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U.S. Government Accountability Office
441 G Street, NW, Room 7814
Washington, D.C. 20548
U.S.A.

(phone: 202-512-4707; fax: 202-512-4021;
e-mail: intosaijournal@gao.gov)

Given the *Journal's* use as a teaching tool, articles most likely to be accepted are those that deal with pragmatic aspects of public sector auditing. These include case studies, ideas on new audit methodologies, or details on audit training programs. Articles that deal primarily with theory would not be appropriate.

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Carlos Pólit Faggioni

Comptroller General of Ecuador and President of the Latin American and Caribbean Organization of Supreme Audit Institutions (OLACEFS)

Editorial

It is a privilege to have the opportunity to share reflections from OLACEFS, the Latin American and Caribbean region of INTOSAI, with other colleagues from around the world through this *Journal*. I am confident that our thoughts will mirror those of other INTOSAI regions.

I would first like to congratulate the technical and professional efforts of this *Journal* to promote dialogue on current issues and the modernization of all organizations closely linked with auditing the public sector. The risks that SAIs are exposed to compel us to continually rethink and reshape the role of government audit—whether viewed as that of a simple agent of control or that of a transcendent support to government.

As auditors, we must be prepared to understand human behavior linked to conditions generated by political, economic, technological, and social factors and anticipate future issues if we are to prevent errors or address voluntary actions that can adversely affect the management of the organizations we audit.

But to be able to do this, we must always be ready to learn the lessons that are generated day by day. We must understand that auditing is not an exact and quantifiable science. Rather, auditing has genuinely social dimensions and must begin with the understanding of human beings as the principal actors in society and organizations. (Please see the article “Auditors and Effective Communication Skills” in this issue for an additional discussion on this topic.)

In this regard, we have found the INTOSAI *Journal* to be a most suitable vehicle for learning about the experiences and points of view of colleagues in SAIs from around the world and also sharing our own experiences with them.

Within the INTOSAI framework, we can address issues of universal concern within the scope of government auditing. These include risk management and evaluation, corporate government, approaches to bank supervision, prevention of money

laundering, the application of technology to audit activities, and the redesign of COSO in response to the recent financial crisis.¹

INTOSAI's committees, working groups, and task forces generate techniques and knowledge that help SAIs attain higher levels of governmental auditing in many areas. These include audits of disaster-related aid to monitor the flow of external funds that are channeled to countries in the wake of natural or manmade disasters, information technology audits, environmental audits of natural resources, and the implementation of International Standards of Supreme Audit Institutions (ISSAI).

I believe that INTOSAI's true contribution ultimately relates to sustaining the institutions of its members' countries, supporting democracy, and combating poverty and social inequality. By strengthening governmental control, INTOSAI contributes to strengthening the framework of the state.

The joint efforts of INTOSAI's official bodies and members have demonstrated that collaborative work generates collective benefits or, in the words of INTOSAI's motto, "Mutual Experience Benefits All."

A great example of this has been the integrated work headed up by INTOSAI's General Secretariat that resulted in passage of the United Nations (UN) resolution supporting the autonomy and independence of SAIs and officially recognizing the Lima and Mexico declarations. In the years to come, this historic milestone will have a major impact and be a point of reference for governments around the world. (See the discussion of the UN resolution in the Inside INTOSAI section of this issue.)

OLACEFS also has undertaken a number of initiatives that demonstrate the value of INTOSAI's integrated work. OLACEFS is in the midst of an ambitious modernization process that aims to achieve four strategic objectives defined in its 2011–2015 strategic plan: become a model organization, develop institutional capacity, promote knowledge management, and enhance its position within the international audit community. These objectives closely track with INTOSAI-wide efforts to raise the knowledge of INTOSAI members to a uniform level, support INTOSAI members and promote convergence between them and the organization's regional working groups, convey government audit concerns to decision makers and opinion leaders, strengthen the standing and reputations of SAIs and INTOSAI, and disseminate the benefits of SAIs and INTOSAI among partner organizations.

OLACEFS's efforts in this regard include the following:

- OLACEFS is improving its communication system by redesigning its website and adding interactive services. It is also publishing semiannual bulletins edited by the President's office as well as the OLACEFS magazine.
- OLACEFS collaborated with the INTOSAI Development Initiative to complete a needs assessment, a regional capacity-building program, and a train-the-trainer

¹The Committee of Sponsoring Organizations of the Treadway Commission (COSO) is a joint initiative of five private sector organizations that develops frameworks and guidance on enterprise risk management, internal control, and fraud deterrence.

program. Currently, OLACEFS is working with IDI on a strategic planning program in which eight of the region's SAIs are participating.

- OLACEFS members have carried out technical visits to INTOSAI, EUROSAI, EURORAI,² and the International Federation of Accountants to strengthen cooperative ties and learn how these entities have gained the public's confidence and interest in the activities they promote and the products and services they provide. These visits have enabled OLACEFS to gain systematic information to make the changes needed to improve its own operations and become a more successful, modern, and innovative organization.
- OLACEFS is collaborating in the development of a network of institutions (nongovernmental organizations, universities, and specialized institutes) to strengthen external audit. The network will support knowledge transfer and provide opportunities for collaboration. It will also open channels of communication with citizens and help to make known the mission, goals, and benefits of OLACEFS' member SAIs.
- In the field of capacity development, OLACEFS is working with GIZ, a German international development organization, to create a new knowledge system that includes technical visits, training, technical assistance, and other modalities to promote mutual development.
- Two other new projects in the region are the international certification of auditors, supported by the Inter-American Development Bank, and an e-learning structure for countries in the Andean region, supported by the World Bank.
- In 2012, a joint OLACEFS-EUROSAI conference will be held in the Republic of Georgia to facilitate high-level exchanges of information and experiences on technical themes. The conference will also help to establish links between SAIs in both regions and stimulate joint initiatives.

Dear friends and colleagues, I send best wishes on behalf of OLACEFS and want to reaffirm my deep conviction that only our integrated, collaborative efforts will keep us on track in the collective development of our SAIs, which will lead to lasting improvements in our respective countries.

²EURORAI is the European Organisation of Regional External Public Finance Audit Institutions.



Lifting All INTOSAI Regions toward Auditing Excellence

by Terence Nombembe, Chairman of the INTOSAI Governing Board and Auditor-General of South Africa

My ongoing participation in INTOSAI regional gatherings has been motivated by my desire to learn about and better understand each region's expectations and urgent requirements. And, in turn, I have been extremely humbled by experiencing the level of commitment and passion about advancing auditing excellence in the public sector that prevails in all our regions. Accordingly, my role in reinforcing the importance of INTOSAI's strategic priorities has proven to be easy and emotionally rewarding. The implementation of the ISSAI framework is chief among these strategic priorities and relates to the significance of the international standards that we as SAIs are privileged to lean on. I intentionally choose the words "lean on" because of our confidence in the status of these standards as world-class norms that are readily available to us. They provide a credible base for the quality of our work and the objectivity with which our conclusions are drawn.

In my January 2012 article in this *Journal*, I emphasized the need for heads of SAIs to take primary ownership of the knowledge and capacity building of their institutions. I suggested that nobody else should ever influence this space. The more we build a knowledge base that enables us to excel in independent audit scrutiny, risk analysis, and constructive insights, the more we make ourselves dependable regardless of the temporary constraints we may be facing. I refer to these constraints as temporary simply because no matter how enormous they may appear, no constraint can ever overcome our collective ability as committed leaders and professionals in public sector auditing.

In this regard, we are supported by the collective ability of INTOSAI's leadership and the donor community through the INTOSAI-Donor Steering Committee. In many

visible ways, INTOSAI's leadership has definitely committed itself to the successful implementation of the ISSAIs. The fact that the Governing Board declared ISSAI implementation the theme for this year and that all INTOSAI regions accepted this unanimously gives clear testimony of our commitment. The Capacity Building Committee's work with other INTOSAI committees and the INTOSAI Development Initiative (IDI) in developing the strategies for ISSAI implementation under the strategic plan is another timely effort of INTOSAI's leadership to support a structured approach to capacity building in the regions. The provision within IDI of the ever-enthusiastic secretariat for the INTOSAI-Donor Steering Committee is another tangible contribution of INTOSAI's leadership in supporting effective capacity building of SAIs to promote auditing excellence in the public sector at the country and regional levels.

To a large extent, this commitment has triggered the donor community's interest in contributing generously, despite global financial hardships, toward SAI capacity building and auditing excellence. The fourth INTOSAI-Donor Steering Committee meeting, held in Jaipur, India, at the end of February 2012, was a moving revelation of this developing collaboration. In this regard, I would encourage everyone to visit the IDI website at www.idi.no and click on the INTOSAI-Donor Cooperation/Steering Committee tabs for more specific details about this inspiring meeting.

Colleagues, we are truly blessed to have these few but highly significant interventions and commitments demonstrated by our leadership and stakeholders at a global level. This will surely reaffirm the equally important commitment the global diplomatic community of the United Nations has shown in adopting the monumental resolution on SAI independence in December 2011.

What then shall we say in response to such blessings and support? If all these key strategic stakeholders are fully behind us, any challenge can be overcome. I feel strongly and repeat my conviction that neither obstacles—no matter how enormous they may appear—nor constraints can ever overcome our collective ability as committed leaders and professionals in the field of public sector auditing.

Training and more training in auditing excellence will be required to maintain supremacy in the environment in which we operate. Training on the ISSAIs will always give us an opportunity to enhance our knowledge of auditing and equip us with the powers of independent thought and analysis. In this respect, I am pleased that the INTOSAI regions have chosen ISSAI implementation as the primary focus for all their 2012 gatherings. The testimonies of delegation heads and the tone with which they uttered them at the regional meetings that I attended—ASOSAI being the most recent in March 2012—gave me a great sense of pride in being associated with INTOSAI. I look forward to experiencing this atmosphere once again when I participate in other regional gatherings scheduled for the remainder of this year and beyond and, ultimately, at the Governing Board meetings where our collective heartbeat on ISSAI implementation will, I am certain, be confirmed to be healthy.

NEWS

IN

brief



Brazil

Coordinated Audit of Regional Foot-and-Mouth Disease Program

The Brazilian Court of Audit (TCU), in conjunction with the SAIs of Argentina, Bolivia, and Paraguay, is currently auditing a Mercosul program aimed at eradicating foot-and-mouth disease in the region. Mercosul or Mercosur is the Common Southern Market, a political and economic agreement among certain Latin American countries. The Mercosul Free from Foot-and-Mouth Disease Program (PAMA), funded by the Mercosul Structural Convergence Fund (FOCEM), runs from 2007 to 2012 and will be considered for renewal at the end of 2012. Livestock production is critical to the economy of all countries in the region. While foot-and-mouth disease has been eradicated in certain areas, it continues to pose a grave threat to the industry. Although Venezuela is not a direct beneficiary of PAMA, its SAI is concurrently auditing its national foot-and-mouth disease program using a similar methodology.

