

INTOSAI



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The editors invite submissions of articles, special reports, and news items, which should be sent to the editorial offices at:

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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.

The *Journal* is distributed to INTOSAI members and other interested parties at no cost. It is also available electronically at <http://www.intosaijournal.org> or <http://www.intosai.org> and by contacting the *Journal* at spel@gao.gov.

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contents

Editorial	1
News in Brief	6
Audit of Slovenia's eHealth Project	12
Korea's Experience with Participatory Auditing	16
Commonwealth Auditors General Conference	21
INTOSAI-Donor Cooperation Update	26
Inside INTOSAI	30
IDI Update	40
INTOSAI Calendar	45



The CBC Continues INTOSAI's Capacity Development Journey

by Thembekile Kimi Makwetu, Auditor General of South Africa and Chair of the INTOSAI Capacity Building Committee

Since its inception at XVIII INCOSAI in Budapest in 2004, the Capacity Building Committee (CBC) has made great strides in developing the capacity of SAIs. Its initial chair, SAI Morocco, exercised thoughtful and effective stewardship of the committee and its subcommittees.

The CBC has provided INTOSAI members with numerous guides and other information resources on good capacity-building practices across the INTOSAI community. Such guidance covers a wide range of areas, such as effective human resource management, peer review practices, joint and cooperative audits, ISSAI implementation, and increasing the use and impact of audit reports. The CBC has developed a database of public finance experts, and, with the support of the INTOSAI Development Initiative (IDI), an SAI capacity development data base is being maintained as an important tool to facilitate better coordination in the planning of capacity building support to SAIs. The CBC has also provided a platform to identify and debate regional capacity building needs, such as the importance of local ownership for adapting frameworks, guides, and manuals at the level of individual SAIs.

There have been other significant developments that have affected SAI capacity development throughout the last decade. The Knowledge Sharing Committee (KSC) has responded to a need for guidance and standards on issues such as the value-adding role of SAIs and our benefit to society, the need for an SAI performance measurement framework, the audit of disaster-related aid, and the fight against corruption.

Another notable development has been the establishment of a comprehensive set of international audit standards, or ISSAIs. This tireless effort by the Professional Standards Committee (PSC) has not only made available to all SAIs a framework of world-class standards, but has also created a necessity for professionally focused SAI capacity development.

Editorial

The establishment of the IDI has led to the successful enhancement of audit capacities of INTOSAI members, through activities such as long-term regional training programs, regional satellite and partnership programs, and training seminars and workshops in key areas of government auditing.

INTOSAI has also succeeded at establishing an active, formalized structure of cooperation with an increasing number of international donors through the INTOSAI Donor Steering Committee. This has resulted in many instances of donor aid leading to sustainable capacity development through improved donor coordination and cooperation with the respective SAI leadership.

The INTOSAI regional working groups have increasingly dealt with capacity building as a strategic matter, linking the issue to strategic plans and defining clear purpose and outcomes for capacity building. The regional capacity building committees are also continuing to grow and develop, despite, in some regions, a lack of resources.

Changes in the global arena have resulted in greater collaboration between development partners and forums, resulting in the recognition of SAIs as development role players and as part of a new partnership that is broader and more inclusive than before. This partnership is founded on shared principles, common goals, and differential commitments for effective international development.

Given these developments, the need for a coordinated effort of capacity building that is aligned to INTOSAI objectives and international trends has once again been confirmed. Therefore, at the XXI INCOSAI in Beijing in 2013, the new CBC chair SAI South Africa and vice chair SAI Sweden were given a mandate for change. In giving the CBC a mandate to reform, INCOSAI recognized both the solid foundation laid over the past nine years under the leadership of SAI Morocco and the maturation of INTOSAI capacity building since the committee was formed in 2004.

With collaboration being the key driver, the CBC has developed a concept paper as a first step in outlining a vision of the way forward and fulfilling a clearer strategic role in response to the needs of the broader INTOSAI community. While recognizing the progress on the donor cooperation front, the work of the IDI, and the efforts of the regional working groups, the CBC has an important and strategic role to play, especially in relation to the INTOSAI regions. The value-adding position of the CBC relates to its role as the INTOSAI advocate for, and custodian of, SAI capacity development. This value-adding role could include

- supporting the important role of the INTOSAI regions in capacity building, including strengthening capacity building agendas of the individual regions while promoting inter-regional cooperation
- creating opportunities for all who are interested in the capacity building agenda of INTOSAI to have vigorous and strategic discussions on capacity development opportunities and challenges

- building and nurturing relationships with other actors in the SAI capacity building arena, inside and outside of INTOSAI, including the CBC, PSC, and KSC; while the Governing Board remains responsible for the overall implementation of the INTOSAI strategic goals, the complementary functions of the CBC, PSC, and KSC will be enhanced by closer working relationships that support collaborative initiatives, promote joint capacity building efforts, and avoid duplication
- promoting coordinated capacity building and preventing duplication of efforts, while recognizing and supporting the efforts of individual SAIs to support one another through knowledge sharing, joint training, capacity building, and verification of development
- integrating the work of the different bodies of the CBC into a more agile and flexible structure, involving more CBC members in active work within the committee
- continuing the important current work of the CBC and its subcommittees, by encouraging the use of existing CBC guides, and by encouraging and promoting the use of regional guides and materials both regionally and globally in order to avoid duplication of efforts

These elements represent some of the primary areas of focus that will be considered at the annual CBC meeting this year in Lima, Peru, September 9 – 11. At that meeting time will be dedicated to thematic discussions that will take INTOSAI's capacity-building agenda forward to 2016 INCOSAI, when the CBC plans to present a new strategy for approval.

It is at this significant meeting that many of the values determined in the revised CBC mandate will be translated into actionable projects and initiatives. However, while the September joint meeting will provide a critical platform to determine the way forward, progress on certain key projects from the previous work plan will be considered or approved; for example, the development of ISSAI 5800: *Guide for Cooperative Audit Programs between SAIs*.

The CBC has also identified a role for itself in exploring opportunities and encouraging initiatives for the certification of public sector auditors and the related accreditation of SAIs and/or INTOSAI regional structures. In cooperation with INTOSAI's Finance and Administration Committee (FAC) and all relevant INTOSAI stakeholders, the CBC is coordinating the development of a white paper on challenging but exciting topics for submission to the Governing Board in November 2014. We look forward to working closely with the FAC, IDI, PSC, and KSC on this important project.

Citizens and the donor community increasingly look to SAIs to support good governance and accountability in their respective countries. Now more than ever, we need to support each other through coordinated and intensified capacity building in individual SAIs in our respective regions, while at the same time promoting inter-regional cooperation.



INTOSAI Journal Transition

by Helen H. Hsing, President, International Journal of Government Auditing

Our former Editor-In-Chief, Don Drach, once advised me that when it is time to retire, I'll know it. After 40 years at the U.S. Government Accountability Office (GAO), with 12 years of service as President of the International Journal of Government Auditing (IJGA), I know that it is time. The decision to retire has been difficult because I have never stopped learning since arriving at GAO in 1974 and serving the INTOSAI community has been both a professional and personal pleasure.

GAO is conducting an open search for my successor, who will have as part of his or her portfolio of responsibilities the roles of serving as the President of the IJGA Board and overseeing the publication of the Journal on behalf of the INTOSAI community. Until a permanent successor is found, one of GAO's Managing Directors, Mark Gaffigan, will serve as President of the IJGA (effective June 30, 2014) and will oversee the Journal's publication. Mark is no stranger to the INTOSAI community, having participated in the Working Group on Environmental Auditing meeting hosted by the SAI of Estonia. The Journal will remain in good hands.

While it was Comptroller General Elmer Staats who decided it would be beneficial for the GAO to join the INTOSAI, each of his successors—Charles A. Bowsler, David M. Walker, and Gene L. Dodaro—committed themselves and the GAO to the INTOSAI and supported knowledge sharing via the IJGA. Although housed in the GAO, the IJGA is an independent registered 501 (c) (6) non-profit based in the United States and, in terms of editorial policy, operates autonomously.

The Journal has been able to weather both good times and lean with support from INTOSAI membership dues and GAO's contribution of staff and other resources. Such support has allowed the Journal's continued quarterly publication in the five INTOSAI languages. While we at the GAO have been responsible for assembling and publishing the Journal, the Journal continues to thrive because of the active participation of those INTOSAI members who help with its translation and who contribute articles to promote knowledge sharing within our community. There are those who say that auditors are not collaborative by nature. However, our experience at the Journal has been quite the opposite: INTOSAI members have been active contributors, eager to share their experience with others.

During my tenure we migrated the Journal to an internet platform so that more INTOSAI members could access the Journal electronically. Last year, we hired an experienced communications analyst and writer, Amy Condra, to support the Journal and serve as its webmaster. The Journal has been very fortunate in having two outstanding Editors-In-Chief: Don Drach and Muriel Forster. They have had the challenging job of deciding which articles to select for each edition, relaying

diplomatically to those who submitted articles the reasoning behind declinations or requested edits. As vice-presidents of the IJGA, they have also played a major role, as have other members of the IJGA Board, in mapping the future direction of the Journal and assuring its good governance and sound financial operations. The IJGA is audited every year by external auditors; their report is submitted to the INTOSAI Secretariat and included in the report the U.S. Comptroller General presents at the annual INTOSAI Governing Board meeting.

While we were pleased to hear that the INTOSAI Communications Task Force, chaired by Austria, received positive feedback about the Journal from INTOSAI members, we know that we will need to transform the Journal once again. It is common knowledge that advances in technology such as mobile devices and social media platforms have permanently changed the nature of communication around the world. In order to remain relevant the Journal will need to adapt its communication strategies and identify more effective ways to share information, better practices, and knowledge within our community.

I believe the next decade will be marked by significant and exciting change for the broader INTOSAI community. The financial crisis of 2008 underscored our global interconnectedness. Decisions made in one country can have a profound effect on other countries. SAIs realized that they need to look beyond their national borders and review issues/programs more systemically, identifying their cross-cutting implications. Policymakers as well as SAIs are continuing to debate the value, benefits, expectations, roles, and authorities/mandates of auditors and their audit offices. In an age of instant communication, policymakers are expecting “real time auditing” and faster results. In terms of basic capacities, what will SAIs require to function effectively? Will SAIs need to strengthen their capacity to do performance audits and foresight audits, and seek the needed authorities/mandates where needed? What effect will digitalization and more powerful mobile devices have on SAIs, and on the methodologies and analysis they rely on to perform their work? As we all adapt to change, the Journal’s mission remains more relevant than ever in connecting members of the auditing community and helping SAIs maintain their important roles in supporting accountability, transparency, and good government.

NEWS

IN

brief



Belarus

Celebrating the State Control Committee's 20th Anniversary

On August 2, 2014, the State Control Committee of the Republic of Belarus will celebrate the 20th anniversary of its status as a supreme audit institution (SAI). The Committee reports directly to the President of the Republic of Belarus and aims to ensure the economic security of the State.

As defined in the constitution of Belarus, the Committee's other tasks include examining the fulfillment of the instructions of the President, executing complex measures for the detection of systemic violations of the law, exercising state control over effective and efficient use of budgetary funds and state property, and exercising state control over the observance of the acts of the President, the Parliament, the government, and other state bodies governing state property relations and economic, financial, and tax relations.

The Committee also supervises the work of economic and social sectors in order to identify system violations and negative patterns, and discern the conditions that caused them. Special



Alexander Yakobson, right, Chairman of the State Control Committee of Belarus, conducts a citizens' reception in the Myadel district of the Minsk region.

attention is given to crime prevention and the improvement of legislation.

The organizational structure of the State Control Committee includes a law enforcement agency—the Financial Investigations Department—as well as a financial intelligence agency—the Financial Monitoring Department. These agencies increase the efficiency and effectiveness of state control.

