

Supreme Audit Institutions Performance Measurement Framework



International Organization of Supreme Audit Institutions

October 2025

Acknowledgement

The Supreme Audit Institutions Performance Measurement Framework (SAI PMF) is an INTOSAI framework. The development of the SAI PMF 2025 version was coordinated by the INTOSAI Capacity Building Committee (CBC) Secretariat and the INTOSAI Development Initiative (IDI). The technical development was carried out by task teams consisting of the SAIs of Indonesia, Sweden, Costa Rica, Jamaica, Zambia, Tunisia and Norway. Furthermore, the PASAI Secretariat, AFROSAI-E, the CBC Secretariat and the IDI. Piloting was conducted in SAIs of Cyprus and Pakistan which contributed to the revision.

The development of the SAI PMF 2022 version was coordinated by the CBC Secretariat and the IDI. The technical development was carried out by a task team consisting of the SAIs of France, Greece, Brazil, Madagascar and IDI. Piloting was conducted in SAIs of Portugal, Tunisia and Morocco.

The framework was initially developed by the INTOSAI Working Group on the Value and Benefits of SAIs (WGVBS) and implemented in partnership by INTOSAI bodies, including a number of SAIs that have piloted the framework. The INTOSAI-Donor Cooperation has provided financial support for this phase.

The technical development work was carried out by a Task Team under the WGVBS consisting of the SAIs of Bahrain, Brazil, Chile, Germany, India, Mexico, the Russian Federation and the United Kingdom, as well as the AFROSAI-E Secretariat, the CREFIAF Secretariat and the Inter-American Development Bank. The Task Team was coordinated by the INTOSAI-Donor Secretariat within the INTOSAI Development Initiative (IDI). A number of SAIs and a wider Reference Group of interested stakeholders have provided input at key stages in the development process. In addition, a working group representing SAIs with jurisdictional functions has provided input from the perspective of SAIs of that model. In addition, support for proof-reading and translation was provided by the SAIs of Brazil, France, Germany, Kuwait, Mexico, Portugal, Saudi Arabia and the UK, as well as the Inter-American Development Bank.

Queries

Queries regarding SAI PMF may be sent to the SAI PMF team in IDI: SAIPMF@idi.no

Version Control Sheet

Version No.	Purpose	Date	Authorized By
1.0	Draft for WGVBS meeting, Mexico, June 2012	21 May 2012	M Aldcroft
1.1	Internal draft for SAI PMF Task Team	17 July 2012	M Aldcroft
2.0	External draft for comments and phase 1 pilots	14 September 2012	M Aldcroft
2.1	Internal draft for SAI PMF Task Team	26 February 2013	M Aldcroft
2.2	Internal draft for SAI PMF Reference Group	8 May 2013	M Aldcroft
3.0	Exposure Draft for WGVBS meeting, Lima, July 2013	28 May 2013	M Aldcroft
Pilot Version	Version for piloting, approved by WGVBS	12 July 2013	WGVBS
3.1	Internal draft for SAI PMF Task Team and testing	22 January 2016	Y Arnesen
3.2	Internal draft for WGVBS and SAI PMF Reference Group	19 February 2016	Y Arnesen
Endorsement Version	Draft for WGVBS	26 May 2016	M Aldcroft
Endorsement Version	Updated draft for WGVBS and the INTOSAI Knowledge Sharing Committee (KSC)	15 August 2016	WGVBS and KSC
Endorsement Version	Proof-read version	29 September 2016	M Aldcroft
2016 Version	Including foreword	24 October 2016	INTOSAI Congress
2022 Version	Revision of indicators for jurisdictional activities	10 October 2022	O Hoem
2025 Version	Revision of various indicators across the framework		INTOSAI Congress

Note on Use of Version Control

Updated versions for the SAI PMF Task Team and Reference Group would be 1.0, 1.1, 1.2 etc.

Updated versions for the WGVBS or for consultation and publication would be 1.0, 2.0, 3.0, etc.

List of Abbreviations

AFROSAI-E	African Organisation of English-speaking Supreme Audit Institutions
CBC	INTOSAI Capacity Building Committee
IDI	INTOSAI Development Initiative
INTOSAI	International Organization of Supreme Audit Institutions
IntoSAINT	Self-Assessment INTegrity: A tool to assess the vulnerability and resilience to integrity violations of Supreme Audit Institutions, developed by the Netherlands Court of Audit
ISSAI	International Standards of Supreme Audit Institutions
NA	Not Applicable
PEFA	Public Expenditure and Financial Accountability
PEFA PI	PEFA Framework Performance Indicator
PFM	Public Financial Management
SAI	Supreme Audit Institution
SAI PMF	Supreme Audit Institution Performance Measurement Framework
SAI-PR	Supreme Audit Institution Performance Report
WGVBS	INTOSAI Working Group on the Value and Benefits of SAIs
IFPP	The INTOSAI Framework of Professional Pronouncements
INTOSAI-P	INTOSAI Principles consisting of founding principles and core principles
GUID	INTOSAI Guidance

Table of Contents

Version Control Sheet	3
List of Abbreviations.....	4
Foreword	8
Quality Assurance Statement.....	9
1. About the SAI Performance Measurement Framework.....	11
1.1. Background, Purpose and SAI PMF Versions.....	11
1.2. Use of the SAI PMF	13
1.3. Migration to the IFPP and consequences for the SAI PMF	14
1.4. Scope and Coverage of the SAI PMF	17
1.5. About the SAI Performance Report.....	18
1.6. About the Set of Performance Indicators.....	18
1.7. Assessment Methodology	18
1.7.1. The SAI PMF Assessment Stages	18
1.7.2. An Evidence-Based Assessment	22
1.7.3. Determining Audit Types to Assess	23
1.7.4. Sampling Audit Files to Review	24
2. Preparing the SAI Performance Report	26
2.1. How to prepare the SAI-PR.....	27
2.2. The Contents of the SAI-PR	27
3. The SAI Performance Indicator Set	40
3.1. Overview of Indicators Including Dimensions	40
3.2. Scoring Methodology	43
3.2.1. Scoring of Dimensions.....	43
3.2.2. Scoring Levels	44
3.2.3. Aggregating Indicator Scores	45
3.2.4. No Score Methodology	45
3.2.5. Conversion Tables for Scoring Indicators.....	47
3.3. Indicators.....	49
Domain A: Independence and Legal Framework	49
SAI-1: Independence of the SAI.....	50
SAI-2: Mandate of the SAI	55

Domain B: Internal Governance and Ethics.....	58
SAI-3: Strategic Planning Cycle	59
SAI-4: Ethics, risk and quality management system	63
SAI-5: Outsourced Audits	69
SAI-6: Leadership and Internal Communication.....	72
SAI-7: Overall Audit Planning.....	75
Domain C: Audit Quality, Reporting and Jurisdictional Activities	77
SAI-8: Audit Coverage and coverage of the control of regularity of the accounts and management operations	81
Financial Audit Introduction.....	87
SAI-9: Financial Audit Standards and Quality Management	90
SAI-10: Financial Audit Process	95
SAI-11: Financial Audit Results	100
Performance Audit Introduction	103
SAI-12: Performance Audit Standards and Quality Management.....	105
SAI-13: Performance Audit Process.....	110
SAI-14: Performance Audit Results	115
Compliance Audit Introduction	118
SAI-15: Compliance Audit Standards and Quality Management.....	120
SAI-16: Compliance Audit Process.....	125
SAI-17: Compliance Audit Results	130
Introduction to Indicators for Jurisdictional Activities	133
SAI-18: Jurisdictional Legal Framework and system to ensure quality of the control of the accounts	134
SAI-19: Jurisdictional Activities.....	138
SAI-20: Results of Legal Proceedings.....	142
Domain D: Financial Management, Assets and ICT	145
SAI-21: Financial Management, Assets and ICT	146
Domain E: Human Resources, Learning and Professional Development.....	150
SAI-22: Human Resource Management	152
SAI-23: Learning and Professional Development	157
Domain F: Communication and Stakeholder Management.....	162

SAI-24: Communication with the Legislature, Executive and Judiciary.....	163
SAI-25: Communication with the Media, Citizens and Civil Society Organizations	167
Annex 1. Definition of Key Terms	170
Annex 2. List of References	176

Foreword

Supreme Audit Institutions are guardians of public trust. To remain credible and effective, they must not only deliver high-quality audits, but also be willing to reflect on their own performance and continually strive for improvement. The SAI Performance Measurement Framework (SAI PMF) offers exactly this opportunity: a comprehensive, evidence-based assessment tool that helps SAIs understand where they stand, why they perform as they do, and how they can become stronger and more resilient.

This revised edition of the SAI PMF builds on lessons from a decade of global application. The framework remains firmly anchored in the INTOSAI Framework of Professional Pronouncements, incorporating recent standards such as ISSAI 140 on Quality Management and ISSAI 150 on Auditor Competence. In areas where the IFPP provides limited guidance, the framework has been enhanced with cutting-edge international good practices, including ICT governance and human resource management.

The SAI PMF is universally applicable, whether through self, peer, external or hybrid assessment. Above all, it is more than a diagnostic tool – it is a catalyst for learning, dialogue, and transformation. By embracing it, SAIs demonstrate both professionalism and courage: the courage to be measured, and the commitment to serve their citizens with excellence.

We are confident that this revised and modernized framework – together with its digital counterpart, the e-SAI PMF – will be embraced by an ever-growing number of SAIs across the INTOSAI community. By making full use of it, SAIs not only enhance their own performance but also strengthen the collective credibility, relevance, and impact of public sector auditing worldwide.

Tsakani Maluleke

Auditor General of South Africa,
Chair: INTOSAI Capacity Building Committee

Einar Gørrissen

Director-General,
INTOSAI Development Initiative

Quality Assurance Statement

The INTOSAI Goal Chairs and IDI's joint paper on quality assuring INTOSAI public goods developed and published outside INTOSAI's Framework of Professional Pronouncements (IFPP) identifies three levels of quality assurance, as follows:

Level 1: Products that have been subjected to quality assurance processes equivalent to the IFPP due process, including an extended period of transparent public exposure (90 days).

Level 2: Products that have been subjected to more limited quality assurance processes involving stakeholders from outside the INTOSAI body or working group responsible for the products' initial development. Quality assurance processes might, for example, include piloting, testing and inviting comments from key stakeholders, although not go as far as full 90-day public exposure.

Level 3: Products that have been subjected to rigorous quality control measures within the INTOSAI body or working group responsible for their development.

This 2025 revised version of SAI PMF has been produced in accordance with quality assurance Level 1:

Two task teams representative of relevant INTOSAI experts carried out the initial revision necessitated by INTOSAI's adoption of ISSAI 140 and ISSAI 150, as well as recent good global practices in ICT governance. Additionally, the revision addressed a wide range of comments received from a global consultation on possible enhancements to the SAI PMF. The two task teams were jointly led by SAI PMF experts from the INTOSAI Development Initiative (IDI), the global implementation lead for the SAI PMF, and from the INTOSAI Capacity Building Committee (CBC), the global governance lead for the SAI PMF.

In the next stage, the revised criteria were piloted at two SAIs representing the contexts of a large and small sized SAI. The piloting was intended to refine the revised criteria, ensure they are practicable and fit for purpose, and to eliminate unintended consequences or ambiguities that may not have been visible during drafting of the revised criteria.

Similar to the IFPP due process, the revised criteria were then exposed to all INTOSAI members and all INTOSAI's development partners for a period of 90 days (during February, March, and April 2025). For purposes of accessibility, the revised criteria and explanatory notes were exposed for comment in four INTOSAI languages (Arabic, English, French and Spanish).

Comments received from SAIs, regional organisations and development partners were all processed. The revised SAI PMF criteria were approved by the CBC Steering Committee on 6 June 2025, with a request that the INTOSAI bodies with expertise in the areas most impacted by the revision, be afforded a further opportunity to comment. The additional comments were processed, resulting in further refinements to the revised criteria. The final revised criteria, incorporated into the full text of the SAI PMF, were approved by the CBC Steering Committee on 26 September 2025.

Conclusion

Based on the steps outlined above, the CBC and IDI assure the users of the SAI PMF 2025 that this document has been subjected to quality assurance at level 1, in all respects equivalent to the IFPP due process requirement of an extended period of transparent public exposure.

Tsakani Maluleke

Auditor General of South Africa,
Chair: INTOSAI Capacity Building Committee

Einar Gørissen

Director-General,
INTOSAI Development Initiative

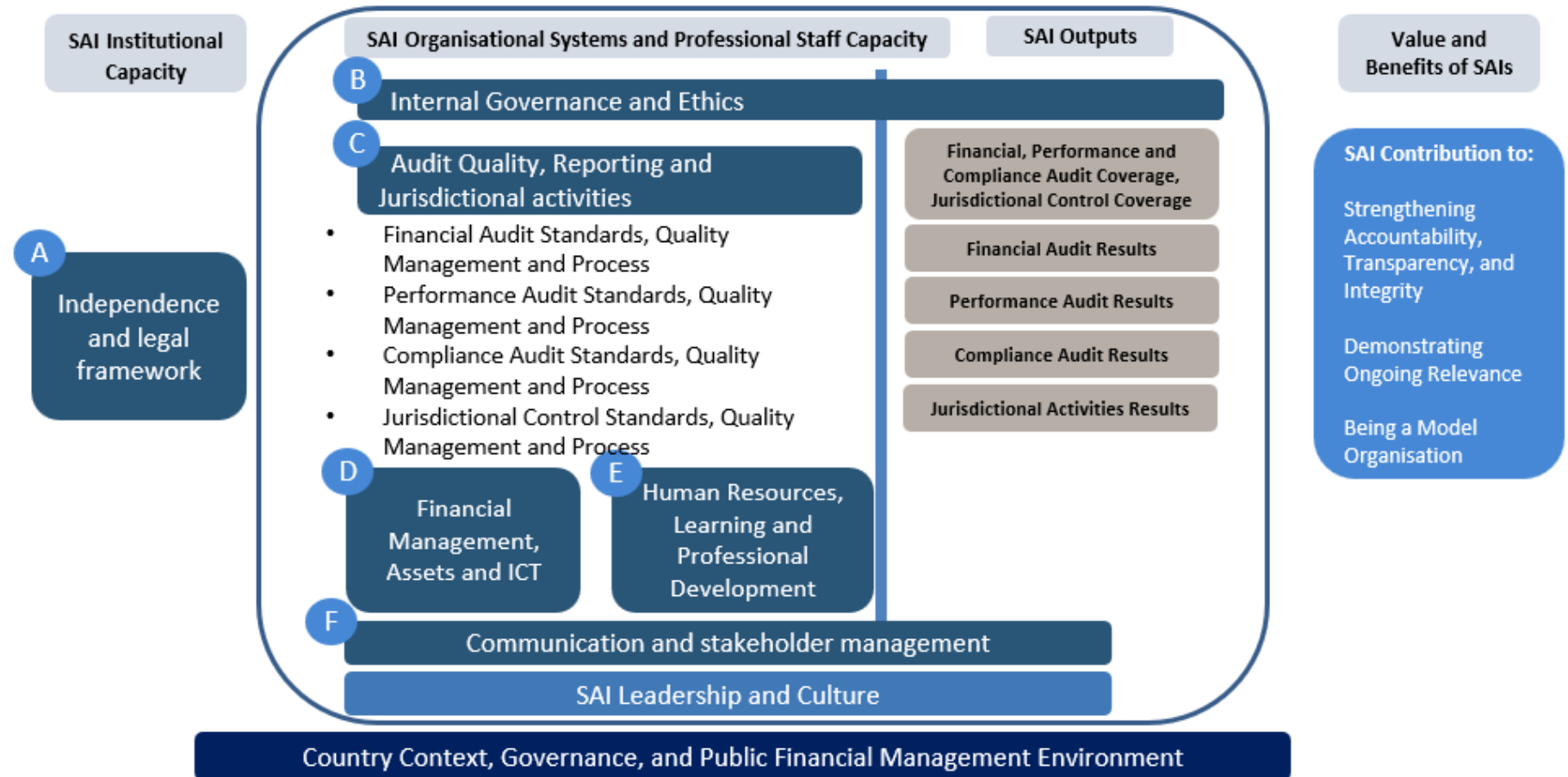
1. About the SAI Performance Measurement Framework

1.1. Background, Purpose and SAI PMF Versions

The SAI PMF provides Supreme Audit Institutions (SAIs) with a framework for voluntary assessments of their performance against the INTOSAI Framework of Professional Pronouncements (IFPP) and other established international good practices for external public auditing. SAI PMF is a multi-purpose, universal framework, and can be applied in all types of SAIs, regardless of governance structure, mandate, national context and development level. The framework can be used to contribute to improved SAI capacity development and strategic planning through promoting the use of performance measurement and management, as well as identifying opportunities to strengthen and monitor SAI performance, and to strengthen accountability. It is relevant for those SAIs that have adopted, aspire to adopt, or wish to benchmark themselves against the INTOSAI Principles (INTOSAI-Ps), the International Standards of Supreme Audit Institutions (ISSAIs) and other international good practices. It is a voluntary tool and not intended to be obligatory in all or parts of the INTOSAI community.

In line with the objectives of INTOSAI-P 12 *The Value and Benefits of Supreme Audit Institutions – making a difference to the lives of citizens*, the SAI PMF also provides SAIs with an objective basis for demonstrating their ongoing relevance to citizens and other stakeholders. It aspires to assess SAI contribution towards strengthened accountability, transparency and integrity. It gives SAIs an opportunity to become model organizations, leading by example in promoting transparency and accountability through credible public reporting on their own performance.

Diagram 1. Structure of the SAI Performance Measurement Framework



SAI PMF versions

SAI PMF was developed by the INTOSAI Working Group on the Value and Benefits of SAIs (WGVBS) following a decision at the INTOSAI Congress in South Africa in 2010. The 2016 version, which was endorsed at the INTOSAI Congress in Abu Dhabi in 2016, reflects experiences from the Pilot Version (from July 2013), which was subject to extensive consultation and testing through more than 20 pilot assessments, and several official rounds of consultation with numerous stakeholders during 2013-15.

The SAI PMF has been revised twice since 2016. The 2022 version included comprehensive revision of the indicators assessing jurisdictional activities, aligning the framework with INTOSAI-P 50 *Principles of jurisdictional activities for SAIs*. Furthermore, editorial revisions were included to reflect the migration of the old ISSAI framework that was endorsed in 2010 into the INTOSAI Framework of Professional Pronouncements (IFPP). The IFPP was adopted in 2016 at the XXII INCOSAI in Abu Dhabi as part of the ongoing efforts to improve INTOSAI's standards and standard-setting process as well as all ISSAIs and other INTOSAI professional pronouncements endorsed to date. With the revision of the framework, a new set of definitions and classification principles are needed. The main editorial changes in SAI PMF are related to relabelling and updating the references. A more detailed description of the reclassification caused by the migration to the IFPP is described in section 1.3. *Migration to the IFPP and consequences for the SAI PMF*.

The SAI PMF 2025 version was endorsed at the INTOSAI Congress in Cairo in 2025. The revision process was initiated with a comprehensive consultation among SAIs, INTOSAI bodies and key stakeholders to receive suggestions for improvements to the framework. This version entails comprehensive revisions to align the framework with ISSAI 140 *Quality management for SAIs* and ISSAI 150 *Auditor competence*. Organization risk management and ICT governance has a more prominent place in this version. Managing your ICT resources and leveraging on technology has seen increasing strategic importance these past years. In addition, smaller enhancements have been conducted across the framework.

1.2. Use of the SAI PMF

The SAI PMF is intended to be used to establish how well an SAI performs compared to international good practice, as well as to identify its strengths and weaknesses. The assessment should be evidence based. Use of the SAI PMF is voluntary. The decision to undertake an assessment using the SAI PMF rests with the Head of the SAI in question. A SAI PMF assessment does not propose future reform recommendations; rather an assessment using the SAI PMF may be followed by a process to develop a SAI strategic plan, and/or identify, prioritise and sequence proposed capacity development initiatives. Purposes of a SAI PMF assessment include:

- **As a step towards implementation of the INTOSAI Principles and ISSAIs:** learning where the need for change is greatest in order to follow the key principles of the INTOSAI-Ps and ISSAIs, obtaining an increased understanding of what good practice for SAIs entails.
- **To demonstrate progress and value and benefits to society:** measuring progress over time and demonstrating this to external stakeholders, showing to stakeholders how the SAI contributes to strengthening public financial management, promoting good governance, fostering transparency and accountability, and tackling corruption.

- **Strategic planning:** conducting a needs assessment covering the entire organization, which the SAI may use to inform the development of a strategic plan.
- **Internal performance measurement / annual reporting:** improving or introducing internal performance measurement procedures.
- **To obtain and maintain support for capacity development efforts:** showing commitment to change and establishing a performance baseline.

A more comprehensive list of possible purposes can be found in additional SAI PMF guidance material.

1.3. Migration to the IFPP and consequences for the SAI PMF

As mentioned above the old ISSAI framework that was endorsed in 2010 has been migrated into the IFPP and relabelled and renumbered where necessary. This has consequences for the SAI PMF. Relabelling, update of references, update of definitions and rephrasing some criteria have been conducted to ensure alignment to the IFPP.

This section gives a high-level overview of the main changes between the previous ISSAI framework and the IFPP, including the consequences for the SAI PMF.

The IFPP contains three categories of professional pronouncements:

1. The INTOSAI Principles (INTOSAI-P)

The INTOSAI Principles consist of founding principles and core principles. The founding principles have historical significance and specify the role and functions, which SAIs should aspire to. These principles may be informative to Governments and Parliaments, as well as SAIs and the wider public and may be used as reference in establishing national mandates for SAIs.

The core principles support the founding principles for an SAI, clarifying the SAI's role in society as well as high level prerequisites for its proper functioning and professional conduct.

2. The International Standards of Supreme Audit Institutions (ISSAI)

The ISSAIs are the authoritative international standards on public sector auditing. The purpose of the ISSAIs is to:

- ensure the quality of the audits conducted.
- strengthen the credibility of the audit reports for users.
- enhance transparency of the audit process.
- specify the auditor's responsibility in relation to the other parties involved.
- define the different types of audit engagements and the related set of concepts that provides a common language for public sector auditing.

The full set of ISSAIs is based on a basic set of concepts and principles that define public sector auditing and the different types of engagements supported by the ISSAIs.

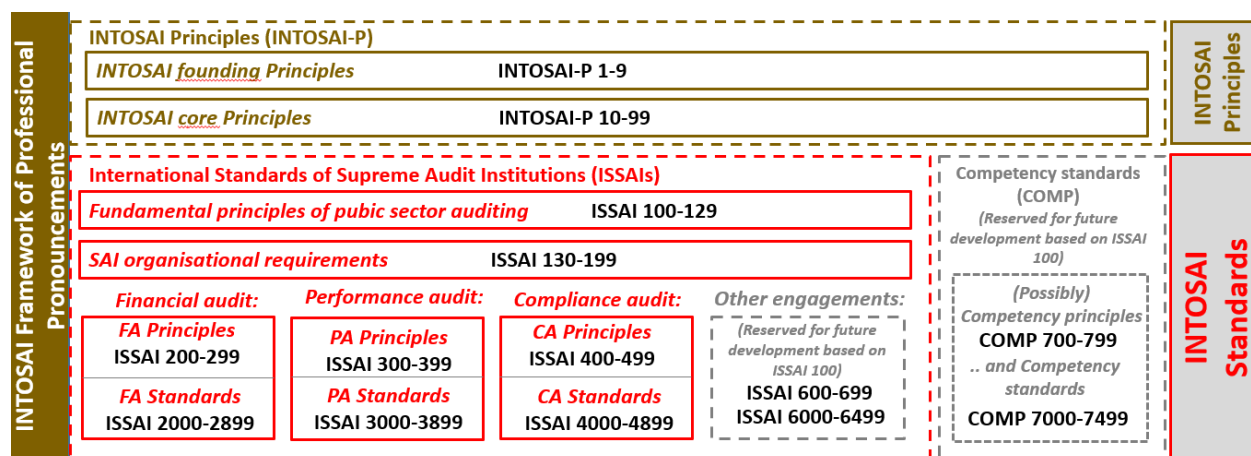
3. The INTOSAI Guidance (GUID)

The guidance is developed by INTOSAI in order to support the SAI and individual auditors in:

- how to apply the ISSAIs in practice in the financial, performance or compliance audit processes.
- how to apply the ISSAIs in practice in other engagements.
- understanding a specific subject matter and the application of the relevant ISSAIs.

In diagram 2 below a graphic illustration of the structure of the IFPP is provided.

Diagram 2. Structure of the IFPP including the INTOSAI-P and ISSAIs



In table 1 below the linkages between definitions and classification principles in the previous ISSAI framework and the IFPP is provided.