The coordinated audit is part of a broader strategy to improve oversight of Mercosul funds, develop SAI capacities, and raise awareness of the International Standards of

Supreme Audit Institutions (ISSAI). In 2011, the TCU trained 48 auditors from 13 OLACEFS member SAIs in performance audit methodology. The training was provided through a 3-month e-learning course based on the ISSAI framework, in particular the standards and guidelines on performance auditing in ISSAI 3000. Many of these auditors also participated in a hands-on workshop on performance audit methods and techniques held in Brasilia in September 2011. The auditors from the Mercosul region now have the opportunity to incorporate what they learned into their national SAI audit processes as they participate in the coordinated PAMA audit. They will meet again in May 2012 to present and discuss their national audit reports.

The TCU, as the Executive Secretariat of the Mercosul SAI Organization (EFSUL), will consolidate the results of the national audits performed in Argentina, Bolivia, Brazil, Paraguay, and Venezuela into a regional report that will be presented to the Mercosul Secretariat, the Mercosul Parliament, and the ministries of agriculture responsible for investing PAMA funds.

For additional information, contact the TCU:

E-mail: arint@tcu.gov.br
Website: www.tcu.gov.br

Chile

SAI Completes Peer Review of Office of the Comptroller General of Costa Rica

In December 2011, the SAI of Chile completed a peer review of the organizational processes of the SAI of Costa Rica.

To carry out its review, the Chilean SAI used INTOSAI guidance for peer reviews, including ISSAI 5600, *Peer Review Guideline*, and INTOSAI GOV 9100, *Guidelines for Internal Control Standards for the Public Sector*. On the basis of a thorough examination of the Costa Rican SAI's institutional planning system, structure, and operations, the reviewers concluded that the systems had been properly designed and were operating effectively during 2010 and 2011 to ensure that management was oriented toward meeting the needs of the public and the SAI was recognized for its integrity, transparency, and accountability.

The final report gave a satisfactory evaluation of the Costa Rican SAI's institutional performance. In particular, the report noted that the SAI recognizes good practices related to corporate governance, formulates corporate governance policies, has enacted a code of conduct, and has

designed planning processes and aligned corporate planning with its strategic, tactical, and operational areas. Moreover, it has automated its processes through SIGI, its institutional management system, and promoted transparency regarding its evaluation plans through the SAI's website.

During fieldwork and in the final report, the peer reviewers made suggestions on specific areas for improvement, such as debugging SIGI records, establishing criteria for allocating hours to various processes and projects, creating instructions for monitoring the implementation of the annual operating plan, and continuing the efforts necessary to ensure that the legislature authorizes the resources indicated in the SAI's budget to guarantee the SAI's financial independence.

For additional information, contact the SAI of Chile:

E-mail: relacionesinternacionales@contraloria.cl
Website: www.contraloria.cl

China

CNAO Issues 5-year Plan for Audit Work Development

The China National Audit Office (CNAO) has recently issued the *Twelfth Five-Year Plan for Audit Work Development*. Based on recent developments in audit work, the plan incorporates new requirements of the Central Committee of the Party and the State Council on Audit Work, proposes new goals and tasks for audit work, and gives an overview of new trends in audit theory and practice.

According to the plan, audit work is to focus on the scientific outlook on development; it is also to accelerate the transformation of economic development. Focal points include improving the legal system,

safeguarding people's livelihood, deepening reform, and promoting development. By making these areas the starting points and objectives of audit work, the "immune system" function of audit supervision will be put into full play to guarantee the sound operation of the national socio-economy. Audit work is also to be raised to a new level in other areas, including

- serving the scientific development of the socio-economy;
- deepening the reform and construction of a democratic legal system;
- safeguarding national security, promoting a clean government, and improving national governance;
- developing audits of human resources; and
- developing audit theory and the institution of socialism with Chinese characteristics in line with national conditions and the socialist market economic system.

The plan states that audit institutions should build coordinated audits of public finance and conduct whole-process, real-time audits on major construction projects of national interest, special issues related to resource development

and environmental protection, significant emerging issues, and the implementation of key national policies and measures. Audit institutions should also actively carry out information technology audits and conscientiously implement *Regulations for Audit of Economic Accountability over Principal Leading Cadres of the Party, the Government and State-Owned Enterprises*, which was jointly issued by the General Office of the Communist Party of China Central Committee and the General Office of the State Council to deepen economic accountability audits.

Second Sino-Indian Young Auditors' Forum

From October 31 to November 8, 2011, 10 delegates from various departments of the CNAO attended the second Sino-Indian young auditors' forum hosted in Mumbai by the SAI of India.

During the forum, young Chinese auditors and their Indian counterparts made insightful and vivid presentations on the unique role of government audit and codes of professional ethics. These presentations summed up past experiences and current practices in the two SAIs and also brought up new trends and fresh ideas. Delegates also



Participants in the Sino-Indian Young Auditors' Forum held in Mumbai in October-November 2011.

exchanged opinions on other issues of mutual interest, such as quality control procedures and IT audit.

At the closing ceremony, Vinod Rai, Comptroller and Auditor General of India, met with the Chinese delegates to extend his heartfelt welcome and sincere regards to Liu Jiayi, Auditor General of China. He underscored the importance of the event and his belief that it will continue to promote the friendship between CNAO and the SAI of India in the future. On behalf of the Chinese delegates, Peng Huazhang, Director General of CNAO's Resident Office in Changsha, expressed gratitude for the hospitality of the Indian SAI.

The heads of the two SAIs initiated the young auditors' forum as part of bilateral communication between the CNAO and the SAI of India. The CNAO hosted the first forum in 2010. Both parties will take turns hosting it in the future to strengthen mutual understanding between young auditors of China and India.

Sino-African Audit Seminar

The CNAO hosted the fourth Sino-African Audit Seminar in Beijing and Jiangsu Province October 16–25, 2011. Earlier seminars were held in 2006, 2008, and 2009.

More than 30 auditors from the SAIs of English-speaking African countries, including 17 auditors-general level officials, gathered in China to discuss various audit topics with top CNAO management. Much of the discussion centered on the core issue of the relationship between SAI audit work and governance as applied to a nation state. In a keynote speech on this topic, Liu Jiayi, Auditor General of China, pointed out that as countries around the world confront challenges



Liu Jiayi, Auditor General of China, addresses the Sino-African Audit Seminar held in China in October 2011.

such as globalization, information technology, and the diversified needs of the public, they have focused on improving national governance and promoting good governance to live up to the challenges and increase efficiency.

Mr. Liu further described the SAI function as a key aspect of governance as well as a tool to promote the balance of powers. He added that as SAIs carry out their function, they help to promote the principles of accountability, transparency, integrity, equity, and justice in order to promote democracy and the rule of law and safeguard national security. Thus, SAIs play a positive role in improving national governance and achieving sustainable development.

Several deputy auditors general of the CNAO joined the discussion on other seminar topics, such as the development of auditing, auditing standards, and IT audit. Representatives of the SAIs of African countries presented their own experiences and views on real-time audit, audits of public debt, and international convergence of auditing standards.

Since the Sino-African Audit Seminars began in 2006, more than 130 participants from the SAIs of 40 African countries have come to China. The seminars have been one of the most effective channels for the Chinese and African SAIs to increase their mutual understanding and share audit experiences and practices.

At the close of the fourth seminar, both the CNAO and the African SAIs reaffirmed their continuous interest in and commitment to continuing to promote cooperation and exchanges in capacity-building efforts.

For additional information, contact the CNAO:

E-mail: cnao@audit.gov.cn

Website: www.audit.gov.cn

Kuwait

Recent Activities of the State Audit Bureau

The State Audit Bureau of Kuwait (SAB) has recently engaged in a number of knowledge-sharing activities within INTOSAI. In January 2012, representatives of the SAB participated

in the 21st meeting of the Working Group on Information Technology Audit in Malaysia. Official delegations of the SAB visited a number of European SAIs to learn about a variety of audit topics. In October 2011, groups visited (1) the Netherlands Court of Audit to get acquainted with systems and implementation methods related to peer review, performance and information system audits, and European Court of Auditors guidelines and (2) the Court of Audit of Belgium to benefit from its experiences in financial and performance audits. In February, a group visited the French Court of Audit to learn about financial and performance audits and good governance.

The results of the 12th research competition that the SAB conducted internally at all sector levels were announced, and certificates were awarded to the winners. The 13th research competition on five technical subjects was launched. These activities are geared toward improving work methods, documenting knowledge, and upgrading professional performance by refining and developing the abilities and skills of SAB staff to support scientific research.

For additional information, contact the SAB:

E-mail: president@sabq8.org,
training@sabq8.org
 Website: www.sabq8.org

Romania

Recent Publications of the Romanian Court of Accounts

In December 2011, the Romanian Court of Accounts (RCA) issued and sent to the Parliament its annual public report for 2010. This report forms the

basis of the procedure by which the annual execution accounts of the state budget and the state social insurance budget are approved by law. The report comprises the RCA's remarks on the execution accounts of the budgets audited by the RCA. It also contains the conclusions of the RCA's audits of self-managed public companies, wholly state-owned trading companies, primarily state-owned enterprises, and other legal entities subject to the RCA's control; the infringements of law identified; and the measures to be taken regarding the persons responsible for those infringements.

The RCA also issued its activity report for 2011, which is published to implement the principles of transparency and accountability and the best practices identified in the International Standards of Supreme Audit Institutions. This report reflects the outputs of specific RCA activities and the results of its efforts to update and complete a methodological framework for its audit and control activity. The report also presents the human and financial resources involved and the logistics supporting the RCA's activities.

In line with its ongoing concern to promote capacity building, the RCA issued and posted on its website the second issue of its journal for 2011.

For additional information, contact the RCA:

E-mail: international.romania@rcc.ro
 Website: www.curteadeconturi.ro

Making Performance Audits More Responsive

by Peter van der Knaap, Netherlands Court of Audit

According to ISSAI 3000, a performance audit is “the independent examination of the efficiency and effectiveness of government organisations, operations, or policies, with due regard to economy.”¹ The aim of performance audits is to lead to improvements.

Performance auditors work on the basis of professional audit norms and criteria that constitute the basis for performance judgments. When assessing an organization’s output, the annual production targets, or the objectives to improve quality or reduce costs, constitute logical starting points. When assessing the effectiveness of policy programs, norms and criteria can be found in policy objectives and indicators. Taken together, these norms and criteria, and especially the policy objectives and indicators, constitute a relatively stable frame of reference.