The State Control Committee can carry out high-level and high-quality audits due to organized interactions among its

departments and to effective powers granted to the SAI through legislation. The State Control Committee has the right to initiate administrative proceedings against individuals and legal entities, issue injunctions against violations, return unduly received budget funds, and conduct investigations to detect and prevent crimes in the economic sphere.

An important activity of the SAI of Belarus is its handling of appeals by citizens and organizations. The State Control Committee organizes personal interviews with citizens, operates

direct telephone lines, and conducts regional field meetings. The State Control Committee has a special unit, the Division for Work with Appeals of Citizens, to coordinate these efforts.

For additional information, contact the State Control Committee of the Republic of Belarus:

E-mail: kgk@mail.belpak.by
Website: <http://www.kgk.gov.by>

Chile

OECD strives to strengthen the public trust and improve institutional management

On April 22, 2014, the General Comptroller Office (CGR) of Chile presented the Organization for Economic Cooperation and Development's (OECD) report, "OECD Revisions on Public Governance. Supreme Audit Institution of Chile: Improving strategic agility and public trust." The report recommends improvements in institutional management and summarizes a process to strengthen support for transparency and public administration. Representatives from various sectors of government welcomed the report as a contribution toward restoring the public's trust in public institutions.

The document was prepared by the OECD and includes contributions from 13 supreme audit institutions (SAIs). At a launch ceremony for the report, representatives from different sectors



Chile's General Comptroller Office presents an OECD report that includes contributions from 13 supreme audit institutions.

of society—government bodies, multilateral organizations, academia, and think tanks—unveiled their perspectives on the work carried out, and on its challenges and impact.

Comptroller General Ramiro Mendoza emphasized that these efforts were not easy; there was a missing link in the chain, "a navigational chart to feed an orderly path." Mr. Mendoza said that an impartial comprehensive review is required in a process that aims to consolidate a timely and efficient service for citizens. "A control activity about those that control" is what Mr. Mendoza says is needed, as is seeking out the precise limit of who controls the SAIs so that their constitutional strengths remain intact.

The reports' launch was defined as the beginning of a new path toward rebuilding trust in the CGR and,

through this, rebuilding trust in Chile's public administration.

For further information, including presentations and the text of the report, visit <http://www.contraloria.cl/>

For additional information, contact Chile's Organization for Economic Cooperation and Development:

E-mail: relacionesinternacionales@contraloria.cl
Website: <http://www.contraloria.cl>

Commonwealth SAIs

Commonwealth Heads of Government reaffirm support for SAI independence

The Commonwealth Heads of Government meeting in Sri Lanka in November 2013 recognized the

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importance of strong and independent supreme audit institutions (SAIs) and Public Accounts Committees. The final communique contained the following points:

■ *Audit Institutions*

45. Heads recognized the contribution that strong, properly resourced and independent supreme audit institutions play in improving transparency, accountability and value for money to ensure that public funds are appropriately spent.

■ *Public Accounts Committees*

46. Heads of Government further reaffirmed that strong and independent Parliamentary oversight plays an important role in preserving the trust of citizens in the integrity of government, through Public Accounts Committees that are effective, independent, and transparent.

This complements the excellent work of the INTOSAI Secretariat in achieving the UN resolution, and was achieved due to the efforts of SAIs and PACs across the Commonwealth, led in particular by the SAI of Malta and the PAC of Australia. The challenge now for the Commonwealth SAIs is to keep the pressure on governments to ensure that these fine words lead to tangible actions.

Cyprus

Cyprus welcomes new auditor general

On April 11, 2014, the President of the Republic of Cyprus appointed Dr. Odysseas Ph. Michaelides as Auditor General of the Republic.

Born in Nicosia, Cyprus, in 1968, Dr. Michaelides graduated from Acropolis High School in 1986; he then served for two years in the National Guard.

In 1993 he received his diploma, with honors, in civil engineering from the National Technical University of Athens. He went on to pursue graduate studies and in 1997, he received his doctorate, with honors, in civil engineering from the National Technical University of Athens. Dr. Michaelides was admitted to a degree program in the Faculty of Economics, Department of Law, Economics and Political Sciences, University of Athens, from which he received a degree in economics in 2004.



Dr. Odysseas Ph. Michaelides

In 1998 Dr. Michaelides was appointed to the position of Audit Officer in the Department of Control (Audit) of the Ministry of Communications and Works, and in June 2010 he was appointed Director of Control. During his tenure at the Department of Control, he dealt with public procurement issues, the examination of contractors' claims, and technical and financial audit work.

In his capacity as a specialist scientist, Dr. Michaelides has taught graduate students at the University of Cyprus.

Dr. Michaelides is a member of the ETEK (Technical Chamber of Cyprus) and of the European Federation of National Engineering Associations (FEANI). Between 2006 and 2011 he was a member of the Tender Board at the Ministry of Communications

and Works, and from 2009 until 2014, he was a member of the Central Committee for Variations and Claims.

In February 2012 Dr. Michaelides was appointed by the Council of Ministers as a member of the Loan Commissioner's Fund, a position he held until January 2014, when he was appointed by the Council of Ministers as President of the Council for Registration and Control of Contractors. In July 2013 he was appointed by the Council of Ministers as a Member of the Negotiating Team for the Terminal for the Liquefaction of Natural Gas.

For more information, please contact the Audit Office of the Republic:

E-mail: cao@audit.gov.cy
Website: <http://www.audit.gov.cy>

India

India's CAG elected to UN Board of Auditors

Shashi Kant Sharma, the Comptroller and Auditor General (CAG) of India, has been elected for a six-year term as a member of the United Nations Board of Auditors. The election was held in November 2013 at UN Headquarters in New York City. India will replace China as of July 1, 2014.

The CAG of India will now conduct the audit of the UN organizations; the most prominent of these is of the UN Headquarters itself. Mr. Sharma, working with two other Board members, will also be responsible for the audit of UN bodies such as UN Peacekeeping Operations, the UN Development Program (UNDP), UNICEF, the UN High Commissioner for Refugees (UNHCR), the UN Environment Program (UNEP), the UN Human Settlements Program (UN-HABITAT), and the UN-Women and UN Framework Convention on Climate Change (UNFCCC).

The General Assembly of the United Nations established the United Nations Board of Auditors to audit the accounts of the United Nations organization, its funds and its programs, and to report its findings and recommendations to the Assembly through the Advisory Committee on Administrative and Budgetary Questions (ACABQ). The Board of Auditors is independent and is solely responsible for the conduct of the audit.

The General Assembly appoints three members to the Board of Auditors, each of whom must be an auditor general (or officer holding the equivalent title) of a member state. The members of the Board have joint responsibility for the audits.

The present members of the Board of Auditors are: Mr. Amyas Morse, CAG, United Kingdom of Great Britain and Northern Ireland (term expires June 30, 2016); Mr. Ludovick Utouh, CAG of the United Republic of Tanzania (term expires June 30, 2018); and Mr. Liu Jiayi, Auditor-General of the National Audit Office of the People's Republic of China (term expires June 30, 2014).

For more information, contact the Comptroller and Auditor General of India:

E-mail: cag@cag.gov.in
Website: <http://www.cag.gov.in>

Kazakhstan

SAI presents report to National Parliament

The Accounts Committee for Control over Execution of the Republican Budget of the Republic of Kazakhstan presented a report to the National Parliament on the execution of the 2013 republican budget. The report includes an assessment of macroeconomic conditions and presents an analysis of the execution

of budget expenditures, the use and repayment of budget credits, and the efficiency of tax and customs administration.

In its report the Kazakhstan SAI also includes performance evaluations of government agencies, strategic plans, investment projects, and the implementation of government and industry programs.

The final section of the report contains findings and recommendations to improve budgetary legislation, strengthen financial discipline, and prevent and render inadmissible any irregularities in the execution of the republican budget and the use of state assets.

For additional information, contact the Accounts Committee for Control over Execution of the Republican Budget:

E-mail: s.mustafina@esep.gov.kz,
n.kumarova@esep.gov.kz
Website: <http://www.esep.kz>

Myanmar

New organizational structure for Myanmar SAI

In accordance with the new Auditor General of the Union Law (2010), the Office of the Auditor General of the Union adopted a decentralized system of government: the office structure has changed from a centralized system to a decentralized system. There is now one Office of the Auditor General of the Union and 14 Regional Offices of the Auditor General.

In April 2014, two departments were created under the Office of the Auditor General of the Union: 1) the Administration, Training and Research Department, and 2) the Audit Department. Each department is headed by its own Director-General, who is appointed by the President.

While there is only one audit division within the audit department, it has been extended by organizing two more subdivisions aimed at conducting the audit workload more effectively. There are now eight subdivisions under the Audit Department of the Office of the Auditor General of the Union.

For additional information, contact the Office of the Auditor General of the Union:

E-mail: AuditorGeneral@mptmail.net.mm or oagmac@gmail.com
Website: <http://www.oagmac.gov.mm>

Saudi Arabia

GAB holds 11th annual seminar

H.E. Mr. Osama Jafar Faquih, President of the General Auditing Bureau of Saudi Arabia, inaugurated the General Auditing Bureau's (GAB) 11th Annual Seminar. The seminar, entitled "Improving the Government Accounting System in Saudi Arabia," took place May 18-19, 2014. Working papers were presented by the GAB as well as by other government agencies.

Saudi Arabia also shared experiences and educational opportunities with peer SAIs:

- In coordination with the INTOSAI Development Initiative (IDI), 33 officials from ARABOSAI member SAIs attended a training course on Performance Measurement Framework (PMF) held in Riyadh March 2-6, 2014.
- SAI Pakistan organized a performance audit training course for 18 GAB employees, conducted at GAB headquarters in Riyadh December 8–23, 2013.
- SAI India directed three training programs at GAB headquarters in Riyadh: cyber and network security, social audit, and the

use of CAATs for data analysis and IT audit. Twenty participants attended the three programs, all held in 2013.

For more information, contact the General Auditing Bureau:

E-mail: gab@gab.gov.sa
Website: <http://www.gab.gov.sa>

Switzerland

New president for Swiss Federal Audit Office

On September 25, 2013, the Swiss Parliament confirmed the Government's nomination of Michel Huissoud for a six-year term as Head of the Swiss Federal Audit Office. Michel Huissoud succeeds Kurt Grüter, who served the Swiss Federal Audit Office from 1998 to 2013 and also chaired the EUROSAI IT Working Group. Kurt Grüter retired at the end of 2013.



Michel Huissoud

Michel Huissoud studied law at the University of Geneva. He is both a certified internal auditor and a certified information systems auditor, and is also a licensed financial audit expert. In 1988 he entered the Swiss Federal Audit Office, where he has served in several important positions, including as the deputy of Kurt Grüter.

For more information contact the Swiss Federal Audit Office:

E-mail: info@efk.admin.ch
Website: <http://www.efk.admin.ch>

United Kingdom

NAO develops investigative capacity

In the United Kingdom public services are increasingly provided by private and third-sector bodies. Some of these delivery models use new and innovative approaches. While these approaches can have significant benefits, they can also introduce new risks for service quality, financial probity, and potential service failure.

Following high profile cases of impropriety and irregularity involving taxpayer money, the UK National Audit Office (NAO) is developing its investigative capacity and capability to provide an intelligence-led response to allegations or assertions of wrongdoing across the public sector. Wrongdoing can take many forms—criminal activity, deliberate mismanagement, and standards that fall short of those that taxpayers expect.

In deciding what to investigate, the NAO draws on a broad range of intelligence captured through its statutory audits and open source media, and from stakeholders. Increasingly, the public and members of parliament raise concerns through correspondence and whistle-blowing activities. The NAO also analyzes financial and performance audit data to identify potential risks to the delivery of public services.

Investigations are responsive and based on a presentation of the facts. Examples of outputs are published reports to support of a hearing of the UK Public Accounts Committee (PAC), or letters to management or

the relevant audit committee; in some cases, the NAO will conclude that there is no evidence of wrong doing. Where appropriate the NAO will hand over instances of suspected wrongdoing to the relevant investigative authority.