Table 1. Linkages between the previous ISSAI framework and the IFPP

ISSAI Framework	IFPP
Level 1: Founding Principles (ISSAI-1 and 2)	INTOSAI-P: Founding principles (INTOSAI-P 1-9)
Level 2: Prerequisites for the Functioning of SAls (ISSAI 10-99)	INTOSAI-P: Core principles (INTOSAI-P 10-99) and, ISSAI: SAI Organisational Requirements (ISSAI 130-199)
Level 3: Fundamental Auditing Principles (ISSAI 100-999)	ISSAI: Fundamental Principles for Public Sector Auditing (ISSAI 100-129) and, Principles for Financial Audit (ISSAI 200-299), Performance Audit (ISSAI 300-399) and Compliance Audit (ISSAI 400-499)
Level 4: Auditing Guidelines (ISSAI 1000-4999)	ISSAI: Standards for Financial Audit (ISSAI 2000-2899), Performance Audit (ISSAI 3000-3899) and Compliance Audit (ISSAI 4000-4899)

The SAI PMF uses the INTOSAI-Ps and ISSAIs as the main benchmark against which performance is measured.

Using the old classification, a SAI PMF assessment is a benchmark against level 1-3 ISSAIs. With the new classification most of the indicators have been developed on the basis of:

1. the INTOSAI-Ps consisting of the founding principles and core principles.
2. the ISSAIs¹ comprising the organizational requirements (ISSAI 130, 140 and 150), the fundamental principles of public sector auditing (ISSAI 100), and the principles related to the three types of audit (ISSAI 200, 300 and 400).

Throughout this document we will shorten this to say that a SAI PMF assessment is a benchmark against the INTOSAI principles and the ISSAIs comprising the organizational requirements and the audit principles related to the three types of audit.

Many SAls are currently in the process of implementing INTOSAI-Ps and ISSAIs. For such SAls, the SAI PMF can be used to get a high-level overview of where there is a need for change in order to meet the INTOSAI-Ps and the ISSAIs comprising the organizational requirements and the audit principles related to the three types of audit.

Given its comprehensive scope, SAI PMF provides sufficient detail for a diagnostic review or needs assessment in most areas, with the exception that it does not (i) measure compliance with audit standards for financial audit (ISSAI 2000-2899), performance audit (ISSAI 3000-3899) and compliance audits (ISSAI 4000-4899) and the competency standards, and (ii) examine stakeholder expectations of the SAI. Nevertheless, the SAI PMF criteria in the audit indicators, which are based on the fundamental principles of public sector auditing and the audit principles related to the three types of audit, reflect the main requirements in the audit standards. The scope of the SAI PMF indicators is more thoroughly explained in section 1.4, and under each respective domain in Chapter 3.

¹ For more information on the IFPP, please see www.issai.org. For a list of references to the INTOSAI Principles, ISSAIs and other benchmarks used, please see Annex 2.

Furthermore, not all SAIs aim to implement INTOSAI-Ps and ISSAIs, for example because of restrictions in their mandate. For these SAIs, the SAI PMF might not be the most appropriate approach to performance assessment, and publication of the results of such an assessment could provide a misleading picture of the SAI's performance.

1.4. Scope and Coverage of the SAI PMF

The SAI PMF gives an overview of the important areas of SAI performance. It covers both the SAI's internal processes and its outputs. It seeks to measure SAI performance against INTOSAI Principles and ISSAIs as outlined above and other good practice established within INTOSAI, and to a certain extent against the SAI's specific mandate and legal framework. Its standardized scope and objective measures of SAI performance in the form of indicators makes it well suited for comparison of performance over time.

The SAI PMF consists of two components:

- 1) Guidance for the performance report, which is the end product of the assessment and which consists of a narrative analysis of the findings. This is provided in chapter 2.
- 2) A set of 25 indicators (of two to four dimensions each) for measuring SAI performance against international good practice in six domains:²
 - A. Independence and Legal Framework
 - B. Internal Governance and Ethics
 - C. Audit Quality, Reporting and Jurisdictional Activities
 - D. Financial Management, Assets and ICT
 - E. Human Resources, Learning and Professional Development
 - F. Communication and Stakeholder Management

The full indicator set is provided in chapter 3. While the individual domains in SAI PMF provide useful information on their own, input from all the domains as well as the background information is required for conducting a comprehensive analysis of the performance of the SAI.

The indicators predominantly measure things which are within the control of the SAI, i.e. its organisational systems and professional capacity. The exception is Domain A, which measures the SAI's independence and legal framework. These are factors which are mainly decided by other bodies in the national governance system and which the SAI has limited influence on. They are nevertheless included because they are crucial to the SAI's performance, and because they are given considerable emphasis in the IFPP. It should however be recognized that any weaknesses in this domain may not easily be addressed by the SAI itself. The narrative Performance Report also assesses factors which are not within the control of the SAI, but which have an impact on its performance, like the quality of the other components of the public financial management (PFM) environment. This part of the assessment is however informed by secondary sources of information, and not the indicators of the SAI PMF.

The SAI PMF focuses on the SAI of a country, and is not tailored towards assessments of the entire public auditing system, which may include other bodies in addition to the SAI. Depending on the national institutional framework (e.g. unitary or federal state, the extent of decentralization), it may be that the SAI coexists with either national or regional public audit bodies. In such cases, legislation will likely determine the respective mandates of the SAI compared to other public audit bodies, and the role of the SAI (if any) in overseeing the work of other public

² Three of the indicators are specific to SAIs with jurisdictional functions and will not be applicable to other SAIs.

auditors. It is important for the assessment team to clearly identify and state the degree of autonomy of the other public auditing bodies and whether or not they will be covered by the assessment.

To enable a thorough assessment of the SAI's audit practices, it is recommended that the assessment examines the SAI's work in the latest completed fiscal year, unless otherwise specified in the indicators. Given the comprehensive scope of the assessment, it is recommended that SAI PMF repeat assessments are carried out every 3-5 years.

1.5. About the SAI Performance Report

The SAI Performance Report is a narrative report which provides the reader with an overall picture of the SAI's performance, informed by an understanding of the environment in which the SAI operates, the interdependencies between the different aspects of the SAI's performance, and the detailed assessment of findings and indicator scores. The Performance Report is the key output of a SAI PMF assessment and provides analysis beyond the indicator scores.

The recommended structure of the SAI Performance Report and guidance on how to write it is provided in chapter 2.

1.6. About the Set of Performance Indicators

Each indicator seeks to measure the performance of the SAI on a key area against a five point scale from 0 to 4³. The indicators are designed to enable objective measurement, although a certain amount of professional judgment must be applied by the assessors. Guidance has been developed on performance criteria for each score, for each of the indicators, and is included in the indicator set itself. There is no aggregated score for the entire SAI because all indicators are not equally important, and their relative importance will vary from SAI to SAI and from year to year. An overall analysis of the performance of the SAI should instead be provided in the narrative Performance Report.

Guidance on scoring is provided in chapter 3.

1.7. Assessment Methodology

Chapter 3 presents the set of indicators, with their respective dimensions and criteria. For each indicator a short text presents the suggested approach on how to measure the indicator, to assist the assessors. In addition, the additional SAI PMF guidance material can be used as support in planning and conducting the assessment.

1.7.1. The SAI PMF Assessment Stages

Conducting a SAI PMF assessment is a comprehensive process, which demands several key decisions from the SAI in question. The following are the main stages of a SAI PMF assessment:

1. The decision to conduct the assessment.
2. Planning the assessment.
3. Carrying out the assessment.
4. Quality management to ensure a high-quality report.

³ The scoring levels (0-4) should not be confused with the former four levels of the ISSAI framework. There is no connection between the two.

5. After the assessment – using the results.

The Decision to Conduct the Assessment

There should be a high-level decision to conduct a SAI PMF assessment, made by the Head of SAI. This builds on the principles that SAI PMF is a voluntary assessment tool, and that the end product, the SAI Performance Report, is the property of the SAI. It is important that the key decision on whether to initiate an assessment is accompanied by considerations of:

- The purpose of the assessment.
- When to conduct the assessment.
- How to conduct the assessment.
- If, when and how to publish the assessment report.

These decisions are the foundation for further planning of the assessment, and should be communicated within the SAI to ensure engagement in and ownership of the upcoming assessment.

Planning the Assessment

It is important to place sufficient emphasis on planning, to ensure that key questions are addressed before the actual assessment begins. An important consideration right at the beginning is what the main purpose(s) of the assessment is. This will have consequences for the other decisions that need to be made in the planning phase, which include assembling a qualified assessment team, defining the scope and the assessment approach, preparing the data collection and deciding on arrangements to ensure quality and a timeline for the assessment.

All these key decisions should be documented in the Terms of Reference (ToR) for the assessment. The ToR should be prepared by the assessment team, and agreed with the Head of the SAI. The ToR should also create a mutual understanding between the SAI and the assessment team of what the SAI can expect and how it needs to contribute to facilitate the assessment. It is important that the ToR identifies the key persons from the SAI who will assist or facilitate the team's effort, regardless of whether the assessment team is internal or external to the SAI. In addition, to establish the scope and methodology of the assessment, there should be a brief description and consideration of the SAI's core activities in relation to the topics in the framework, including an agreement of which indicators are suitable to measure audit activities. More guidance on this can be found below, under each domain in chapter 3, and in additional guidance documents.

The ToR also describes the required qualifications of the assessment team. It is important that there is sufficient knowledge about the SAI PMF and methodology amongst the team members. Likewise, the team's composition should ensure that the team has sufficient knowledge about and experience from the SAI model and the audit and control activities being assessed, so that collectively, the team has the appropriate knowledge to understand how the SAI operates within its context.

How an assessment is conducted, and by whom, clearly depends on the purpose(s) of the assessment. The SAI PMF can be applied using different assessment approaches, and the framework is designed so it is equally applicable to all. The main assessment approaches are:

- a) a self-assessment by the SAI;
- b) a peer assessment by another SAI or INTOSAI body;
- c) an external assessment by consultants, donors, external auditors or other experts; or
- d) a hybrid assessment combining any of the other approaches.

When deciding on the approach, the SAI needs to consider aspects such as knowledge of the SAI PMF, working language within the SAI, the audit disciplines to be measured and the context the SAI operates within. An assessment requires a team with dedicated human and financial resources sufficient to carry out the assessment. If the SAI PMF is carried out as a peer review, GUID 1900 *Peer Review Guidelines* can provide helpful guidance on how to plan and organize such assessments.

Carrying Out the Assessment

Carrying out a SAI PMF assessment requires document review and interviews with SAI management and staff. If the assessment is carried out as a peer review or an external assessment, this work will normally be done through a 1-2 week field mission in the SAI that is being assessed, with preparations and follow-up as required. Before starting the fieldwork, it may be efficient to review some documents on the SAI's external environment, including the legal framework, in addition to some SAI internal documents. This would provide the assessment team with a good background for the fieldwork, as well as information on whom to interview and where to look for relevant information to score the different indicators. The scoring of the 25 indicators forms the basis for the qualitative assessment in the Performance Report and should be finalized before writing this section. Guidance on how to assess the indicators is found under each respective indicator in chapter 3.

The Performance Report should provide comprehensive information about the SAI's performance and give explanations for the scores provided. If the assessment is a repeat assessment, it will be useful to examine how performance has changed over time, including comparing indicator scores where possible.

Further considerations on methodology are presented below, as well as in additional guidance material.

Quality Management to Ensure a High-Quality Report

Ensuring the quality and objectivity of assessments is fundamental to producing a SAI Performance Report which correctly describes the SAIs and its activities and which adds value to the development efforts of the SAI. A high-quality assessment will contribute to acceptance of and trust in the results internally, while ensuring the credibility of the results in relation to external stakeholders where relevant.

Each individual assessment should consequently take measures to ensure a high-quality product. Regardless of approach, quality control and independent review should be planned, performed and disclosed to ensure proper quality of the assessment.

The quality control arrangements should cover review of working papers, work of the team, supervision and monitoring of progress. A suggested solution can be that the assessment team leader is responsible for the first level of quality control, while the second level of quality control of the draft report is conducted by managers or staff in the SAI, and/or potentially a donor organization, who have not been part of the assessment team. The quality control should include a check to verify the facts presented in the report and to ensure that issues have not

been misinterpreted. In some assessments it is appropriate to use a third party with good knowledge of the country in question, to verify the context provided in the country background chapter.

It is strongly recommended that all SAI PMF reports are subject to an Independent Review of the report's adherence to SAI PMF methodology by a qualified independent reviewer. Key objectives of the Independent Review are to ensure that the indicators and scores are applied correctly, based on sufficient and appropriate evidence, and that these elements support an analysis leading to valid conclusions. The IDI is the coordinator of the Independent Review function globally, and can provide support in identifying a reviewer from a pool of SAI PMF experts. Further guidance for quality arrangements can be found in additional SAI PMF guidance material.

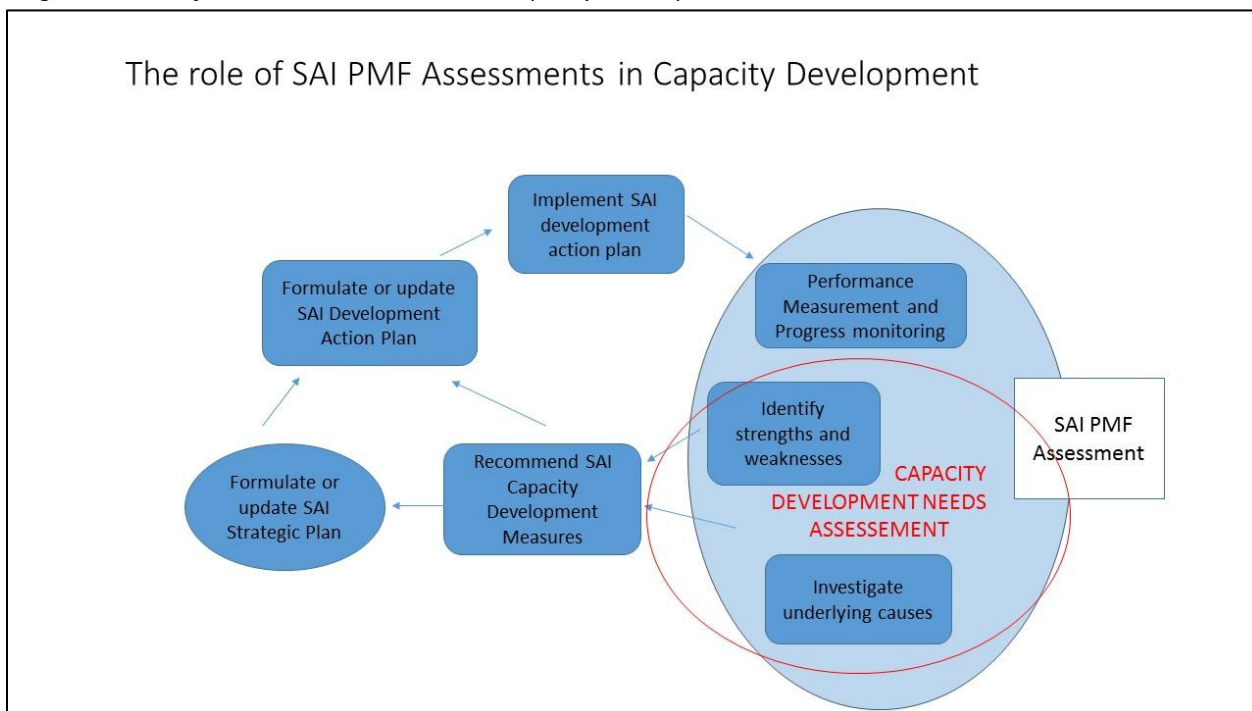
After the Assessment – Using the Results

The SAI PMF is not intended to produce a list of recommendations for future SAI capacity development activities. Instead, the SAI PMF provides a high-level overview of the SAI's performance, and provides a detailed assessment of its strengths and weaknesses and how these influence SAI performance.

When the report has been finalized, a short section in the report is written by the SAI management that reflects how the assessment results will be used.

Before future capacity development activities can be planned on the basis of the findings in the SAI PMF report, the SAI needs to consider its development priorities based on its available resources, internal and external support for change, and the appropriate sequencing of capacity development activities. The SAI may also wish to further examine the expectations of different stakeholders in determining its strategic priorities. The role of the SAI PMF in the capacity development process is summarized in the diagram below.

Diagram 3. Role of SAI PMF Assessment in SAI Capacity Development



Similarly, for SAIs wanting to identify performance indicators for internal performance management, a process is necessary to select indicators, considering alignment with strategic priorities and the appropriateness of the indicators.

Another major consideration for the SAI is whether to publish the report or not. This decision should be taken by the Head of the SAI. Before the decision is made, the potential benefits and risks of publication should be considered carefully.⁴ The choice also depends on the purpose of the assessment. If the SAI wishes to demonstrate accountability or show the impact of its work, publishing the report to a wider audience could be a sensible option. As the SAI PMF is a voluntary assessment and the Performance Report is the SAI's property, it must always be the choice of the SAI alone whether to publish or not, even if the assessment has been funded externally. There may be compelling reasons for an SAI not to publish the report. If an SAI considers that there are risks associated with publication, it should develop a plan to mitigate these risks.

1.7.2. An Evidence-Based Assessment

The SAI PMF assessment should be evidence-based, meaning that the descriptions and analyses in the report should be based on documented evidence.

The most important data-gathering methods used in a SAI PMF assessment are document review (including review of a sample of audit files) and interviews. Document review and audit file review are normally the main sources of

⁴ IDI has developed a *Roadmap for Publishing and Sharing SAI PMF results* which can be found on the IDI website. The roadmap presents options for publishing and sharing with its corresponding benefits and risks.

evidence, while interviews may be used for clarifications and for acquiring information and context not provided in written documents. Information provided in interviews with management and key staff members also provides useful context for understanding the organization and its systems and processes, but the information should be supported by documented evidence. In addition, observations and other approaches may be appropriate when assessing, for example, Domain F (measuring communication with stakeholders).

During the planning phase, assessors need to obtain an understanding of the SAI, including its organizational structure and core activities. To ensure an efficient assessment, assessors should obtain key documentation early in the process. In the planning phase, the assessment team should consider and define the following:

- Which methods should be used to gather and analyze evidence to assess the criteria and measure the indicators.
- What data and evidence are needed.
- What documentation needs to be collected in advance, and on site.
- How to determine audit types to assess.
- How to sample audit files.
- Which meetings need to be arranged.
- How the assessment should be conducted.
- How the work and results should be documented.
- How tasks should be allocated between team members according to competence.

The SAI PMF report should be very clear on its sources of information. The report should clearly record the evidence that was used to support the scoring of each indicator and the facts in other parts of the report. The evidence can, for example, be listed in footnotes or at the back of the report. Being clear on sources of information will provide useful guidance for the conduct of future assessments, and ensure that scoring of indicators in future assessments is comparable to earlier assessments.

The assessment team should keep a work file that includes documents used in the assessment. This should include the gathered evidence, working papers used in the analysis process, drafts of the report and communication with the SAI and external stakeholders.

Further guidance is provided in additional guidance material.

1.7.3. Determining Audit Types to Assess

The indicators in Domain C on Audit Quality, Reporting and Jurisdictional Activities make up a major part of the SAI PMF assessment. The domain presents a set of 13 indicators that measure the three audit disciplines – financial audit, performance audit and compliance audit (as they are identified by the ISSAIs) – as well as the main jurisdictional activities of SAIs with jurisdictional functions.

SAIs develop from different administrative traditions and operate in different environments. Therefore, audit activities may vary considerably between SAIs, either only in name, and/or in the way the audit activities are organized and what the audit involves. A key exercise for the assessment team prior to fieldwork is therefore to

determine what audit types to assess, and which indicators to apply.⁵ This is also crucial in order to obtain an appropriate sample of audit files to review. A mutual agreement must be reached with the SAI on what audit types will be reviewed as part of the assessment. This should be documented in the Terms of Reference, in order to align the expectations of the assessors and the SAI.

When deciding on which audit types to assess, the assessment team needs to evaluate the legal framework of the SAI to determine its mandate. As audit activities may be termed differently in different SAIs, the team should also consider the objectives, scope and results of the audit activities the SAI conducts in practice. For example, while an SAI may not issue a reasonable assurance based opinion on whether the information in a set of financial statements is free from material misstatement (the definition of financial audit in the ISSAIs), it may still be appropriate to assess the audit activity against the financial audit indicators. This should be done if the objective of the audit was to determine whether the entity's financial information was presented in accordance with the applicable financial reporting and regulatory framework.

Most SAIs conduct compliance audits in some form, from simple legality controls, to more advanced risk-based system audits. The names and scopes vary, but once again, the objective can help the assessors determine the audit type.

Textbox: Combinations of Audit Work – How to Treat Comprehensive Audits

Comprehensive audits

In several countries, SAIs combine different audit types in their audit engagements. If the SAI's standards/manuals combine more than one type of audit into a single engagement, the assessment team may decide to assess performance against different indicators based on the same sample of audit files. For example, an audit with both financial and compliance audit objectives could be used as part of the sample for scoring both the financial and compliance audit indicators. Nevertheless, the indicators should be separately scored.

Often SAIs that do comprehensive audits perform audits of compliance with financial regulations, rather than ISSAI-based financial audit (where the audit objective is to issue a reasonable assurance based opinion that a set of financial statements are prepared in accordance with the financial reporting framework). Such audits should not be assessed against the financial audit indicators. The sample of audits to assess the financial audit indicators should only be those where the SAI receives a set of financial statements and seeks to issue an opinion on whether the financial statements are free from material misstatement.

Some SAIs also outsource their financial audit work to the private sector or other auditors. In this case, the assessment team needs to consider whether such outsourced audits should lie within the scope of the assessment. Further guidance on this is provided under SAI-5 *Outsourced Audits*, SAI-8 (i) *Financial Audit Coverage*, and the section introducing the financial audit indicators in Domain C.

1.7.4. Sampling Audit Files to Review

Samples of audit files are necessary to assess the indicators in Domain C. To assess the quality of the audit work done by the SAI, the assessment team needs to review audits conducted by the SAI in the period under review. A

⁵ Please see Domain C for further introduction to the different audit types.

sample of audit files, including all documentation relating to each type of audit/jurisdictional control, needs to be drawn for this purpose. The documentation to be reviewed includes planning documents, risk assessments, working papers, draft reports, communication with audited entities, quality control documentation, and the final reports for each audit.

In accordance with the decision on which audit types to review, a sample needs to be drawn for each audit type. The samples should be selected to cover the main audit activities the SAI has carried out within the time scope of the assessment, and address anticipated performance deviations. The sampled audit files should be selected randomly and independently by the assessment team. The sample should be stratified to cover different factors which might affect the quality of the audits, for example, different practices across the departments in the SAI, types of audited entities, locations such as headquarters versus regional offices.

The size of the sample may vary across the audit types. It is normally not necessary to select a sample which is statistically representative. As conducting a performance audit normally takes longer than conducting financial and compliance audits, the population to draw from for the period of review is likely to be smaller. As such, the sample of performance audits will often be smaller than the sample of financial and compliance audits. Similarly, regional or local offices or departments with specific responsibilities may also have limited activities, and this may affect the population size, and hence the sample size.

In cases where the SAI carries out different audit types in combination, for example through a comprehensive audit, the assessors need to consider whether to draw a separate sample for each type or whether to assess the same sample against the different indicators. The approach must be decided for each assessment depending on the context of the SAI. It can be helpful to consider the specifics of the audit processes to determine what approach is appropriate. It is important to record in the working papers and final assessment report which sample each dimension/indicator score is based on.

Further guidance is provided under Domain C and in additional SAI PMF guidance material.

2. Preparing the SAI Performance Report

This chapter aims to assist in the preparation of the SAI Performance Report (SAI-PR), which is the end product of an assessment based on the SAI PMF⁶. It describes the desired content of the SAI-PR and how information should be presented in the report. It is complemented by the set of SAI performance indicators in chapter 3.

The SAI-PR aims to provide a comprehensive and integrated, evidence-based assessment of SAI performance. It is informed by the indicator-led analysis of the six domains (A – F). This evidence, and an understanding of the linkages between the domains, is used to assess the values and benefits of the SAI – how it contributes to strengthening accountability, transparency and integrity and how it demonstrates ongoing relevance. This analysis should be presented in the SAI-PR, together with relevant background information. The SAI-PR should also look at the SAI's recent and on-going reforms and the future prospects for reform, as well as development partners' use of SAI results.