For politicians, policymakers, and performance auditors alike, this has important advantages: it provides focus, transparency, and predictability. Objectives and indicators form easy-to-understand frames of reference in a policy-oriented debate. Clear norms and criteria, together with sound quality controls in the audit process, help to produce credible reports on government performance.

New INTOSAI Guidelines

Despite these advantages, an important risk of performance audits that focus firmly on objectives and indicators is that the auditor misses the true explanation of disappointing agency or program performance. Such performance audits may even become less relevant. The objective-and-indicators-driven approach also carries the risk of (1) misunderstanding of stakeholders’ needs, (2) resistance to change, and (3) dysfunctional strategic behavior.

As Dutch politician and professor of public administration Mary-Louise Bemelmans-Videc and her colleagues noted: “[M]any explanations for disappointing policy results point to a ‘gap’ between simple policy intentions and schemes on the one hand, and the complex and ever-changing nature of societal problems on the other.”² They envision a new type of accountability, in which public sector auditing should play its role by (1) taking a dynamic rather than a static approach, (2) focusing primarily on results rather than on process, and (3) stressing the need for continuous and responsive learning. As a part of this, performance auditors must consider whether policy intentions and schemes still relate to society’s real problems and stakeholders’ concerns.

INTOSAI recognizes the need for performance audits that allow for more complexity. The new performance audit guidelines in International Standards of Supreme Audit Institutions (ISSAI) 3000 encourage an orientation towards citizens’ needs: the actual impact of activities, compared with the intended impact, should be audited. Unlike compliance auditing,

¹INTOSAI, *Implementation guidelines for performance audit: Standards and guidelines for performance audit based on INTOSAI’s Auditing Standards and practical experience*, International Standards of Supreme Audit Institutions 3000 (2010), p. 11.

²Marie-Louise Bemelmans-Videc, Jeremy Lonsdale, and Burt Perrin, eds., *Making Accountability Work: Dilemmas for Evaluation and for Audit* (New Brunswick, N.J.: Transaction Publishers, 2007), p. 133.

performance auditors should not just look at whether policy programs are being carried out according to plan. Neither should they focus too narrowly on whether objectives are reached, criteria met, and indicators attained. According to the ISSAI 3000, “progress and practices must be built on learning from experience.”

Initiatives to Promote Responsiveness in Performance Auditing

The Netherlands Court of Audit (NCA) also stresses the need for learning. Auditors must be more responsive to what auditees and other stakeholders have to say about the relevance of audit questions, the meaning of intermediate audit findings, and the usefulness of potential recommendations.

To achieve this, the NCA has actively opted for a more open and responsive approach, including more participatory methods. Following the example of the United Kingdom’s National Audit Office, the NCA has developed various participatory audit methods and other stakeholder involvement activities that audit teams can use during the different stages of the audit process. NCA auditors set out to analyze the main policy actors and other stakeholders and their respective interests. Actions such as meetings at the start of the audit and brainstorming sessions to discuss intermediate outcomes and potential remedies are considered and plotted along the timeline of the audit process. Expert and stakeholder panels are an important part of this process.

In addition, the NCA wants to know what happens with audit recommendations after audit reports have been published, so it actively monitors the ministers’ follow-up. The follow-up audits address two dimensions: (1) Did the ministries do what they promised to do? (2) What changes—positive and negative—actually took place concerning the issue at stake? Here, much harder questions are asked: How did the follow-up of audit recommendations contribute to the quality of implementation processes? To what degree was the social problem solved?

Reality Checks: Testing Policy Theories, Objectives, and Indicators

“Reality checks” are the NCA’s latest initiative to develop a more responsive approach to performance audit. From 2009 to 2011, the NCA carried out 20 of them. In the language of innovators and product developers, a reality check is a test to ensure an idea is consistent with the real world. The NCA deliberately uses this rather provocative term.

The purpose of the NCA’s initiative was to provide government and Parliament with information on the effects of public policy programs and whether they are appreciated. The NCA started out by looking at a number of problems that affect citizens and businesses and the ways in which government translated these problems into policy objectives and measures. The pivotal question was what is the actual contribution of policy measures to find solutions as judged by (1) the policy target group (the persons, businesses, or institutions that are experiencing a particular set of problems) and (2) available evidence of program effectiveness?

The NCA used the following questions in its audits:

- How do these stakeholders relate to the objectives, criteria, and intervention logic (or policy theory) of central government?
- Do they recognize the relevance and value of those elements, and do they use them?

- How do they appraise the actual interventions or policy tools and the way the policy program has been implemented?
- To what degree did the targeted spending actually land on target?
- What concrete effect has the policy had on those who are directly concerned?
- What information is provided by central government on the effectiveness of the policy measures taken?

NCA auditors interviewed representatives from target groups and other stakeholders to find out what they thought of the official objectives and criteria of policy interventions or measures. In addition, the actual use of policy schemes by target groups was analyzed, using available data from agencies, statistics, and monitoring and evaluation reports. Where suitable and possible, auditors observed real-life negotiations, meetings, transactions, and so on. Finally, the results were put forward to the responsible policymakers for a reaction.

Two examples of these reality checks involve improving the security of small businesses and improving the energy efficiency of homes. In the first case, a subsidy scheme encourages small businesses to take preventive measures against crime. A key element in the policy program was compensating small businesses for the costs for tailored advice on improving security. In practice, however, many hired security consultants and specialists work with standard formats. NCA found that although 80 percent of the target group found the safety scan useful, only 8 percent thought the scan was worth 350 euros.

In the second example, in the three subsidies to improve the energy efficiency of existing homes, the NCA found a clear tension between the objective of relieving participating homeowners of the administrative burdens of applying for and declaring costs, and the reluctance of those homeowners to leave these tasks to contractors.

The NCA reported its findings to Parliament in May 2010 and 2011. The reality checks revealed that the link between policy and practice leaves a great deal to be desired. Although expected outputs (grants, subsidies, websites, and advice) were mostly delivered according to plan, recipients were either not very familiar with them, could not use them, saw no need for them, or expressed a greater need for other measures. The choice for instruments can be characterized as supply-side driven. The NCA often observed a “shotgun” approach in government policy. Instead of evidence-based interventions—where there would be a clear, well-founded relationship between intervention and effect—the policy often rather rashly opted for subsidies or other financial incentives. “Money will work wonders” seemed to be the dominant perspective, even when other factors (cultural, technical, or judicial) were behind societal problems.

The reality checks showed the importance of policymakers actively testing whether the assumptions behind the policies make sense, both prior to the introduction of policy measures and during their implementation. Good ex ante evaluations, however, are often lacking. The NCA found a lack of relevant data and information to follow the implementation and results of policy interventions and make necessary corrections.

In many cases, the NCA found that the way policy interventions were designed led to rather complex implementation processes. The many links between government, intermediate organizations, stakeholders, and target groups create long delivery chains and the risk of too

many hands being involved. As a result, bureau politics and institutional logic may come to crowd out societal relevance, posing a risk to both efficiency and effectiveness.

Conclusions and Challenges

While policy objectives and indicators are important aids, performance auditors should also be aware of the risks they bring. Nonetheless, becoming more responsive is not an easy process. Recent NCA initiatives to bring more responsiveness into its performance audits illustrate the challenges in this process.

First, there is the problem of timing. Early warnings in the form of reality checks may prevent inefficient or ineffective programs from going bad to worse. Still, for ministries and agencies, early audits and evaluations may lead to the feeling that a program has not been given the opportunity to demonstrate its worth.

Second, responsiveness should not be mistaken for indiscriminately using stakeholders' concerns and complaints against auditees. It is relatively easy to find complaints about and disparities between public policy program intentions and target group needs and wishes. Even when government interventions appear to lack relevance in the eyes of respondents, there may be very good reasons for those interventions.

Third, there should be fairness in criticizing the use of policy objectives and performance indicators. The reality checks showed that one size does not fit all, when it comes to policy initiatives. Still, objectives and criteria are and always will be deliberately simplified versions of desired realities, which may provide the focus needed for debate, implementation, and evaluation.

Responsive performance audit does not mean that auditors should abandon their traditional criteria for judgment or become merely passive receivers of other people's interpretations and criteria. Neither should performance auditors join the lamenting choir that denies all benefits from policy objectives, performance targets, and indicators.

In a democratic society, government has a moral duty to organize its own responsiveness and reflexivity. With the rise of the Internet and new social media, there are now more possibilities than ever to engage the broader public in policymaking and evaluation. Learning and the organization of policy-oriented learning are crucial in this process, and performance audit has an important role to play.

For additional information contact the author, currently director for performance audit with the NCA, at Peter.vanderknaap@rekenkamer.nl.

Overcoming Barriers between the Internal and External Audit Functions in Malta

by Sharon Zammit and Peter Baldacchino, Department of Accountancy, University of Malta

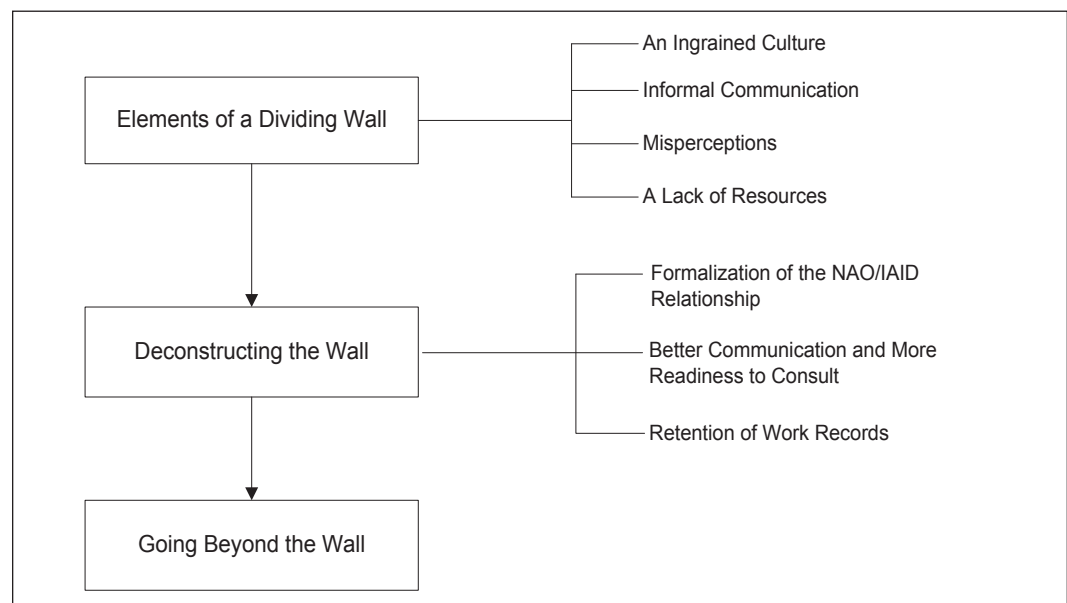
According to the Institute of Internal Auditors, government auditing is a cornerstone of good public sector governance. Auditors play a crucial role in assisting government entities to achieve accountability and integrity by providing unbiased opinions on the use of public resources. The Maltese public service, like its counterparts in other countries, relies on audit activities from a combination of external and internal auditors. The National Audit Office (NAO), an INTOSAI member, carries out the external audit function, while the Internal Audit and Investigations Department (IAID) carries out the internal audit function.