The NAO's first risk-based investigation was "Confidentiality Clauses and Special Severance Payments," which was published in June 2013. The report focused on how the public sector uses compromise agreements when terminating employment contracts, and whether they are being used to prevent staff from speaking out about matters of public interest, or to cover up individual or organizational failure. For further information visit <http://www.nao.org.uk/report/confidentiality-clauses-and-special-severance-payments/>

To date the NAO has delivered about 20 outputs under the new investigations work program, and the PAC has held seven evidence sessions regarding investigations. These have included high-profile reports such as one regarding the UK Ministry of Justice's electronic monitoring contracts, which found that contractors were continuing to charge the Ministry for months, or even years, after electronic monitoring activity had ceased; these charges were over similar timescales where electronic monitoring never occurred; and took place multiple times for the same individual. For additional information visit <http://www.nao.org.uk/report/the-ministry-of-justices-electronic-monitoring-contracts/>

The NAO's work in this area continues to expand, and the organization is committed to enhancing its investigative capabilities in 2014-15. A focus of the program this year will be to identify potential areas of wrongdoing in advance of an allegation of wrongdoing, which allow the NAO to better focus its efforts on areas of strategic concern, and to identify risks or failure at an earlier point.

Further information on investigations, including a list of the NAO's published outputs, can be found at <http://www.nao.org.uk/about-us/what-we-do/investigations/>

For additional information please contact Paul Oliffe or Kirsten Payne at the UK NAO:

E-mail: paul.oliffe@nao.gsi.gov.uk,
kirsten.payne@nao.gsi.gov.uk

Venezuela

CGR submits annual report

In accordance with the National Constitution and the Organic Law of the National System of Fiscal Control, the Office of the Comptroller General of Venezuela (CGR) has submitted its Annual Report before the National Assembly for the year 2013.

The report presents a variety of information regarding the CGR:

- performance control accomplishments in the public sector
- members of the national system of fiscal control (for example, municipal and state comptroller offices, the Comptroller Office of the Bolivarian National Armed Forces, the National Superintendence of Internal Audit, and internal audit units in public entities), the internal area of the Supreme Audit Institution (SAI)
- the decentralized bodies chaired by the CGR
- an appendix of individuals and entities found guilty of breaching the law against corruption
- a list of control activities and works undertaken in 2013

This information was also presented as executive briefings.

In accordance with its legal faculties, Venezuela's SAI completed audits and financial examinations, monitored

corrective actions, prepared written consultations, and provided legal evaluation procedures of audit results. In 2013 the SAI also made use of its administrative penalization power set forth in the National Constitution, declaring the administrative responsibility of individual and legal entities and imposing cumulative penalties as a result of an administrative decision. In addition, as chair of the national system of fiscal control, the CGR undertook cooperative audits with other fiscal control bodies.

Finally, the CGR is committed to continuing its work to unmask, and fight against, corruption.

To learn more, contact the CGR: DICT@cgr.gov.ve and consult the Annual Report 2013 at http://www.cgr.gob.ve/site_informes_management.php?Cod=026

For additional information, contact the Office of the Comptroller General:

E-mail: ccontraloriavenezuela@gmail.com

Website: <http://www.cgr.gob.ve>

The IT Audit of the Republic of Slovenia's eHealth Project

by Maja Hmelak, Maša Železnik M.Sc, Court of Audit of the Republic of Slovenia

Implementations of information technology (IT) support for public services and functions are significant public investments. Consequently, implementation shortcomings and glitches in these projects usually receive high public and media attention. In 2013, several IT support implementation issues even reached the global media: in the United States, upgrades to the unemployment benefits systems in Florida, Pennsylvania, California, and Massachusetts left hundreds of thousands of unemployed citizens without unemployment benefits; also in the United States, the website in support of the Affordable Care Act did not operate efficiently for several months; and, in Australia, Queensland Health, which administers the public health system of the state of Queensland, suffered when its payroll implementation caused thousands of workers to be underpaid, overpaid, or not paid at all. While public expectations regarding IT support projects are high, even the best planned projects remain exposed to numerous risks—and are prone to all-too-frequent hiccups, if not all-out failures.

Like other countries, the Republic of Slovenia has had its fair share of public services' IT support issues. The Court of Audit of the Republic of Slovenia is Slovenia's highest body for the supervision of state accounts, the state budget, and all public spending, and has therefore conducted a number of IT support performance audits. The Court of Audits has focused these audits on IT effectiveness and efficiency, and its independent assessments and analysis of IT support have covered diverse public service areas such as tax and customs systems, public health, agricultural policy, and social benefits. In several cases, the Court of Audits' findings have served as the basis for decisions on future development and activities in the public service.

eHealth project in the Republic of Slovenia

While many failed IT support implementations recently achieved widespread notoriety, one of Slovenia's largest IT projects had long remained hidden from the public's eye. The Ministry of Health's eHealth project was aimed at modernizing all aspects of the public health services with a number of new, interconnected IT support solutions. The project promised to 1) connect thousands of health practitioners with a safe communication network, 2) standardize and unify the exchange of patients' records and documentation, 3) open new communication pathways for patients and health services' practitioners, and 4) introduce advanced health-related knowledge databases and decision support mechanisms.

The project officially began in 2005; however, project plans were not finalized until 2009. The plan was to gradually introduce new IT solutions each year, through 2015. The cost of the development, implementation, and initial support of these IT solutions was estimated at 67.5 million Euros, with an additional 65.5 million Euros budgeted for support upgrades until the end of 2023.

By the middle of 2012, the project had not reached any of its set milestones. The Court of Audit decided to carry out a performance audit of the eHealth project, to identify the reasons for the delays and the potential risk that the project would not deliver expected benefits in the budgeted timeframe.

The Court of Audit's approach

To understand whether the Ministry had been effective in managing the eHealth project, the Court of Audit needed to develop a customized approach to offset the fact that at the time of the audit the project was not yet finished. Large IT support implementation projects are frequently managed in line with internationally recognized project management frameworks that can be used to develop a practical IT project performance audit approach. The Ministry, however, had not used any formalized standards in the planning and management of the eHealth project. The Court of Audit therefore focused on only four project management areas: 1) content of the eHealth project, 2) the project's organization and management of human resources, 3) management of the project timeline, and 4) management of project finances.

Challenges

The content of the eHealth project had been changed several times, and the records of these changes were limited. This meant that neither the scope nor the expected results—the project's IT solutions—were clear.

By the end of 2012 the Ministry had spent at least 8.8 million Euros on the eHealth project. Due to the project's lack of transparency, the Court of Audit frequently could not reliably connect the Ministry's purchase of hardware, software, and various services to specific project requirements—making it difficult to determine whether the purchases were justified.

During its long course, the eHealth project had been run by several project managers. Neither their authority nor the authority of other project stakeholders had been clearly defined. In several cases the Court of Audit had not been able to determine who authorized important content-related changes. The transparency of the project was further reduced by documentation that was inconsistently updated and disorganized, and which frequently existed in a number of incompatible versions. Obtaining reliable information on past events was therefore extremely demanding.

To bring some order into the chaos, the Court of Audit invested a significant effort into organizing the scattered and incompatible information on the state of the eHealth project into a clear and concise picture. Incomplete project documentation always presents a risk of failing to discover and disclose significant irregularities. To mitigate this risk, the Court of Audit reviewed several hundred documents in various document repositories (not necessarily connected to the eHealth project), in the hope of gathering as much information as possible. The Court of Audit also increased the samples of all tests related to payments – in some cases reviewing all payments related to a specific part of the project.

Audit results

The Court of Audit determined that between January 2004 and September 2013 the Ministry had not effectively managed the eHealth project. Although by September 2013 the Ministry had managed to connect the largest public health institutions with a communication network, it failed to introduce any of the originally planned IT solutions or develop standardized patient records. And, in total, the Ministry enabled only 10 (out of hundreds) health practitioners to digitally exchange patient documents. The Court of Audit thus concluded that none of the originally planned project milestones and deadlines had been met.

The Court of Audit also assessed that before 2013 the eHealth project had not been effectively organized. As the project utilized numerous external consultants, it was frequently not clear who the members of the project team were or what roles they were to carry out. As the authority of various project stakeholders was not clearly defined, their personal accountability was effectively reduced.

This, in turn, led to a diminished oversight over project spending. For example, the Ministry purchased hardware and software, but then, for up to two years, failed to set it up. Despite not using these tools, the Ministry paid for their maintenance and upgrades. The Ministry also paid for numerous external consultants whose contribution to the project was frequently unclear. The Ministry funded at least one software solution that had been implemented in only two public health organizations (and had then been abandoned), and paid for the development of several software solutions with overlapping functionalities. The Ministry even paid for upgrades to existing health sector software solutions, owned by commercial software companies, for which the public health services providers already pay license and maintenance fees. As the Ministry gave the supposed technical deficiency of these same solutions as one the primary reasons for starting the eHealth project in the first place, investing in their upgrades appeared inconsistent with the undertaking of the entire project.

Lessons learned

Although the levels of IT governance vary vastly from country to country, supreme audit institution auditors who plan to undertake a performance audit in the area of IT implementations might consider the following audit risks:

- Establishing accountability for key decisions in the project might prove difficult. Why? Because the setup of any project can change significantly according to the organization of a government ministry. The project's organization, and the authority and responsibility of the project's participants, should be defined in the project documentation. However, the organization of a government ministry is governed by bylaws and the Ministry's internal regulations— so these documents might be misaligned. Also, projects typically last longer than ministerial terms in office, and subsequent personnel changes might further blur the issue of accountability.

- Due to poor management of a project's documentation, the timeline of key events, the parties involved, the authorizations given, and even the scope of the project, could all be difficult to establish. A government ministry manages its documentation in accordance with official guidelines, which might be inappropriate for efficient project management.
- If the project has been financed from multiple sources, calculating its complete cost might prove difficult and time consuming.
- If numerous contractors have been involved in the project, and if their contracts have not been appropriately prepared, the definition of roles in the project is not always conclusive.
- Terms related to IT support are often vague. Unless all the project terms are clearly and unambiguously defined, determining whether single tasks within the project have achieved their defined goals can be difficult.

Conclusion

In 2013 the Ministry has scaled down the eHealth project plans. It has improved the project's organization, its spending oversight, and the personal accountability of the project team. It is, however not yet clear whether the project will realize its expected benefits. The Court of Audit will continue to monitor the project for further developments.

This article is adapted from presentation material written by Dr. Seongjun Kim, Director General of the Board of Audit and Inspection of Korea. This presentation was delivered via a video conference sponsored by the World Bank held on April 15, 2014. Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka participated.

“Side by Side with People”: Korea’s Experiences on Participatory Auditing

by Dr. Seongjun Kim, Director General of the Board of Audit and Inspection of Korea

The Board of Audit and Inspection of Korea (BAI) has established various types of cooperative relationships with citizens. The BAI, for instance, takes advice, tips on fraud or misuse of public funds, petitions, complaints, and audit requests from citizens. The BAI also publishes all of its reports on its website to facilitate public access to them. This paper introduces the Audit Request for Public Interests as the BAI’s institution for enhancing participatory auditing, and uses previous BAI experiences to address three key issues associated with SAI cooperation with citizens: values and benefits of participatory auditing, risks and control mechanisms, and lessons learned and challenges faced.

Introduction of Audit Request for Public Interests

The BAI introduced the Audit Request for Public Interests (ARPI) in 1996 pursuant to the BAI’s internal regulations, under which Civil Society Organizations (CSOs) whose membership exceeds 300, or, a group of 300 or more citizens, can request the BAI to conduct an audit on specific issues for the purposes of public interests.

The Anti-Corruption Act of 2002 laid down a legal foundation for another channel through which the citizens could request a BAI audit: the Citizen Audit Request (CAR).