The recommended structure of the SAI-PR is as follows:

Acknowledgements

a) Introduction

b) Independent Review Statement

c) Key Findings and Observations on the SAI's Performance and Impact

- (i) Integrated assessment of SAI performance
- (ii) The value and benefits of Supreme Audit Institutions – making a difference to the lives of citizens
- (iii) Analysis of the SAI's capacity development efforts and prospects for further improvement

d) SAI Management Use of Assessment Results

1. Assessment Methodology

2. SAI PMF Scoring Methodology

3. Country and SAI Background Information

- 3.1. Description of country governance arrangements and wider environment in which the SAI operates
- 3.2. Description of public sector budgetary environment and impact on SAI performance
- 3.3. Description of the SAI's legal and institutional framework, organizational structure and resources

4. Assessment of the SAI's Environment, Capability and Performance

Assessment against the six domains, with evidence based indicator scores

- 4.1. Domain A: Independence and Legal Framework
- 4.2. Domain B: Internal Governance and Ethics
- 4.3. Domain C: Audit Quality, Reporting and Jurisdictional Activities
- 4.4. Domain D: Financial Management, Assets and ICT
- 4.5. Domain E: Human Resources, Learning and Professional Development
- 4.6. Domain F: Communication and Stakeholder Management

5. SAI Capacity and Organizational Development Process

- 5.1. Description of recent and on-going reforms
- 5.2. Use of SAI results by External Providers of Financial Support

⁶ Two reporting templates have been developed: one for a stand-alone assessment and one for repeat assessments. These can be found on the IDI website.

Annex 1: Performance Indicator Summary⁷

Annex 2: Detailed overview of assessment score

Annex 3: Sources of Information and Evidence to Support Indicator Scoring

2.1. How to prepare the SAI-PR

The SAI-PR should be written on the basis of the indicator-led analysis of the SAI's performance within the six domains (A – F). In addition, information on country context, the SAI's institutional framework, organizational structure and development efforts should be presented and analyzed. The observations on the SAI's performance and impact should be the last section to be completed in the SAI-PR, since this is based on the information and analysis provided in the other sections.

It should come across clearly in the SAI-PR that the analysis and conclusions offered in section (c) *Observations on the SAI's Performance and Impact* are derived from the evidence presented in chapters 3 and 4 of the report. The performance assessment in this section offers a qualitative analysis, drawing different elements of the report together. The assessors should aim for consistency throughout the report.

2.2. The Contents of the SAI-PR

The rest of this section gives indications on the information the SAI-PR should provide and how it should be presented. It follows the structure of the SAI-PR as presented above.

Acknowledgements

The acknowledgement should be brief. It should include information on the assessment team and other stakeholders that have been involved and contributed to the assessment if relevant.

a) Introduction

The introduction should be brief and should include information on the following:

- Confirmation that the decision to conduct the assessment has been made by the head of SAI.
- Which version of the SAI PMF has been utilized.
- The purpose of the assessment.
- When the assessment took place and the time period the assessment covers.
- Which organization is covered by the assessment and if applicable, which parts of the organization.
- The approach of the assessment: self-, external-, peer or hybrid assessment.

b) Independent Review Statement

⁷ Note that the annexes will be different for a repeat assessment. More information is included in the reporting template for a repeat assessment that can be found on the IDI website.

Ensuring the quality and objectivity of assessments is fundamental to producing a SAI PMF assessment which adds value to the development efforts of the SAI. An important aspect of this is that the assessment is reviewed by someone who was not directly involved in the detailed assessment work, with the aim of ensuring that it is of sufficient quality. Being transparent about the nature and process of the quality arrangements is essential for the credibility of the assessment in the eyes of all stakeholders.

The Independent Review Statement confirms whether the assessment is considered to be of sufficient quality according to the demands of the SAI PMF.

The statement covers the affirmation that the assessment has been subject to sufficient quality management, including:

- Quality control internally in the SAI to verify that the facts as they are presented are correct.
- Independent review of the assessment, to evaluate to what extent the SAI PMF methodology has been applied correctly, and that scoring and conclusions build on sufficient and relevant evidence.

The statement also confirms whether matters raised through the quality management process have been addressed adequately for the assessment to be considered of satisfactory quality.

The Independent Review Statement should be disclosed at the beginning of the SAI-PR and should record:

- i. Who prepared the assessment
- ii. Who carried out the independent review of the assessment
- iii. What their quality management responsibilities were (quality control, independent review, assurance of the entire quality management process)
- iv. Whether matters raised in the process were addressed in the final report in a satisfactory manner

c) Key Findings and Observations on the SAI's Performance and Impact

Section (c) of the report aims to provide readers with an integrated and strategic picture of the SAI's performance, value and benefits to society, and prospects for further development. The objective is to give the reader of the report a better understanding of the SAI as a whole, within the environment in which it operates. The section should provide a high-level analysis of the SAI which brings together information from the rest of the assessment and places the SAI's performance in context. The section should add value and go beyond summarizing the rest of the assessment. It is recommended that it consist of three sub-sections, as follows:

- **(i) Integrated Assessment of SAI Performance:** the assessors present what they identify as the key aspects of the SAI's performance as observed through the assessment, and analyse how different factors affect the performance positively and negatively.
- **(ii) The Value and Benefits of Supreme Audit Institutions – Making a Difference to the Lives of Citizens:** should give an assessment of the SAI's value and benefits – the extent to which its work has an impact on society. An analysis of the factors enabling or hampering strong impact by the SAI should also be included.
- **(iii) Analysis of the SAI's capacity development efforts and prospects for further improvement:** Should provide an analysis of the SAI's prospects for improvement in light of its capacity and organizational

development efforts and institutional and political economy factors which may support or hamper capacity development.

The assessment should be based on information provided in the SAI-PR, including the indicator-led assessment of SAI performance. It may also be necessary to use some further sources of information. Further guidance on how to complete each sub-section is provided below.

(i) Integrated Assessment of SAI Performance

This part should provide answers to two questions:

- How is the SAI performing?
- ... and what explains this performance?

The analysis should identify the SAI's audit performance (strengths and weaknesses) as observed through the assessment, and then seek to explain that performance. The analysis should take as an input the detailed assessments in sections 3 and 4 of the SAI-PR, and analyse and record the way in which strengths and weaknesses in the SAI's organisational systems and professional capacity, its environment, institutional capacity, resources and finance support or hamper the SAI's audit performance. The analysis should pay particular attention to understanding challenges faced by the SAI in delivering its mandate, such as not being able to audit all entities in accordance with its mandated scope, frequency and in a timely manner. The focus here is on analyzing the linkages between the assessment of different domains, and not simply repeating the strengths and weaknesses identified in the body of the assessment.

An objective of the section is to provide clarity on the scope for performance improvements, by identifying to what degree SAI performance is constrained due to:

- factors that are directly under the SAI's control and which it can change in the short to medium term (e.g. audit methodology)
- institutional capacity, which the SAI can only seek to influence in the medium to long term (e.g. legal framework, resourcing)
- issues outside the SAI's control (e.g. the country's political system, economic situation)

Suggested approach for analysis

1. On the basis of the results of the SAI PMF assessment, the assessors will identify the most important strengths and weaknesses of the SAI in relation to:
 - Audit quality (Domain C)
 - Audit coverage (SAI-8)
 - Timeliness of submission and publication of audit/jurisdictional control results (SAI-11, SAI-14, SAI-17, SAI-20)
 - Follow-up of audit results (SAI-11, SAI-14, SAI-17, SAI-20)
 - Communication and Stakeholder Management (Domain F)
 - Independence and Legal Framework (Domain A)

2. As a next step, the assessment team will try to identify factors that may explain each of the identified elements of the SAI's performance, by looking at the results of the SAI PMF assessment. For the purpose of performance improvement, the assessment team should focus on explaining weak performance, but it may also be useful to analyze stronger areas to see if there is potential for learning.
3. When an explanatory factor has been identified, the team will look for deeper factors which may explain that particular factor. Such "root cause analysis" should continue until the team has identified what may be seen as the main underlying factor of each area of performance. Note that the causes for weak performance in auditing may often be found in areas that are not directly related to audit, for example in the SAI's organizational processes.
4. It can be useful to reflect on whether the underlying factors are internal factors, are linked to the institutional capacity or are external factors. This could provide information on whether factors can be directly addressed by the SAI itself.
5. Finally, the team will complete the section by writing down the results of the analysis, focusing on the most important performance findings and explanatory factors identified.

(ii) The Value and Benefits of Supreme Audit Institutions – Making a Difference to the Lives of Citizens

This section explores the value and benefits of the SAI by analyzing the impact of its work on the society in which it operates. In other words, it aims to show the broader implications of the findings of the SAI PMF assessment and provide an understanding of how the SAI's strengths and weaknesses matter for the country in question. The analysis should also identify enablers which support and constraints which hamper the SAI's impact.

The SAI's value and benefits can be grouped under three broad headings, consistent with INTOSAI-P 12 *The Value and Benefits of SAIs – making a difference to the lives of citizens*.⁸

- **Strengthening the accountability, transparency and integrity of government and public sector entities** – through audit activities, reporting and publication of findings
- **Demonstrating ongoing relevance to citizens, Parliaments and other stakeholders** – through being responsive to events and issues of concern in the country, using effective and proactive communication, and supporting change in government and public entities
- **Being a model organization through leading by example** – e.g. in good governance, transparency and accountability of SAI performance, in following ethical standards, in promoting a culture of quality and continual improvement, and in learning and knowledge sharing.

The section should not aim to examine the extent to which accountability, transparency and integrity of government and public sector entities are actually achieved as this is also dependent on the performance of other parts of the governance and public financial management environment. It should however give an assessment of the extent to which the SAI *contributes* towards these objectives. The section should also pay particular attention to the impact of the SAI not being able to deliver its mandate, such as not being able to audit all clients in accordance with its mandated scope, frequency and in a timely manner.

⁸ Annex 3 demonstrates how the principles in INTOSAI-P 12 are measured in the SAI PMF.

A key question the assessment team should aim to answer is: *what were the most relevant things the SAI did during the last couple of years, and what did they lead to?* The analysis should to the extent possible be based on concrete examples of the ways in which the SAI has made a difference to the lives of citizens.

The section should also be used to identify different factors that enable or constrain the value and benefits of the SAI. As with the analysis in section i), such factors can be internal and within the control of the SAI, like its communications and stakeholder relations efforts. They can be external, but still something the SAI can seek to influence, such as limitations to its independence and legal framework. Finally, they can be external and completely outside of the control of the SAI, like the country governance system and the PFM environment. Identifying whether the most important constraints to greater impact are within or outside of the control of the SAI helps it determine how to focus its efforts to improve the situation.

Potential sources of information

Information to enable the analysis in this section may be taken from the following sources:

- Findings and impact of specific audits, identified from the SAI's annual report, interviews with SAI representatives and other stakeholders, analysis of a sample of audit reports, and any in-country reports on the value and benefits of the SAI.
- Assessors' analysis based on the other sections of the SAI-PR.
- Analysis of the SAI's own performance against its strategic objectives, for example using performance measures such as financial and non-financial benefits and percentage of recommendations implemented (if applicable).
- Analysis of the impact of the SAI's recommendations: if data regarding the implementation of the SAI's recommendations is available, the proportion of the recommendations that are partially or fully implemented by the audited bodies would be an interesting figure to take into consideration to assess the credibility and legitimacy of the SAI within its broader institutional environment.
- Any existing assessments of the country's governance environment and PFM system (e.g. reports from the World Bank, IMF, bilateral donors, OECD, Transparency International, International Budget Partnership, and PEFA assessments).

(iii) Analysis of the SAI's capacity development efforts and prospects for further improvement

This section should provide an analysis of the SAI's prospects for future performance improvements, based on the summary of ongoing and planned capacity development efforts provided in section 5 of the SAI-PR.

It should make an assessment of the SAI's approach to planning and implementing SAI capacity development initiatives. The following institutional factors are likely to be supportive of effective SAI capacity development⁹:

- **SAI leadership and ownership** of capacity development planning, implementation and monitoring, putting the SAI at the centre of change management activities.

⁹ Please refer to "Good Practices in Supporting Supreme Audit Institutions", OECD (2011) for further information on capacity development of SAIs.

- **Harmonisation and alignment** of support to the SAI from and between the INTOSAI and donor communities, ensuring that all support is aligned behind the same SAI-led plans and is properly coordinated between different providers of support.
- **Sustainability of capacity development** activities, including the extent to which the approach creates and uses experts from within the SAI and the INTOSAI region and the SAI's approach to simultaneously developing professional, organizational and institutional capacity.

It is also recommended that the following is reflected upon in this section:

- Whether current and planned capacity development initiatives are addressing the root causes of SAI performance identified in this assessment. The root causes should be described in the integrated assessment section as presented in section c) i).

The SAI-PR should consider recent and ongoing experiences in relation to these factors, as well as other country specific factors.

The section, and the SAI PMF report as a whole, should not make recommendations for the future capacity development programme and should not include a judgement as to the adequacy, appropriateness and feasibility of the SAI's capacity development programme. Such considerations may be taken forward by the SAI in a separate, complementary process.

d) SAI Management Use of Assessment Results

This section should be used to record how the Head and senior management of the SAI intend to use the results of the assessment. Regardless of whether the assessment is performed as a self-assessment, INTOSAI-peer assessment or external assessment, this section should be prepared by the SAI. Ideally it should be part of the main report, but it can also be produced as a separate document. In practice, it will be the last section to be completed, since the SAI management should give their reaction to the whole SAI-PR.

Chapter 1. Assessment Methodology

There should be a separate Methodology chapter in the SAI-PR. This chapter should explain:

- The scope of the assessment and note any restrictions or expansions to the scope of the assessment compared to the general SAI PMF methodology.
- If relevant describe any changes in the scope compared to what is described in the Terms of Reference for the assessment. The reason behind the change should also be explained.
- The quality management arrangements put in place to ensure the quality of the assessment.
- The assessment team and their competencies in relation to conducting a SAI PMF assessment.
- The methods used for collecting data.
- Main information sources used.
- How and to what extent interviews were conducted.
- What audit files were sampled and how was the sample drawn.
- How evidence was analyzed to score the indicators and draw conclusions on SAI performance.

The methodology chapter should also raise any issues related to risks identified before or during the assessment, and the management of these. For example, this could include issues relating to evidence, and use of the 'No Score' methodology to any indicators, where the activity level of an SAI is low, or where documented information is difficult to obtain.

This chapter should mention the approach for developing Chapter 3 and issues related to evidence, such as lack of country assessments that can be used as sources.

Chapter 2. SAI PMF Scoring Methodology

This chapter should explain the generic scoring methodology applicable to any SAI PMF assessment. The purpose is for the reader to understand the SAI PMF scoring methodology that forms the basis for scoring the indicators, dimensions and criteria. In the reporting template that can be found on the IDI Website a generic text has already been pre-filled.

Chapter 3. Country and SAI Background Information

The objective of this chapter is to provide information on the country whose SAI is being assessed, to allow sufficient understanding of the wider context to SAI performance, as well as the core characteristics of the SAI in that country. It is expected that the assessors will draw on secondary data, including existing assessments and analyses. Sources used must be referenced both in the text, and in the bibliography.

The information for this section can be drawn from World Bank, IMF and OECD databases and publications¹⁰, government budget documents, or other existing fiscal and expenditure policy analyses, including any recent Public Expenditure and Financial Accountability (PEFA) assessments. The chapter should limit itself to aspects necessary to inform the context in which the SAI functions:

3.1. Description of country governance arrangements and wider environment in which the SAI operates

- **Country context** covers economic and developmental characteristics of the country and other factors affecting it, including population, income level, poverty and education levels, growth rate, inflation, main development challenges, recent and ongoing conflicts and other drivers of fragility¹¹, cultural issues, etc. These are issues that may affect what the SAI should focus its audits on, or determine SAI's ability to conduct its audits.
- **Country governance arrangements** aims at describing the broad institutional context in which the main stakeholders operate, including: political system, government structure (federal or unitary state, levels of government etc.), relationships between the Executive, Legislative and Judiciary and the nature and role of political parties and political competition; the role, capability and freedom of the media and civil society

¹⁰ E.g. Government at a Glance, OECD.

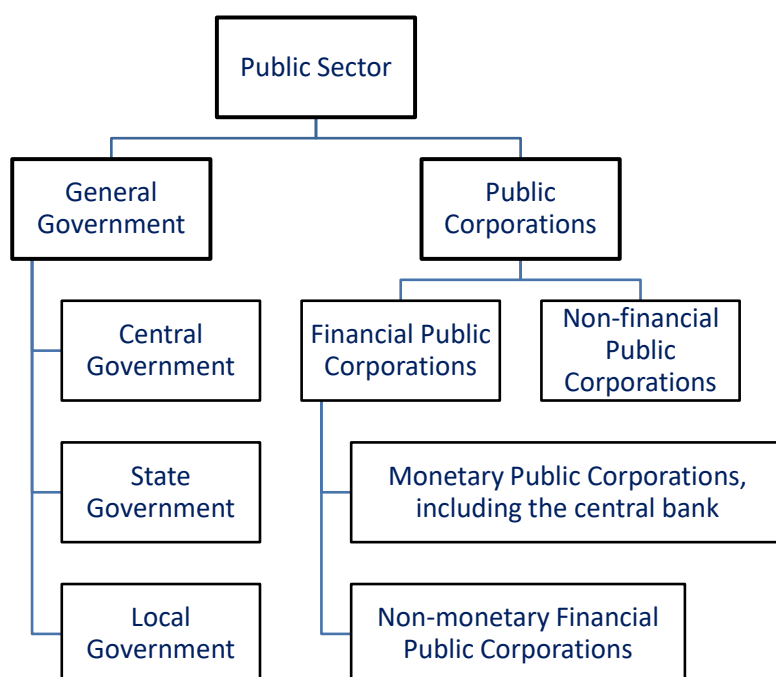
¹¹ Including contestation over natural resource revenues

organizations; and formal and informal systems of state accountability to citizens. This section may also draw on governance analyses and indicators where available, and comment on the capability, responsiveness (to citizens) and accountability of the state. These aspects should be considered when analysing relationship, initiatives and results in communication with stakeholders, in section (c).

3.2. Description of public sector budgetary environment including public financial management and impact on SAI performance

The purpose of this section is to provide an overview of the structure of the public sector and details of the public sector budget, including sources of revenue, expenditure by administrative or functional and economic classification, and levels of debt and investments. This informs the assessment of the SAI's ability to focus on the most significant government operations in the delivery of its mandate. A standardized classification of the structure of the public sector is provided below for information. The role of development partners for the country's public finances should be described where relevant, such as direct budget support. This section should also outline the audit arrangements for different parts of the public sector, noting the audit mandate(s) of the organization(s) covered by the assessment.

Diagram 4. Structure of the Public Sector¹²



Summary information should be provided on the budget of the whole public sector, specifically noting the total budgets of organizations falling within the mandate of the SAI and any other organization covered by the assessment. Information in the following form may be useful:

¹² Source: Government Financial Statistics Manual 2001, IMF.

Budgeted or Actual Income and Expenditure by Administrative or Functional Classification (as a percentage of total budget or actual outturn)						
	FY1		FY2		FY3	
	Income	Expenditure	Income	Expenditure	Income	Expenditure
Health						
Education						
Defence						
Social Security						
Etc.						

This section should also provide a narrative description of key aspects of the public financial management (PFM) system which are of particular relevance to the functioning of the SAI. The SAI is reliant on inputs from that system, and on its outputs being used by others in that system. In the longer term the SAI can contribute to strengthening the PFM system by being a model organization and leading by example, but it is not responsible for the performance of other parts of the system. The performance of critical aspects of the PFM system should be mentioned, including how they impact on different aspects of SAI performance. The section should also summarize recent major PFM reform efforts. It is of particular importance to describe the financial reporting framework of the country's public sector, as this has implications for the scoring of the financial audit indicators of the SAI PMF. The following aspects of the PFM system (and possible information sources) could be covered, but this list is not exhaustive:

- Public procurement (PEFA PI-24¹³ and the OECD/DAC 'Methodology for Assessing Procurement Systems' (MAPS))
- Internal audit (PEFA PI-26)
- Annual financial reports (PEFA PI-29)
- External audit (PEFA PI-30)
- Legislative scrutiny of external audit reports (PEFA PI-31).
- Transparency of the budget process (Open Budget Index)
- Public participation in the budget process (Open budget Index)

3.3. Description of the SAI's legal and institutional framework, organizational structure and resources

This section should provide background information specifically relevant to the SAI, including constitutional provisions for the SAI and Head of the SAI, and the legal framework governing the SAI. It should clarify whether the SAI follows the Legislative (Parliamentary), Jurisdictional (Court), or other model (e.g. hybrid), and whether it is governed by a single Head or a decision making body (e.g. board, judges).

This section should outline the main aspects of the SAI's mandate, including its responsibilities and the scope of its activities (these may in some cases include activities which lie outside the scope of public sector auditing as defined by the IFPP), and explain the SAI's organizational structure (including the size and location of major branch offices).

¹³ PEFA 2016 version. For guidance on relevant indicators to consider from PEFA assessments older than 2016, please consult the PEFA website/framework (www.pefa.org).

The mandate of, and relationship with, other bodies responsible for the audit of the public sector should also be described, including areas of overlap, omissions, any SAI responsibility for oversight and regulation, and coordination arrangements.

It should also provide information on how the SAI is resourced and financed (including staff numbers and budgets), and if possible, objective information on whether the SAI's resources and finance are adequate to enable it to deliver its mandate. It should note the budget the SAI considers necessary to enable it to discharge its mandate, the amount requested from the body that sets its budget, the approved budgetary amount (original and any in year revisions) and the amount actually made available to the SAI (if different).

Finally, the section should explain who the SAI reports to, and the role of the Legislature, legislative committees and any other bodies in reviewing the SAI's reports, as well as the role of other institutions involved in the governance of the SAI. The functioning of the Legislature and its committees, the role of political parties and the nature of political competition should be assessed.

Chapter 4. Assessment of the SAI's Performance

The objective of this chapter is to provide an assessment of the key elements of SAI performance, as measured by the indicators, and (for repeat assessments) to report on performance changes.

The structure of the section is as follows:

Assessment against the six domains of SAI performance (evidence based indicator scores)

- 4.1. Domain A: Independence and Legal Framework
- 4.2. Domain B: Internal Governance and Ethics
- 4.3. Domain C: Audit Quality, Reporting and Jurisdictional Activities
- 4.4. Domain D: Financial Management, Assets and ICT
- 4.5. Domain E: Human Resources, Learning and Professional Development
- 4.6. Domain F: Communication and Stakeholder Management

Each of the sections discusses the relevant indicators, in order. Discussion should distinguish between:

- Assessment of the present situation (the indicator-led analysis)
- Reporting on progress, where applicable (recent performance changes and reforms implemented since any previous assessment).

Reporting the indicator-led analysis

Reporting on the indicator-led analysis can be undertaken in the following manner:

- The text explains the main strengths and weaknesses of the SAI's performance as assessed by the indicator, and provides the overall indicator score. The text should also mention important, relevant performance matters observed which are not measured by the indicator.
- For each indicator dimension, the text explains the rationale for scoring at the specific level (0, 1, 2, 3, or 4) and the main evidence (including quantitative data) used to support the scoring. Any issues of timeliness or reliability of data or evidence are noted. If an indicator dimension is not scored, an explanation is provided (i.e. dimension not applicable).

- A table is provided to summarize the scoring by dimension and overall, along with a brief explanation of the scoring. For all dimensions it is easier to follow if it is noted which of the criteria are met and not.

Repeat assessments: Reporting on Progress

Reporting on performance change should be captured in section c) *Key Findings and Observations on the SAI's Performance and Impact* and in annexes¹⁴. For each indicator and indicator dimension, the report should capture the dynamics of reforms in the country. For repeat assessments, changes in dimension and indicator scores and explanations of these will be apparent from the reporting on the indicator-led analysis. However, this may not fully capture the SAI's development. The narrative report should also note the following for each indicator:

1. Small improvements in SAI performance not captured by the indicators

For example, an improvement in the timeliness of submission of the SAI's compliance audit results to the appropriate authority from eight months after the year end to seven months after the year end (where no legal timeframe is established). The SAI still receives the score of 2, but its performance has improved.

2. Capacity development activities implemented but not yet impacted on SAI performance

For example, a performance audit unit has been created and a performance audit manual is being developed, but is not yet being used for performance audits. The reform should be noted in the performance report, even though it has not yet impacted on SAI performance.

Note that commitments to undertake specific capacity development activities in SAI strategic and development action plans (or similar) are not considered as evidence of performance improvements, but are considered in chapter 5 under *SAI Capacity Development Process*.