This article is based on recent research carried out in Malta to evaluate the relationship between the NAO and IAID and to assess any potential barriers to that relationship as well as the effect of having two types of auditors on different aspects of auditing.

To achieve these objectives, 24 personal semi-structured interviews were held with officials from the NAO, IAID, and government departments. In quantifying the comparisons, ANOVA testing was used to identify any significant differences.

The research identified a number of important barriers in the NAO/IAID relationship that constitute a dividing wall between the two functions that needs to be tackled. Figure 1 summarizes the barriers and the actions proposed to overcome them.

Figure 1: Tackling the Barriers between Internal and External Audit Functions in Malta



The study revealed that although no intentional barrier existed between the external and internal auditors, both acknowledged that communication between the two offices was still in its infancy and there was definitely room for improvement.

Elements of a Dividing Wall

Although both offices needed to be independent to avoid conflicts of interest, especially since they had different lines of reporting, there was no need for barriers to exist between the two parties. The following sections analyze the barriers hindering the relationship between the two parties.

An Ingrained Culture

The study ascertained that resistance to change was the strongest barrier between external and internal auditors and that this resistance can be linked to the ingrained culture of certain public officers, particularly external auditors. From their perspective, the relationship was shaped by the overriding requirement to be, and to be seen as, independent. This led to a prevailing culture that was a possible hindrance to the relationship with the other function. For example, it emerged that external audit staff rarely consulted the work of internal auditors, except where such audits were directly relevant to the audits they were undertaking.

Furthermore, research findings revealed that the prevailing culture particularly influenced the relationship between the two parties in the area of fraud and irregularities. Most external auditors expressed concern about dealing with the internal audit function in fraud risk areas and, as a result, did not seek any second opinions. Instead, each party took responsibility for its own findings and independently decided whether or not to approach the police.

Informal Communication

The results also suggested that although an open-door policy existed between the two offices, communication between them was too informal and, in particular, affected cooperation in audit planning. Half of the respondents agreed that this was the area in which they consulted with each other the most, yet much remained to be done to maximize the benefits to both bodies. This level of informal communication also influenced their coordination on internal controls. Limited cooperation at the planning stage can result in the external audit function not using data gathered by the internal audit function.

Misperceptions

One common misperception among the different stakeholders, including the two institutions, was that the external audit function could not make use of internal auditors' work. This finding was further supported by the research finding that the two institutions rarely exchanged their reports. Many pointed out that this was true primarily because of different lines of reporting and legislation that provided for confidentiality. This misperception indicated a situation in which both entities failed to realize how they could actually help each other.

The Internal Audit and Financial Investigations Act provides that internal auditors should not disclose any information acquired during internal audits. Reports are strictly for the permanent secretary's use to ensure confidentiality and safeguard the interest of auditees. However, an exception exists in the case of the supreme audit institution. The auditor general and external auditors are protected by their constitutional rights and, therefore, cannot be treated like other external entities. Although this is not specified in the legislation, there is no justification for precluding the NAO from viewing internal audit reports and working

papers. Thus, respondents questioned whether external auditors were aware enough of their rights and made use of them.

Most respondents also pointed out that external auditors generally did not request internal auditors' reports because the two types of auditors worked in separate areas. They claimed that this prevented overlaps leading to duplication of work and thus a waste of resources. Few referred to the opportunities that existed for cooperation in practice.

A Lack of Resources

Limited resources were another major issue, particularly for internal auditors, who complained of insufficient resources and claimed that because their remit was quite large, they could have covered a wider area if they had been given more human and financial resources. They also claimed that heavy time constraints resulting from a lack of resources limited the amount of consulting that could take place between the two offices.

Deconstructing the Wall

To eliminate these barriers and improve the relationship between both institutions, actions are called for in a number of areas. These include taking the appropriate steps on both sides to formalize their relationship, strengthening communication and consulting more readily, and retaining records of the audit work performed. The following sections discuss each of these actions.

Formalization of the NAO and IAID Relationship

Formalizing the relationship between the NAO and IAID is probably the fundamental step that needs to be taken to overcome the barriers between the two parties. This could be done through a written agreement, regulated by law, paying particular attention to the supreme audit institution's mandate so it becomes clearer that both entities may interact for auditing purposes. Working together by tacit acceptance of certain practices or attitudes may be a starting point. However, formalizing the relationship could definitely add further scope and audit value. Linking useful techniques and expertise from both offices may create a value chain.

The relationship could be formalized gradually in different stages. This process could be promoted by a memorandum of understanding aimed at defining and prioritizing areas of useful interaction. Such a memorandum, especially between the senior management of both offices, would clearly be preferable to a formal written legal agreement. Respondents stated that such a memorandum would result in more affinity between the parties.

Better Communication and More Readiness to Consult

The relationship needs to be nourished through regular and open communication on matters of mutual interest. Specifically, such communication would be beneficial at each stage of the audit process to ensure the best possible results. Periodic meetings at the senior management level, perhaps every quarter, would also be helpful if they involved discussions of general issues of concern identified during the audits.

Moreover arrangements could be made to routinely exchange reports and useful working papers between the two institutions without each party having to wait for a specific request, as long as there are no data security or confidentiality issues. However, some claimed that this

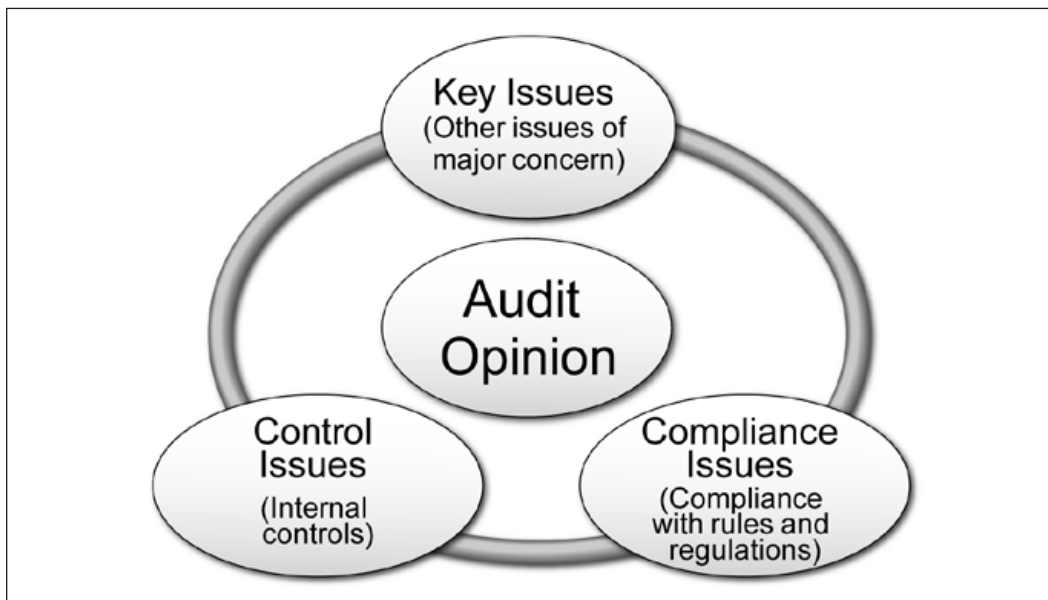
would inevitably result in exchanging documentation that would never actually be used. To avoid this problem, information to be shared in this way could be of only a general nature, such as comments on the overall deficiencies found in specific departments, particularly in the initial stages.

Moreover, ISSAI 1610, *Using the Work of Internal Auditors*, acknowledges the need for a point of reference between internal and external auditors. Yet, as has been seen, better coordination could be achieved if both parties expressed more willingness to consult each other. Admittedly, this is not an easy task because staff members on each side are yet to be convinced that such consultation will actually lead to a win-win situation.

Retention of Work Records

Retaining agreed-upon records on each side and making them easily usable and available to each party would also be another step forward. As shown in figure 2, typical records to be retained and exchanged by each party could include, in addition to the audit opinion, control, compliance, and other key issues.

Figure 2: Typical Audit Records for Retention

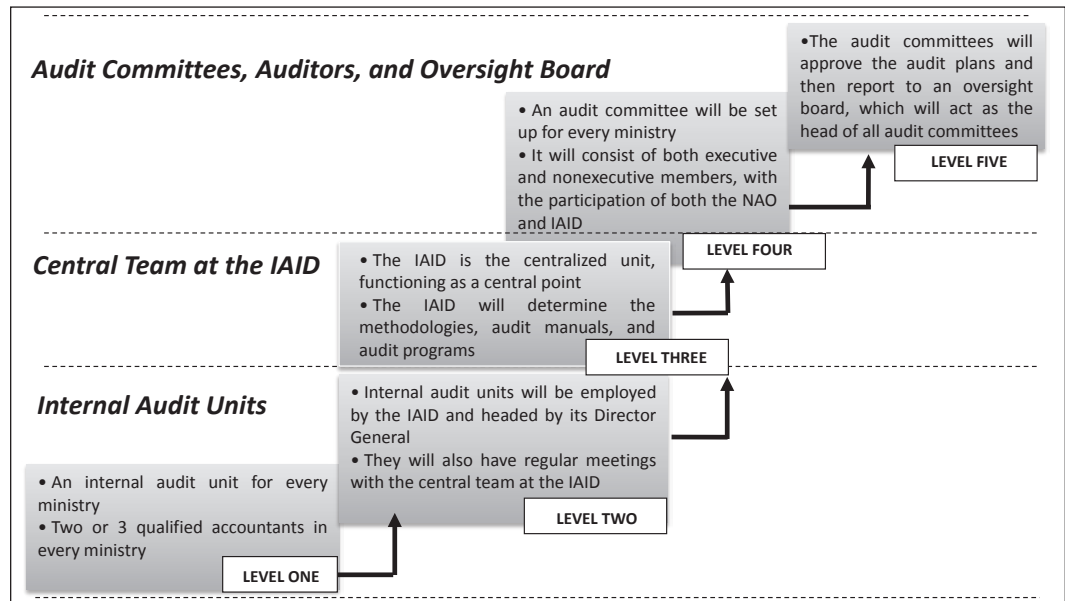


Of course, such a facility would enable both sets of auditors to manage their audit risks more effectively. For example, when doing an audit plan, both offices would know whether a particular area was high risk or not.