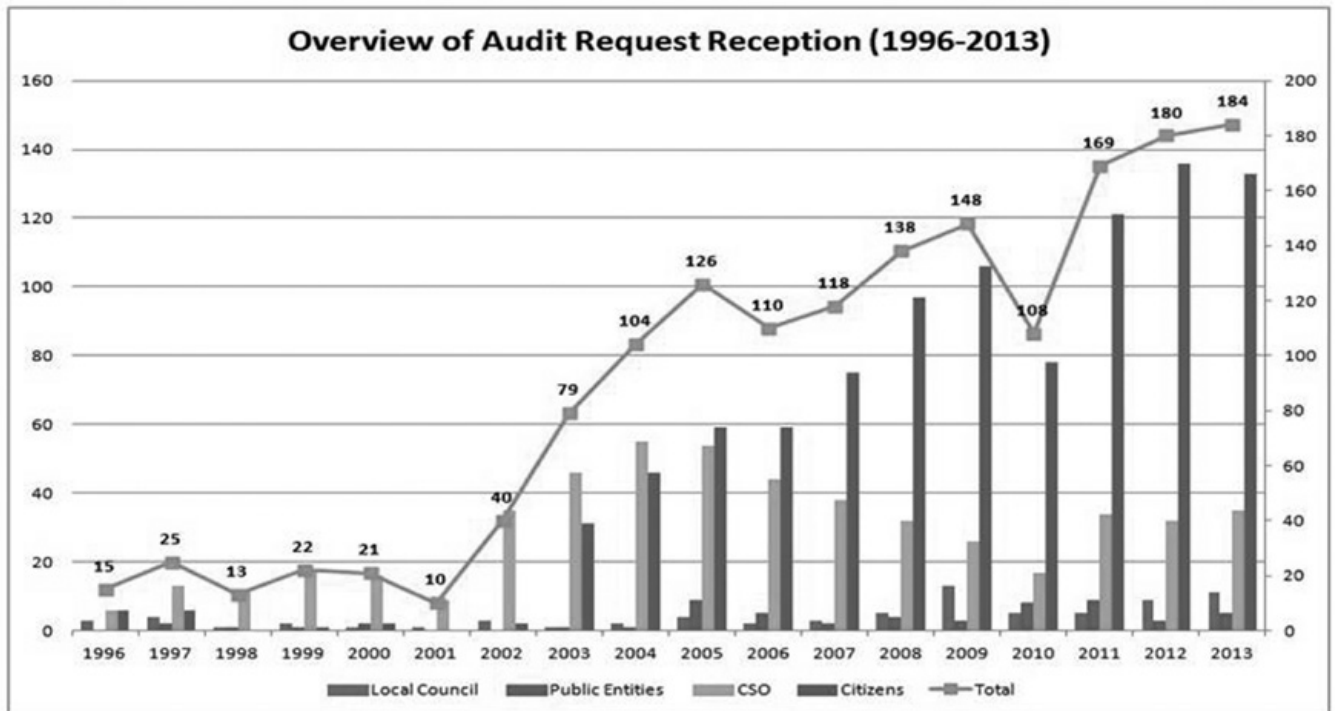
ARPI is much broader than CAR in terms of eligibility of requesters, audit scope, and time limit for reporting an audit result. To avoid any confusion among the citizens, the BAI is currently working with the National Assembly and other related agencies to integrate these two channels into one.

	Audit Request for Public Interests (ARPI)	Citizen Audit Request (CAR)
Eligibility of audit	<ul style="list-style-type: none"> - more than 300 citizens - CSO with more than 300 members - head of public entities - local councils 	<ul style="list-style-type: none"> - more than 300 citizens
Audit matters (subjects)	<ul style="list-style-type: none"> - illegal acts/corruption - budget abuse - mismanagement - improvement - public interests 	<ul style="list-style-type: none"> - illegal acts/corruption
Matters excluded from being audited	<ul style="list-style-type: none"> - matters currently under investigation/trial - personal matters 	<ul style="list-style-type: none"> - matters currently under investigation/trial - personal matters - matters under the jurisdiction of local governments

Values and benefits of participatory auditing

(1) Active citizen participation in auditing and enhanced participatory democracy

The graph below shows a rapidly increasing trend of audit requests 1996–2013:



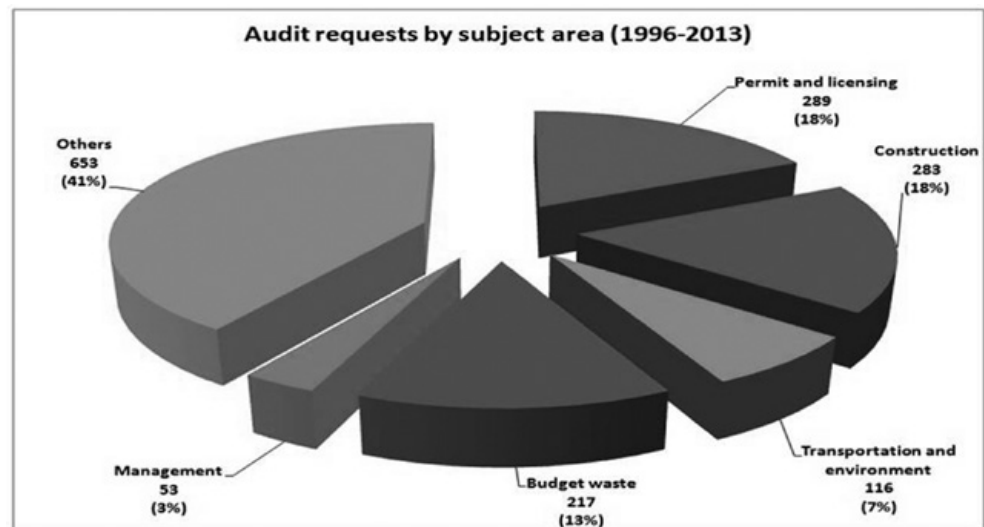
Of those requesting audits, citizens are the most active requesters, accounting for 59.5 percent of total audit requests. However, among the four categories of requesters, citizen requests have the lowest acceptance rate, at 28 percent.

CSOs account for 32.3 percent of total audit requests, second to citizens. The acceptance rate for the CSO requests is 40 percent, at least twelve percentage points higher than that of citizens. CSOs play an important role in shepherding citizens and acting as government watchdogs.

Local councils, having less power and narrower mandates than the National Assembly, have often requested BAI audits to check and oversee the performance of the heads of local authorities.

(2) Meeting citizens' needs and redressing their grievances

As shown in the following graph entitled "Audit requests by subject area," those areas to which citizens' livelihoods are closely linked—permits and licensing, construction, transportation and environment—account for 43 percent of total audit requests, which confirms the belief that citizens' priority areas are most commonly requested in participatory auditing. The participatory auditing process helps the BAI troubleshoot citizens' complaints and grievances.



Cases of redressed citizen grievance

- The Haman County authority approved a new housing construction project, which exceeded the capacity of the land’s surface area. Concerned that the condition of the residential environment would worsen, county residents requested the BAI to conduct an audit. As a result of the audit, the BAI determined that the county authorities who had granted permission for the project had violated regulations, and the BAI delivered disciplinary measures accordingly.
- When telephone users realized that they had been subscribed to an expensive phone plan without their consent, they requested an audit of the telephone company. The BAI found that there were more than two million cases of the same unauthorized subscriptions, and that the supervisory body, the Korea Communications Commission (KCC), failed to take appropriate actions against the telephone company’s illegal practices. The BAI warned KCC of its negligent supervision and the telephone company was fined. As a result of the audit, the requesters were fully refunded.

(3) Improvement of public sector administration

About 64 percent of participatory audit requests have resulted in material outcomes that justified the requests. This indicates that the participatory auditing system, built on citizens’ participation in the oversight function, contributes substantially to enhancing the transparency and the impartiality of public institutions. Because citizens have participated actively in auditing, government officers now recognize that there is a much higher chance of being inspected by the BAI if they have done anything wrong. The preventative effects of overseeing the public sector through the eyes of citizens may outweigh the related costs.

Cases of improving public sector administration

- The Eumseong County authority decided to allow a debt guarantee to the developers of a large-scale industrial complex. Concerned that the County authority might become bankrupt if the developers defaulted, County residents requested that the BAI conduct an audit. The audit resulted in the BAI delivering disciplinary measures to the parties responsible for providing the debt guarantee.
- A civic group requested an audit of Masan City Government for giving inappropriate benefits to the contractor of the city's public water reclamation project. The BAI found that the city government excessively reimbursed the contractor and recommended that the city government seek compensation for the losses and discipline the responsible officials for their mismanagement.

Risks and control mechanisms

There are many well-known risks associated with the practices of participatory auditing. Can these risks be controlled at a reasonable cost? Here is a look at two of the major risks.

(1) Distorted purpose of audit requests

Although participatory auditing is gaining momentum as more citizens express their interests in government affairs, some audit requests tilt toward pursuing citizens' personal interests, which may distort the public interest purpose of participatory auditing.

In order to prevent and control audit requests that are more personal than public in nature, the BAI has established various control measures, such as:

- strengthening qualifications of requesters
- defining "public interests" in a rigorous manner
- setting up an audit request review committee to screen the requests

To request an audit, citizens must have a group of more than 300 people. To verify that number, everyone signing a request letter is required to provide his or her identification information, such as an address, date of birth, or contact information. Also, the BAI has redefined the concept of public interest as the "welfare of the general public and the whole society, not confined to a certain group or person," because this is one of the key criteria for selection.

(2) Politically motivated audit requests

The local councils and the heads of local governments tend to use the audit requests to fulfill their own political goals or agendas. Auditing can be an efficient tool to attack or humiliate their political opponents. This can be seen from the fact that the audit requests made by local councils tend to increase in the year prior to local elections.

In order to keep political neutrality and to meet the needs of the local council, the heads of local government, and CSOs and citizens who have diverse political interests, the BAI may accept requests after a thorough, item-by-item review. The Audit Request Review Committee, chaired by an external expert, is the key mechanism for assuring requesters that the BAI's decision to accept or not to accept an audit request is not politically biased.

Lessons learned and challenges faced

The experiences of the BAI show that the risks associated with participatory auditing are manageable at a reasonable cost. The BAI was able to seize substantial benefits from participatory auditing, but this does not necessarily imply that the BAI model works in every circumstance. Priorities in audit resource allocation, of course, may vary from one SAI to another due to their respective missions, audit strategies and approaches, and audit environments. Here are some lessons learned about what makes participatory auditing successful:

- Sound legal frameworks should be in place to ensure continued operation, resource inflow, and greater citizen attention
- Continuous attention and support from top management is necessary in order to keep the auditors motivated
- Enhanced access to the redress system can encourage more active participation from citizens: methods of access include Internet-based fraud reporting systems, a toll-free fraud hotline system, and a civil petitions and complaints reception center
- Potential risks associated with citizen participation should be proactively dealt with
- Higher standards for auditor ethics requirements can help deflect requester attempts to audit for private interests rather than public interests
- Keeping good cooperative relations with local authorities and other service delivery organizations through their internal audit units can help expedite the entire process
- Well-staffed CSOs seeking public interests is a prerequisite to participatory auditing's proper functioning

Despite several positive developments, the participatory auditing of the BAI is evolving and the BAI still needs to respond to the following challenges:

- Promoting citizen participation in public auditing while effectively precluding any requester attempts to pursue personal interests
- Integrating the legal basis for different types of participatory auditing initiatives
- Measuring the values and benefits of participatory auditing in a reliable and rigorous way and promoting the values and benefits of participatory auditing

For more information about Korea's experience with participatory auditing, contact the BAI at koreasai@korea.kr or visit <http://www.bai.go.kr>

22nd Conference of Commonwealth Auditors General

by Brian Vella, Assistant Auditor General, National Audit Office of Malta

The National Audit Office (NAO) of Malta hosted the 22nd Conference of Commonwealth Auditors General held March 24 - 27, 2014. The conference, entitled “Securing Independence of SAIs to Improve the Effectiveness of Reporting and Communication of Audit Findings,” brought together 87 delegates from 35 Commonwealth countries. This year’s conference theme was sub-divided into two themes:

1. Ensuring independence of SAIs for effective reporting
2. Effective communication of audit findings to key audiences



Participants gather at the Commonwealth Auditors General Conference in Malta.