Use of Localized Performance Indicators

SAIs have different mandates and work under various conditions, making it challenging to develop a global measurement framework that includes all elements of capacity and performance relevant to all SAIs. The SAI PMF is based on common good practices shared by a large number of SAIs and captured in the ISSAIs and other international good practice guides. Where SAIs are mandated to invest significant resources in activities not captured within the SAI PMF, the assessor may consider it appropriate to develop and apply a small number of localized performance indicators. In such cases, good practice is to:

- Explain the rationale for any additional indicators.
- Develop new indicators that follow the same structure as the SAI PMF indicators, rather than amending existing SAI PMF indicators.
- Agree the indicator definition and minimum criteria for each dimension score before commencing the SAI PMF assessment.
- Disclose the indicator definition and minimum criteria for each dimension score (e.g. in an annex to the SAI-PR).

¹⁴ One reporting template for repeat assessment has been developed which can be found on the IDI website.

- Include the indicator in the relevant domain in the performance report.

Many SAIs have developed specific performance indicators to measure achievement of their strategic objectives. Such indicators can complement the picture of the individual strengths and weaknesses of the SAI and its performance changes over time, by focusing on performance against the SAI's own strategic priorities. Assessors should consider the merits of including such indicators in the SAI-PR. In doing so, factors to consider include whether the indicator and scoring system is defined, whether baselines and regular performance measures are available, and whether there is a defined and quality assured data collection process. Depending on the nature of the indicators, these could be included under the relevant domains, or in section (c) *Key Findings and Observations on the SAI's Performance and Impact*.

Chapter 5. SAI Capacity Development Process

This chapter aims to describe the recent progress made by the SAI in improving its performance, and ongoing capacity development initiatives. It should provide the following information.

5.1. Description of recent and on-going reforms

This section should summarize the most important recent and ongoing reforms to provide an overview of progress made by the SAI on its capacity development. It should include the different forms of support provided and their financing arrangements (including INTOSAI global and regional programmes, SAI peer-to-peer support, and donor supported programmes).

5.2. Use of SAI Results by External Providers of Financial Support

This section should provide a qualitative assessment of how external providers of financial support use the results of the SAI's audits to inform, assess and develop their own programmes and projects, and whether this enhances the SAI's credibility, capability and independence. It should also examine whether and how providers of support make use of the SAI to audit the projects and programmes they finance, whether this takes into account capacity constraints of the SAI, and whether it is done in a way that supports the further development of the SAI (such as joint audits). It should also examine mechanisms put in place to ensure audit of externally financed projects and programmes is not carried out at the expense of the SAI delivering its core audit mandate.

When financial support is disbursed for the government sector, national auditing procedures are used when the audit of the funds is carried out under the responsibility of the SAI in the recipient country. *Full use of country audit systems* means that external providers of financial support rely on the audit opinions and/or reports issued by the SAI (including any audit work outsourced and overseen by the SAI) on: the government's financial statements; compliance with rules, laws and regulations; and the economy, efficiency and effectiveness of government programmes. External providers of financial support should not make additional requirements for audit procedures on SAIs. Alternatively, *supplemental use of country audit systems* occurs when external providers of financial support use the country SAI to either conduct the audits itself or to outsource the audit work but require specific

audits, and/or audits to be conducted in accordance with standards and procedures that differ from those normally used by the SAI¹⁵.

In relation to Official Development Assistance, the 2006 and 2011 Paris Declaration surveys established criteria for determining whether development partners used national auditing procedures, including whether any additional audit arrangements were requested by development partners. The Paris Declaration survey considers “full use” of the SAI to entail that audit standards are not different than those adopted by the SAI and that the SAI should not need to revise its audit cycle to audit development partner funds. The content of this section should be informed by discussion with the SAI and major development partners, as well as from existing assessments of development cooperation (i.e. Paris Declaration survey (Indicator 5a) and Busan Monitoring process (Indicator 9b)), highlighting the use of country systems.

Annex 1¹⁶: Performance Indicator Summary

This annex provides a summary table of the SAI performance indicators. For each indicator, the table specifies the scoring assigned along with a brief explanation for the scoring.

Annex 2: Detailed overview of assessment score

This annex will provide a detailed overview of the assessment results including which criteria are met, not met or non-applicable.

Annex 3: Sources of Information & Evidence to Support Indicator Scoring

This annex should record the specific sources of information and evidence used to support the scoring of each indicator. This will provide useful guidance for the conduct of future assessments, and ensure scoring of indicators in future assessments can be compared to earlier assessments.

Please note for a repeat assessment annex 3 will instead include a monitoring of performance change. This entails an overview of how performance has changed between the repeat assessment and the baseline assessment. The Sources of Information & Evidence to Support Indicator Scoring will for such assessments be reflected in Annex 4.

¹⁵ Adapted from ‘Practitioners Guide to Using Country Systems’, page 66, OECD.

¹⁶ For a more detailed overview of the content and format of the annexes, please see the SAI PMF report templates for: 1) a stand-alone assessment and 2) a repeat assessment, that can be found on the IDI Website.

3. The SAI Performance Indicator Set

3.1.Overview of Indicators Including Dimensions

Indicator	Page	Domain	Dimensions
	47	A. Independence and Legal Framework	
SAI-1	48	Independence of the SAI	(i) Appropriate and effective constitutional framework (ii) Financial independence/autonomy (iii) Organizational independence/autonomy (iv) Independence of the Head of SAI and its Officials
SAI-2	53	Mandate of the SAI	(i) Sufficiently broad mandate (ii) Access to information (iii) Right and obligation to report
	56	B. Internal Governance and Ethics	
SAI-3	57	Strategic Planning Cycle	(i) Content of the Strategic Plan (ii) Content of the Annual Plan/Operational Plan (iii) Organizational Planning Process (iv) Monitoring and Performance Reporting
SAI-4	61	Ethics, risk and quality management	(i) Ethics and Integrity (ii) Risk management (iii) Quality management System (iv) Quality Monitoring and remediation
SAI-5	67	Outsourced Audits	(i) Quality management system of outsourced audits (ii) Quality monitoring and remediation of outsourced audits
SAI-6	70	Leadership and Internal Communication	(i) Leadership (ii) Internal Communication
SAI-7	33	Overall Audit Planning	(i) Overall Audit Planning Process (ii) Overall Audit Plan Content
	78	C. Audit Quality, Reporting and Jurisdictional Activities	
SAI-8	79	Audit Coverage and coverage of the control of regularity of the accounts and management operations	(i) Financial Audit Coverage (ii) Coverage, Selection and Objective of Performance Audit (iii) Coverage, Selection and Objective of Compliance Audit (iv) Coverage of the control of regularity of the accounts and management operations
SAI-9	88	Financial Audit Standards and Quality Management	(i) Financial Audit Standards and Policies (ii) Financial Audit Team Management and Skills (iii) Quality Management in Financial Audit
SAI-10	93	Financial Audit Process	(i) Planning Financial Audits (ii) Implementing Financial Audits (iii) Evaluating Audit Evidence, Concluding and Reporting in Financial Audits
SAI-11	98	Financial Audit Results	(i) Timely Submission of Financial Audit Results (ii) Timely Publication of Financial Audit Results

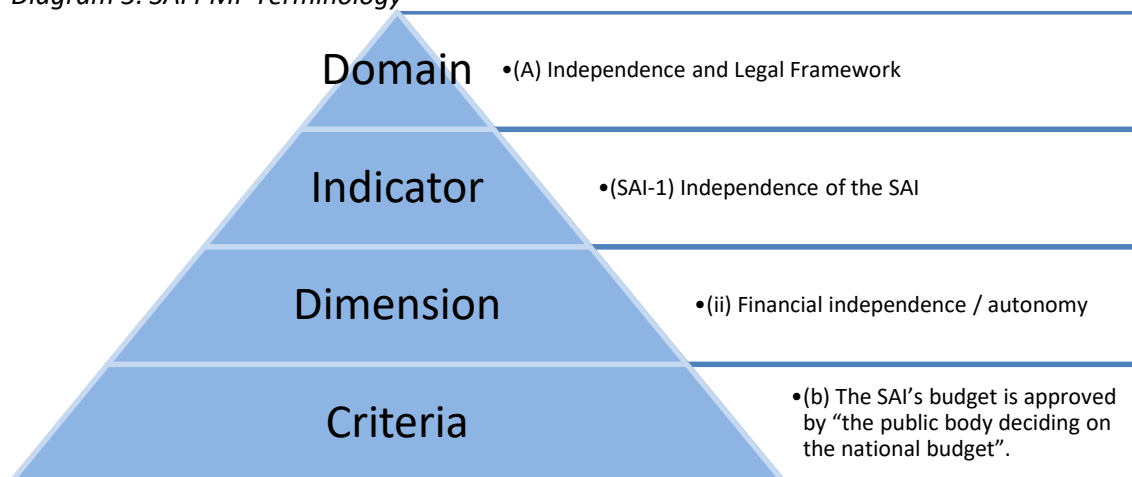
Indicator	Page	Domain	Dimensions
			(iii) SAI Follow-up on Implementation of Financial Audit Observations and Recommendations
SAI-12	103	Performance Audit Standards and Quality Management	(i) Performance Audit Standards and Policies (ii) Performance Audit Team Management and Skills (iii) Quality Management in Performance Audit
SAI-13	108	Performance Audit Process	(i) Planning Performance Audits (ii) Implementing Performance Audits (iii) Reporting on Performance Audits
SAI-14	113	Performance Audit Results	(i) Timely Submission of Performance Audit Reports (ii) Timely Publication of Performance Audit Reports (iii) SAI Follow-up on Implementation of Performance Audit Observations and Recommendations
SAI-15	118	Compliance Audit Standards and Quality Management	(i) Compliance Audit Standards and Policies (ii) Compliance Audit Team Management and Skills (iii) Quality Management in Compliance Audit
SAI-16	123	Compliance Audit Process	(i) Planning Compliance Audits (ii) Implementing Compliance Audits (iii) Evaluating Audit Evidence, Concluding and Reporting in Compliance Audits
SAI-17	127	Compliance Audit Results	(i) Timely Submission of Compliance Audit Results (ii) Timely Publication of Compliance Audit Results (iii) SAI Follow-up on Implementation of Compliance Audit Observations and Recommendations
SAI-18	133	Jurisdictional Legal Framework and system to ensure quality of the control of the accounts (for SAIs with Jurisdictional Functions)	(i) Jurisdictional Laws, internal regulations and policies (ii) Control of the accounts: staff competencies and quality
SAI-19	136	Jurisdictional Activities (for SAIs with Jurisdictional Functions)	(i) Planning the control of the accounts (ii) Conducting the control of the accounts (iii) Legal proceedings - Decision-making Process (iv) Legal proceedings - Final Decision
SAI-20	140	Results of Results of Legal Proceedings (for SAIs with Jurisdictional Functions)	(i) Notification of results (ii) Publication of results (iii) Follow-up by the SAI on the implementation of results
	143	D. Financial Management, Assets and ICT	
SAI-21	144	Financial Management, Assets and ICT	(i) Financial and Asset Management (ii) ICT strategy (iii) ICT action plan
	147	E. Human Resources, Learning and Professional Development	
SAI-22	150	Human Resource Management	(i) Competence-based Human Resource Strategy (ii) Human Resources Function (iii) Human Resources Recruitment

Indicator	Page	Domain	Dimensions
			(iv) Performance Management, Remuneration and Employee Wellness
SAI-23	155	Learning and Professional Development	(i) Learning and Professional Development for Financial Audit (ii) Learning and Professional Development for Performance Audit (iii) Learning and Professional Development for Compliance Audit (iv) Learning and Professional Development for SAIs with Jurisdictional Functions
	160	F. Communication and Stakeholder Management	
SAI-24	161	Communication with the Legislature, Executive and Judiciary	(i) Communications Strategy (ii) Good Practice Regarding Communication with the Legislature (iii) Good Practice Regarding Communication with the Executive (iv) Good Practice Regarding Communication with the Judiciary, Prosecuting and Investigating Agencies
SAI-25	164	Communication with the Media, Citizens and Civil Society Organizations	(i) Good Practice Regarding Communication with the Media (ii) Good Practice Regarding Communication with Citizens and Civil Society Organizations

3.2. Scoring Methodology

The SAI PMF consists of 6 domains. Each of these contains a number of indicators, 25 in total, including three indicators for SAIs with jurisdictional functions. The indicators each consist of between two and four dimensions, which again may contain several criteria. An illustration of how the indicator system is built up is presented in diagram 4 below.

Diagram 5. SAI PMF Terminology



3.2.1. Scoring of Dimensions

Guidance for how to assess each indicator is provided below. Scoring of each dimension follows a set score formula, developed according to the number and relative importance of the criteria listed. The score of each dimension provides the basis for the scoring of each indicator (see 3.2.3).

Reading the Criteria

In many cases, the criteria are taken directly from the INTOSAI-Ps and ISSAIs in the IFPP or other international good practice and the relevant reference is provided in italics after the criteria, e.g. *INTOSAI-P 1:5* refers to INTOSAI-P 1, the Lima Declaration, section 5; *INTOSAI-P 10:8* refers to INTOSAI-P 10, the Mexico Declaration principle 8; and *ISSAI 100:39* refers to ISSAI 100 Fundamental Principles of Public Sector Auditing, section 39.

Criteria that are direct quotations are indicated by quotation marks ["..."]. Some criteria are not taken directly from the INTOSAI-Ps and ISSAIs (for example, SAI-13 (i) on timeliness of audit reporting). However, these reflect concepts in the ISSAIs which cannot be utilized directly as criteria. In such cases, the SAI PMF Task Team have developed the criteria, and the majority were tested in the SAI PMF Pilot Version. Such criteria are referenced "SAI PMF Task Team". In other cases, the criteria is derived from a referenced document, but is not a direct quote.

In most criteria, specific words are underlined. This is intended as a reading aid to the assessors to identify key words, but all aspects of criteria must still be assessed when determining whether each is met.

As a rule, all criteria in a dimension should be assessed. However, for certain criteria assessors may have to consider the appropriateness of the criteria in the context of the SAI in question. To indicate that this may be the case, some criteria contain the terms 'where appropriate' or 'where relevant'. However, these criteria are of equal

importance to the others. For more information on criteria considered to be ‘not applicable’, see section 3.2.4 *No Score Methodology*.

3.2.2. Scoring Levels

Indicators and dimensions are scored using a numerical scale from 0 to 4, where 0 is the lowest level, and 4 is the highest. Scores broadly correspond to the level of development in the area measured by the indicator in keeping with the practices of INTOSAI capability models.¹⁷ The SAI PMF does not provide an aggregated score for the sum of the SAI’s activities like some other tools do. The level of development and hence the scores, may vary widely across the SAI’s activities. The indicator score levels 0-4 reflect the level of development for the different activities as described below:

Score 0: The feature is not established or barely functions

There is no activity or function, or the particular feature only exists in name.

Score 1: The founding level

The feature exists, but is very basic. For example, an SAI is conducting performance audits, but these are so irregular that a systematic approach, and accumulated experience and knowledge have not been obtained, and this is reflected in the quality of the work.

Score 2: The development level

The feature exists and the SAI has begun developing and implementing relevant strategies and policies, but these are not complete and are not regularly implemented. For example, the SAI may have a strategic and development action plan, a human resource strategy and a communications strategy. However, if these are weak and/or only partially implemented, this will be reflected in the score.

Score 3: The established level

The feature is functioning broadly as expected under the INTOSAI-Ps and ISSAIs comprising the fundamental principles of public sector auditing, organizational requirements, and the audit principles related to the three types of audit. Under Domain C, this would mean that compliance, financial and performance audit are all undertaken broadly following the fundamental principles of public sector auditing and the audit principles in the IFPP. A large proportion of the financial statements received are subject to financial audit. Audit reports give a holistic view on the use of all public resources and on the performance of audited bodies. The majority of audit reports are published in a format that is appropriate for the intended audience.

Score 4: The managed level

The feature is functioning following the principles in the INTOSAI-Ps and ISSAIs comprising the fundamental principles of public sector auditing, organizational requirements, and the audit principles related to the three types of audit and the SAI implements the activities in a way that enables it to evaluate and continually improve its performance. For Domain C, compliance, financial and performance audits are all undertaken following the fundamental principles of public sector auditing and the audit principles in the IFPP framework and are seen as adding value by audit clients. In addition, the SAI has undertaken an independent review of its audit practices, for

¹⁷ For example the AFROSAI-E Institutional Capacity Building Framework (ICBF).

example using the ISSAI Compliance Assessment Tool (iCAT), confirming that the SAI's audit practices comply with the audit standards.

It is also important to point out that even with a top score, it should also be evident that the SAI is making efforts to maintain this level of performance. This could be described in the narrative, and drawn into the performance analysis.

3.2.3. Aggregating Indicator Scores

Each of the dimensions in an indicator must be assessed separately to produce the scoring for the indicator as a whole. The overall score for an indicator is calculated by using conversion tables, which are presented below. There are separate conversion tables for indicators with two, three or four dimensions respectively. The conversion tables are based on averaging the scores of the separate dimensions.¹⁸

The steps in determining the overall indicator score are the following:

- a) Identify the appropriate section of the conversion table, depending on the number of dimensions of the indicator you are scoring.
- b) Sort the dimension scores you have given in ascending order (0, 1, 2, etc.).
- c) Identify the line in the table that matches the combination of scores you have given.
- d) Pick the corresponding overall score for the indicator.

3.2.4. No Score Methodology

In some cases it may be impossible to score an indicator or a dimension¹⁹:

a) Not Applicable (NA)

An indicator or a dimension can be scored "NA". This is most likely to occur when an SAI does not have a mandate to carry out the feature measured by the indicator or dimension in question. The mandate of the SAI is measured in Domain A, and a low score will be given there if the mandate is not consistent with good practice. Indicators and dimensions in Domains B – F may be rated "NA" when non-mandated activities are measured, or where the aspect which is measured is not relevant to the SAI (e.g. outsourcing of audit work).

Other cases include if insufficient information is available to score an indicator or dimension, or the required information is not something the SAI might be expected to have in place. An example of such a case is in Domain E on Human Resources, where it might be difficult to obtain documentation on specific recruitment processes because of the sensitivity of the information. Another example is if documents were lost in a fire or similar. If, on the other hand, the SAI is not able to provide information which one would expect it to have in place, the criterion should be considered not met, and not NA. Examples of such cases are if the SAI does not have a strategic plan, a budget for a specific audit, or a relevant audit manual.

¹⁸ The method similar to what the PEFA framework calls Method 2 (M2).

¹⁹ The no score methodology is largely adapted from the PEFA framework, where it applies to dimensions that are not applicable.

Ideally, it should be decided before the assessment commences which indicators or dimensions should be considered Not Applicable, and this should be recorded in the Terms of Reference.

b) Scoring and Aggregating Scores in “No Score” Cases

If a *dimension* is rated NA, the overall indicator score should be calculated by *not* counting the dimension in question, i.e. use the conversion table which only contains as many dimensions as you have scored. For example, if the dimension scores of a three-dimensional indicator are 1, 3 and NA, use the conversion table for two-dimensional indicators. If more than one dimension is rated NA, the overall indicator should be rated NA.

If a *criterion* within a dimension is rated NA, one should consider the criterion as met when counting the number of fulfilled criteria in a list. For example, if all criteria are met except one which could not be rated, the top score (“All criteria are met”) should be applied. If more than two criteria are rated NA, the overall dimension should as a rule be rated NA, subject to exceptions explained below. If no criteria within the dimension are met and one or more criteria are rated NA, the dimension score should be 0. In cases where the impact of NA scores seems to significantly increase the dimension score to a level that seems inappropriate, the assessors may apply their professional judgment and rate the indicator as NA instead of giving it a misleading score. Also, in cases where the dimensions have many criteria (for example, audit dimensions where there can be at least eight and up to 19 criteria), assessors should consider awarding a dimension score, even if the number of criteria rated NA is more than two. In such cases, assessors need to use their professional judgment.

3.2.5. Conversion Tables for Scoring Indicators

Scores for individual dimension		Overall score
2-dimensional indicators		
0	0	0
0	1	0
0	2	1
0	3	1
0	4	2
1	1	1
1	2	1
1	3	2
1	4	2
2	2	2
2	3	2
2	4	3
3	3	3
3	4	3
4	4	4

Scores for individual dimension			Overall score
3-dimensional indicators			
0	0	0	0
0	0	1	0
0	0	2	1
0	0	3	1
0	0	4	1
0	1	1	1
0	1	2	1
0	1	3	1
0	1	4	2
0	2	2	1
0	2	3	2
0	2	4	2
0	3	3	2
0	3	4	2
0	4	4	2
1	1	1	1
1	1	2	1
1	1	3	2
1	1	4	2
1	2	2	2
1	2	3	2
1	2	4	2
1	3	3	2
1	3	4	3
1	4	4	3
2	2	2	2
2	2	3	2
2	2	4	3
2	3	3	3
2	3	4	3
2	4	4	3
3	3	3	3
3	3	4	3
3	4	4	4
4	4	4	4

Scores for individual dimension				Overall score
4-dimensional indicators				
0	0	0	0	0
0	0	0	1	0
0	0	0	2	0
0	0	0	3	1
0	0	0	4	1
0	0	1	1	0
0	0	1	2	1
0	0	1	3	1
0	0	1	4	1
0	0	2	2	1
0	0	2	3	1
0	0	2	4	1
0	0	3	3	1
0	0	3	4	2
0	0	4	4	2
0	1	1	1	1
0	1	1	2	1
0	1	1	3	1
0	1	1	4	1
0	1	2	2	1
0	1	2	3	1
0	1	2	4	2
0	1	3	3	2
0	1	3	4	2
0	1	4	4	2
0	2	2	2	1
0	2	2	3	2
0	2	2	4	2
0	2	3	3	2
0	2	3	4	2
0	2	4	4	2
0	3	3	3	2
0	3	3	4	2
0	3	4	4	2
0	4	4	4	2

Scores for individual dimension				Overall score
4-dimensional indicators				
1	1	1	1	1
1	1	1	2	1
1	1	1	3	1
1	1	1	4	2
1	1	2	2	1
1	1	2	3	2
1	1	2	4	2
1	1	3	3	2
1	1	3	4	2
1	1	4	4	2
1	2	2	2	2
1	2	2	3	2
1	2	2	4	2
1	2	3	3	2
1	2	3	4	2
1	2	4	4	3
1	3	3	3	2
1	3	3	4	3
1	3	4	4	3
1	4	4	4	3
2	2	2	2	2
2	2	2	3	2
2	2	2	4	2
2	2	3	3	2
2	2	3	4	3
2	2	4	4	3
2	3	3	3	3
2	3	3	4	3
2	3	4	4	3
2	4	4	4	3
3	3	3	3	3
3	3	3	4	3
3	3	4	4	3
3	4	4	4	4
4	4	4	4	4

3.3. Indicators

Domain A: Independence and Legal Framework

Domain A covers the legal mandate of the SAI and its independence. The purpose of the domain is to consider the institutional basis for the SAI's operations, to support the understanding how the SAI performs as an organization. It is recognized that the SAI's independence and legal framework are not directly under the control of the SAI itself. The legal framework is decided by other state powers. The domain has nevertheless been included in the SAI PMF because the SAI's independence and legal framework significantly contributes to its effectiveness. SAIs may also seek to influence any constraints deriving from limitations in its mandate or independence.

INTOSAI-P 1 (the Lima Declaration) and INTOSAI-P 10 (the Mexico Declaration on SAI Independence) are the main sources of best practice for this domain. INTOSAI-P 1 establishes the importance of independent SAIs, and INTOSAI-P 10 provides more detail. It states that the SAI shall enjoy financial and organizational independence, and that the independence of the Head of the SAI should be ensured, including security of tenure and legal immunity in the normal discharge of their duties. Furthermore, the SAI should be free from direction or interference from the Legislature or the Executive in the discharge of its functions, including obtaining information and reporting on its work. These are important prerequisites for the functioning of SAIs, although the mechanisms for execution of these functions can vary according to SAI model and country context. For example, SAIs with jurisdictional functions are characterized by their "equidistance" from the Legislature and the Executive: they are as independent from the Legislature as they are from the Executive.

Performance Indicators:

SAI-1: Independence of the SAI

SAI-2: Mandate of the SAI

Link to other domains

The results in Domain A can affect the results of and ability to assess other indicators. Lack of organizational independence may constrain the recruitment practices, measured under Domain E. If that is the case, relevant criteria or dimensions may not be applicable, and should be scored accordingly. Similarly, an SAI should not be penalized if the assessment of SAI-2 shows that it is limited in its audit mandate. This will have consequences for the scoring of indicators in Domain C.