Going Beyond the Wall

The relationship between the NAO and the IAID cannot progress further unless more resources are dedicated to having an internal audit unit within every ministry, which is as yet not the case. This would require that the internal audit function be decentralized while retaining a central monitoring unit. In addition, audit committees at the level of each ministry would also provide an opportunity for external and internal auditors and directors to have a meeting of the minds at this decentralized level. Figure 3 illustrates this model for a decentralized internal audit function with links to external auditors.

Figure 3: Consolidating the Oversight Function: Decentralizing the Internal Audit Function and Linking with External Auditors



A structure such as that suggested above would ensure a balance between the decentralization needed for internal auditing (thus securing its relevance) and the consolidation of an oversight function to keep in view the overall national audit picture in close collaboration with external auditors.

Conclusions

In the public sector in Malta, both internal and external auditors need to gain more standing in each other's eyes. For this to occur, a number of steps may be taken that will also enhance both audit efficiency and effectiveness. Within a holistic spectrum of government audit activities, the key is for the two functions to be and to be seen as complementing each other, rather than as treading on each other's toes.

For additional information, contact the authors at sharon_zammit16@hotmail.com and peter.j.baldacchino@um.edu.mt.

Auditors and Effective Communication Skills

by Hassan Khosravi, Supreme Audit Court, Islamic Republic of Iran

Accounting and auditing are quantitative fields of study that usually do not cover areas such as public relations, social psychology, or human communication as major courses. However, because auditing and accounting are conducted by human beings, a lack of focus on these areas may be an oversight. In addition to having the expertise and necessary skills to perform their duties, auditors should be trained for another very significant skill: effective communication.

The fact is, auditees prefer not to be audited and may resist auditors. Effective communication skills can make the aggressive and dry face of accounting and auditing softer, more justifiable, and more acceptable to an auditee. Auditors who are grim-faced and bad-tempered will not succeed in performing audit tasks. For example, when a bad-tempered auditor requests information from an auditee, the auditee may refuse the request, give the auditor the wrong documents, or otherwise confuse the auditor and waste his/her time.

The main objective of developing effective communication skills is to create a common and understandable language for communication between the auditors and the auditees. A Persian proverb says, “Pleasant language will bring a snake out of its hole.” Effective communication can promote confidence and trust between auditors and auditees. Experience has shown that people who consider how they communicate will achieve their desired results faster than those who don’t. The latter may find themselves with complicated and expensive problems that could have been avoided.

Since mankind is a social race, effective communication skills will serve auditors well on the job and in their personal lives. If auditors are unable to communicate effectively with their families, it will affect their work and consequently cause such problems as job boredom, psychological disorders, and physical diseases. Such problems will obviously increase the cost of audits and will negatively affect the quality of audit reports and the performance of the audit organization. In addition, auditors with poor communication skills will clash with their colleagues and supervisors within their own organization, which will damage their professional eligibility and ultimately result in lower job evaluation scores. This will affect their job cycles and job promotions.

Effective communication skills can give auditors charisma—an attractive personality—and encourage others to follow them. If one is able to communicate well, it shows that one is active and useful in one’s personal and social lives. In addition to working with people, auditors also deal with many statistics, reports, financial books, accounting documents, and quantitative analyses. Effective communication skills can help provide auditors with the confidence they need to work with these things and avoid hasty decision making and planning that are not thorough enough. Auditors possessing these skills will promote the development of their organization and country.

INTOSAI and similar organizations could prepare guidelines / educational pamphlets regarding the promotion of effective human communication and interpersonal communication skills for members. It might be said that through effective communication skills, SAIs can help to prevent problems such as corruption, money laundering, and false reports, which will benefit all countries and organizations.

For additional information, contact the author at Khosravi100@yahoo.com.

A graphic featuring a globe with a spotlight effect. The text "Spotlight on ISSAIs" is overlaid on the globe. "Spotlight" is in a large, bold, black serif font. "on ISSAIs" is in a smaller, bold, black serif font, with "on" in a lighter weight than "ISSAIs".

Spotlight on ISSAIs

The first article under this heading was published a year ago in April 2011 and, therefore, it seems appropriate to focus on progress made in the past 12 months, particularly in regard to raising awareness of the International Standards of Supreme Audit Institutions (ISSAI) and INTOSAI Guidance on Good Governance (INTOSAI GOV), establishing appropriate maintenance of the ISSAI framework, and building on the current momentum to implement the ISSAIs.

by Mette E. Matthiasen, Professional Standards Committee Secretariat

Facts and Figures about 2011 Awareness-raising Activities

The ISSAI Awareness-raising Task Force was established in January 2011 and is largely representative of the INTOSAI regions. One of its first tasks was to develop PowerPoint presentation materials and printed folders and brochures to distribute at upcoming awareness-raising events. Over the course of 2011, the task force's services were in great demand. Upon request, members of the Professional Standards Committee (PSC) made 20 presentations on the ISSAI framework or individual ISSAIs to a wide range of audiences—from the annual meeting of competent national audit bodies of the NATO member nations to the EUROSAI congress, with detours in between to Tonga for the PASAI congress and to Caracas for the OLACEFS general assembly. Much ground has been covered on these occasions, and the presentation activities will be continued this year to ensure exposure for the ISSAI framework and pave the way for its implementation in all INTOSAI regions.

It is hard to determine the exact degree to which awareness of the ISSAIs has increased as a result of the above-mentioned efforts—measuring the effect of this type of activities is notoriously difficult. However, some 1,500 copies of various ISSAI promotional materials developed by the ISSAI Awareness-raising Task Force were distributed in the course of 2011 and some 100 ISSAI posters adorned the walls of various venues. Furthermore, visits to the ISSAI website increased by 45 percent from the end of 2010 to the end of 2011, which also seems to indicate an increasing interest in the ISSAIs among INTOSAI members.

ISSAI Rollout Model

At its meeting in October 2011, the INTOSAI Governing Board approved the so-called ISSAI rollout model, which was developed by the chairs of the Capacity Building Committee (CBC), the PSC, and the INTOSAI Development Initiative (IDI). The rollout model reflects the strategic priority INTOSAI currently places on implementation of the ISSAI framework.

The purpose of the rollout model is to ensure that the momentum generated by the current awareness-raising activities is maintained and to establish a common understanding of how the ISSAIs can be implemented in SAIs, keeping in mind that each SAI should determine its approach consistent with its national legislation.

Basically, the rollout model divides ISSAI implementation into three stages and assigns responsibility for each stage to an INTOSAI entity:

- Stage 1, ISSAI awareness raising (PSC);
- Stage 2, facilitation of decision making on ISSAI implementation (CBC); and
- Stage 3, supporting ISSAI implementation (IDI).

The full text of the ISSAI rollout model can be found at [http://psc.rigsrevisionen.dk/media\(1664,1033\)/ISSAI_Roll-Out_Model.pdf](http://psc.rigsrevisionen.dk/media(1664,1033)/ISSAI_Roll-Out_Model.pdf). It specifies the actions that the PSC, the CBC, and IDI are required to perform in keeping with their responsibilities at each stage. Once a year, the INTOSAI Governing Board will be updated on progress made against the roll-out model.

Frequency of ISSAI Maintenance

Keeping the ISSAI framework up to date and ensuring that it reflects the latest developments in public sector auditing is essential. Therefore, in 2011, the INTOSAI committees, subcommittees, and working groups responsible for the individual ISSAIs and INTOSAI GOVs agreed on the intervals at which the ISSAIs and INTOSAI GOVs should be reviewed and possibly revised. For easy reference, the review intervals are indicated under each individual document on the ISSAI website at www.issai.org/composite-192.htm. In addition to the revision of the ISSAIs on level 3 of the framework, ISSAIs 1620 and 1720 on level 4 of the framework are scheduled to be revised in 2012.

Awareness-raising Activities in 2012

In addition to the activities referred to in the ISSAI rollout model, the members of the PSC are also prepared to cross oceans and continents in 2012 to increase knowledge of the ISSAI framework.

The number of awareness-raising missions that they will embark on is determined by the number of requests for presentations that the Secretariat receives. While 2011 was quite a busy year with 20 presentations worldwide, the PSC is hoping to do at least the same number in 2012. If you have knowledge of or are planning an event where either a general or more specific/technical presentation of the ISSAIs would be appropriate, please send an e-mail to psc@rigsrevisionen.dk.

The U.K. government plans a significant increase in aid over the next few years. DFID is giving more attention to what is being achieved with aid (including value for money), use of evidence, and promoting transparency and accountability. The role of SAIs in its partner countries has a strong bearing on this agenda. DFID is a very decentralized organization, with much of its funding allocated to country programs managed by offices in its partner countries. Some of these programs include support to the SAI, either directly or as part of a project with a broader scope. The INTOSAI-Donor Cooperation provides an opportunity to complement and enhance the effectiveness of such country-level support.

Together with its regional organizations, INTOSAI provides a structure through which more can be achieved than by action at the country level alone—through economies of scale (by delivering assistance at a regional or global level) and through mechanisms for developing standards, sharing experience, and exerting peer pressure for improvements. SAIs help other SAIs, so INTOSAI includes recipients and providers of assistance and can help address issues of supply and demand. SAIs can achieve more by acting collectively. INTOSAI helps to strengthen them by making them part of a network. The INTOSAI-Donor Cooperation gives donors like DFID a welcome opportunity to contribute to this.

Stephen Sharples, DFID, Joint Vice-Chair of the INTOSAI-Donor Steering Committee



INTOSAI- *Donor Cooperation* Update

Donor Perspectives on SAIs, INTOSAI, and the INTOSAI-Donor Cooperation

by the INTOSAI-Donor Cooperation Secretariat

The memorandum of understanding (MOU) between INTOSAI and the donor community has recently been signed by the Islamic Development Bank, the 16th donor (and the fifth international financial institution). To provide a broad perspective on why organizations have signed the MOU, what they value most from their support to SAIs and INTOSAI, and their thoughts for the future, we approached donors in the United Kingdom (U.K.), Ireland, and Canada. We are grateful to Stephen Sharples at the U.K. Department for International Development (DFID), Anne Barry at Irish Aid, and Mathieu Lafreniere at the Canadian International Development Agency (CIDA) for their input.

