High	Very High
	<b>High</b>	Medium	High	Very High
	<b>Medium</b>	Low	Medium	High
	<b>Low</b>	Very Low	Low	Medium
	<b>Very Low</b>	Very Low	Low	Medium
		<b>Low</b>	<b>Medium</b>	<b>High</b>
		<b>Combined Criteria Rating</b>		

**Source:** Generated by OIG based on industry standard principles for risk management.

## OIG AUDIT TEAM MEMBERS

---

Denise Colchin, Director  
Contracts, Grants, and Infrastructure Division  
Office of Audits

Melissa Bauer, Audit Manager  
Contracts, Grants, and Infrastructure Division  
Office of Audits

Eric Covington, Management Analyst  
Contracts, Grants, and Infrastructure Division  
Office of Audits

UNCLASSIFIED



# HELP FIGHT

## FRAUD, WASTE, AND ABUSE

1-800-409-9926

[Stateoig.gov/HOTLINE](https://stateoig.gov/HOTLINE)

If you fear reprisal, contact the  
OIG Whistleblower Coordinator to learn more about your rights.

[WPEAOmbuds@stateoig.gov](mailto:WPEAOmbuds@stateoig.gov)

UNCLASSIFIED