SAI-1: Independence of the SAI

The importance of an objective Supreme Audit Institution which operates in an effective manner, lies at the heart of measuring independence. According to INTOSAI-P 1, this can only be achieved if the SAI is independent of the audited entity and is protected against outside influence. SAI-1 measures the degree of independence enjoyed by the SAI, by assessing the key aspects of independence as identified by INTOSAI members themselves, through the Lima Declaration (INTOSAI-P 1) and the Mexico Declaration (INTOSAI-P 10).

The foundation for the SAI's existence needs to be recognized in the state's legal framework, and the SAI's independence should be guaranteed even in the Constitution. The Lima Declaration highlights that the SAI's establishment should be anchored in the country's supreme law to ensure the appropriate sustainability and authority of the organization: "The establishment of Supreme Audit Institutions and the necessary degree of their independence shall be laid down in the Constitution; details may be set out in legislation." (INTOSAI-P 1:5).

The legal framework should provide for the SAI to act independently, without the real or perceived risk of being influenced by the Executive or other entities. The Lima and Mexico Declarations identify financial independence, operational autonomy and an independent Head of SAI as a minimum to obtain this level of independence. These aspects should be reflected in the legal framework, as well as in the practice of the SAI.

The Lima Declaration specifies that "the independence of Supreme Audit Institutions provided under the Constitution and law also guarantees a very high degree of initiative and autonomy, even when they act as an agent of Parliament and perform audits on its instructions". The relationship between the Supreme Audit Institution and Parliament shall be laid down in the Constitution according to the conditions and requirements of each country. On the other hand, the Lima Declaration also states that "Supreme Audit Institutions audit the activities of the government, its administrative authorities and other subordinate institutions". Under the Jurisdictional Model, the SAI forms part of the jurisdictional system and operates independent and with equal distance from the Executive and the Legislature. SAIs with jurisdictional functions are comprised of magistrates that form judgments on the use of public funds by government officials. Government officials are held personally and financially responsible for the sums involved in all unauthorized or illegal transactions. Hence, the SAI can request that monies paid out unduly or not collected by a public body are recovered through a procedure called judging of the accounts. The managers are held responsible in front of a Disciplinary Court.

Suggested assessment approach

While the main focus of the indicator is on what is written in the legal framework (*de jure*), some criteria also relate to the implementation of the legal provisions in practice (*de facto*). Both aspects are important when assessing the SAI's independence.

SAI-1 assesses the Constitution and the more detailed legal framework of the SAI. Some countries have a separate law for the SAI. In other countries, the functions and responsibilities of the SAI are included in laws on public audit and/or public financial management. These laws may also cover the functions of other government bodies. In some cases, the functions of the SAI can be addressed in several laws. When assessing the dimensions, it is therefore important to be aware of and take into account all relevant components of the SAI's legal framework.

Dimensions to be assessed:

- (i) Appropriate and Effective Constitutional Framework
- (ii) Financial Independence / Autonomy
- (iii) Organisational Independence / Autonomy
- (iv) Independence of the Head of SAI and its Officials

(i) Appropriate and Effective Constitutional Framework: This dimension measures how the SAI is described in the country's constitution. In this regard, it is important to emphasize that in some countries the constitution is not a single codified document. Professional judgment is thus required when deciding on which legal sources to rely on for the assessment of the dimension. The key point is that the basic features of an SAI's independence and mandate should be entrenched in the legal framework, i.e. within laws that have sufficient protection against being repealed. For example, a law that can be repealed solely on a majority vote in a single house of the Legislature is not considered as entrenched in the legal framework.

(ii) Financial Independence / Autonomy examines the SAI's financial independence. SAIs should have available, necessary and reasonable resources, and should manage their own budgets without interference or control from the Executive. This independence should encompass the whole budget process, meaning that the Executive should not unduly interfere with the SAI's budget proposal, and after the budget has been adopted by the Legislature, it should not control the allocated means, for example by hindering the disbursement of resources.

(iii) Organizational Independence/Autonomy: In order to fulfil their mandate effectively, SAIs need to enjoy autonomy in the organization and management of their offices. This means they should be able to manage their organizations and organize and plan their activities without interference from executive bodies, including managing human resources.

(iv) Independence of the Head of the SAI and its members: The conditions for appointment of the Head of the SAI (and members of collegial institutions where relevant) should be specified in legislation. Their independence can only be ensured if they are given appointments with sufficiently long and fixed terms and if appointments and cessation of functions happens through a process that ensures their independence (INTOSAI-P 10:2). This allows them to carry out their mandate without fear of retaliation. Any re-appointment where this is applicable and in accordance with the law, should take place in the same independent and transparent manner.

The term "Head of SAI" refers to those who are responsible for the SAI's decision-making. Who this is in practice depends on the model of the SAI. For many institutions, such as SAIs with jurisdictional functions, decisions are made collectively by a number of members. In this context, "members are defined as those persons who have to make the decisions for the Supreme Audit Institution and are answerable for these decisions to third parties, that is, the members of a decision-making collegiate body or the head of a monocratically organised Supreme Audit Institution." (INTOSAI-P 1:6)

SAI-1 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Appropriate and effective constitutional framework	
a) “The <u>establishment</u> of Supreme Audit Institutions (...) shall be laid down in the <u>Constitution</u>; details [including the role, powers and duties of the SAI] may be set out in legislation.” <i>INTOSAI-P 1:5. See also INTOSAI-P 1:18.</i> b) The SAI’s “(...) <u>independence</u> shall be laid down in the Constitution (...), details may be set out in legislation.” <i>INTOSAI-P 1:5</i> c) “The independence of Supreme Audit Institutions provided under the Constitution and law also guarantees a very high degree of <u>initiative and autonomy</u> (...)” <i>INTOSAI-P 1:8</i> d) The appointment, term, cessation of functions of the <u>Head of the SAI</u> (and members, in the case of collegiate bodies) and the independence of their decision making powers are guaranteed in the Constitution. <i>INTOSAI-P 1:6, INTOSAI-P 10:2.</i> e) In the Constitution or legal framework, there is “adequate <u>legal protection</u> by a supreme court (or another relevant court in terms of country-specific arrangements) against any interference with a SAI’s independence”. <i>INTOSAI-P 1:5.</i> f) “SAIs should <u>report</u> on any matters that may affect their <u>ability to perform</u> their work in accordance with their mandates and/or the legislative framework.” <i>INTOSAI-P 12:1</i> (e.g the SAI can report through its performance report that highlights progress on its activities against the annual operational plan. Other communication channels can be used according to the SAI context). g) “SAIs should <u>strive to promote, secure and maintain</u> an appropriate and effective constitutional, statutory or legal framework.” <i>INTOSAI-P 12:1</i> (e.g proposing an audit bill or amendments to parliament, meetings with key stakeholders, including a strategic goal in the SAI strategic plan etc). Score = 4: All the criteria above are in place. Score = 3: Criteria (a), (b) and at least three of the other criteria above are in place. Score = 2: Criteria (a), (b) and at least one of the other criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met	INTOSAI-P 1 INTOSAI-P 10 INTOSAI-P 12
Dimension (ii) Financial Independence / Autonomy	
a) The legal framework explicitly provides for the SAI’s <u>financial independence</u> from the executive. <i>INTOSAI-P 1:7</i> b) The SAI’s <u>budget is approved</u> by “the public body deciding on the national budget”. <i>INTOSAI-P 1:7</i> c) The SAI is free to <u>propose its budget</u> to the public body deciding on the national budget without interference from the executive. <i>INTOSAI-P 10:8.</i> d) The SAI “shall be entitled to <u>use the funds</u> allotted to them under a separate budget heading as they see fit”. <i>INTOSAI-P 1:7</i> e) After the SAI’s budget has been approved by the Legislature, the Executive (e.g. the Ministry of Finance) should <u>not control the SAI’s access</u> to these resources. <i>INTOSAI-P 10:8</i> f) The SAI has “the <u>right of direct appeal</u> to the Legislature if the resources provided are insufficient to allow [it] to fulfil [its] mandate.” <i>INTOSAI-P 10:8</i> g) During the past 3 years there have been <u>no cases of undue interference</u> from the Executive regarding the SAI’s budget proposal or access to financial resources. <i>INTOSAI-P 10:8</i>	INTOSAI-P 1 INTOSAI-P 10

SAI-1 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 4: All of the above criteria are in place. Score = 3: Criteria (a), (f), (g) and at least two of the other criteria above are in place. Score = 2: Criterion (a) and at least two of the other criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	
Dimension (iii) Organizational Independence / Autonomy	
a) The legal framework ensures that the SAI has “(...) the functional and <u>organizational independence</u> required to accomplish [its] tasks.” <i>INTOSAI-P 1:5</i> b) In practice, the SAI is “<u>free from direction or interference</u> from the Legislature or the Executive in the (...) organization and management of [its] office.” <i>INTOSAI-P 10:3</i> c) The SAI has the power to <u>determine its own rules and procedures</u> for managing business and for fulfilling its mandate, consistent with relevant rules affecting other public bodies. <i>INTOSAI-P 10:8, INTOSAI-P 20:6.</i> d) The Head of SAI is free to independently <u>decide on all human resource matters</u>, including appointments of staff and establishment of their terms and conditions, constrained only by staffing and/or budgetary frameworks approved by the Legislature. <i>INTOSAI-P 10:8</i> e) The relationship between the SAI and the <u>Legislature and also the Executive</u> is clearly defined in the legal framework. <i>INTOSAI-P 1:8,9</i> f) The legal framework “(...) provides for accountability and transparency [by covering] the <u>oversight of the SAI’s activities</u> (...)” <i>INTOSAI-P 20:1</i> g) The SAI is entitled to call on and pay for <u>external expertise</u> as necessary. <i>INTOSAI-P 1:14</i> Score = 4: All of the above criteria are in place. Score = 3: Criterion (b) and at least four of the other criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 1 INTOSAI-P 10 INTOSAI-P 20
Dimension (iv) Independence of the Head of the SAI and its members	
a) “The Constitution or applicable legislation specifies the term of office, <u>conditions for appointments, reappointments, [and] removal</u> (...) of the Head of the SAI, and [where relevant] members of collegial institutions (...) by a process that ensures their independence (...)” Derived from <i>INTOSAI-P 10:2 (E.g. with the approval of the Legislature, and where relevant, the Head of State; removal only for just cause / impeachment, similar protections to those that apply to a High Court Judge).</i> b) “(...) the head of SAI, and [where relevant] members of collegial institutions [are] given appointments [and re-appointments] with <u>sufficiently long and fixed terms</u>, to allow them to carry out their mandates without fear of retaliation.” <i>INTOSAI-P 10:2</i> c) “The Head of SAI and [where relevant] members of collegial institutions are (...) <u>immune to any prosecution</u> for any act (...) that results from the normal discharge of their duties.” <i>INTOSAI-P 10:2 (I.e. the SAI / Head of SAI cannot be sued for expressing audit opinions. This criterion is considered met if the Constitution or legislation explicitly guarantees the Head of SAI's immunity against prosecution for carrying out his/her mandate)</i> d) Within the past 3 years, there have been <u>no periods longer than 3 months</u> during which there has been no properly appointed Head with a term of office. <i>SAI PMF Task Team.</i> e) <u>The last appointment</u> [or re-appointment] of the Head of the SAI was done through a transparent process that ensured his/her independence. <i>INTOSAI-P 10:2, SAI PMF Task Team.</i>	INTOSAI-P 1 INTOSAI-P 10

SAI-1 Dimension & Minimum Criteria for Dimension Score	Key references
f) During the last 3 years there have been <u>no cases</u> where the Head of the SAI (or where relevant) members of collegial institutions were <u>removed</u> through an unlawful act or in a way that compromised the SAI's independence. <i>INTOSAI-P 10:2, SAI PMF Task Team.</i> g) The legal framework ensures that "in their professional careers, <u>audit staff</u> of Supreme Audit Institutions must not be influenced by the audited organizations and must not be dependent on such organizations." <i>INTOSAI-P 1:6</i> Score = 4: All of the criteria above are in place. Score = 3: Criteria (a), (e) and at least three of the other criteria above are in place. Score = 2: Criterion (a) and at least two of the other criteria above are in place. Score = 1: At least one of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	

SAI-2: Mandate of the SAI

The indicator aims to assess the operational powers vested in the SAI through the legal framework. As the Supreme Audit Institution of government financial resources, the SAI needs to be sufficiently empowered by a legal framework establishing its role and clearly describing the public financial operations it is responsible for auditing.

According to the Lima Declaration, “all public financial operations, regardless of whether and how they are reflected in the national budget, shall be subject to audit by Supreme Audit Institutions. Excluding parts of financial management from the national budget shall not result in these parts being exempted from audit by the Supreme Audit Institution.” INTOSAI-P 10 also elaborates on what is regarded a sufficiently broad mandate and full discretion. To enable the SAI to fulfil the mandate this full discretion also needs to be reflected in the SAI’s *de jure* and *de facto* rights to access and obtain information and documentation necessary for its activities. Finally, to get a complete understanding of the powers vested in the SAI, its rights and obligations need to be assessed. To hold audited entities accountable and make an impact, SAIs need the power to, and be required to, report on its activities. The legal framework should ensure these rights, allowing the SAI to freely prepare, submit and publish its audit reports.

For SAI with jurisdictional functions, the term *mission* is more relevant than *mandate*. A jurisdictional SAI does not receive a mandate; it fulfils missions bestowed upon it by its founding text. For jurisdictional SAIs, the mission, as it is provided for and carried out, should be assessed in this indicator.

Suggested assessment approach

The assessment of this indicator requires examination of the legal framework and the activities of the SAI, including any occurrences of interference from the Executive during the period under review.

Dimensions to be assessed:

- (i) Sufficiently Broad Mandate
- (ii) Access to Information
- (iii) Right and Obligation to Report

(i) Sufficiently Broad Mandate: The ISSAIs foresee a broad audit mandate for SAIs, covering all (or most) public financial operations (INTOSAI-P 1:18). This dimension assesses the SAI’s legal rights to carry out audits. If the legal framework is silent on certain elements, the assessors should look at the activities the SAI carries out in practice. For SAIs with jurisdictional functions, their mission provides the legal foundation for jurisdictional control. INTOSAI has established ISSAIs for three main types of public sector audit.²⁰ In fulfilling their mandates, SAIs should be independent in the choice of audit issues, in their audit planning and in the conduct of their audits. This entails that the way of carrying out audit may vary in practice, and SAIs may combine audit types, for example in comprehensive audits.

It is important that there is oversight by an independent body (e.g. the SAI) of all public funds, also extra-budgetary funds. The SAI should have the right to address the Legislature if it has concerns over the audit arrangements in place for public financial operations which are not within the mandate of the SAI.

²⁰ For further introduction to the audit types, please see Domain C.

(ii) Access to Information: Auditors should be entitled to free, timely and unrestricted access to all documents and information they might need for the proper discharge of their responsibilities (INTOSAI-P 10:4). This dimension assesses to what degree the SAI has such rights.

(iii) Right and Obligation to Report: The dimension assesses the SAI's right and obligation to report its audit findings. SAIs should report the results of their audit work at least once a year (INTOSAI-P 1:16). They should be free to decide on the content of their audit reports, and to publish and disseminate their reports once they have been formally tabled or submitted to the appropriate authority. The SAI should pay due attention to any laws on secrecy of information and consider how it can best communicate its results without violating such laws.

SAI-2 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Sufficiently Broad Mandate	
Scope of Audit a) <u>"All public financial operations, regardless of whether and how they are reflected in the national budget, shall be subject to audit by Supreme Audit Institutions."</u> INTOSAI-P 1:18 (<i>In scoring this criteria, assessors may need to define and record their interpretation of 'National Budget' in relation to the structure of Government in the country</i>) b) <i>Where criterion (a) is not in place, the SAI has the right to address the Legislature or the relevant legislative committee regarding concerns it may have over audit arrangements for any public financial operations which are not within the mandate of the SAI.</i> INTOSAI-P 1:18, SAI PMF Task Team. c) The SAI's mandate specifically ensures it is responsible for the audit of <u>all central government activities</u>. INTOSAI-P 10:3 (<i>E.g. audit of the consolidated fund, including flows in and out of the fund, and all revenue, expenditure, assets and liabilities</i>). d) <u>"(...) SAIs are free from direction and interference (...) in the selection of audit issues, planning, (...) conduct, reporting and follow-up of their audits."</u> INTOSAI-P 10:3 e) During the past 3 years the SAI has <u>not been given and has not taken</u> any tasks which influence the independence of its mandate. INTOSAI-P 10:3, SAI PMF Task Team. f) There have been <u>no cases of interference</u> in the SAI's selection of audit clients or subjects within the last three years, in a way that may compromise the SAI's independence. INTOSAI-P 10:3, SAI PMF Task Team. As a minimum, "SAIs should be empowered to audit the (...) " INTOSAI-P 10:3 g) <u>"legality and regularity of government or public entities' accounts"</u>. INTOSAI-P 10:3 h) <u>"quality of financial management and reporting"</u>. INTOSAI-P 10:3 i) <u>"economy, efficiency and effectiveness of government or public entities' operations"</u>. INTOSAI-P 10:3 Score = 4: All of the criteria above are in place. Score = 3: Criterion (c) and at least six of the other criteria above are in place. Score = 2: Criterion (c) and at least three of the other criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 1 INTOSAI-P 10

SAI-2 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (ii) Access to Information	
a) The law provides the SAI with unrestricted <u>right of access</u> to records, documents and information. <i>INTOSAI-P 1:10</i> b) The SAI has the right to <u>decide which information it needs</u> for its audits. <i>INTOSAI-P 1:10</i> c) In case the access to information required for the audit is restricted or denied, there is an established and appropriate <u>process for resolving such matters</u>, e.g. the possibility to address the Legislature or one of its committees, to take the matter to court, or direct powers to sanction those preventing access to information. <i>INTOSAI-P 10:4, SAI PMF Task Team.</i> d) For jurisdictional controls, in the event that access to information considered necessary is hindered, the SAI has <u>specific powers to sanction</u> those responsible for such hindrance. (<i>E.g. fines for failing to produce information, fines for hindering access, etc.</i>). <i>SAI PMF Task Team</i> e) SAI staff have right of <u>access to the premises</u> of audited bodies in order to do the fieldwork the SAI deems necessary. <i>INTOSAI-P 1:10</i> Score = 4: All of the criteria above are in place. Score = 3: Criterion (a) and at least two of the other criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above are in place. Score = 0: The conditions to score 1 are not met. .	INTOSAI-P 1 INTOSAI-P 10
Dimension (iii) Right and Obligation to Report	
a) "The Supreme Audit Institution shall be empowered and required by the Constitution to <u>report its findings annually and independently</u> to Parliament." <i>INTOSAI-P 1:16 (I.e. body of public representatives).</i> b) The SAI has the right to <u>publish</u> its annual audit reports. <i>INTOSAI-P 1:16</i> c) "The SAI shall also be empowered to report on particularly important and significant findings <u>during the year</u>." <i>INTOSAI-P 1:16</i> d) "SAIs are free to decide <u>the content</u> of their audit reports." <i>INTOSAI-P 10:6</i> e) "SAIs are free to decide on <u>the timing</u> of their reports except where specific requirements are prescribed in law." <i>INTOSAI-P 10:6</i> f) During the past 3 years there has been <u>no interference</u> in the SAI's decisions <u>on the content</u> of its audit reports. <i>INTOSAI-P 10:6</i> g) During the past 3 years there has been <u>no interference</u> in the SAI's efforts to <u>publish</u> its audit reports. <i>INTOSAI-P 10:6</i> Score = 4: All of the criteria above are in place. Score = 3: Criterion (a) and at least four of the other criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 1 INTOSAI-P 10

Domain B: Internal Governance and Ethics

One of the objectives of INTOSAI-P 12 is that SAIs should lead by example and be model organisations. An SAI should promote transparency and accountability through good governance of the SAI and ethical conduct, in order to fulfil their mandates.

There are several steps an SAI can take to ensure good governance. An SAI needs to adopt and comply with good governance principles, in all business. As INTOSAI-P 20 states in its introduction: “SAIs are (...) responsible for planning and conducting the scope of their work and using proper methodologies and standards to ensure that they promote accountability and transparency over public activities, meet their legal mandate and fulfil their responsibilities in a complete and objective manner”. It is important that this responsibility is taken clearly at the top management level, and is reflected in governance of the SAI that is consistent throughout the organization.

This domain measures the SAI’s overall performance in the area of internal governance and ethics. It seeks to give a holistic understanding of the SAI’s efforts, strengths and weaknesses at the organizational level. The indicators measured in Domain B reflect the SAI’s foundations for conducting its activities.

Long-term and short-term planning is the basis for an SAI’s operations. The content of the strategic plan, the process of developing it, as well as the reporting on the SAI’s own performance are covered in SAI-3. Overall planning of audit activities is covered in SAI-7. The *overall audit plan* for the SAI describes the audits the SAI will carry out in a set period of time. It should comply with the SAI’s mandate. The overall audit plan could be annual or a multiple year rolling audit plan.

INTOSAI-P 20, Principle 4 states that SAIs must apply high standards of integrity and ethics for staff of all levels. An internal control system and quality management are overarching principles to all the SAI’s operations and are therefore central in most domains in the SAI PMF. SAI-4 measures key elements that are fundamental to a system of internal control and quality management. INTOSAI-P 20, Principle 5 states that SAIs must ensure that these accountability and transparency principles are not compromised when they outsource their activities. The SAI’s system for achieving this is measured in SAI-5. To ensure a practice of high integrity the organisation needs to clearly communicate what is expected from staff and facilitate an environment characterized by functioning internal control systems and ethical behaviour among staff. Top management should promote these standards by demonstrating an appropriate tone-at-the top, and take initiatives to encourage high-quality work and a strong culture of internal control. These aspects are covered both in SAI-4 and SAI-6.

Performance Indicators:

SAI-3: Strategic Planning Cycle

SAI-4: Ethics, risk and quality management system

SAI-5: Outsourced Audits

SAI-6: Leadership and Internal Communication

SAI-7: Overall Audit Planning

Link to other domains

While Domain B primarily measures procedures and practices at an organizational level (with the exception of SAI-5), it is important that the assessors also verify whether the actual practices in the SAI correspond with the central systems. This can also help identify best practice which should be considered across the organization.

SAI-3: Strategic Planning Cycle

A strategic plan is important to provide organizational direction, and its publication communicates its intentions to internal and external stakeholders. Strategic planning should consider stakeholders' expectations and emerging risks, as well as the institutional environment in which the SAI operates, and where appropriate, measures to strengthen this environment. The objectives set in the strategic plan should be operationalized in an annual/operational plan for the SAI.

An SAI should have efficient and effective systems in place which enable it to plan for both the long term and the short term. It should also monitor and report on its performance. Consistent with INTOSAI terminology, long-term planning will be referred to as "strategic planning", although some SAIs may call it by other names²¹. Short term planning will be referred to as "annual planning/operational planning". Operational planning of SAI business will naturally coincide with overall audit planning. However, overall audit planning is measured in SAI-7. The sources of data to measure SAI-3 (ii) and SAI-7 could, in some SAIs, be the same. Analysis of the content of the relevant plan(s) is therefore the main objective when evaluating the plans against the criteria (not whether or not all aspects are gathered in one document). However, in cases where the SAI develops a separate overall audit plan, it should be linked to the operational plan to ensure coherence.

Dimensions to be assessed:

- (i) Content of the Strategic Plan
- (ii) Content of the Annual Plan/Operational Plan
- (iii) Organizational Planning Process
- (iv) Monitoring and Performance Reporting

(i) Content of the Strategic Plan: The strategic planning process should identify the desired future state the SAI is aiming at, assess the current situation, recognize risks, and identify the organization's development needs on the basis of this. It should define how to achieve the desired future state by identifying a long term mission statement and strategic objectives, while taking into account the culture and values of the SAI. For an SAI to report, implement, monitor and evaluate its strategic plan it is important to have in place a performance measurement system. The measurement of the SAI's strategic objectives is guided by indicators for which baselines, milestones, and targets have been developed and formally documented. The strategic plan should also set out the underlying assumptions, along with the principal and emerging risks that may affect the achievement of strategic objectives. Effective resource allocation is critical to the successful implementation of the strategic plan, making it essential to link the plan to high-level estimates of both financial and human resources.

²¹ For example, in AFROSAI-E, the term "corporate plan" is used.

(ii) Content of the Annual Plan: To facilitate implementation of its strategic plan, the SAI should operationalize its long-term objectives. The *annual plan/operational plan* is here defined as the tool used by the organization to implement its strategic plan and assist in managing its day-to-day activities. On an annual basis the SAI should provide a detailed plan for the coming year by elaborating on the planned projects, activities, timelines, and resources required, estimated budget, outputs, responsibility for projects and risks involved. The SAI should plan both audit related and non-audit related activities. The plan may take a multi-annual form, such as a rolling three-year plan where year one is planned in detail and years two and three in outline only. The plan should be communicated internally. The operational plan should provide a basis for monitoring progress through clearly defined milestones.