SAIs Strengthen Accountability

First, donors value the role and output of SAIs as a core state institution, in particular their part in strengthening accountability. For CIDA, SAIs play a vital role in making governments more accountable and improving the efficiency and effectiveness of public resources. Similarly, Irish Aid recognizes the need for better accountability to the people of those countries where it works and respects the role that SAIs play in examining and reporting independently on the use of public funds. Strong SAIs also contribute to fulfilling accountability requirements back in donors' home countries. For example, Irish Aid values the outputs of SAI work by relying upon them to provide internal audit assurance—particularly in sectors where it provides support using country government systems—as well as external audit assurance on the expenditure of Irish taxpayers' money.

DFID, the U.K. aid agency, sees additional potential in SAI contributions to improving the value-for-money of government expenditures, including aid, and putting more focus on what is

achieved with aid money (the “results agenda”). In the words of Andrew Mitchell, the U.K. Secretary of State for International Development, “We have to demonstrate beyond doubt that a hundred pence of hard earned taxpayers’ money delivers a pound of development value.” As DFID and others increasingly focus on measuring and paying for development results, such as additional school enrollments, they are likely to look to SAIs (among others) for assurance on the integrity of results data and statistical systems.

Provision of Aid through Country Systems

Second, most donors are bound by national policies that link the provision of aid to certain conditions, such as a commitment to reducing poverty and respecting human rights. The quality of core public financial management systems or a commitment to strengthening those systems is one of the most common donor conditions. In this respect, effective SAIs are crucial to CIDA’s work in fostering the overall strengthening of the public financial management processes and systems of its partner countries. SAIs are an important source of information for CIDA to monitor progress in public financial management. Similarly, DFID has now added “strengthening domestic accountability” to the commitments it expects from partner governments. In assessing this commitment when considering budget support, DFID takes into account the partner government’s commitment to strengthening external audit and related legislative scrutiny.

INTOSAI’s Unique Global Network

All the signatories to the MOU recognize and place great importance on the value of cooperating with the entire INTOSAI community as well as individual SAIs. They recognize that INTOSAI is unique in bringing together SAIs from 190 countries that are committed to shared goals and to helping and learning from each other. No comparable international networks with wide memberships and a long history of cooperation exist in fields such as taxation, procurement, statistics, or politics. Anne Barry noted that for Irish Aid, “the INTOSAI-Donor MOU . . . has also brought together the invaluable global resources of SAIs and donors, working together to recognize where the greatest needs are and allowing for expertise and experience to be brought together to plan and assist to make the best possible progress in strengthening SAIs.”

More Effective Development Assistance

Many donors have a long history of support to SAIs and INTOSAI that predates the INTOSAI-Donor Cooperation. For example, Mathieu Lafreniere stated, “Canada is proud of its long-standing support to strengthen the capacity of partner country SAIs, either through our successful partnerships with the INTOSAI Development Initiative (IDI) and the Canadian Comprehensive Audit Foundation (CCAF) or through our many capacity-building projects with SAIs at country level.” The INTOSAI-Donor Cooperation brings these different forms of support together in a more strategic and coordinated way to build stronger and more effective SAIs.

For many donors, it is simply not possible or efficient to maintain a significant presence in all the countries they wish to support. The INTOSAI-Donor Cooperation provides an opportunity to complement and enhance the effectiveness of country-level support. For donors from smaller countries, the cooperation also provides the opportunity to contribute to development far beyond the countries and regions where they work. The INTOSAI-Donor MOU allows for pooling of funds for maximum efficiency and ultimately strengthening SAIs in the developing world.

Some donors lend their support to the INTOSAI-Donor MOU because of its core principles. Dissatisfaction with development results and the way much aid was provided led to a new consensus on aid effectiveness during the early 2000s. This new consensus put country leadership and ownership of development, alignment of donor support behind national plans, and harmonization of donor support at the center of reforms to the way aid was provided. The INTOSAI-Donor MOU embodies these principles by focusing on the central role of strategic and development action plans determined at the SAI, regional, or global level; donor support for these plans; and enhanced coordination of support to SAIs (from both peer SAIs and donors). Irish Aid believes that the INTOSAI-Donor MOU and its objectives align well with the aid effectiveness agenda by allowing donors to work jointly towards common goals. The INTOSAI-Donor Cooperation's current global call for proposals for SAI capacity-development support (see www.idi.no) is providing a sound platform to ensure that development assistance is based on the needs and demands of SAIs rather than on donor priorities.

The Future: Untapped Potential

Looking to the future, it is clear that while supporting SAIs, INTOSAI, and the INTOSAI-Donor Cooperation addresses multiple donor objectives, there is also untapped potential. In the words of Anne Berry of Irish Aid, “There is a lot of emphasis on building capacity, which is a real issue for SAIs in developing countries and therefore very important; however, alongside this issue is the need for greater independence for many of these SAIs, and this needs to be heightened and dealt with in a more direct and structured way if we want to achieve greater reliance on their outputs.”

For additional information, contact the INTOSAI-Donor Cooperation Secretariat at idi@idi.no.

UN General Assembly Adopts Resolution Strengthening SAI Independence



On December 22, 2011, the 66th United Nations (UN) General Assembly adopted Resolution A/66/209, “Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening Supreme Audit Institutions.” The adoption of this resolution is the crowning achievement of the united efforts of all SAIs to strengthen their independence and secure recognition of the Lima and Mexico declarations. This success was possible only because the members of the INTOSAI community have established the necessary prerequisites in their fields of competence and have thereby given content and credibility to the INTOSAI motto, Mutual Experience Benefits All.

UN Resolution

The UN resolution represents a milestone in the nearly 60-year history of INTOSAI. In it, the General Assembly expressly recognizes for the first time that SAIs

- can accomplish their tasks objectively and effectively only if they are independent of the audited entity and are protected against outside influence and
- have an important role in promoting the efficiency, accountability, effectiveness, and transparency of public administration that is conducive to achieving national development objectives and priorities as well as internationally agreed-upon development goals, such as the Millennium Development Goals.

In the resolution, the UN Member States note their appreciation of INTOSAI’s work in promoting greater efficiency, accountability, effectiveness, transparency, and the efficient and effective receipt and use of public resources for the benefit of citizens. The resolution also expresses appreciation for the Mexico and Lima declarations and encourages member states to apply, in a manner consistent with their national institutional structures, the principles set out in those declarations. Finally, the resolution encourages member states and relevant UN institutions to intensify their cooperation with INTOSAI in capacity building and other areas to promote good governance by ensuring efficiency, accountability, effectiveness, and transparency through strengthened SAIs.

All SAIs now have at their disposal a UN resolution that allows them to insist that the basic principles of independence be applied. The General Assembly’s encouragement to all UN member states to apply the principles set out in the Lima and Mexico declarations will undoubtedly increase the determination of all SAIs, in particular those still struggling to achieve the basic elements of their independence.

Follow-up Steps

To underscore the importance of this resolution and assist all INTOSAI members in achieving the principles of independence, the INTOSAI Secretariat drafted a communication to all its members explaining the resolution’s content, advantages, and achievements. This communication was signed by the INTOSAI Chairman of the

Board and Secretary General as well as the Chairman and Secretary General of each INTOSAI regional working group to underline the global importance and acceptance of the resolution. The Secretary General has contacted all seven regional working groups in this regard.

Furthermore, a sample letter was drafted that SAIs can send to their respective legislative bodies to raise awareness of this resolution. The INTOSAI folder “Acting Jointly for Independent Supreme Audit Institutions” has been modified to include the full text of the resolution.

Buoyed by a UN resolution underlining the importance of applying the basic principles of SAI independence, member SAIs around the world should thus be in a position to advocate for that independence with their Parliaments or legislative bodies.

For additional information, contact the INTOSAI Secretariat, intosai@rechnungshof.gv.at.

Text of UN Resolution A/66/209 concerning the independence of SAIs.

Resolution Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening Supreme Audit Institutions

The General Assembly,

Recalling Economic and Social Council Resolution 2011/2 of 26 April 2011,

Recalling also its Resolutions 59/55 of 2 December 2004 and 60/34 of 30 November 2005 and its previous Resolutions on public administration and development,

Recalling further the United Nations Millennium Declaration,

Emphasizing the need to improve the efficiency, accountability, effectiveness and transparency of public administration,

Emphasizing also that efficient, accountable, effective and transparent public administration has a key role to play in the implementation of the internationally agreed development goals, including the Millennium Development Goals,

Stressing the need for capacity-building as a tool to promote development and welcoming the cooperation of the International Organization of Supreme Audit Institutions with the United Nations in this regard,

1. *Recognizes* that Supreme Audit Institutions can accomplish their tasks objectively and effectively only if they are independent of the audited entity and are protected against outside influence;
2. *Also recognizes* the important role of Supreme Audit Institutions in promoting the efficiency, accountability, effectiveness and transparency of public administration, which is conducive to the achievement of national development objectives and priorities as well as the internationally agreed development goals, including the Millennium Development Goals;
3. *Takes note with appreciation* of the work of the International Organization of Supreme Audit Institutions in promoting greater efficiency, accountability, effectiveness, transparency and efficient and effective receipt and use of public resources for the benefit of citizens;
4. *Also takes note with appreciation* of the Lima Declaration of Guidelines on Auditing Precepts of 1977 and the Mexico Declaration on Supreme Audit Institutions Independence of 2007, and encourages Member States to apply, in a manner consistent with their national institutional structures, the principles set out in those Declarations;
5. *Encourages* Member States and relevant United Nations institutions to continue and to intensify their cooperation, including in capacity-building, with the International Organization of Supreme Audit Institutions in order to promote good governance by ensuring efficiency, accountability, effectiveness and transparency through strengthened Supreme Audit Institutions.

Teleconference on the INTOSAI-Donor Cooperation

As part of its efforts and commitment to strengthen communication, consultation, and transparency, the leadership of the Steering Committee (SC) of the INTOSAI-Donor Cooperation organized a teleconference for INTOSAI members of the SC on January 19, 2012.

Representatives from 12 INTOSAI SC members from around the world took part in the teleconference, which provided an update on progress since the SC's third meeting in Washington, D.C., in July 2011 and facilitated preparations for the fourth SC Meeting, which was hosted by the Comptroller and Auditor General of India in February 2012.

During the teleconference, the INTOSAI Chair and Vice Chair of the SC highlighted progress in key areas of the cooperation, including efforts to establish a pooled fund for SAI capacity development; the launch of a databank on SAI capacity development projects (available at www.saidevelopment.org); the Global Call for Proposals for capacity-development projects in need of additional support; the work to map, and possibly develop, a single performance measurement framework for SAIs; and activities targeting enhanced communication on the INTOSAI-Donor Cooperation.