The conference was opened by the Maltese former President H.E. Dr. George Abela, who emphasized that the supreme audit institution (SAI) is one of the key pillars of a healthy democracy. Dr. Abela said that SAIs serve as connection points in complex relationships that often involve the legislature and the executive on one side, and governments and citizens on another.

Auditor General Mr. Anthony C. Mifsud acknowledged that 2014 is the 200th anniversary of the establishment of an SAI in Malta. He described the NAO’s development over the years, especially since the former Department of Audit was re-established as the National Audit Office in 1997.

Mr. Mifsud also noted the great success which had been achieved by the Commonwealth Auditors General when, as a result of their collective efforts, the communique issued by the Commonwealth Heads of Government at the end of their 2013 meeting in Sri Lanka reaffirmed the importance of strong and independent SAIs and Public Accounts Committees:

Supreme Audit Institutions

45. Heads recognized the contribution that strong, properly resourced and independent supreme audit institutions play in improving transparency, accountability and value for money to ensure that public funds are appropriately spent.

Public Accounts Committees

46. Heads of Government further reaffirmed that strong and independent Parliamentary oversight plays an important role in preserving the trust of citizens in the integrity of government, through Public Accounts Committees that are effective, independent and transparent.

Securing independence of SAIs to improve the effectiveness of reporting and communication of audit findings

Mr. Brian Vella, Assistant Auditor General, gave a general introduction to the conference theme, saying that it concerned three key intertwined elements: 1) independence of SAIs, 2) effective SAI reporting, and 3) effective communication of SAI reporting. Mr. Vella referred to the following international documents related to the conference theme:

- The Lima Declaration of Guidelines on Auditing Precepts, which was adopted in Lima at the 9th International Congress of Supreme Audit Institutions (INCOSAI), and
- the eight core principles in the Mexico Declaration on SAI Independence, which was approved in the 19th INCOSAI in 2007.

Mr. Vella also cited the 2011 UN Resolution on SAI Independence, which recognized that SAIs can accomplish their tasks objectively and effectively only if they are independent of the audited entity and are protected against outside influence.

The first conference subtheme, “Ensuring independence of SAIs for effective reporting,” was chaired by Mr. Thembekile Makwetu, Auditor General of South Africa. Mr. Amyas Morse, Comptroller and Auditor General of the UK, gave a keynote address, and the SAIs of Canada, Lesotho, New Zealand, and Zambia offered presentations.

Discussions focused on what delegates considered to be some of the key barriers to full independence, particularly the lack of control over financial and human resources, and weaknesses in the legislatures’ ability to hold the Executive to account.

Participants discussing this subtheme concluded that SAI independence is not a means to an end; it is a continual work in progress. Independence is conferred by the legislature and then put into effect, nurtured, and maintained by the SAI.

Most commonwealth countries appear to adhere to the core principles of SAI independence, which have been formalized in legislation and incorporated into the constitutional fabric. However, in practice, the auditors general of many jurisdictions encounter practical limitations to their independence. It seems that, within the Commonwealth at least, while constitutional and legal safeguards may focus on protecting the Office of the Auditor General and the Deputy Auditor General from undue influence, there is a far less protection for the organization itself—that is, the SAI and its staff. Independence in many jurisdictions is limited when SAIs cannot recruit and manage their own staff, where their budgets are determined by Ministries of Finance, and/or when they cannot put the results of their work into the public domain within a reasonable timeframe.

Many new issues are arising which impinge on SAIs' independence and their capacity to provide assurance to legislatures and citizens. For example, to what extent do SAIs have the right to directly audit private contractors (such as those engaged in public-private partnerships, or those providing services to the public)? Also, as governments have responded to the financial crisis of recent years, in some countries parliaments have turned to SAIs for advice and reassurance—recognizing that SAIs are often viewed as guardians of fiscal prudence. Finally, SAI independence does not mean isolation, as that could actually corrode independence; instead, independence provides a platform from which SAIs can engage actively with the apparatus of state.



At a workshop during the Conference of Commonwealth Auditors General, delegates discuss efforts to strengthen the independence of Commonwealth supreme audit institutions.

The second subtheme, “Effective communication of audit findings to key audiences,” was chaired by Mr. Shashi Kant Sharma, Comptroller and Auditor General of India. Speeches on the second subtheme were delivered by the heads of SAIs, or their representatives, from Australia, Bangladesh, Cyprus, Malaysia, the Maldives, and the United Republic of Tanzania. Presentations focused on challenges associated with legal reporting obligations, audit findings reported upon by SAIs, key audiences for reports, reporting tools and techniques, audit report content, and effective reporting on follow-up audits. Discussions on this subtheme also focused on the legal and institutional impediments to reporting, the need to find improved ways of reaching different audiences, the quality and clarity of SAI messages, and the development of more systematic approaches to following up on the implementation of recommendations.

Participants discussing subtheme two concluded that, in exercising their independence, SAIs need to carefully consider the following four elements of communication:

- Content—reports must be of good quality and readily understandable
- Medium—consideration needs to be given to how, and through what media and other means, messages are communicated
- Audience—consists of the Public Accounts Committee, legislators, the President or the Cabinet, public service managers, and/or specific constituencies within the general public
- Image —projecting a picture of the SAI that renders the Auditor General visible, credible, knowledgeable, honest, impartial, and, at the same time, sensitive to the legitimate interests of those delivering public services and spending or collecting public monies

Conclusions were also reached on new challenges in traditional and new reporting relationships. Traditional relationships are still vital, as they relate to the communication of audit results to Parliament, the Executive, and the media. New reporting relationships entail more intense interactions, and communication with auditees—some of which may be new to a SAI’s jurisdiction. Other relationships SAIs must cultivate are with oversight bodies—such as regulatory organizations, central banks, and anti-corruption agencies—that need to both understand the work of the SAI as well as how their areas of interest overlap and interact.

Forms of communication, according to participants, are both formal and informal. Formal communication relates to the statutory reporting of findings, conclusions, and possibly, recommendations, whereas informal communication can entail engaging in discreet dialogue with government officials on the transparency, integrity, and performance of the nation’s governance systems.

Participants also stressed that communication with external peers and donors provides opportunities for self-reflection, peer reviews, capacity building, dissemination of good practices, and the opportunity to resist isolation. Communication with a highly politicized public and media is a challenge, and an SAI’s presence in this arena can be

uneasy and fraught with risk. Engaging with these stakeholders is essential, however, if the SAI is to continue to be seen as relevant, in-touch, and useful.

In addition to discussing the conference themes, participants also attended presentations on state audit and good governance, reflections on experiences of SAIs, and a workshop on future directions for Commonwealth Auditors General. It was agreed that the forthcoming Commonwealth Auditors General Conference in 2017 will be hosted by the SAI of India.

For additional information concerning Conference material, contact the CAGC Organizing Team: CAGC2014.nao@gov.mt or nao.malta@gov.mt.

INTOSAI- *Donor Cooperation* *Update*



Global Call for Proposals 2013

by the INTOSAI-Donor Secretariat

The 2013 Global Call for proposals was launched during XXI INCOSAI in October 2013. It was directed towards individual SAIs, INTOSAI Regions and Sub-Regions, and INTOSAI Committees and Working Groups. Unlike the Global Call for Proposals 2011, the 2013 Global Call started with the development of project concept notes prior to full proposals. The benefits of using concept notes are that they require fewer potentially abortive efforts from the SAI, while still giving providers of support the information needed to assess and compare proposals. If there is interest from providers of support, the concept notes will be developed into a more comprehensive proposal.

Forty-eight concept notes were received for the 2013 Global Call for Proposals. The concept notes include nine initiatives from INTOSAI regions and sub-regions, four global initiatives, and 35 country-level initiatives. Concept notes were received in Arabic, English, French, Portuguese, Russian, and Spanish. The sum of the financial support sought is USD 57 million.

Quality of concept notes

A total of 47 draft concept notes were submitted to the INTOSAI-Donor Secretariat (Secretariat) for feedback by the deadline of January 31, 2014. The Secretariat, with assistance from the SAIs of Norway and Sweden, and SAI-experienced consultants, provided feedback on all proposals during February. While the quality of concept notes varied, they were generally of a higher quality than were previous proposals in 2011. In the process of giving feedback, the Secretariat identified the following common issues in a number of the proposals:

1. The problem analysis either not mentioning or not being linked to the SAI's strategic plan
2. Purpose, outcomes, and outputs not set at appropriate levels (purpose too generic and high-level, outcomes set at the output level)
3. Limited and weak recognition of the assumptions and risks inherent in the initiative

4. Lack of identification of phasing and mid-term reviews for long-term projects
5. External implementing partners asked to deliver the outputs (e.g., develop manuals) rather than facilitate the SAI to do this, and/or lack of clarity on how the SAI and implementing partners will work together and share responsibilities
6. Concept note focuses entirely on professional capacity development (e.g., training), without being clear how this will lead to organizational capacity development and performance change at the SAI level
7. Indicators are actually objectives, rather than “the thing that will be measured,” and the source of data for the indicators is unclear
8. There is no proposal on how the project (and indicators) will be monitored
9. The link from problem-purpose-outcome-output-activity is not logical, and/or there are things included in the purpose and outcome level which are not addressed by any of the proposed outputs and activities
10. Other support being received by the SAI, especially participation in relevant global and regional initiatives, is not identified and/or the necessary coordination arrangements are not considered