(iii) The planning process: The planning process should follow principles of good governance, with clearly defined timelines, steps, roles and responsibilities. Ownership at top level in the SAI is essential, but the right degree of participation from the whole organization leads to stronger ownership and secures that all parties are heard. Additionally, consulting external stakeholders for their opinions can be useful in order to ensure that the SAI's relevance in society is considered as part of the process. For the sake of accountability the SAI should make its strategic plan publicly available, and the operational plan should as a minimum be shared within the organization.

(iv) Monitoring and Performance Reporting: The SAI should report publicly on its own operations and performance, to show that it is fulfilling its mandate. The reporting should demonstrate the SAI's performance against internal objectives, the value of its audit work to external stakeholders, and the impact the SAI's work has on society.

SAI-3 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Content of the Strategic Plan	
a) The current strategic plan is based on a <u>needs assessment</u> covering the main aspects of the organization and an identification of gaps or areas requiring performance improvements. <i>IDI Strategic Management Handbook</i> b) The strategic plan incorporates a <u>results framework</u>, logical framework or similar which has a logical hierarchy of purposes (e.g. mission-vision-goals-objectives; or input-activities-output-outcome-impact). <i>IDI Strategic Management Handbook</i> c) The strategic plan contains a manageable number of <u>indicators</u> measuring the achievement of the SAI's strategic objectives (<i>E.g. related to its external deliverables (e.g. reports), internal capabilities, communication with stakeholders and legal framework</i>). <i>IDI Strategic Management Handbook</i> d) Baseline, milestones and targets are developed and documented for the indicators measuring the achievement of the SAI's strategic objectives. <i>IDI Strategic Management Handbook</i> e) "<u>Stakeholders' expectations</u> (...) are factored into strategic (...) plans, as appropriate". <i>INTOSAI-P 12:5</i> f) The current strategic plan is based on an <u>assessment of the institutional framework</u> (e.g. the formal and informal practices that govern the SAI's operations, as well as country governance, political economy and public financial management systems) in which the SAI operates, and the current capacity of the SAI's key stakeholders to make use of the SAI's reports. <i>IDI Strategic Management Handbook</i>	INTOSAI-P 12 IDI Strategic Management Handbook

SAI-3 Dimension & Minimum Criteria for Dimension Score	Key references
g) <i>Where necessary and appropriate</i>, the strategic plan includes measures designed to <u>strengthen the SAI's institutional environment</u> (e.g priorities on promoting the independence of the SAI, supported by activities such as proactively advocating for a new audit law, holding meetings with key stakeholders such as the legislature, civil society organisations, and the Executive to raise awareness of the need for a sound legal framework governing the SAI's operations, independence and transparency). <i>SAI PMF Team</i> h) The strategic plan identifies the underlying assumptions, principal risks and emerging risks to achievement of the strategic goals and objectives. <i>INTOSAI-P 12:5, IDI Strategic Management Handbook</i> i) The strategic plan is linked to a high-level estimate of financial and human resources required to achieve the strategic goals and objectives. <i>IDI Strategic Management Handbook</i> Score = 4: All the criteria above are in place. Score = 3: At least seven of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above is in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Content of the Annual Plan/Operational Plan	
An effective annual plan should contain: a) <u>Clearly defined</u> activities, timetables, and responsibilities. <i>IDI Strategic Management Handbook</i> b) <u>Coverage</u> of audit/jurisdictional activities and all the SAI's main support services, like financial management, HR and training, IT and infrastructure, etc. <i>IDI Strategic Management Handbook</i> c) Where relevant, if the SAI has a separate overall audit plan, there is a link to the operational plan. <i>IDI Strategic Management Handbook</i> d) Clear links to the <u>strategic plan</u>. <i>IDI Strategic Management Handbook</i> e) The annual plan contains or is linked to a <u>budget</u>, and there is evidence that considerations have been made about the resources needed to complete the activities in the plan. <i>IDI Strategic Management Handbook</i> f) An assessment of <u>risks</u> connected to achieving the objectives of the plan. <i>IDI Strategic Management Handbook</i> g) The operational plan allows for tracking of activities during the year based on clearly defined milestones. <i>IDI Strategic Management Handbook</i>. Score = 4: All of the criteria above are in place. Score = 3: At least five of the criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	IDI Strategic Management Handbook.
Dimension (iii) Organizational Planning Process (Development of Strategic Plan and Annual/ Operational Plan)	
An effective organizational planning process requires: a) High-level <u>ownership</u> of the process: the head of the SAI and the SAI management are involved in and own the process. <i>IDI Strategic Management Handbook</i> b) The organisational planning process is <u>inclusive</u> (e.g a diversity of employees within the organization have an opportunity to participate in organizational planning, and a diversity of appropriate external stakeholders are consulted as part of an inclusive process). <i>IDI Strategic Management Handbook</i>.	INTOSAI-P 20 IDI Strategic Management Handbook.

SAI-3 Dimension & Minimum Criteria for Dimension Score	Key references
c) <u>Communication</u>: there is effective communication of the organizational plans to everybody within the organization. <i>IDI Strategic Management Handbook</i> d) The strategic plan is made <u>publicly available</u>. <i>INTOSAI-P 20:2</i> e) There is a process for annual and/or in-year <u>monitoring</u> of progress against the strategic plan and annual/operational plan. <i>IDI Strategic Management Handbook</i> f) <u>Planning</u> the plan: there are clearly defined responsibilities, actions and a timetable for developing the strategic and operational plans. <i>IDI Strategic Management Handbook</i> g) <u>Continuity</u>: the current strategic plan was in place by the time the previous strategic planning period had ended. <i>IDI Strategic Management Handbook</i> h) For each planning cycle, the organizational planning process has been <u>evaluated</u> to improve the next planning process. <i>IDI Strategic Management Handbook</i> Score = 4: All of the criteria above are in place. Score = 3: At least six of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	
Dimension (iv) Monitoring and Performance Reporting	
Regarding measuring and reporting on the SAI's performance: a) "SAIs assess and <u>report</u> on their operations and performance in all areas (...)." <i>INTOSAI-P 20:6 (I.e. including a summary review of the SAI's performance against its strategy and annual objectives).</i> b) SAIs use performance <u>indicators</u> to measure achievement of strategic objectives, supported by baselines, milestones and targets to measure performance at the beginning of the strategic period and track progress during implementation. <i>IDI Strategic Management Handbook</i> c) "SAIs may use performance indicators to assess the <u>value of audit work</u> for Parliament, citizens and other stakeholders." <i>INTOSAI-P 20:6 (E.g. defining indicators relevant to specific stakeholders, or measuring satisfaction of stakeholders).</i> d) "SAIs follow up their public visibility, outcomes and impact through <u>external feedback</u>." <i>INTOSAI-P 20:6</i> e) Where appropriate, "the SAI... publish[es] statistics <u>measuring the impact</u> of the SAI's audits, such as savings and efficiency gains of government programs." <i>INTOSAI Guideline on Communicating and Promoting the Value and Benefits of SAIs</i> In addition to the SAI's annual performance reporting: f) "SAIs publicly report the results of <u>peer reviews</u> and independent external assessments." <i>INTOSAI-P 20:9</i> g) SAIs make public <u>the audit standards</u> and audit methodologies they apply. <i>INTOSAI-P 12:8</i> Score = 4: All of the criteria above are in place. Score = 3: At least five of the criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 12 INTOSAI-P 20 IDI Strategic Management Handbook INTOSAI Guideline on Communicating and Promoting the Value and Benefits of SAIs

SAI-4: Ethics, risk and quality management system

Systems of internal control are relevant to all SAI operations and are therefore central in most domains in the SAI PMF. It is impossible to measure in a single indicator or domain. Indicator SAI-4 is focusing on three interrelated areas: ethics, risk and quality management which represent key aspects of an internal control system that SAIs should have to provide reasonable assurance that it manages its operations economically, efficiently and in accordance with laws and regulations.

In the revised ISSAI 140 *Quality Management for SAIs* it is stated “For SAIs to meet their strategic objectives and fulfil their mandates, it is essential that all aspects of their operations are of high quality and lead to high quality output. The quality of the SAI’s work and output affects its reputation and credibility, and ultimately the ability to fulfil its mandate effectively”. (ISSAI 140:1). SAIs can’t claim compliance with the ISSAIs unless they have also implemented organizational requirements aligned with ISSAI 130 and 140.

At the heart of revised ISSAI 140 you find risk management, monitoring and evaluation. As an overriding objective, each SAI should consider the risks to the quality of its work and establish a system of quality management that is designed to adequately respond to these risks. Monitoring the system of quality management and remedying identified deficiencies requires ongoing monitoring and a commitment to continuous improvement (ISSAI 140).

It is important to emphasize the relation between SAI-4 dimensions (ii), (iii) and (iv). Dimension (ii) *Risk management*, focuses on the overarching risk management system at the organizational level including aspects that are not explicitly mentioned in ISSAI 140. While dimensions (iii) and (iv) focus on establishing a quality management system following a risk-based approach as outlined in ISSAI 140. It is important not to see the systems assessed in dimensions (ii), (iii) and (iv) as separate and the results in these dimensions need to be assessed and analysed together.

Links with other indicators

While the organizational risk management system is assessed in indicator SAI-4 (ii), approaches to identifying additional specific risks are covered in other parts of the framework. For example: risk identification when developing the SAI strategic plan and operational plan (SAI-3 (i) and (ii)) and following a risk-based methodology when developing the overall audit plan (SAI-7 (i)).

Furthermore, while the organizational quality management system is assessed in SAI-4 (iii) and (iv), quality management at the audit engagement level is assessed under Domain C in SAI-9 (iii), SAI-12 (iii) and SAI-15 (iii). These should be seen as an integral part of the system of quality management.

Dimensions to be assessed:

- (i) Ethics and integrity
- (ii) Risk management
- (iii) Quality Management System
- (iv) Quality Monitoring and Remediation

(i) Ethics and Integrity: A Code of Ethics is a comprehensive statement of the values and principles which should guide the daily work of auditors to ensure that their conduct is beyond reproach at all times and in all circumstances (ISSAI 130). It should clarify ethical criteria for auditors. It does not have to be one single document but should exist in a form which ensures that staff as well as external stakeholders are well acquainted with its content. The INTOSAI Code of Ethics (ISSAI 130) is intended to constitute a foundation for each SAI's own Code of Ethics. Key concepts in ISSAI 130 are integrity, independence and objectivity, competence, professional behaviour, confidentiality and transparency.

(ii) Risk management: A risk management system comprising a policy and implementation procedures including communication is key to ensure good governance of SAIs (INTOSAI-P 12, Principle 9 and INTOSAI GOV 9100) as well as to implement a System of Audit Quality Management in accordance with ISSAI 140. Specific guidance is provided by internationally recognised risk management standards which are ISO 31000:2018 *"Risk Management – Guidelines"* and COSO *"Enterprise Risk Management – Integrating with Strategy and Performance"* (2017) which detail the relevant principles and their implementation.

(iii) Quality Management System: The Quality Management System is organized around interconnected components: SAI's risk assessment process; Governance and leadership; Relevant ethical requirements; Acceptance, initiation, and continuance of engagements; Performing engagements; SAI resources; Information and communication; and Monitoring and remediation process." (ISSAI 100:36). The revised ISSAI 140 moves towards a holistic and systemic risk-based approach to quality management. It describes how quality related risks shall be identified, assessed and addressed against established quality objectives under the responsibility of the Head of the SAI.

(iv) Quality Monitoring and Remediation is a process to continuously improve the system of quality management. It is a monitoring process designed to provide evaluation of findings, identification of deficiencies, root cause analysis and designing and implementation of responses to address deficiencies noted. The design of monitoring activities is anchored on the SAI needs and that the SAI should have a policy to define which engagement to review, frequency of review and individuals who will perform the review.

SAI-4 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Ethics and Integrity	
To promote ethical behaviour the SAI should:	INTOSAI-P 10
a) Have a <u>code of ethics</u> . <i>INTOSAI-P 10:3, ISSAI 130.</i>	
b) Ensure the code of ethics sets out "ethical rules or codes, policies and practices that are <u>aligned with ISSAI 130.</u> " <i>INTOSAI-P 20:4.</i> As a minimum it should contain criteria which address the auditors' "integrity, independence and objectivity, competence, professional behaviour, confidentiality and transparency" of auditors and other SAI staff. <i>ISSAI 130:9</i>	INTOSAI-P 20 ISSAI 130
c) <u>Review</u> the code of ethics at least every ten years to ensure it is in line with ISSAI 130. <i>SAI PMF Task Team</i>	INTOSAI GOV 9100
d) " <u>require all staff</u> to always engage in conduct consistent with the values and principles expressed in the code of ethics, and [...] provide guidance and support to facilitate their understanding." <i>ISSAI 130:12</i>	IntoSAINT
e) "require that any <u>party it contracts to carry out work on its behalf</u> commit to the SAI's ethical requirements." <i>ISSAI 130:12</i>	

SAI-4 Dimension & Minimum Criteria for Dimension Score	Key references
f) Make the code of ethics <u>publicly available</u>. <i>ISSAI 130:12</i> g) “implement an ethics <u>control system</u> to identify and analyse ethical risks, to mitigate them, to support ethical behaviour, and to address any breach of ethical values, including protection of those who report suspected wrongdoing.” <i>ISSAI 130:12</i> h) Have assessed its vulnerability and resilience to integrity violations, through the use of tools such as <u>IntoSAINT</u> or similar, in the past five years. <i>SAI PMF Task Team</i> i) “Apply high standards of integrity (...) for staff of all levels” by adopting an <u>integrity policy</u> based on an assessment using IntoSAINT or a similar tool. <i>INTOSAI-P 20:4</i> j) Have a notification procedure in place for employees to report suspected violations of ethical behaviour (“<u>whistle blowing</u>”). k) “...implemented <u>independence and objectivity related controls</u> such as: policies for periodic rotation of staff or equivalent measures where rotation is not feasible”. <i>ISSAI 130:39</i> Score = 4: All of the criteria above are in place. Score = 3: Criteria (a), (b), (c), (d), (g) and at least three of the other criteria above are in place. Score = 2: Criteria (a), (d), (g) and at least two of the other criteria above are in place. Score = 1: Criteria (a), (d) and (g) are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Risk Management	
a) The SAI has a <u>risk management policy based on recognized international standards</u>. <i>Derived from ISO 31000</i> b) The <u>risks are assessed</u> on a recurring basis according to their potential impact and probability to materialize. <i>Derived from ISO 31000 and COSO ERM</i> c) The risks are <u>formally documented, aggregated and prioritized</u> in a risk register. <i>Derived from ISO 31000 and COSO ERM</i> d) The SAI has developed a <u>risk treatment plan</u> for the identified risks. <i>Derived from ISO 31000 and COSO ERM</i> e) The SAI regularly prepares a <u>risk management report</u>. (A report should be prepared as a minimum annually. A report can also be prepared more frequently depending on the nature of the risks). <i>Derived from COSO ERM</i> f) The SAI regularly <u>monitors</u> its risk management process. (I.e. Monitoring is an ongoing process). <i>Derived from ISO 31000 and COSO ERM</i> g) The SAI regularly <u>reviews</u> its risk management process. (I.e. being done less frequently than monitoring). <i>Derived from ISO 31000 and COSO ERM</i> h) <u>Communication and consultation</u> with appropriate internal and external stakeholders takes place throughout all steps of the risk management process. With the aim to bring different areas of expertise together (...) and provide sufficient information to facilitate risk oversight and decision-making. <i>Derived from ISO 31000 and COSO ERM</i> i) Responsibilities and accountabilities for relevant roles with respect to risk management are <u>assigned</u> (...) and should identify individuals who have the accountability and authority to manage risk (risk owners). <i>Derived from ISO 31000</i> Score = 4: All of the criteria above are in place. Score = 3: At least seven of the criteria above are in place.	ISSAI 140 ISO 31000 Risk Management – Guidelines COSO ERM Enterprise Risk Management – Integrating with Strategy and Performance

SAI-4 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (iii) Quality Management System	
a) "Each SAI should <u>design, implement and operate a system of quality management</u> to provide it with reasonable assurance that the SAI carries out all audits and other engagements at a consistently high level of quality and in accordance with the ISSAIs or other relevant standards, and applicable legal and regulatory requirements. An SAI's system of quality management generally addresses the following interconnected components in a continual and iterative manner: • SAI's risk assessment process, • Governance and leadership, • Relevant ethical requirements, • Acceptance, initiation, and continuance of engagements, • Performing engagements, • SAI resources, • Information and communication, and • Monitoring and remediation process." ISSAI 100:36 <i>(Note that this criterion assesses the overall system presented by a policy document or similar. The specific implementation of the components is assessed in other criteria in this dimension).</i> b) While the SAI designs, implements and operates the system...the SAI shall take "into account the <u>changing nature and circumstances</u> in which the SAI operates, and changes in its engagements(...)The system shall be integrated into the SAI's operations". ISSAI 140:20 <i>(Note that this criterion assesses whether the SAI has considered changes affecting its operations that has resulted to changes in the design, implementation and operation of the system of quality management. For instance witnessed in a policy document or similar).</i> c) "The head of the SAI shall take the <u>ultimate responsibility</u> for the system of quality management." ISSAI 140:21 (I.e. "To operate the system of quality management, the head of the SAI may assign responsibilities to individuals for the system and hold them accountable for the way they exercise those responsibilities"(...) ISSAI:140:26 (...)" the head of the SAI may consider whether the person or group of persons possesses appropriate experience, knowledge, influence and authority, and sufficient time to fulfil assigned responsibilities, and if they understand the roles to which they are assigned and how they are accountable."). ISSAI:140:27 d) "The SAI shall design and implement a <u>risk assessment process</u> to: • establish quality objectives; • identify and assess quality risks; and • design and implement responses to address the quality risks." ISSAI 140:22 e) "The SAI shall establish <u>quality objectives</u>²², appropriate to its nature and the circumstances in which it operates, that the system of quality management is intended to address. <u>The quality objectives shall relate to each of the components of:</u> 1) governance and leadership; 2) relevant ethical requirements; 3) acceptance, initiation, and continuance of engagements; 4) performing engagements; 5) SAI resources; 6) information and communication". ISSAI 140:29 <i>(Note that there is a close link between quality objectives, risk identification and risk responses).</i>	ISSAI 100 ISSAI 140

²² ISSAI 140 suggests quality objectives associated with the 6 components that may be relevant

SAI-4 Dimension & Minimum Criteria for Dimension Score	Key references
f) "The SAI shall <u>assess whether changes to quality objectives</u> are needed (...) If such changes are needed, the SAI shall establish additional quality objectives or modify quality objectives already established". <i>ISSAI 140:30</i> g) "The SAI shall <u>identify and assess quality risks</u>." <i>ISSAI 140:45</i> (I.e. "The SAI decides the appropriate frequency (...) " <i>ISSAI 140:47</i> ...the risks should be linked to the quality objectives established and changes to quality objectives, refer to criterion f). <i>ISSAI 140:22</i>). h) "The SAI shall assess whether <u>changes to quality risks or assessments of quality risks</u> are needed (...) If such changes are needed, the SAI shall identify and assess new quality risks or modify the assessments of quality risks already identified". <i>ISSAI 140:46</i> (I.e note the link to criterion f) and changes in quality objectives). i) "The SAI shall design and implement <u>responses to address the quality risks</u> in a manner that is based on, and responsive to, the assessments of those risks". <i>ISSAI 140:51</i>. (I.e. The responses should be linked to the quality objectives and risks identified, ref. criterion h). <i>ISSAI 140:22</i>). j) "The SAI shall assess whether <u>changes to responses</u> are needed (...) If such changes are needed, the SAI shall design and implement additional responses or modify responses already implemented". <i>ISSAI 140:52</i> (I.e note the link to criterion h) and changes in quality risks). k) "The person or persons assigned responsibility and accountability for the system of quality management shall <u>evaluate and conclude</u> on the system of quality management. The evaluation shall cover a defined period and <u>be performed at least annually</u>." <i>ISSAI 140:70</i> l) "The SAI shall establish a period of time for <u>retaining documentation</u> for the system of quality management taking into account relevant standards, laws and regulations." <i>ISSAI 140:78</i> Score = 4: All of the criteria above are in place Score = 3: At least nine of the criteria above are in place. Score = 2: At least six of the criteria above are in place. Score = 1: At least three of the criteria above is in place. Score = 0: The conditions to score 1 are not met	
Dimension (iv) Quality Monitoring and Remediation	
a) "The SAI shall <u>establish a monitoring and remediation process</u> to: • provide relevant, reliable and timely information about the design, implementation and operation of the system of quality management; • identify potential strengths and deficiencies in the design, implementation and operation of the system of quality management; • take appropriate action to respond to identified deficiencies such that they are remediated on a timely basis; and • enable it to assess compliance with ISSAIs and applicable legal and regulatory requirements and with policies and procedures it has established to address quality risks." <i>ISSAI 140:57</i> <i>(Note that you here assess the existence of a monitoring and remediation process. Primary source of evidence can be a policy, whether there is a function with clear responsibilities).</i> b) "The monitoring and remediation process shall include: • evaluating findings to determine whether deficiencies exist;	ISSAI 140

SAI-4 Dimension & Minimum Criteria for Dimension Score	Key references
• evaluating the severity, pervasiveness and root cause of identified deficiencies; • designing and implementing appropriate remedial actions to address those deficiencies; and • evaluating whether the remedial actions have been appropriately designed, implemented and are effective." ISSAI 140:58 <i>(Note that you are here assessing the implementation part).</i> c) "The monitoring and remediation process shall include <u>reviews of completed engagements</u>. Based on the identified quality risks, the SAI shall establish criteria for selecting completed engagements for review." ISSAI 140:60 d) "The SAI shall establish policies and procedures that <u>address the objectivity of the individuals</u> performing the monitoring activities." ISSAI 140:61 e) "The SAI shall <u>respond</u> to circumstances when quality management findings indicate that required procedures were omitted during the performance of an engagement or the report issued may not comply with ISSAIs and applicable laws and regulations." ISSAI 140:59 Score = 4: All of the criteria above are in place. Score = 3: At least three of the above criteria are in place. Score = 2: At least two of the above criteria are in place. Score = 1: At least one of the above criteria are in place. Score = 0: The conditions to score 1 are not met	

SAI-5: Outsourced Audits

An SAI's legal framework may allow for it to contract external auditors. To enable SAIs with limited capacities to complete their audits in a timely manner, outsourcing some audit work may be an option for SAIs to fulfil their mandate. However, the SAI still remains the responsible party for the audits and for the results of the contracted work. The SAI is responsible for quality even when using resources from external service providers, *ISSAI 140:43*.

SAIs that contract audit work need to consider any resulting risks and outsourcing would often entail a high-risk procurement process. Although outsourced audits are being assessed under a separate indicator it is important to note that managing the quality of outsourced audits should be integrated in the SAIs overall quality management system (assessed under SAI-4 (iii) and (iv)). "The head of the SAI shall take the ultimate responsibility for the system of quality management" *ISSAI 140:21*, which includes the quality management of outsourced audits. Assessing outsourced audits therefore follow the same approach outlined in *ISSAI 140*. Starting with establishing your quality objectives. When establishing the quality objectives all six components (Governance and leadership; Relevant ethical requirements; Acceptance, initiation, and continuance of engagements; Performing engagements; SAI resources; Information and communication) should be considered, although the component on SAI resources may be the most relevant for outsourcing. The next step is to define the quality risks. Relevant quality objectives and risks may be linked to the SAIs process of selecting contractors, the quality management of the audit work done on behalf of the SAI etc. Some further clarification is provided in the International Standard on Quality Management 1 (ISQM) 2020.²³

The indicator encompasses audits that are outsourced in full. Audits that are partially outsourced (e.g. specific analyses that require external expertise), are to be covered in Domain C.

Dimensions to be assessed:

- (i) Quality Management System of Outsourced Audits
- (ii) Quality Monitoring and Remediation of Outsourced Audits

(i) Quality Management System of Outsourced Audits: the assessment of the quality management system of outsourced audits follows the approach outlined in *ISSAI 140* and the assessment of the overall system of quality management (SAI-4 (iii)). The SAI should define its quality objectives considering the 6 components, identify the quality risks and design and implement responses to address the quality risks. The Head of SAI takes the ultimate responsibility for the system of quality management.