Information was also provided on planned initiatives to strengthen SAI capacity development, to be taken forward under the leadership of the INTOSAI Capacity Building Committee. Furthermore, the INTOSAI Chair provided an overview of INTOSAI participation in the fourth high-level forum on aid effectiveness in Busan, South Korea, in late 2011. The Chair of the INTOSAI Professional Standards Committee presented the International Standards of Supreme Audit Institutions (ISSAI) rollout model that was approved at the last INTOSAI Governing Board Meeting. The presentations were followed by a question-and-answer session open to all participants.

The teleconference proved to be very productive, and the initiative was highly appreciated by all participants.

For additional information, contact the INTOSAI-Donor Cooperation Secretariat at idi@idi.no.

Meeting of Task Coordinators for the Subcommittee on Internal Control Standards

On November 15, 2011, the task coordinators of the INTOSAI Subcommittee on Internal Control Standards held a working meeting in Warsaw, Poland. The meeting was organized by the Supreme Audit Office of Poland (NIK), the Subcommittee Chair. In addition to the task coordinators, other persons attending the meeting included a representative of the former Subcommittee Chair, the SAI of Belgium; a representative of the Institute of Internal Auditors (IIA), an observer to the subcommittee; and several SAIs interested in the action plan's active implementation.

When the subcommittee adopted its action plan in spring 2011, volunteer coordinators were appointed for each of its tasks. The main objective of the November meeting was to discuss the implementation of the action plan tasks. The participants reviewed each task separately and made decisions on the next steps to take. As a result, the action plan was amended slightly, and the latest version was distributed among all the subcommittee members at the beginning of 2012.

The participants also discussed the decisions related to their subcommittee that had been made at the 62nd INTOSAI Governing Board meeting several weeks earlier. One of the most important of these was the nomination of Jacek Jezierski, the Subcommittee Chairman and President of the SAI of Poland, to represent INTOSAI to the IIA's International Internal Audit Standards Board. This nomination was based on the memorandum of understanding signed between the IIA and the INTOSAI Professional Standards Committee in 2007 and renewed in 2010.

The subcommittee's current work includes the development of two surveys—one on internal control reporting and another on risk management in the public sector—which are to be ready by the subcommittee's next meeting and will provide the basis for elaborating subcommittee documents on those topics. The participants in the meeting also discussed the development of the subcommittee's e-platform, the issue of its permanent hosting, and the extension of the best practices portfolio in internal control with examples collected from subcommittee members.

The next meeting for all members of the subcommittee will be in Warsaw, April 24–25, 2012, hosted by the SAI of Poland.

For additional information, contact the SAI of Poland:

E-mail: ics@nik.gov.pl

Website: www.psc-intosai.org/ics

Update from the Subcommittee on Peer Review

One of the goals of the Capacity Building Committee's Subcommittee 3, which promotes best practices and quality assurance by voluntary peer reviews, is to foster an environment where SAIs are aware of the potential benefits of such reviews. To promote this goal, the subcommittee sent a letter highlighting the usefulness of voluntary peer reviews to the general secretariats of INTOSAI's regional working groups in February 2012 and asked them to share this information with their members.

The subcommittee prepared a flyer presenting the peer review tool, underlining its merits, and explaining the reasons an SAI might be motivated to conduct a peer review. The flyer also describes the Peer Review Guide and Checklist, which were adopted by the XX INCOSAI as ISSAI 5600, and the peer review documentation on the Capacity Building Committee's website (<http://cbc.courdescomptes.ma/index.php?id=20>). To reinforce the subcommittee's message, a number of SAI presidents and

auditors general who have participated in peer reviews gave enthusiastic remarks on the value and benefits of this tool.

Both the quotations and the flyer will be published on the Capacity Building Committee's website.

For more information, please contact the subcommittee at international@brb.bund.de.

Working Group on Environmental Auditing

The Road to Rio+20

INTOSAI's Working Group on Environmental Auditing (WGEA) is continuing to work toward promoting the importance and role of SAIs in the international environmental governance and sustainable development framework at the United Nations Conference on Sustainable Development (Rio+20), scheduled for June 20–22, 2012, in Rio de Janeiro, Brazil. In close cooperation with the General Secretariat of INTOSAI, the WGEA has submitted an official contribution paper, which has been published on the conference's official webpage: www.uncsd2012.org/rio20/index.php?page=view&type=510&nr=228&menu=20

A special WGEA project group, led by the SAIs of Brazil and Canada, has also prepared a paper on the stance of SAIs towards the topics in the Rio+20 agenda, based in part on the survey responses collected from INTOSAI members in the latter half of 2011. The WGEA Secretariat has attended the preparatory meetings for the conference and continues to work toward representing the community of public sector audit institutions at the conference.

The United Nations Environment Program has invited the WGEA to contribute to the World Congress on Justice, Governance, and Law for Environmental Sustainability, an event to be held prior to the Rio+20 conference, June 18–19, 2012. This congress will bring together important stakeholders, such as auditors general, attorneys general, and public prosecutors, who are positioned to develop, interpret, and enforce environmental law and tackle governance and accountability issues to reach the goals of sustainable development. The congress is expected to provide input to the Rio+20 conference with a Statement of Principles on Justice, Governance, and Law for Environmental Sustainability. The statement will be issued and presented to the President of the conference, heads of state, and other high-level representatives.

Recent News from the WGEA Secretariat

- The Secretariat of the WGEA sent out the 7th Survey on Environmental Auditing to all INTOSAI member SAIs in February 2012. Although the first deadline of March 31 has already passed, all SAIs who have not yet contributed are strongly encouraged to do so by May 10 at the latest. A total of 111 SAIs responded to the last triennial survey, which was conducted in 2009. As was done with the 6th WGEA survey, a survey report will be issued to provide statistics and analysis of the environmental auditing practice of SAIs both internationally and regionally.

- The INTOSAI Development Initiative and the WGEA will organize a wrap-up meeting for the Transregional Program on Performance Audit of Environmental Issues in Forestry in Võru, Estonia, June 4–15, 2012. Project participants will design forest audit case studies, create a joint compendium of audit reports, and discuss SAI action plans for further related audit work. Participants will also view project results in light of the WGEA forest audit guide used in the program.
- The 12th meeting of the WGEA Steering Committee will take place in Jaipur, India, in October 3–6 2012. The Steering Committee will review and approve the progress and drafts of the 2011–2013 work plan projects.

Please contact intosai@wgea.org or kaire.keskula@riigikontroll.ee for further information.

Working Group on Accountability for and Audit of Disaster-Related Aid

The Working Group on Accountability for and Audit of Disaster-Related Aid (WG AADA) held its 5th meeting October 23–24, 2011, in Antalya, Turkey. The devastating earthquake that struck eastern Turkey on the day preceding the meeting brought home to the 40 delegates the importance of humanitarian relief aid and the need to improve accountability and audit to ensure that maximum assistance arrives on time to save lives.

At this meeting, chaired by Gijs de Vries, Member of the European Court of Auditors, delegates reviewed progress on various tasks in the 2011–2013 work program. Other participants included guest speakers from the United Nations International Strategy for Disaster Reduction (UNISDR), the European Community Humanitarian Office (ECHO), and Ernst & Young, and Lyn Provost, the Controller and Auditor General of New Zealand.

Now well into its second mandate, the WG AADA is working on a number of guidance and best practice initiatives and materials:

- A survey on the audit of disaster-related aid has been launched to establish best practice among SAIs, and a parallel audit is planned for later in 2012.
- A coordinated parallel audit of disaster preparedness was launched in October 2011 with the participation of 10 SAIs.
- In consultation with two other INTOSAI working groups (environmental auditing and the fight against corruption and money laundering), the WG AADA is focusing on fraud and corruption in the emergency relief phase of disaster-related aid.
- The WG AADA has developed a proposal for an Integrated Financial Accountability Framework (IFAF) that includes guidance for relying on the work of other auditors and for private sector auditors auditing IFAF reports.

The Indonesian SAI will host the next meeting of the WG AADA June 4–5, 2012. The agenda for that meeting will include reports on (1) progress on surveys, questionnaires, and coordinated and parallel audits and (2) testing and promotion of the IFAF proposal

and draft guidance. Guest speakers from international organizations will present and discuss issues surrounding disaster-related aid.

During 2012 and 2013, draft guidance will be made available to selected SAIs for comment and review. The final documents and report of the WG AADA will be presented to the XXI INCOSAI in 2013.

For additional information contact the secretariat of the WG AADA at the European Court of Auditors:

E-mail: torielle.perreur@eca.europa.eu

Website: <http://eca.europa.eu/portal/page/portal/intosai-aada/home>

First Meeting of INTOSAI Task Force on Financial Foresight

The first meeting of the Task Force on Financial Foresight was held in Oslo, Norway, February 1–3, 2012. The INTOSAI Finance and Administration Committee (FAC) established this new task force at its seventh meeting in Washington, D.C., in July 2011 to analyze and make recommendations about three challenges facing INTOSAI:

- financial issues, including sustainable funding of INTOSAI priorities related to INTOSAI core tasks, other INTOSAI activities, and areas overlapping with third parties;
- the need to improve strategic planning; and
- the development of mechanisms for dealing with emerging issues facing the INTOSAI community, if approved by the INTOSAI Governing Board.

The FAC resolved that the task force would be chaired by the Auditor General of Norway. The Chair of the FAC and the INTOSAI General Secretariat developed terms of reference for the task force that were approved by FAC members and presented to the Governing Board.

The task force membership comprises the FAC committee members (representatives of the SAIs of Austria, China, Ecuador, Mexico, Norway, Saudi Arabia, and the United States) as well as the chairs of goals 1, 2, and 3 (Denmark, Morocco, and India) of the strategic plan, and the INTOSAI Director of Strategic Planning. The Auditor General of South Africa, in his capacity as Chairman of the INTOSAI Governing Board and a future member of the FAC starting in 2013, has also nominated a member of his SAI to the task force.

The purpose of the initial task force meeting in Oslo was to

- reach a common understanding of the task force mandate, how INTOSAI currently operates, and INTOSAI's financial situation;
- hold initial discussions on the three main subjects in the terms of reference, and
- develop a list of products that the task force should produce before the XXI INCOSAI in China in 2013.

At its next meeting in June 2012, the task force will take important steps to

- determine the extent to which the implementation of the previous and current INTOSAI strategic plans was financed by the INTOSAI budget, in-kind contributions, or external parties;
- identify possible funding gaps for the implementation of the current strategic plan;
- summarize the previous INTOSAI strategic planning processes;
- identify important principles for the next INTOSAI strategic planning process; and
- develop a first draft of categories of emerging issues for INTOSAI and mechanisms for dealing with them.