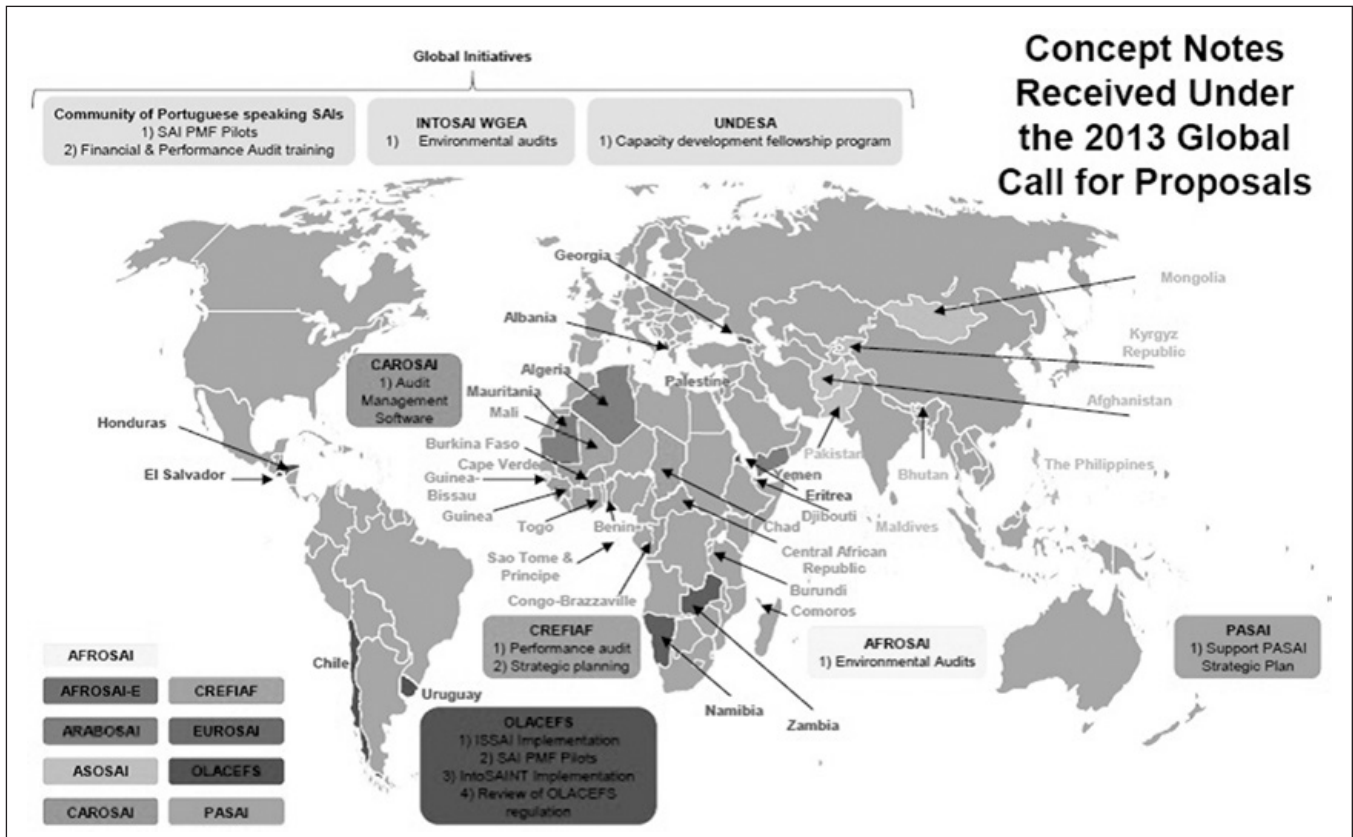
Identified needs

The concept notes cover many aspects of capacity building. Thirty-three of them include components aimed directly at strengthening the audit capacity of SAIs. Seventeen initiatives target ISSAI implementation for one or more of the audit types. Fourteen initiatives aim to strengthen other specialized audit capacity—such as audit of IT systems, audit of extractive industries, fraud and corruption audits, or environmental audits. Seven initiatives contain components related to strengthening SAI independence and the SAI’s legal framework. Three initiatives seek support for strengthening organizational capacity through strengthening operational risk assessments, strategy and/or operational planning, while ten others seek support for improvements in other organizational development processes (human resources, financial management systems, and/or quality assurance functions or systems). Capacity building needs for equipment and infrastructure are mentioned in 17 concept notes, and the need for investments in IT equipment and software is mentioned in most of these. Strengthening the participation of citizens and civil society in public sector auditing is targeted in two initiatives from SAIs, and the strengthening of communication and stakeholder management is mentioned in five initiatives.

Geographical distribution

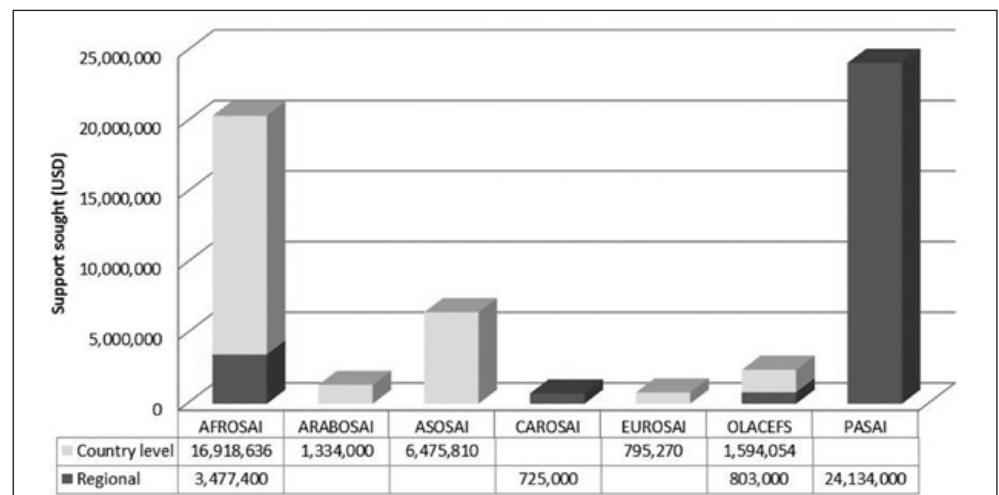
There is a good geographical spread, with concept notes received from all the INTOSAI regions. The greatest number of concept notes are from CREFIAF, followed by OLACEFS and ASOSAI.

Figure 1 shows concept notes submitted by SAIs, INTOSAI regions and sub-regions, as well as four global concept notes



Fifty-four percent of the SAI-level concept notes have been submitted by SAIs in countries listed as least-developed countries on the DAC List of ODA Recipients. Twenty-nine percent have been submitted by countries listed as other low-income countries or lower middle-income countries and territories.

Figure 2 illustrates financial support sought from INTOSAI regions, separated into regional and country level concept notes



The total sum of financial support sought is USD 57 million. Forty-eight percent of the support is applied for in concept notes supporting country SAIs, and 51 percent is applied for in regional initiatives applied for by INTOSAI regional bodies. One percent of the support is sought for global initiatives. AFROSAI and PASAI represent the bulk of the funding sought, adding up to a total of 44.5 million USD. The proposal from PASAI represents a single concept note covering initiatives led by the Regional Secretariat (USD 5.7 million), as well as country-level initiatives (USD 18.4 million).

The way forward: Global call for Proposals matching process

The summary of the Global Call for Proposals was shared with all potential providers of support simultaneously. This includes, among others, donor agencies, supreme audit institutions that provide support, INTOSAI regions, sub-regions, and bodies (such as the IDI), and the SAI Capacity Development Fund. These organizations are requested to consider their indicative interest in providing support, and communicate this interest to the applicant, copying INTOSAI.Donor.Secretariat@idi.no. The Secretariat will endeavour to provide support to enhance the effectiveness of coordination where requested and appropriate. In the event that there are multiple expressions of interest in a concept note, applicants are to decide how, and with whom, to pursue applications. Applicants and potential providers of support should ensure effective coordination between potential providers and with relevant ongoing initiatives. Information in the SAI Capacity Development Database, <http://www.SAIdevelopment.org>, may be useful for this purpose.

To ensure timely and effective coordination of support, the 7th INTOSAI-Donor Steering Committee meeting in Paris will feature a session on the Global Call including a roundtable from potential providers of support. Upon matching of concept notes with potential providers of support, applicants and providers are encouraged to work bilaterally to identify the appropriate actions and timetables to move forward. The Secretariat will endeavor to provide support where requested and feasible. Progress on matching concept notes will be reported at future INTOSAI-Donor Steering Committee meetings.



ASOSAI WGEA holds its 5th Seminar and 4th Working Group Meeting in Vietnam

The fifth seminar on Environmental Auditing, and the fourth working meeting of the Asian Organization of Supreme Audit Institutions (ASOSAI) Working Group on Environmental Auditing (WGEA), were both held in Hanoi, Vietnam, April 14–18. Attending the meetings were 53 delegates from 19 countries, and observers from INTOSAI WGEA, AFROSAI WGEA, the Canadian Comprehensive Auditing Foundation (CCAF-FCVI), and the German Corporation for International Cooperation (GIZ).

The Environmental Auditing Seminar served as a forum for sharing experiences and best practices regarding three themes: research and audit on the atmospheric environment, audit on sustainable energy, and audit on solid waste. Nineteen papers based on these themes were presented during the seminar.

The ASOSAI WGEA meeting was held to update participants on environmental auditing developments since its last meeting. Members of the group also discussed and adopted the *2014-2016 Working Plan of ASOSAI WGEA*, and introduced two proposals of cooperative audit.

On behalf of Mr. Liu Jiayi, the Chairman of ASOSAI WGEA and the Auditor General of China, Dr. Dong Dasheng, the Deputy Auditor General of CNAO, delivered the opening remarks and reported on the work of ASOSAI WGEA over the past two years. Mr. Nguyen Huu Van, Auditor General of the State Audit Office of Vietnam and the representative of the Chair of INTOSAI WGEA, delivered the welcome speech.

The next seminar and working meeting will be hosted by SAI India in 2016.

Capacity Building Committee's Subcommittee 3 reports rising number of peer reviews

In accordance with the "Action Plan 2013-2016 of the INTOSAI Capacity Building Committee's Sub-Committee to Promote Best Practices and Quality Assurance through Voluntary Peer Reviews (Sub-Committee)," approved by the XXI INCOSAI in Beijing 2013, an e-mail based peer review survey among INTOSAI members was conducted by the Subcommittee Chair (SAI Slovakia) in February and March of 2014.

As of April 1, 2014, 66 peer review projects were recorded by the Subcommittee. The most reviewed SAI, with four peer reviews, was the Government Accountability Office of the United States. Three other SAIs—from Canada, Lithuania, and Poland—were peer reviewed three times. Fourteen SAIs were reviewed twice, and another 25 SAIs were peer reviewed once. These numbers mean that, so far, 43 SAIs (23 percent of 191 INTOSAI SAIs) have been peer-reviewed.

The SAI of Sweden was involved as a peer reviewer 18 times, followed by Norway and the Netherlands (both 17 times) and the UK (16 times). As peer reviewers, these four

SAIs accounted for 41 percent of the engagements of the SAIs in the peer review. The Subcommittee Chair believes this imbalance should be addressed, and will present the survey results at the Capacity Building Committee meeting in Lima, Peru, at its September 2014 meeting. And, being inclined to lead by example, the Subcommittee Chair intends to contribute to the process by acting as a peer reviewer.

The peer reviews are becoming increasingly valuable as an assessment tool for INTOSAI members: there were 29 peer reviews recorded in a 10-year period (2000-2009). The next five-year period (2010-2014) saw the rise of the performed peer reviews to 37.

The e-mail survey revealed that, after its adoption in 2010 by the XX INCOSAI, *ISSAI 5600: Peer Review Guideline* was used extensively—especially in the peer review preparation stage, and primarily in the peer review planning process. ISSAI 5600 is due for revision, and subsequent adoption, at the XXII INCOSAI in 2016. The revision of this standard represents an opportunity to contribute expertise and knowledge to the ISSAI framework development, and, by extension, to the wider INTOSAI community.

The Subcommittee’s task team, including representatives from the SAIs of Germany, Hungary, Poland, and Slovakia, met in May 2014 in Bratislava, Slovakia, to work on the ISSAI 5600 revision in accordance with the Subcommittee’s action plan.

For additional information, contact the SAI of the Slovak Republic at info@nku.gov.sk.



Subcommittee Task Team (from left): P. Bana (SAI Poland), A. Hetényi- Lajó and Z. Giday (SAI Hungary), S. Hild (SAI Germany), I. Gál (SAI Slovakia), S. Ludes (SAI Germany), and I. Ciho and T. Tirpák (SAI Slovak Republic).

First meeting of the Working Group on Financial Modernization and Regulatory Reform

When:	May 6 – 7, 2014
Where:	Washington, D.C.
Host:	United States Government Accountability Office
Participants:	SAIs of Brazil, Chile, China, Finland, Indonesia, Italy, Mexico, the Netherlands, Poland, the Republic of Korea, Saudi Arabia, Sweden, United Kingdom, the United States.



WG FMRR participants gather in Washington, D.C., to exchange ideas on topics such as financial regulatory reforms.

The U.S. Government Accountability Office (GAO) hosted the first meeting of the INTOSAI Working Group on Financial Modernization and Regulatory Reform (WG FMRR) in Washington, D.C. The work of the WG FMRR is organized into three subgroups that correspond to three objectives:

- Subgroup 1, led by China, is focused on **audit tools**: it collects and summarizes information on SAIs' authorities and capabilities to conduct financial regulatory audits; identifies other relevant guidance and tools for conducting such audits; and provides technical assistance to SAIs.
- Subgroup 2, led by Canada, is focused on **networking**: it identifies the relevant international organizations involved in financial modernization and reform

efforts, compiling a list of potential points of contact at each organization, and reaching out to discuss potential mechanisms for sharing information.

- Subgroup 3, led by the United States, is focused on **reform efforts**: it identifies and collects information on the nature, scope, and implementation status of financial modernization and regulatory reforms undertaken at the national and international levels, and synthesizes such information to identify potential gaps that may warrant additional regulatory attention.