²³ International standard on quality management 1 (ISQM) 2020, paragraph A107: In determining whether a resource from a service provider is appropriate for use ... in the performance of engagements ... the firm may obtain information about the service provider and the resource they provide from a number of sources. Matters the firm may consider include:

- The related quality objective and quality risks.
- The nature and scope of the resources, and the conditions of the service.
- The extent to which the resource is used across the firm, how the resource will be used by the firm and whether it is suitable for that purpose.
- The extent of customization of the resource for the firm.
- The firm's previous use of the service provider.
- The service provider's experience in the industry and reputation in the market.

(ii) Quality Monitoring and Remediation of Outsourced Audits: the monitoring and remediation follow the approach outlined in ISSAI 140 and the assessment of the overall system of quality management (SAI-4 (iv)). The monitoring and remediation should include reviews of completed engagements of outsourced audits and should respond to findings. This dimension assesses additional aspects that are important for outsourced audits. The SAI should ensure that documentation of the audit is the property of the SAI and should have in place procedures for authorizing reports to be issued.

Suggested assessment approach

To evaluate the SAI's system for quality management of outsourced audits, the assessment team should review a sample of outsourced audit files to assess compliance with these by contracted auditors. This means that when selecting the sample of audit files to assess domain C, you would also include an outsourced audit in your sample.

SAI-5 Dimension & Minimum Criteria for Dimension Score		Key references
Dimension (i) Quality Management System of Outsourced Audits		
a) "The SAI is <u>responsible for quality</u> even when using resources from external service providers" <i>ISSAI 140:43</i>. This entails that the SAI should ensure quality of its outsourced audits both as an integral part of its system of quality management (refer SAI-4 (iii)) and by addressing specific risks for outsourced audits. b) "<u>The SAI shall establish quality objectives</u>, appropriate to its nature and the circumstances in which it operates, that the system of quality management is intended to address". <i>ISSAI 140:29</i>. c) "The SAI shall <u>identify and assess quality risks</u>." <i>ISSAI 140:45</i> (I.e. "The SAI decides the appropriate frequency (...) " <i>ISSAI 140:47</i> ...the risks should be linked to the quality objectives established... <i>ISSAI 140:22</i>). d) "The SAI shall <u>design and implement responses to address the quality risks</u> in a manner that is based on, and responsive to, the assessments of those risks". <i>ISSAI 140:51</i>. (I.e. The responses should be linked to the quality objectives and risks identified, ref. criterion h). <i>ISSAI 140:22</i>). Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met		ISSAI 140
Dimension (ii) Quality Monitoring and Remediation of Outsourced Audits		
The monitoring and remediation of the system of quality management (refer SAI-4 (iv)) should also include considerations for outsourced audits: a) "The monitoring and remediation process shall include <u>reviews of completed engagements</u>. Based on the identified quality risks, the SAI shall establish criteria for selecting completed engagements for review." <i>ISSAI 140:60</i> b) "The SAI shall establish policies and procedures that <u>address the objectivity of the individuals</u> performing the monitoring activities." <i>ISSAI 140:61</i> c) "The SAI shall <u>respond to circumstances when quality management findings indicate that required procedures were omitted</u> during the performance of an		ISSAI 140

SAI-5 Dimension & Minimum Criteria for Dimension Score	Key references
engagement or the report issued may not comply with ISSAIs and applicable laws and regulations." <i>ISSAI 140:59</i> <i>(Note: This criterion assesses monitoring at the engagement level and it refers to quality management findings identified after the audit report has been issued).</i> d) "SAIs should ensure that all documentation (such as audit work papers) is the property of the SAI, regardless of whether the work has been carried out by SAI personnel or contracted out." <i>SAI PMF task team</i> (i.e. by including this requirement in written contracts) e) The "(...) Procedures are in place for authorizing reports to be issued." <i>SAI PMF task team</i> (i.e. carry out reviews of draft reports to ensure quality). Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above are in place. Score = 0: The conditions to score 1 are not met	

SAI-6: Leadership and Internal Communication

According to INTOSAI-P 20, an SAI should be operating on the foundations of transparency and accountability. INTOSAI-P 12 equally underlines the principle of SAIs leading by example. In practice, it is the Head of the SAI and the leadership team who are responsible for setting the tone at the top, to promote integrity, but also to enable effective fulfilment of the mandate of the organization by developing an organizational culture promoting effectiveness, transparency and accountability. In order for the SAI to achieve its objectives, strong leadership and good communication with staff are necessary.

Suggested assessment approach

Assessing performance in leadership and communication requires a holistic approach to this topic. While some criteria can be assessed by measuring the existence of practices within a specific area, others demand the assessor to take a look at how the organization functions as a whole. For leadership, the assessor needs to apply professional judgement to assess whether separate initiatives in sum are sufficient for the criteria to be considered fulfilled. Internal communication practices may need to be more formalized in larger organisations, so context, organizational structure and staff numbers need to be considered.

Dimensions to be assessed:

- (i) Leadership
- (ii) Internal Communication

(i) Leadership is an overarching element of all the SAI's operations, and is therefore central to most domains in the SAI PMF. It is impossible to measure in a single indicator or domain. Nevertheless, SAI-6 dimension (i) measures some of the practices that are considered to be minimum requirements for effective leadership. Leadership is challenging to measure so the impact of leadership and organizational culture should also be analyzed in the narrative performance report. A key attribute of leadership is setting the tone at the top. 'Tone at the top' refers to the values, ethical standards and priorities demonstrated by an organization's leadership, which shape the culture, behaviour and performance of the entire institution. In an SAI, this means the Head of SAI and leadership team lead by example in integrity, professionalism, quality, and accountability. Diversity, equity, and inclusion are fundamental to effective human resource management. It is therefore essential for SAI leadership to demonstrate commitment through initiatives that create and sustain institutionalized diversity, equity, and inclusion within the SAI.

(ii) Internal communication: Internal communication is one of the key aspects in keeping SAI staff informed, motivated and aligned with the SAI's objectives. It is a powerful tool in increasing staff engagement. In addition, each staff member in the SAI plays an important role in communicating the importance of the SAI to citizens. Therefore, all staff should be informed of the SAI's work and strategic priorities. Internal communication is also a key tool in knowledge sharing, allowing people to know what initiatives are being developed throughout the SAI, increasing the innovation and generation of new ideas.

SAI-6 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Leadership	

SAI-6 Dimension & Minimum Criteria for Dimension Score	Key references
Features of effective SAI leadership: a) The SAI leadership holds periodic <u>decision-making meetings</u>. <i>Derived from CAF, SAI PMF Task Team</i> b) Key decisions made by the SAI's leadership are <u>documented</u> and communicated to staff. <i>SAI PMF Task Team</i> c) The SAI leadership has identified and disseminated <u>the SAI's values</u> and promotes these in its public activities, core documents and regular communications. <i>Derived from CAF, SAI PMF Task Team</i> d) The SAI leadership implements an appropriate organizational structure with clear responsibilities for all levels of staff, and delegate competences and responsibilities as appropriate. <i>Derived from CAF</i> e) The SAI leadership has considered strategies (within its available powers) to <u>incentivise better performance</u>, and has implemented these. <i>Derived from CAF</i> f) The SAI leadership has demonstrated initiatives to <u>set a tone</u> enabling accountability and strengthening the culture of internal control. <i>INTOSAI GOV 9100, ISSAI 130:12</i> g) The SAI leadership has demonstrated initiatives for <u>building an ethical culture</u> in the organization by identifying ethics as an explicit priority; leading by example; maintaining high standards of professionalism, accountability and transparency in decision making; encouraging an open and mutual learning environment where difficult and sensitive questions can be raised and discussed; and recognising good ethical behaviour, while addressing misconduct. <i>ISSAI 130: 34</i> h) The SAI leadership has demonstrated initiatives to contribute to integration of <u>quality</u> into the organizational culture. "Quality should be built into the (...) organisational culture (...). <i>ISSAI 140:1.</i> i) The SAI leadership has demonstrated initiatives to create and maintain <u>institutionalised diversity, equity and inclusion</u> within the SAI (e.g, appointing a focal point person and/or a team to coordinate the integration of diversity, equity and inclusion in the SAI's work and management processes; developing and implementing a policy and appropriate tools on diversity, equity and inclusion). <i>CBC HRM Guide</i> Score = 4: All of the criteria above are in place. Score = 3: At least seven of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	INTOSAI-P 20 ISSAI 130 ISSAI 140 INTOSAI GOV 9100 Common Assessment Framework (CAF)
Dimension (ii) Internal Communication	
Regarding internal communication, the following criteria should be met by the SAI in the period under review: a) The SAI has established <u>principles for internal communication</u>, and monitors the implementation of these. b) The SAI leadership communicates the SAI's mandate, <u>vision, core values</u> and strategy to staff. <i>AFROSAI-E Handbook on Communication for SAIs, Derived from CAF</i> c) The SAI leadership <u>informs and consults employees</u> regularly on key issues related to the organization. <i>Derived from CAF</i>	AFROSAI-E Handbook on Communication for SAIs Common Assessment Framework (CAF)

SAI-6 Dimension & Minimum Criteria for Dimension Score	Key references
d) The SAI uses <u>appropriate tools</u> to promote effective internal communication, e.g. newsletter/magazine, email addresses for all staff, an intranet etc. <i>AFROSAI-E Handbook on Communication for SAIs</i> e) There are regular and open <u>interactions</u> between management and staff, e.g. organizational and unit-wide briefings, regular team meetings. <i>AFROSAI-E Handbook on Communication for SAIs</i> f) The SAI has an <u>electronic communication</u> system which allows all staff to communicate and share information. <i>AFROSAI-E Handbook on Communication for SAIs</i> Score = 4: All of the criteria above are in place. Score = 3: At least five of the criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met	

SAI-7: Overall Audit Planning

INTOSAI-P 1 emphasizes that SAIs shall audit in accordance with a self-determined programme. SAI-7 looks at the process of developing an overall audit plan/control programme, and its content.

The overall audit plan/control programme defines the audits/controls the SAI plans to conduct in a set period. It could be either an annual or multiannual plan. The overall audit plan/control programme supports the SAI in fulfilling its mandate and reaching its objectives efficiently and effectively. It is important that the overall audit plan/control programme is feasible, reflecting SAI budget and workforce.

Operational planning of SAI business (assessed in SAI-3 (ii)) will naturally coincide with overall audit planning. The sources of data to measure SAI-3 (ii) and SAI-7 could, in some SAIs, be the same. Analysis of the content of the relevant plan(s) is therefore the main objective when evaluating the plans against the criteria (not whether or not all aspects are gathered in one document). However, in cases where the SAI develops a separate overall audit plan, it should be linked to the operational plan to ensure coherence.

SAIs should consider their overall audit plan/control programme, and whether they have the resources to deliver the range of work to the desired level of quality. To achieve this, SAIs should have a system to prioritize their work in a way that takes into account the need to maintain quality. It is important to document the process for developing the overall audit plan/control programme.

Suggested assessment approach

The assessors need to do a comprehensive assessment of the overall audit/control planning process, and supplement this with information from the assessment of the audit/control indicators in Domain C to establish whether there exists a system in the SAI that ensures a consistent approach. Furthermore, the assessors should consider whether the system provides SAI leadership with information on whether its mandate is fulfilled in an effective manner.

Dimensions to be assessed:

- (i) Overall Audit/Control Planning Process
- (ii) Overall Audit Plan/Control Programme Content

(i) Overall Audit/Control Planning Process: The overall audit plan/control programme for the SAI describes the audits/controls the SAI will carry out. It should reflect the SAI's mandate. INTOSAI-P 1 states that the SAI's audit/control objectives - legality, regularity, economy, efficiency and effectiveness of financial management - are all of equal importance. (INTOSAI-P 1:4) However, it is for each SAI to determine its priorities on a case-by-case basis. To achieve this, SAIs should have a system to prioritize their work in a way that takes into account the need to maintain quality, applying a risk-based methodology to determine which audits/controls to carry out. The resources required to realise the plan have been considered and it should be clear who is responsible for, and who will implement the plan.

(ii) Overall Audit Plan/Control Programme Content: The audit plan/control programme for an SAI should cover elements such as assessment of constraints, risk assessment for prioritizing audits, available budget and human resources. The audit coverage of the SAI's mandate is covered by SAI-8.

SAI-7 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Overall Audit/Control Planning Process	
For effective overall audit/control planning: a) The SAI <u>documents the process</u> followed for developing and approving the overall audit plan/control programme for the SAI. <i>SAI PMF Task Team and derived from ISSAI 100:42</i> b) The process for developing the SAI's overall audit plan/control programme identifies the SAI's audit/control <u>responsibilities from its mandate</u>. <i>SAI PMF Task Team</i> c) The audit/control planning process follows a <u>risk-based methodology</u>. <i>(E.g. a systematic risk-assessment as part of the basis for selecting audit entities and approach)</i>. <i>SAI PMF Task Team</i> d) There are <u>clearly defined responsibilities</u> for planning, implementing and monitoring the audit plan/control programme for the SAI. <i>SAI PMF Task Team</i> e) There is evidence that the SAI <u>monitors</u> the implementation of its audit plan/control programme. <i>SAI PMF Task Team</i> f) The audit/control planning process for the SAI takes into account the SAI's <u>expected budget</u> and resources for the period to which the plan relates. <i>SAI PMF Task Team</i> g) The SAI "should ensure that <u>stakeholders' expectations</u> and emerging risks are factored into (...) audit plans [control programme], as appropriate." <i>INTOSAI-P 12:5</i> Score = 4: All of the above criteria are in place. Score = 3: Criteria (a), (b), c) and at least two of the other criteria above are in place. Score = 2: Criteria (a), (b) and at least one of the other criteria above are in place. Score = 1: At least one of the above criteria is in place. Score = 0: The conditions to score 1 are not met	INTOSAI-P 12 ISSAI 100
Dimension (ii) Overall Audit Plan/Control Programme Content	
The overall audit plan/control programme or other similar reference documents: a) Defines <u>the objective</u> of the audit/control at a high level, as well as who has the responsibility for each audit/control to be carried out. <i>SAI PMF Task Team</i> b) Includes a <u>schedule</u> for the implementation of all audits/controls. <i>Derived from ISSAI 100:50</i> c) Demonstrates that the SAI is <u>discharging its audit/control mandate</u> over a relevant timeframe as scheduled in its plan/program, or, if this is not the case, includes a summary and explanation of any differences between the SAI's mandate and the audit plan/control program for the SAI. <i>SAI PMF Task Team</i> d) Specifies the necessary human and financial <u>resources</u> to conduct the planned audits/controls. <i>SAI PMF Task Team and derived from ISSAI 100: 50</i> e) Contains an <u>assessment of risks and constraints</u> to the delivery of the plan/programme. <i>SAI PMF Task Team</i> Score = 4: All of the criteria above are in place.	ISSAI 100

SAI-7 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 3: Criteria (a), (b) and at least two of the other criteria above are in place. Score = 2: At least criteria (a) and (b) are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met	

Domain C: Audit Quality, Reporting and Jurisdictional Activities

This domain aims at assessing the core business of the SAI. This entails the quality and the outputs of the audit. It also includes assessing jurisdictional activities for SAIs with jurisdictional function (including the control of regularity of the accounts and management operations as well as the subsequent legal proceedings).

Public sector auditing has many diverse applications. The mandate of an SAI defines its responsibilities for auditing and any other functions it has. ISSAI 100 defines the fundamental principles of public sector auditing, which apply equally to all types of audits, and which SAIs should pursue on the basis of their mandate and strategies. In addition, the ISSAIs provide standards and guidance for the following types of public sector auditing:

- **Financial audit** determines whether an entity's financial information is presented in accordance with the applicable financial reporting and regulatory frameworks. This is achieved by obtaining sufficient and appropriate audit evidence to enable the auditor to express a reasonable assurance based opinion on whether the financial information is free from material misstatement, whether due to fraud or error. ISSAI 200 elaborates on this further.
- **Performance audit** assesses whether interventions, programmes and institutions are performing in accordance with the principles of economy, efficiency and effectiveness, and whether there is room for improvement. This is achieved by examining performance against suitable criteria, and by analyzing the cause of deviations from criteria or problems. The aim is to answer key audit questions and to provide recommendations for improvement. ISSAI 300 elaborates on this further.
- **Compliance audit** determines whether a particular subject matter is in compliance with applicable authorities identified as criteria. Compliance auditing is performed by assessing whether activities, financial transactions and information are, in all material respects, in compliance with the authorities which govern the audited entity. ISSAI 400 elaborates on this further.

"SAIs with jurisdictional functions have the possibility to engage directly the liability of managers of public funds when their findings show some irregularities or when such irregularities are referred to it by a third party."

INTOSAI-P 50, section 1.1.1. "The jurisdictional activities [...] consist in a control of regularity of the accounts and management operations of officials and other managers of public funds and considered as such. Said activities include the engagement of the personal liability and the sanctioning of those accountable in case of irregularities in the management of these funds and operations or of losses caused by these irregularities or mismanagement."

INTOSAI-P 50, section 1.1.2.

The INTOSAI-P 50 sets out the principles specific to jurisdictional activities for SAIs with jurisdictional functions. However, the implementation of the principles in more detail is not yet defined in the IFPP, therefore some criteria are developed based on good practices pertaining to this process.

Domain C includes an indicator SAI-8 that measures the SAI's audit coverage for each of the audit disciplines, as well as coverage of the control of regularity of the accounts and management operations (control of the accounts).

The following audit indicators follow a structure where the SAI's performance in each audit discipline is measured through three indicators:

1. Foundations – The indicators SAI-9, SAI-12 and SAI-15 assess audit standards and guidance, competencies, and quality management that constitute the basis for the audit work carried out.
2. Process – The indicators SAI-10, SAI-13 and SAI-16 assess the quality of practices throughout the audit processes that took place during the period under review, from planning, to implementing the audits, evaluating evidence and finally reporting.
3. Results – The indicators SAI-11, SAI-14 and SAI-17 capture the outputs of the audit work, and how the results of the audit work have been submitted and followed-up.

Indicators SAI-18, SAI-19 and SAI-20 have been developed specifically to assess jurisdictional activities for SAIs with a jurisdictional function. This includes:

- Foundations – indicator SAI-18 assess the jurisdictional legal framework (laws, internal regulations and policies) and the competencies and system to ensure the quality of the control of regularity of the accounts and management operations.
- Process – indicator SAI-19 assess the practices of planning and conducting the control of the accounts that took place during the period under review. The indicator also assesses the subsequent legal proceedings and the final decision resulting from these proceedings.
- Results – indicator SAI-20 assess the notification, publication and follow-up of results.

Suggested Assessment Approach for Indicators in Domain C

All audits begin with objectives, and those objectives determine the type or types of audit to be performed and the applicable standards to be followed. It is necessary to identify what audit types the SAI carries out, and which indicators apply. Chapter 1.6 offers some guidance for such considerations. Further guidance is provided under the relevant indicators below. When planning the assessment, the assessment team should review this guidance and discuss with the SAI.

When assessing the indicators in this domain, it may be useful to start by reviewing the SAI's audit manuals, guidance and standards, including policies that guide the implementation of audits and describe procedures for quality management. If the SAI has recently adopted new standards or audit manuals, it is important that the assessment team consider which versions it will be appropriate to review. The source of evidence should be the

standards and manuals that were actually used by the audit teams. When weaknesses in the audit work are observed, these could sometimes be explained by weaknesses in the guidance material.

Where the assessor finds the SAI's quality management systems to be sound, some reliance may be placed on the SAI's external and internal quality assurance reports as evidence to inform the scoring of the indicators on financial, compliance and performance audit process.

Appropriate further evidence should be obtained from a review of a sample of audits (selected randomly and stratified to cover different divisions, types of entities etc.).²⁴ Unless otherwise specified, a criterion should be met in all audits in the sample for it to be considered met overall, though the assessor may disregard cases where a criterion was not met in a single audit within the sample if it is considered this was an exceptional case and there is convincing evidence that the criterion was generally met across most of the population. Where indicators require the assessor to review the sufficiency and appropriateness of audit evidence, assessors should review at least two planned audit procedures from each of the audits selected and form an opinion based on their professional judgment. The indicators on audit process (SAI-10, SAI-13 and SAI-16) require for the score of 4 that an independent assessment/monitoring of the SAI's audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with the relevant engagement level ISSAI requirements²⁵. (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. If the SAI has had such a detailed assessment done, the assessors should consider whether reliance may be placed on the assessment. In that context the quality of the assessment and the independence of the reviewers is important. If the assessors find that the assessment can be relied upon, they can consider using the results of that assessment to inform the scoring of the criteria in the audit process indicators.

Information to score the indicators on audit results and results of legal proceedings (SAI-11, SAI-14, SAI-17, SAI-20) should ideally be taken from the SAI's management information system, or alternatively from review of a sample of audit/ control files.

Performance Indicators:

SAI-8: Audit Coverage and coverage of the control of regularity of the accounts and management operations

SAI-9: Financial Audit Standards and Quality Management

SAI-10: Financial Audit Process

SAI-11: Financial Audit Results

SAI-12: Performance Audit Standards and Quality Management

SAI-13: Performance Audit Process

SAI-14: Performance Audit Results

SAI-15: Compliance Audit Standards and Quality Management

²⁴ Please see further guidance on sampling in section 1.7.4.

²⁵ Engagement level ISSAIs refer to the principles and standards for financial (FA) audit, performance (PA) audit and compliance (CA) audit in the INTOSAI Framework of Professional Pronouncements (IFPP)

SAI-16: Compliance Audit Process

SAI-17: Compliance Audit Results

SAI-18: Jurisdictional Legal Framework and system to ensure quality of the control of the accounts (*for SAIs with jurisdictional functions*)

SAI-19: Jurisdictional Activities (*for SAIs with jurisdictional functions*)

SAI-20: Results of legal proceedings (*for SAIs with jurisdictional functions*)

Link with indicators in Domains A and B

The SAI PMF provides for distinct assessments of an SAI's financial, compliance and performance audit activities, as well as jurisdictional activities where relevant. Before scoring indicators under this domain, assessors should consider the legal framework of the SAI to determine whether its mandate to carry out different types of audit is limited. If its mandate only permits it to conduct certain types of audit, the other indicators in Domain C should be marked as Not Applicable (NA).²⁶

SAI-9, SAI-12, SAI-15 and SAI-18 assess the SAI's approach to auditing/jurisdictional activities in terms of its overall standards and guidance for each discipline, as well as how matters of audit team (investigators etc.) management and skills, and quality management are implemented at the level of individual audits/controls of the accounts. The quality of these functions at the organizational level is assessed elsewhere in the framework: system of quality management in SAI-4 and learning and professional development in SAI-23.

²⁶ Please see section 3.2.4 above for details on the No Score methodology.

SAI-8: Audit Coverage and coverage of the control of regularity of the accounts and management operations

The indicator measures audit coverage in each of the three audit disciplines: financial, performance and compliance audit, as well as coverage of the control of regularity of the accounts and management operations (control of the accounts) where relevant. It provides information on the extent to which the SAI is able to audit/control the entities within its mandate.

Assessment of this indicator may be based on information from the SAI's management information system, completed quality assurance reviews and/or review of a sample of audits.

Dimensions to be assessed:

- (i) Financial Audit Coverage
- (ii) Coverage, Selection and Objective of Performance Audit
- (iii) Coverage, Selection and Objective of Compliance Audit
- (iv) Coverage of the control of regularity of the accounts and management operations

(i) Financial Audit Coverage: The mandate of the SAI for the audit of financial statements may be defined in legislation (see Domain A *Independence and Legal Framework*). This may include audit legislation (which typically identifies the financial audit responsibilities relating to public accounts or the consolidated fund) as well as acts and other statutory instruments establishing state and local governments, and various forms of public corporations. In some cases legislation may specify the entities to be audited but may not be clear on obligations to conduct financial, compliance and performance audit activities. In these cases, assessors should consider established practices, and expectations, to determine whether financial audit is a part of the SAI's mandate and whether the financial audit indicators are applicable. Legislation sometimes provides for the outsourcing of financial audit. In this case, the assessor should determine whether the SAI has responsibility over the quality of the audits: if so, the dimension should be applied. In the case that the SAI is responsible for the quality of outsourced audits but does not have access to all or part of the outsourced audit files, all criteria which cannot be scored for this reason should be scored as not in place.

Regardless of who undertakes the audits, SAIs should ensure that all financial statements submitted to the SAI for audit and within its mandate (i.e. excluding requests for additional audits outside the SAI's mandate, but including any audits where the SAI has accepted a role as the appointed auditor) are audited within any relevant statutory timeframes (or within six months of receipt of the financial statements, should no statutory timeframes exist). Preparation and submission of financial statements is normally outside the SAI's direct control. In the event that financial statements that are within the SAI's mandate to audit are not submitted to the SAI by those responsible, it cannot undertake the financial audit, but should as a minimum report to those responsible and to the public on the non-submission of financial statements.