Because the task force is dealing with issues that will affect how INTOSAI operates in the future, its work should be of interest to all INTOSAI members. The Office of the Auditor General of Norway is working to determine the best way for all INTOSAI members to follow and comment on the task force's work. It hopes to launch a website for the task force to which all INTOSAI members could have access. In the interim, for further information or answers to questions regarding the task force, please contact Ola Hoem at ola.hoem@riksrevisjonen.no.

Strengthening Parliamentary Oversight in CAROSAI

Twenty parliamentarians and 16 auditors general from the Caribbean met in Saint John's, Antigua and Barbuda, January 29–30, 2012, for a workshop on strengthening parliamentary oversight in the region.



Participants in the ParlAmericas workshop on strengthening parliamentary oversight that was held in Antigua and Barbuda in January 2012.

The workshop was sponsored by ParlAmericas, an independent network comprising national legislatures of 35 states from North, Central, and South America and the Caribbean and cosponsored by the World Bank and the Canadian Comprehensive Auditing Foundation. The meeting provided a forum to examine issues relevant to the effectiveness of Public Accounts Committees (PAC) in the region.

The participants discussed the challenges facing PACs, especially those of small legislatures. These challenges include infrequent committee meetings, a need for research staff, difficulties forming forums when one political party dominates the Parliament, the appropriateness of having sitting ministers of government on committees, and the need to strengthen the office of the auditor general. The participants also examined ways to increase collaboration between the office of the auditor general and parliament.

The participants recognized that the small size of some Parliaments in the region presented special challenges in finding the critical mass of persons available to sit on committees. The highly politicized nature of some societies was seen as impairing the core functioning of some committees, as issues are viewed strictly in terms of party politics. During the workshop, Parliamentarians were informed of the workings of other PACs in the region and internationally and, as a result, felt that they would be in a better position to contribute more effectively to PACs in their respective jurisdictions.

Auditors general posited the view that their offices were adversely affected by their inability to directly recruit staff, offer competitive salary packages, and directly control the financial resources approved by Parliament. As a result, trained staff leave the offices to take up opportunities elsewhere, and the offices' independence is compromised by their need to rely on agencies they audit for resources.

Both parliamentarians and auditors general were very positive about the exchanges they had over the course of the meeting and felt it was a timely intervention. Participants believed that much could be gained by auditors general and members of Parliament meeting again to discuss additional issues and seek solutions for the problems identified.

Immediately following the ParlAmericas meeting, a regional meeting was held for all CAROSAI members during the second part of the week. CAROSAI welcomed Charmain Felter, the new President of the SAI of Suriname, as well as Dorothy Bradley and Alastair Swarbrick, the newly appointed Auditors General of Belize and the Cayman Islands, respectively. Ms. Bradley was introduced as the new CAROSAI Chairman, and Sint Maarten was voted into the CAROSAI fold.

As a region, CAROSAI is realigning itself to address 21st century challenges head on. To this end, a number of initiatives are under way in the region. The meeting focused on a CAROSAI project funded by the World Bank and gave all members opportunity to shape the outputs. The National Audit Office of the United Kingdom (UK NAO) facilitated lively sessions on SAI leadership, SAI change management, and cash-based International Public Sector Accounting Standards (IPSAS) implementation. The UK NAO also sought members' views on legislation, parliamentary relationships, situation analysis, and roadmaps by means of a risk-management approach and frameworks for regional effectiveness and knowledge sharing.

The Canadian Comprehensive Auditing Foundation informed members of its approach and work in the region. The World Bank offered valuable insights into sustainability beyond the project's life cycle. This rounded off the week constructively, ensuring that all participants now look forward to successful implementation in the future.

For additional information, contact the CAROSAI General Secretariat at carosai@gosl.gov.lc.

Implementing the EUROSAI Strategic Plan

At the VIII EUROSAI Congress held in Lisbon, Portugal, May 30–June 2, 2011, the first-ever EUROSAI Strategic Plan, covering the years 2011–2017, was approved. The plan identifies four strategic goals that EUROSAI aims to achieve within this 6-year period:

- strengthening the institutional capacity of the EUROSAI member SAIs,
- implementing the International Standards of Supreme Audit Institutions,
- sharing relevant professional knowledge and experience, and
- managing EUROSAI in accordance with the principles of good governance and effective communication.

A team has been appointed to carry out each of the goals, and each team has quickly begun its work. The implementation of the strategic plan is the main objective of the SAI of Portugal (Tribunal de Contas), which has assumed the EUROSAI presidency for 2011–2014. The Portuguese SAI chairs goal team 4 and is conscious of its specific role and responsibility in establishing proper governance tools to facilitate the successful launch of the other goal teams' activities. Therefore, in the few months since it began its work, goal team 4 has made significant progress towards a governance and communication framework for EUROSAI.

The main documents that frame the activity of the four goal teams—*Planning, Monitoring, and Reporting Requirements* and also *Terms of Reference and Operational Plans* for each team—have been prepared and will be submitted for approval at the next meeting of the EUROSAI Governing Board in Ankara, Turkey, on May 28, 2012.

One of the key activities entrusted to goal team 4 is the review of the EUROSAI website. This task is being carried out through a two-step process:

- Review the current website to adapt it, as much as possible, to the needs of the EUROSAI strategic plan, with slight modifications that provide information in a more logical and easily accessible format.
- Design a new EUROSAI website adapted to modern website parameters that makes use of new tools and platforms, is more focused on the needs and preferences of different target groups, and makes better use of new technologies that facilitate communication and discussion areas.

For additional information, contact the Tribunal de Contas at geral@tcontas.pt or dg@tcontas.pt.

IDI UPDATE



IDI Update keeps you informed of developments in the work and programs of the INTOSAI Development Initiative. To find out more about IDI and to keep up to date between editions of the *Journal*, look at the IDI Website: www.idi.no.

New Strategic Planning Programs in Three Regions

During 2011, new strategic planning programs were initiated in three regions—OLACEFS, CREFIAF, and ASOSAI—to help SAIs improve in-house capacity for strategic and operational planning. Lessons learned from previous programs conducted in AFROSAI-E and ARABOSAI have led to a program design that includes both needs assessments and strategic and operational planning.

The OLACEFS Strategic Planning Program was launched in October 2011. In February 2012, a team of regional experts and trainers and IDI staff met to adapt the methodology embodied in the IDI Strategic Planning Handbook to the needs of the SAIs of OLACEFS. The team also designed and developed training materials for a 2-week Strategic Planning Workshop, which is scheduled to take place in May 2012.



The two groups of francophone African SAIs in CREFIAF that are participating in the strategic planning program met in Morocco in February 2012 to take part in workshops on needs assessment and strategic planning.

Two groups of francophone African SAIs in CREFIAF are currently participating in the strategic planning program. In the first group, the participating SAIs have conducted capacity-building needs assessments and, in February 2012, attended a combined Needs Assessment Review Meeting and Strategic Planning Workshop. In the review meeting, the SAIs presented and discussed their respective draft needs assessment reports and received feedback from peers. After the Strategic Planning Workshop, the teams are expected to develop a draft strategic plan for their SAIs before reconvening in September 2012. The second group of SAIs in CREFIAF taking part in this program attended a Needs Assessment Workshop in February 2012 and are currently conducting capacity-building needs assessments by following the recommended process.

AFROSAI-E Management Development Program Rollout

In 2009, IDI and AFROSAI-E launched a regional management development program to enhance leadership and managerial capacities in the English-speaking SAIs of Africa. After conducting several regional workshops targeting different levels of management, the rollout at the SAI level was initiated in 2012. In the first phase of the program, 25 participants were trained in facilitation skills and will take part in the rollout of the program in their respective SAIs. The rollout at the SAI level will mainly address senior and operational managers from the audit and corporate departments. The program was rolled out in the SAI of Lesotho in January 2012 and the SAI of Namibia in February 2012. Further SAI rollouts are planned to take place in Botswana, Tanzania, and Zimbabwe later in 2012.

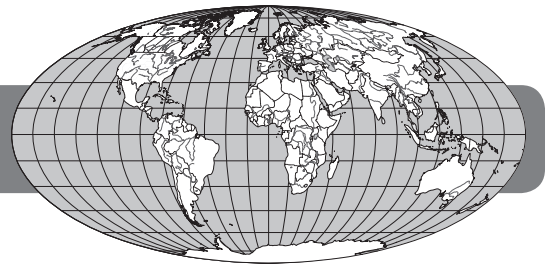
Contacting IDI

To discuss any of the issues raised in this edition of the IDI Update, please contact IDI:

E-mail: idi@idi.no

Website: www.idi.no

INTOSAI 2012 Events



<p>April</p> <p>3-4 Meeting of the Working Group on Key National Indicators, Riga, Latvia</p> <p>16-20 Meeting of the Committee of Experts on Public Administration, New York, United States</p> <p>24-25 Meeting of the Subcommittee on Internal Controls, Warsaw, Poland</p>	<p>May</p> <p>28 EUROSAI Governing Board Meeting, Ankara, Turkey</p> <p>30-31 Meeting of the Steering Committee of the Professional Standards Committee, Pretoria, South Africa</p>	<p>June</p> <p>4-5 Meeting of the Working Group on Accountability for and Audit of Disaster-Related Aid, Indonesia</p> <p>11-13 Meeting of the Working Group on Value and Benefits of SAIs, Mexico</p> <p>14-15 Meeting of Subcommittee 1 of the Capacity Building Committee, Tokyo, Japan</p>
<p>July</p>	<p>August</p> <p>31-1 September Meeting of Subcommittee 2 of the Capacity Building Committee, Lima, Peru</p>	<p>September</p> <p>17-19 VII EUROSAI/OLACEFS Conference, Batumi, Georgia</p> <p>19-20 Meeting of Compliance Audit Subcommittee, Vilnius, Lithuania</p>
<p>October</p> <p>3-6 Meeting of Steering Committee of the Working Group on Environmental Auditing, Jaipur, India</p> <p>28-1 November 63rd INTOSAI Governing Board meeting, Chengdu, China</p>	<p>November</p> <p>4-11 XXII General Assembly of OLACEFS, Brazil</p>	<p>December</p>

Editor's Note: This calendar is published in support of INTOSAI's communications strategy and as a way of helping INTOSAI members plan and coordinate schedules. Included in this regular *Journal* feature will be INTOSAI-wide events and regionwide events such as congresses, general assemblies, and board meetings. Because of limited space, the many training courses and other professional meetings offered by the regions cannot be included. For additional information, contact the Secretary General of each regional working group.

INTOSAI