During the two-day meeting, delegates met in their respective subgroups to discuss work plans and determine next steps.

The **audit tools** subgroup agreed to

- develop information on SAIs' authorities, experience, methodology, and available guidance for oversight of the financial system;
- present their methodologies for overseeing the financial system; and
- identify tools and guidance to share among the SAIs.

The **networking** subgroup will

- identify contacts and set up meetings with international bodies, namely the International Monetary Fund (IMF), Financial Stability Board (FSB), Basel Committee on Banking Supervision (Basel Committee) and International Organization of Securities Commissions (IOSCO);
- review the status of the European Banking Union and determine the utility of establishing a relationship with the EU; and
- obtain relevant information on SAIs' work monitoring financial stability and reform.

The subgroup engaged in **reform efforts** will

- research international institutions and international financial reforms with the aim to develop standardized methods to help SAIs evaluate financial stability and emerging risks.

Discussion sessions with GAO staff and outside speakers

In addition to the subgroup sessions, the two-day meeting included three discussion sessions on financial regulatory reform and oversight: 1) GAO staff members talked about recent work GAO has conducted on financial regulatory oversight issues, 2) outside experts from research organizations and the U.S. Securities and Exchange Commission discussed the progress and challenges of international financial reforms since the financial crisis, and 3) representatives of the International Monetary Fund (IMF) spoke about identifying risks to the financial system.

Internal Control Standards subcommittee meets in Lithuania



Members of the ICS subcommittee gather in Lithuania to discuss ways to develop and promote good practices in the field of internal control.

The National Audit Office of Lithuania hosted the INTOSAI Subcommittee on Internal Control Standards (ICS) meeting in Vilnius, Lithuania, on May 27–28, 2014. In her opening speech, Lithuanian Auditor General Giedrė Švedienė said, “The task of the National Audit Office is to assess the effectiveness of internal control and to promote standards of good governance in the government sector. Therefore, the work of the subcommittee is of paramount importance to us. The study paper on reporting on internal control in the light of the results of the global survey of 2012, developed by the subcommittee in 2013, will be used in updating INTOSAI GOV 9110. I am pleased to mention that my office took an active part by developing the questionnaire for this survey in cooperation with the Supreme Audit Institution of Poland.”

Subcommittee Chair and President of the Supreme Audit Office of Poland Krzysztof Kwiatkowski reminded participants that the Subcommittee on Internal Control Standards was established in 1984 under the name of the Committee on Internal Control and initially chaired by the SAI of the United States, and is one of the oldest structures of INTOSAI. The INTOSAI ICS subcommittee was created to foster the development and promotion of good practices in the field of internal control, and to establish focused managerial accountability in the public sector. The subcommittee is responsible for working out the INTOSAI Guidance for Good Governance (INTOSAI GOV) on internal control standards.

President Kwiatkowski stressed the importance of cooperation and coordination of work among all subcommittees that, together with the ICS subcommittee, constitute the Professional Standards Committee of INTOSAI – PSC. To this end, representatives of other PSC subcommittees took part in the meeting in Vilnius and updated participants on their latest achievements and future plans. Representatives of several other institutions, such as IFAC, OECD, and the Ministries of Finance of Lithuania and Poland, were also invited to the meeting.

The ICS subcommittee activities are part of Goal 1 of the INTOSAI Professional Standards Committee. The subcommittee work plan for the period 2014–2016 builds on the five main tasks identified by the PSC Steering Committee in 2013:

- Draft revised INTOSAI GOV 9110 on the basis of the results of the survey conducted in 2012
- Draft revised guidelines on risk management (INTOSAI GOV 9130) on the basis of the results of the survey conducted in 2012
- Review INTOSAI GOVs 9100, 9120, 9140 and 9150 and present proposal for possible revision
- Actively promote the INTOSAI GOVs on internal control
- Develop the subcommittee e-platform

Subcommittee members volunteered to implement individual tasks of the work plan: the review of INTOSAI GOVs 9100, 9120, 9140 and 9150, as well as the revision of INTOSAI GOV 9110 and 9130. The next step for the subcommittee will be to prepare a detailed time frame for the revision.

As of May 2014, the ICS subcommittee has 28 members: Poland (Chair), Austria, Bahamas, Bangladesh, Belgium, Bolivia, Brazil, Chile, Cook Islands, Costa Rica, Cuba, Egypt, El Salvador, France, Georgia, Hungary, Jamaica, Libya, Lithuania, Netherlands, Oman, Romania, Russian Federation, South Africa, Spain, Tanzania, Ukraine, United States of America, and one observer, the Institute of Internal Auditors.

For additional information, visit the ICS Subcommittee Web site at <http://www.psc-intosai.org/ics> or e-mail the ICS at ics@nik.gov.pl.

OLACEFS Board of Directors meets in Buenos Aires

27 representatives from nine regional SAIs attended the 59th Board of Directors meeting

On May 23 in Buenos Aires, Argentina, the SAI members of the OLACEFS Board of Directors met in Argentina's Office of the Auditor General of the Nation (AGN).

The event was attended by the Chair (Brazilian SAI) and Executive Secretariat (Chilean SAI) of the organization, as well as the SAIs of Argentina, Paraguay, and Peru. Also present, in their capacity as representatives of OLACEFS Committees, Commissions

and Working Groups, and the OLACEFS-GIZ Regional Program, were the SAIs of Colombia, the Dominican Republic, Mexico, and Uruguay

Among the most relevant topics discussed were the OLACEFS-GIZ Regional Program, the monitoring of the organization's management, adjustments to the annual operating plans (AOPs), and the budget for 2014.

Work was begun to formulate a strategic plan for the period 2017 – 2022, and proposals for the self-generation of resources by OLACEFS were presented. As part of the institutional strengthening of the organization, a document was presented that will govern OLACEFS' communications policy.

Also, to modernize its image and visibility, guidelines were defined for a contest to design a new OLACEFS logo. The contest is open to officials of the OLACEFS' SAI members. The closing date for entries is August 3, and the winner will receive 1,000 USD. Competition rules can be found on the OLACEFS website.

As part of OLACEFS' expansion plans, board members approved the incorporation of the Court of Accounts of the Municipalities of the state of Bahia (TCM-BA) of the Federative Republic of Brazil. The final stage of TCM-BA's admission process to OLACEFS as an affiliate member will take place at the next OLACEFS General Assembly this fall.

The recent meeting also addressed the Americas Award, and the creation of the Latin American and Caribbean Network for the Fight against Corruption (RLACC). The Board of Directors, through the Resolution of Buenos Aires, expects a memorandum of understanding to be signed with other networks to enable the possible launch of the RLACC at the 24th OLACEFS General Assembly in Cuzco, Peru, in November.

For more information please click on the following links:

DOCUMENTS FOR THE 59TH BOARD OF DIRECTORS MEETING 2014, BUENOS AIRES (http://www.olacefs.com/Olacefs/ShowProperty/BEA%20Repository/Olacefs/Eventos/2014/Archivos/Consejo_BBAA.htm)

PHOTO GALLERY FOR 59TH BOARD OF DIRECTORS MEETING, 2014 (<https://www.flickr.com/photos/olacefs/sets/72157644852776073/>)

PASAI/IDI SAI Performance Measurement Framework training

Twenty-five members of the Pacific Association of Supreme Audit Institutions (PASAI) community took part in a one-week training program on the SAI Performance Measurement Framework, April 28 to May 2, in Fiji. The Performance Measurement Framework is an assessment tool to help SAIs communicate their value and benefits to citizens. The framework also helps with managing, measuring, and monitoring the performance of SAIs.



PASAI members gather in Fiji for a Performance Measurement Framework training program.

The framework also details the internal and external areas SAIs should strengthen to deliver on responsibilities prescribed by their mandates. While participants were overwhelmed by how comprehensive the scope of the framework is, they recognized its importance in measuring SAI performance. The framework also highlights the importance of effective management and support structures, responsive human resources and leadership, and active management of communication and stakeholder relationships.

At the end of the training, participants received certificates certifying them as assessors and trainers of the SAI Performance Management Framework. The participants will be added to the trainer database maintained by the INTOSAI Development Initiative (IDI).

The training is a cooperative program between PASAI and the IDI, with facilitators from the Brazilian Court of Accounts, the World Bank, and the Cook Islands Audit Office. The training comprised two parts: using the framework, and training trainers to teach others to use the framework.

It was a timely training for PASAI members as they prepare for the implementation of their new Strategic Plan 2014–2024. As the new strategic plan takes effect, training successfully demonstrated where members need to focus to improve and strengthen their SAIs.

Including supreme audit institutions in the UN Post-2015 Development Agenda

Supreme audit institutions (SAIs) play an essential role in the functioning of public administration. Their work creates transparency and accountability, and contributes to good governance. SAIs can only effectively fulfill their mandate, however, if their independence is fully guaranteed. A significant step toward strengthening SAI independence, and thus ensuring increased transparency and accountability worldwide, would be the inclusion of SAIs' roles in the UN Post-2015 Development Agenda.

With the Post-2015 Development Agenda the UN will adopt a new global development framework to succeed the expiring Millennium Development Goals. This agenda will facilitate sustainable and inclusive development. In recent months, the INTOSAI General Secretariat has been advocating the recognition of SAI independence and SAI capacity building in the future international development agenda.

In October 2013, INTOSAI Secretary General Josef Moser met with UN Secretary-General Ban Ki-moon. They agreed on the importance of collaboration between their organizations in order to strengthen accountability in development cooperation. On the occasion of the XXI INCOSAI in Beijing in October 2013, the INTOSAI community reached common ground with the UN cooperation.

At a symposium held by the United Nations Economic and Social Council (ECOSOC) on "Accountable and effective development cooperation in a post-2015 era," held in Berlin in March 2014, as well as at the 13th Session of the UN Committee of Experts on Public Administration (CEPA), held in New York in April 2014, the General Secretariat communicated INTOSAI's position. The General Secretariat also submitted a contribution paper to the UN Intergovernmental Committee of Experts on Sustainable Development Financing, and participated in the UN online discussions "Measuring progress in MDG achievement and beyond" and "Participatory monitoring and accountability."

As a result of these efforts, both current ECOSOC President Martin Sajdik and UN Under-Secretary-General for Economic and Social Affairs Wu Hongbo endorsed the inclusion of SAIs and their capacity building in the future UN development agenda. CEPA also decided to incorporate SAI independence and capacity building in its conclusions to ECOSOC, which will play a pivotal role in the design of the Post-2015 Development Agenda.

In July 2014, the INTOSAI General Secretariat will participate in the ECOSOC High-Level Political Forum in order to advocate SAIs' contributions to sustainable development. Secretary General Josef Moser will once again underline the indispensability of the independence of SAIs, the need for sustainable SAI capacity building, and the necessity of improving the accounting system. Members of the

INTOSAI community are encouraged to play a leveraging role by asking their national bodies to help endorse the General Secretariat's efforts.

With the developments of the past months, the importance of SAI independence – as spelled out in INTOSAI's Declarations of Lima and Mexico and reiterated in the UN Resolution A/66/209 – and the necessity of SAI capacity building were clearly recognized. The inclusion of SAIs' roles in the UN Post-2015 Development Agenda is the necessary next step to increase the independence of SAIs, thus enabling functional public administrations and creating increased transparency and accountability worldwide.

For more information visit <http://www.intosai.org> or contact the INTOSAI General Secretariat at intosai@rechnungshof.gv.at

IDI UPDATE



IDI Update keeps you informed of developments in the work and programs of the INTOSAI Development Initiative (IDI). To find out more about the IDI and to keep up to date between editions of the Journal look at the IDI website: <http://www.idi.no> For information related to the ISSAI Implementation Initiative (3i Programme), please visit <http://www.idicommunity.org/3i>

IDI Board meets in Oslo



Members and observers gather at the IDI Board Meeting in Oslo, Norway.

The IDI Board met in Oslo for its annual meeting March 4 – 5, 2014. The Board welcomed Mr. Per-Kristian Foss, Auditor General of Norway, as the new IDI Chair, and Mr. Kimi Makwetu, Auditor General of South Africa and Chair of the INTOSAI Capacity Building Committee, as a new observer. The IDI Performance and Accountability Report 2013, Financial Statement 2013, the IDI Board's Annual report 2013, Operational Plan 2014-2015, and IDI Budget 2014-2015 were approved. This is the first time that IDI has prepared a results-based performance and accountability report. Also this year the Operational Plan and Budget have been prepared on a biennial basis. These documents are available at <http://www.idi.no>

Other strategic issues discussed at the meeting included certification of public auditors within the INTOSAI framework, the INTOSAI strategic plan, funding of the IDI, and cooperation with other INTOSAI bodies and regions including the INTOSAI Capacity Building Committee.

Secondment of staff to IDI from SAI Brazil as in-kind contribution

3i Program in ARABOSAI

The Federal Court of Accounts, Brazil, and IDI have signed a Memorandum of Understanding regarding secondment of 50 percent of a staff member's time for supporting the performance audit component of the 3i program. This will be an in-kind contribution from the SAI of Brazil, which will bear salary costs for this position.

This comes in addition to another contributory secondment of a 50 percent position for the INTOSAI-Donor Secretariat. Both these staff members will be working out of SAI Brazil. The Office of the Auditor General of Norway is also providing one staff member for the INTOSAI-Donor Secretariat, with salary expenses covered, as a similar in-kind contribution.

ISSAI Implementation Initiative (3i) Program Phase I

Terms of reference for the 3i Program signed at the 11th PSC Steering Committee Meeting

The IDI signed the Terms of Reference (TOR) for the 3i Program with the INTOSAI Professional Standards Committee (PSC), Financial Audit Subcommittee (FAS), Performance Audit Subcommittee (PAS), and Compliance Audit Subcommittee (CAS). The TOR outlines the process of interaction and cooperation between the PSC and three subcommittees, and the implementation measures taken by the IDI in the management of the 3i program. The TOR includes the roles and responsibilities of the related parties in the implementation of the ISSAIs, feedback and cooperation mechanisms, and the areas of potential future collaboration. The TOR was signed on May 23, 2014, at the 11th PSC Steering Committee Meeting held in Manama, Bahrain.

IDI review of PSC standard-setting

The INTOSAI Professional Standards Committee (PSC) has initiated a process to evaluate and improve the INTOSAI's standard-setting processes to ensure better public-sector auditing practices. The evaluation is being carried out by the chair of the PSC (SAI Denmark) in cooperation with the Chair of the Task Force on Strategic Planning (TFSP) (SAI USA) and the IDI. The purpose of the evaluation is to assess whether INTOSAI as a result of Goal1 has the capabilities and processes needed to define and influence future international standards for public sector auditing. IDI will provide a desk review of the usability of the ISSAIs as a set of auditing standards for SAIs. This will include an assessment on how well the ISSAIs address specific issues related to the mandate and function of SAIs, and summarize experiences from the implementation efforts.

3i performance audit product review meeting held

Performance audit ISSAI experts and mentors from PAS Chair Brazil, SAIs India, Bangladesh, FYR Macedonia, and South Africa met in Oslo, Norway, April 10 – 16, 2014, to review the 3i products that have been developed for performance audit. The Performance Audit ISSAI Compliance Assessment Tool (iCAT) has been modified to include Level 3 requirements.

ISSAI Implementation Handbook – Compliance Audit developed

Compliance audit ISSAI experts and mentors from CAS Chair Norway, SAIs of Grenada, Pakistan, Lesotho, Samoa, Turkey, and Lithuania met in Abu Dhabi, UAE, February 10 – 28, 2014, to develop the draft ISSAI Implementation Handbook-

Compliance Audit. The draft handbook is one of the ‘Global Public Goods’ that is to be developed as part of the 3i program. Courseware for the second e-course, “Implementing Compliance Audit ISSAIs,” was also developed in the meeting. The CAS Secretariat presented a two-day seminar on compliance audit as a part of the meeting.

3i product review meetings - financial audit and compliance audit

Financial audit and compliance audit ISSAI experts and mentors from FAS, the CAS Chair, and the SAIs of Bhutan, Georgia, and Lithuania met in Abu Dhabi, UAE, February 17–21, 2014, to review Financial and Compliance Audit iCATs. The updated iCATs now include Level 3 ISSAI requirements.

3i Management Workshop for the SAIs’ top management in OLACEFS

The 3i Program was launched in OLACEFS with the 3i Management Workshop for the SAIs’ top management. Fifty top management representatives from 19 SAIs participated in the workshop which took place in Brasilia, Brazil, March 27-28, 2014. Participants discussed strategic issues related to ISSAI implementation and shared implementation experiences and challenges. After becoming aware of 3i products, 19 SAIs signed statements of commitment with OLACEFS, the Working Group for the Application of International Audit Standards in the SAIs of the OLACEFS (GTANIA), and the IDI for implementation of ISSAIs.

WGITA-IDI Capacity Development Program on IT Audit

The Capacity Development Program on IT Audit is a cooperative effort between the INTOSAI Working Group on IT Audit (WGITA) and the IDI. One hundred twelve participants from 41 SAIs are participating in the online course on IT Audit beginning June 2, 2014.

IDI Trans-regional program on strengthening public oversight and audit of sovereign lending and borrowing frameworks

The IDI has launched a trans-regional capacity development program on public debt audit, with emphasis on strengthening public sector oversight and audit of sovereign lending and borrowing frameworks. The program will involve 15 and 9 SAIs from the INTOSAI English and Spanish regions, respectively, representing both the lending and borrowing countries.

A cooperation meeting of participating SAIs in English-speaking regions and other stakeholders was held May 19-22, 2014, in Kuala Lumpur, Malaysia. In addition to the United Nations Conference on Trade and Development (UNCTAD), which is partnering with the IDI for this program, guest speakers from the Reserve Bank of India and Deloitte also participated. Thirty-eight participants from 15 SAIs attended. All participating SAIs signed cooperation agreements with IDI.

IDI- ARABOSAI certification program for training specialists

Thirty-seven participants from 14 SAIs participated in the IDI/ARABOSAI Train the Trainer Workshop held in Kuwait April 20 – May 15, 2014. This workshop is one

component of the “Certification Programme for Training Specialists.” The participants were trained in course designing/development and in facilitation skills. Participants will design a one-day course on ISSAIs and needs assessment in their respective SAIs, and deliver the course to a group of auditors. After an evaluation, successful candidates will be certified as IDI Training Specialists.

IDI-CBC support program

Audit planning meeting for cooperative audit of revenue departments

This meeting is part of the IDI-CBC support program involving the SAIs of Bahamas, Barbados, Grenada, St. Lucia, Guyana, and Jamaica from the CAROSAI region. The meeting took place March 24-28, 2014, in Barbados. Draft audit plans were prepared and a regional coordination committee was set up.

Pre-planning meeting and audit planning meeting for cooperative audit of extractive industries



Participants gather at the Audit Planning Meeting in Kenya.

These planning meetings of the IDI-CBC support program involved the SAIs of Kenya, Nigeria, South Africa, South Sudan, Tanzania, Uganda, and Zambia from the AFROSAI-E region. The pre-planning meeting took place February 24-28, 2014, in Pretoria, South Africa. The scope of the program was discussed with stakeholders including the INTOSAI working group on audit of extractive industries and AFROSAI-E. The audit planning meeting took place April 7-11, 2014, in Kenya.

Workshop on implementation of CBC guide on increasing the use and impact of audit reports

This workshop, which was held as part of the IDI-CBC support program, took place in Panama for the OLACEFS region March 17-21, 2014. A total of 27 participants

from the SAIs of Argentina, Brazil, Chile, Costa Rica, Ecuador, Honduras, Mexico, Panama, and Venezuela worked with seven instructors from the SAIs of Brazil, Chile, Costa Rica, and Panama. The participants developed capacities to formulate strategies for strengthening the relationship between the SAIs and their external stakeholders to increase the use and impact of their audit reports.

Reporting meeting on the 5th Cooperative Performance Audit on Public Debt

The meeting took place March 17-22, 2014, in Cook Islands. The program involves the SAIs of FSM Kosrae, FSM National, FSM Pohnpei, Cook Islands, Fiji, Marshall Islands, and Samoa. The draft audit reports were discussed and finalized for submission to the SAI.

Planning meeting for the first cooperative audit on foreign-aided projects

This meeting took place March 27-April 2, 2014, in Tonga. The SAIs of Cook Island, Fiji, Kiribati, Samoa, Tonga, and Tuvalu are involved in the program. Based on a preliminary study the draft audit plans were finalized.

SAI Performance Measurement Framework trainings conducted

A SAI PMF training course was held in Thimpu, Bhutan, January 27 - 31. It involved 37 participants from SAIs (members of ASOSAI) and some donor agencies. Another course on the SAI PMF was held in Saudi Arabia March 2-6, 2014. It involved 31 participants. The course was hosted by the IDI and the General Auditing Bureau of the Kingdom of Saudi Arabia with assistance from ARABOSAI Secretariat.

SAI PMF training for donors was held in the USAID training facility in Washington, D.C., March 17-19, 2014. The course was hosted by the IDI and the USAID. Twenty-one participants attended the course. A training program was also conducted in Oslo, Norway, May 12-16, 2014, in association with the Office of Auditor General of Norway. Forty participants from SAIs and donor organizations attended the program.

'Working with SAIs' course for international development agency staff

The Secretariat of the INTOSAI-Donor Cooperation has successfully piloted the course "Working with SAIs" for international development agency staff. The course was held March 5-7, 2014, in Crystal City, Virginia, and was hosted by USAID. The twenty participants, including staff from the Inter-American Development Bank; UNDESA; UNDP; USAID; the World Bank; and Foreign Affairs, Trade and Development Canada, concluded that the course met their objectives to exchange knowledge with their peers and learn more about SAIs.

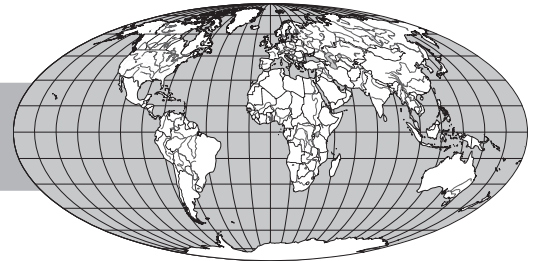
Contacting IDI

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

E-mail: idi@idi.no

Website: <http://www.idi.no>

INTOSAI 2014 Events



July	August	September
<p data-bbox="148 1193 323 1238">October</p> <p data-bbox="204 1267 560 1402">7–8 8th Meeting of Working Group on the Fight Against Corruption and Money Laundering, Washington, D.C., U.S.A.</p> <p data-bbox="148 1440 571 1574">14–15 6th Meeting of the Steering Committee of the Committee on Knowledge Sharing and Knowledge Services, Cairo, Egypt</p> <p data-bbox="148 1612 560 1693">22–24 Working Group on Public Debt, Seoul, Republic of Korea</p>	<p data-bbox="624 1193 847 1238">November</p> <p data-bbox="679 1267 1035 1348">5–7 66th INTOSAI Governing Board Meeting, Vienna, Austria</p> <p data-bbox="624 1386 995 1496">17–18 Meeting of the Compliance Audit Subcommittee, Oslo, Norway</p> <p data-bbox="624 1534 1050 1592">24–28 XXIV General Assembly of OLACEFS, Cusco, Peru</p>	<p data-bbox="1102 1193 1326 1238">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 will be included according to space available. For additional information, contact the Secretary General of each regional working group. For contact information visit <http://www.intosai.org/regional-working-groups.html>

INTOSAI