Note that in some countries, the SAI's financial audit mandate could be only the Government consolidated financial statements. The score will therefore be either 4 (if these are audited) or 0 (if they are not audited). If these consolidated financial statements are not received, and therefore cannot be audited, the dimension should be

given a score of 0 if the SAI does not report publicly on the non-submission of financial statements, and considered Not Applicable (NA) if the SAI does.

(ii) Coverage, Selection and Objective of Performance Audit: As the SAI's legal mandate for performance audit is often wide and the scope of performance audit is flexible, it is challenging to measure audit coverage for performance audit. SAIs need to determine on a case-by-case basis how they choose to prioritize between the different types of audit (INTOSAI-P 1:4). Therefore, the audit coverage dimension for performance audit focuses on whether the SAI's processes for selecting audit topics enable it to select audits which cover significant issues and that are likely to have an impact. Having impact refers to whether the audits are likely to significantly improve the conduct of government operations and programmes, e.g. by lowering costs and simplifying administration, enhancing the quality and volume of services, or improving effectiveness, impact or the benefits to society (ISSAI 300:40). In selecting issues to be audited, auditors may use formal techniques such as risk analysis or problem assessments, but must also apply professional judgment.

(iii) Coverage, Selection and Objective of Compliance Audit: It can be challenging to measure audit coverage for compliance audit, as mandates for compliance audit may not clearly define the nature of mandatory audit activities, and the scope of compliance audits may vary substantially. In addition, many SAIs lack the resources and internal capacity to undertake compliance audit of each audited entity within its mandate every year. There should therefore be a mechanism established in the SAI which ensures that the selection of entities or subject matters to be audited in a given year is based on a clear and documented sampling approach which gives due consideration to the risks associated with the entity and materiality, as well as the SAI's available resources. The process should ensure that all entities within the SAI's mandate are audited within a reasonable period of time, to provide a basis for accountability and maintain an expectation of oversight.

The dimension therefore measures how the SAI selects the entities/subject matter that will be subject to compliance audit in a given year, and then measures to what degree the SAI was able to carry out these planned activities.

The scope of individual compliance audits will be determined by the mandate of the SAI, the subject matter to be audited, the applicable authorities, the level of assurance to be provided, and a consideration of materiality and risk. This is assessed in SAI-16 *Compliance Audit Process*.

(iv) Coverage of the control of regularity of the accounts and management operations: This would normally entail checking the accounts for irregularities, including checking the supporting documentation. The missions of the SAI to carry out control of the accounts are generally laid down in law. The law defines the competence of the SAI: entities, public managers (including accountants), irregularities concerned and their consequences.

Within this legal framework, the SAI sets its rules of control of the accounts programming. The purpose of those rules, as listed in the INTOSAI-P 50: *Principles of jurisdictional activities of SAIs*, is to ensure that:

- The control of the accounts is carried out within a reasonable time.
- The identification of irregularities and any establishment of charges by the SAI occur within a reasonable time (INTOSAI-P 50, Principle 11)

- If existing, the periods of prescription/ statute of limitation for judgment including verification of accountants, are respected. (INTOSAI-P 50, Principle 4)

Traditionally SAIs with jurisdictions function were required by law to control the regularity of all accounts within their mandate annually which is still the case for several SAIs. An SAI will in such cases often not have the internal resources and capacities to conduct the controls in a timely manner which has led to SAIs struggling with backlogs. In this scenario it may still be possible for the SAI to plan and programme its controls in a manner that allows the majority of the accounts to be subject to control within a defined time period. The remaining entities can be sampled, based on the level of risk they represent.

The legal framework in some countries has changed allowing SAIs to select the accounts that should be controlled based on considerations such as risks and materiality. SAIs would therefore be better positioned to divert resources to examining the key accounts.

Based on these two scenarios, the SAI PMF assessment team can choose between option 1 or option 2 of dimension (iv). If you are assessing an SAI that is required by law to control the regularity of all accounts within their mandate, you should consider choosing option 1. If you are assessing an SAI that can select the accounts that should be examined, you should consider selecting option 2.

The decision to conduct a control of the accounts and the scope of investigation are determined by the SAI's mission, the results of previous control and the risk assessment. This aspect is assessed in SAI-19 *Jurisdictional Activities*.

Every control may focus on a specific theme or deal with the totality of the controlled entity's operations.

SAI-8 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Financial Audit Coverage	
Score = 4: In the year under review, <u>100 %</u> of financial statements received (and required to be audited under the mandate of the SAI) were audited; and the SAI reported publicly on any non-submission of financial statements due. <i>INTOSAI-P 1:18, SAI PMF Task Team.</i> Score = 3: In the year under review, <u>at least 75 %</u> of financial statements received (and required to be audited under the mandate of the SAI) were audited, including the consolidated fund / public accounts (or where there is no consolidated fund, the three largest Ministries); and the SAI reported publicly on any non-submission of financial statements due. The selection of financial statements for audit was based on considerations of risk, materiality, mandate and SAI competence and resources. <i>INTOSAI-P 1:18, SAI PMF Task Team.</i> Score = 2: In the year under review, <u>at least 50 %</u> of financial statements received (and required to be audited under the mandate of the SAI) were audited, including the consolidated fund / public accounts (or where there is no consolidated fund, the three largest Ministries); and the SAI reported to those responsible on any non-submission of financial statements due. The selection of financial statements for	INTOSAI-P 1

SAI-8 Dimension & Minimum Criteria for Dimension Score	Key references
audit was based on considerations of risk, materiality, mandate and SAI competence and resources. <i>INTOSAI-P 1:18, SAI PMF Task Team.</i> Score = 1: In the year under review, <u>at least 25 %</u> of financial statements received (and required to be audited under the mandate of the SAI) were audited. <i>INTOSAI-P 1:18, SAI PMF Task Team.</i> Score = 0: In the year under review, <u>less than 25 %</u> of financial statements received (and required to be audited under the mandate of the SAI) were audited. <i>INTOSAI-P 1:18, SAI PMF Task Team.</i>	
Dimension (ii) Coverage, Selection and Objective of Performance Audits	
a) The SAI has set priorities for performance auditing based on the notion that economy, efficiency and effectiveness are audit objectives of <u>equal importance</u> to the legality and regularity of financial management and accounting (e.g. resources required to conduct audits are equitably distributed among all the audit types including performance audit). <i>INTOSAI-P 1:4</i> b) “Performance audit focuses on whether interventions, programmes and institutions are performing in accordance with the principles of <u>economy, efficiency and effectiveness</u> and whether there is room for improvement.” <i>ISSAI 100:22</i> c) Audit topics are selected “through the SAI’s strategic [and/or operational] <u>planning process</u> by analysing potential topics and conducting research to identify risks and problems.” <i>ISSAI 300:36. See also ISSAI 3000:89.</i> (Eg. Considered broad and significant areas of government activity and emerging topics). d) “SAIs should ensure that <u>stakeholders’ expectations and emerging risks</u> are factored into (...) audit plans, as appropriate.” <i>INTOSAI-P 12:5</i> e) “In [the planning] process, auditors [and the SAI] should consider that <u>audit topics</u> should be sufficiently <u>significant</u> (...)”. <i>ISSAI 300:36. See also ISSAI 3000:90.</i> f) “In [the planning] process, auditors [and the SAI] should consider that audit topics should be (...) <u>auditable and in keeping with the SAI’s mandate.</u>” <i>ISSAI 300:36. See also ISSAI 3000:90.</i> g) “The topic selection process should aim to <u>maximise the expected impact</u> of the audit while taking account of audit capacities (e.g. human resources and professional skills).” <i>ISSAI 300:36. See also ISSAI 3000:91.</i> h) During the period under review, the SAI has issued performance audit reports <u>aligned</u> with audit topics selected through their strategic and operational planning process. Derived from <i>INTOSAI-P 12:5</i> and <i>ISSAI 300:36.</i> Score = 4: All the criteria above are in place. Score = 3: At least six of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	INTOSAI-P 1 INTOSAI-P 12 ISSAI 100 ISSAI 300
Dimension (iii) Coverage, Selection and Objective of Compliance Audit	
a) The <u>audit plan</u> for the year under review identifies entities/subject matter within the SAI’s mandate that will be subject to compliance audit in the given year. b) The <u>selection of entities/subject matter</u> to be audited was based on a systematic and documented assessment of risk and materiality, and took into account the SAI’s available resources. <i>Derived from ISSAI 140:22, ISSAI 100:43.</i> The SAI has	INTOSAI-P 1 INTOSAI-P 12 ISSAI 140

SAI-8 Dimension & Minimum Criteria for Dimension Score	Key references
considered the relevance of cross-entity audits, seeing that "Compliance audits may be conducted (...) as distinct and clearly-defined audits each related to a specific subject matter". <i>ISSAI 400:25</i> c) The process of selecting entities ensures that <u>all entities</u> within the SAI's mandate are audited during the course of a reasonable period of time. <i>Derived from INTOSAI-P 1:18</i> d) All entities/subject matters <u>identified in the audit plan</u> for the year under review were subject to compliance audit. <i>SAI PMF Task Team</i> Score 4 = all of the criteria above are in place. Score 3 = At least three of the criteria above are in place. Score 2 = At least two of the criteria above are in place. Score 1 = At least one of the criteria above is in place. Score 0 = The conditions to score 1 are not met	ISSAI 100
Dimension (iv) Coverage of the control of regularity of the accounts and management operations	
<u>OPTION 1:</u> Score = 4: In the year under review, <u>100 %</u> of the estimated financial value of accounts required to be examined under the mandate of the SAI were examined. Score = 3: In the year under review, <u>at least 75 %</u> of the estimated financial value of accounts required to be examined under the mandate of the SAI were examined, and were selected based on criteria such as risk, materiality, the period of accountability and reasonable delay. Score = 2: In the year under review <u>at least 50 %</u> of the estimated financial value of accounts required to be examined under the mandate of the SAI were examined, and were selected based on criteria such as risk, materiality, the period of accountability and reasonable delay. Score = 1: In the year under review <u>at least 25 %</u> of the estimated financial value of accounts required to be examined under the mandate of the SAI were examined. Score = 0: In the year under review <u>less than 25 %</u> of the estimated financial value of accounts required to be examined under the mandate of the SAI were examined. <u>OPTION 2:</u> a) The <u>selection of accounts</u> to be examined in the year under review was based on a documented assessment considering the resources available to the SAI, materiality and risk. b) The <u>process of selection of accounts</u> to be examined ensures that all accounts within the SAI's mandate are examined during the course of a reasonable period of time. c) <u>The percentage of financial value</u> of accounts judged against financial value of accounts scheduled for judgement.	SAI PMF Task Team

SAI-8 Dimension & Minimum Criteria for Dimension Score	Key references
d) <u>The percentage of financial value</u> of accounts judged against financial value of accounts within the mandate of the SAI. Score = 4: Criteria a) and b) are in place. The percentage for criterion c) is 100 % and for criterion d) at least 80 % Score = 3: Criteria a) and b) are in place. The percentage for criterion c) is at least 80% and for criterion d) at least 70% Score = 2: Criteria a) and b) is in place. The percentage for criterion c) is at least 60% and for criterion d) at least 50% Score = 1: Criteria a) and b) is in place. The percentage for criterion c) is at least 50 % and for criterion d) at least 40% Score = 0: Criteria a) and b) are not met. The percentage for criterion c) is less than 50 % and for criterion d) less than 40%	

Financial Audit Introduction

Purpose and Objective of Financial Auditing

“The objective of financial audit is, through the collection of sufficient appropriate evidence, to provide reasonable assurance to the users, in the form of an audit opinion and/or report, as to whether the financial statements or other forms of presentation of financial information are fairly and/or in all material respects presented in accordance with the applicable financial reporting and regulatory framework”. (ISSAI 200:8)

Reasonable Assurance Engagements

Audits conducted in accordance with ISSAI 200 are reasonable, not limited, assurance engagements.

An audit of financial statements in accordance with the ISSAIs is a reasonable assurance engagement. Reasonable assurance audits are designed to result in a positive form of expressing a conclusion, such as ‘in our opinion the financial statements presents fairly, in all material respects (or give a true and fair view of)’. (ISSAI 200:26)

“Limited assurance engagements, such as some review engagements, are not covered by the current ISSAIs on financial audit.” (ISSAI 200:27)

When providing limited assurance, the audit conclusion states that, based on the procedures performed, nothing has come to the auditor’s attention to cause the auditor to believe that the subject matter is not in compliance with the applicable criteria. The procedures performed in a limited assurance audit are limited compared with what is necessary to obtain reasonable assurance. (ISSAI 100:33)

Preconditions for an audit of financial statements in accordance with the ISSAIs

“A financial audit conducted in accordance with ISSAIs is premised on the following conditions:

- The financial reporting framework used for preparation of the financial statements is deemed to be acceptable by the auditor.
- Management of the entity acknowledges and understands its responsibility” [for preparing financial statements, maintaining adequate internal controls, and providing the auditor with unrestricted access to all relevant information]. (ISSAI 200:9)

Without an acceptable financial reporting framework, the auditor does not have suitable criteria for auditing the financial statements. ISSAI 2210, appendix 2, provides assistance for the auditor in determining whether the financial reporting framework is acceptable. An acceptable financial reporting framework results in information in the financial statements that is relevant, complete, reliable, neutral and understandable for the intended users. Where the auditor determines the financial reporting framework to be unacceptable, the auditor should assess the effect on the financial statements in terms of missing information or its impact on the financial results or position:

- when the choice of the reporting framework is at the discretion of management, the auditor should suggest the framework be changed; or
- when a change in the framework is not possible, such as when prescribed by law or regulation, the auditor should inform the auditee of additional disclosures needed in the financial statements to avoid them being misleading. ISSAI 200:17

“The auditor should, taking account of the auditee’s response, determine the impact on the audit opinion or consider an emphasis of matter explaining the impact of the financial reporting framework on the results, assets and liabilities or other aspects. The auditor may also consider other actions such as informing the legislature or withdrawing from the audit engagement if the SAI is able to do so.” *ISSAI 200:18*

How to determine if the audit activity is financial audit

The assessor should consider whether the type of audit work carried out by the SAI is financial auditing. The key characteristic of financial auditing, as defined in ISSAI 100, is determining whether an entity’s financial information is presented in accordance with the applicable financial reporting and regulatory frameworks. Audits where the primary focus of the audit is on compliance with applicable authorities²⁷ should be covered under the indicators on compliance audit. Financial audits undertaken when the SAI considers the financial reporting framework to be unacceptable may still be covered under this indicator, but are subject to the additional criteria that the SAI does not refer to the ISSAIs on financial audit in its report or opinion.

ISSAI 200 can also be applied for other financial audits, including the audit of single financial statements, financial statements prepared on a cash accounting basis, items of a financial statement, and financial statements prepared in accordance with special purpose financial reporting frameworks (including budget execution reports). For such audits, the guidance in ISSAIs 2800, 2805 and 2810, as well as the fundamental principles on compliance and performance auditing, may also be relevant.

Financial audit of budget execution reports. ISSAI 200 paragraph 14 states that:

“When the auditor is required to undertake audits of budgetary execution this can include the examination of the regularity of budgetary transactions and comparison between actual and budget. This may often involve specific or individual financial reporting frameworks. For this type of audit engagement, the preconditions established by the ISSAIs on financial audit may not be in place, but the principles they contain should be applied to the extent possible”.

Where the focus of the audit is on compliance with applicable authorities, ISSAI 400 Compliance Audit Principles may be a relevant source of information for the development of appropriate audit standards. Where the auditor needs to determine whether the financial statements are prepared on the basis of an acceptable special purpose financial reporting framework, guidance in ISSAI 2210 Appendix 2, as well as guidance in ISSAIs 2800, 2805 and 2810 on special purpose frameworks, should be applied.

The Fundamental Principles of Public-Sector Auditing (ISSAI 100) and the Financial Audit Principles (ISSAI 200) that flow from this can be used to establish authoritative standards in three ways (ISSAI 100:8):

- as a basis on which SAIs can develop standards;
- as a basis for the adoption of consistent national standards;
- as a basis for adoption of the ISSAIs.

²⁷ Rules, laws and regulations, budgetary resolutions, policy, established codes, agreed terms or general principles of sound public sector financial management and conduct of public sector officials.

An SAI may declare that the standards it has developed or adopted are based on or are consistent with the principles of the ISSAIs only if the standards fully comply with all relevant principles in ISSAIs 100, 200, 300 and 400. (ISSAI 100:9)

SAI-9: Financial Audit Standards and Quality Management

This indicator is specific to the financial audit principles. SAI-9 assesses the SAI's approach to financial auditing in terms of its overall adopted standards and guidance for financial auditing. The process for adopting the ISSAIs as the authoritative auditing standards is a comprehensive process that ranges from establishing the legal basis for the adoption of ISSAIs, checking the legal provisions relating to auditing standards applicable in the country (the provision may provide authority to the SAI to develop or adopt international auditing standards), detailed study on why adopting the ISSAIs, issuing an executive order by the Head of SAI on adoption of ISSAIs and finally issuing a public notification informing the public about the adoption of ISSAIs as the authoritative auditing standards for the SAI. Furthermore, the indicator assesses how matters of audit team management and skills and quality management are implemented at the audit engagement level. The quality of these functions at the organizational level is assessed in the indicators on quality management in SAI-4, and learning and professional development in SAI-23.

Domain B, indicator SAI-4 (iii) and (iv) assesses quality management at the organizational level as outlined in ISSAI 140 *Quality Management for SAIs*. The quality management at the audit engagement level should be integrated in the overall system of quality management.

Dimensions to be assessed:

- (i) Financial Audit Standards and Policies
- (ii) Financial Audit Team Management and Skills
- (iii) Quality Management in Financial Audits

(i) Financial Audit Standards and Policies: This examines whether the SAI's adopted audit standards are in line with the financial audit principles as reflected in ISSAI 200. It further looks at whether the SAI has put in place policies and procedures for its auditors which interpret the standards in the context of the individual SAI. Such policies and procedures may be found in different documents, e.g. audit manuals. They should be documented in writing.

(ii) Financial Audit Team Management and Skills: The dimension examines whether the SAI has established a system for ensuring that the members of the audit team collectively possess the professional competence and skills necessary to carry out the audit in question as ISSAI 200 requires. It also looks at what support the SAI provides to its auditors in the audit process. To score the dimension, the assessors may look at the SAI's policies and procedures for composing audit teams, as well as guidance material and other support provided to the auditors. To verify that the system of audit team composition is implemented in practice, the assessors may examine planning documentation for the sample of audits.

(iii) Quality Management in Financial Audit: This examines how quality measures for financial audit have been implemented in practice, as evidenced through a review of audit files. Quality management of the audit process describes the sum of the measures taken to ensure the high quality of each audit product, and is carried out as an integrated part of the audit process. A SAI's quality management policies and procedures should comply with professional standards, the aim being to ensure that audits are conducted at a consistently high level. Quality management procedures should cover matters such as the direction, review and supervision of the audit process

(ISSAI 100:40) and the need for consultation in order to reach decisions on difficult or contentious matters. "The head of the SAI shall take the ultimate responsibility for the system of quality management" ISSAI 140:21. (I.e. "To operate the system of quality management, the head of the SAI may assign responsibilities to individuals for the system and hold them accountable for the way they exercise those responsibilities"(...) ISSAI 140:26. Several individuals may be involved in quality management, and at several stages of the audit process. Line managers and team leaders often have a key role to play, as they review draft plans, audit work and the draft report before the audit is finalized. Please note that the SAI's system of quality management at the organizational level is measured elsewhere in the framework (SAI-4 (iii) and (iv)).

SAI-9 Dimension & Minimum Criteria for Dimension Score	Key References
Dimension (i) Financial Audit Standards and Policies	
SAI should adopt the Financial Audit Standards (ISSAI 2000-2810) as its standards, or develop or adopt national <u>audit standards</u> based on, or consistent with ISSAI 100 <i>Fundamental Principles of Public-Sector Auditing</i> and ISSAI 200 <i>Financial Audit Principles</i>. ISSAI 100:8. Adoption of standards consistent with ISSAI 100 and 200 can be considered to fulfil all the following criteria: a) "Before commencing a financial audit engagement the auditor should: assess the acceptability of the financial reporting framework of the audited entity; and ensure that the management of the entity acknowledges and understands its responsibility." ISSAI 200:9 b) "When the objective is to provide <u>reasonable assurance</u>, the auditor should reduce audit risk to an acceptably low level given the circumstances of the audit." ISSAI 100:42. "In general, reasonable assurance audits are designed to result in a conclusion expressed in a positive form (...)." ISSAI 200:26 c) "The auditor should apply the concept of <u>materiality</u> (...) when planning and performing the audit." ISSAI 200:33 d) "Auditors should prepare audit <u>documentation</u> that is sufficiently detailed to provide a clear understanding of the work performed, evidence obtained and conclusions reached." ISSAI 100:44. e) "It is essential that the audited entity be kept informed of all matters relating to the audit. (...) <u>Communication</u> should include obtaining information relevant to the audit and providing management and those charged with governance with timely observations and findings throughout the engagement." ISSAI 100:45 f) "The auditor should <u>reach a common understanding</u> with management or those charged with governance about the respective roles and responsibilities for each audit engagement." ISSAI 200:30 g) "<u>Planning for a specific audit</u> includes strategic and operational aspect. Strategically, planning should define the audit scope, objectives and approach (...). Operationally, planning entails setting a timetable for the audit and defining the nature, timing and extent of the audit procedures." ISSAI 100:50 h) "The auditor should <u>plan the audit</u> to ensure that it is conducted in an effective and efficient manner (...)." ISSAI 200:31 i) "The auditor should obtain a sufficient <u>understanding of the audited entity</u> and the environment in which it operates (...) and the entity's system of internal control, in order to identify and assess the risks of material misstatement. An	ISSAI 100 ISSAI 200

SAI-9 Dimension & Minimum Criteria for Dimension Score	Key References
entity's system of internal control comprises five components (including IT controls)". ISSAI 200:36 j) "The auditor should identify and <u>assess the risk of material misstatement</u> in the financial statements as a whole, and at assertion level, in order to determine the most appropriate audit procedures to address those risks." ISSAI 200:39 k) "The auditor should obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement, by <u>designing and implementing appropriate responses</u> to those risks." ISSAI 200:41 (<i>I.e. design further audit procedures whose nature, timing and extent take account of the risks of material misstatement at the assertion level. Such audit procedures usually include tests of control and substantive procedures (analytical procedures and/or tests of detail).</i> ISSAI 200:42 l) "As part of the identification and assessment of the risks of material misstatement, the auditor should consider whether <u>material misstatements could arise due to fraud</u>, and undertake appropriate responses to those risks." ISSAI 200:44 m) "The auditor should identify the <u>risks of material misstatement due to non-compliance with laws and regulations</u>, and respond appropriately". ISSAI 200:49 and "The auditor should obtain sufficient appropriate audit evidence regarding compliance with the provisions of those laws and regulations having a direct effect on the determination of material amounts and disclosures in the financial statements." ISSAI 200:50 n) "The auditor should design and perform audit procedures in order to obtain <u>sufficient appropriate audit evidence</u> (in terms of quantity and quality) on which to base the audit conclusions and opinion." ISSAI 200:54 o) "The auditor should <u>record misstatements</u> identified during the audit, bring them to the attention of management or those charged with governance". ISSAI 200:56 (<i>I.e. The auditor should assess whether uncorrected misstatements are material, individually or in aggregate, to determine what effect they may have on the audit opinion).</i> ISSAI 200:57 p) "Based on the audit evidence, the auditor should form an <u>opinion</u> as to whether the financial statements have been prepared in accordance with the applicable financial reporting framework". ISSAI 200:58. q) <i>Where relevant:</i> "Auditors engaged to audit <u>consolidated financial statements</u> should obtain sufficient appropriate audit evidence on the reliability of the financial information of the components and the consolidation process to express an opinion on whether the consolidated financial statements have been prepared, in all material respects, in accordance with the applicable financial reporting framework." ISSAI 200:78 The SAI has also adopted <u>policies and procedures</u> about how it has chosen to implement its audit standards, which should cover the following: r) How to "(...) determine an overall level of <u>materiality</u> for the financial statements as a whole (...)." ISSAI 200:34 (...), "Performance materiality should be used (...)" (Including assessment of materiality by value, nature and context, derived from ISSAI 200:35, ISSAI 100:43).	

SAI-9 Dimension & Minimum Criteria for Dimension Score	Key References
s) Requirements on the auditor in relation to documentation in the following areas: the timely preparation of audit <u>documentation</u>; the form, content and extent of audit documentation; (...) the assembly of the final audit file. <i>ISSAI 100:44. See also ISSAI 2230</i> t) How to design and implement “(...) further audit procedures whose nature, timing and <u>extent</u> take account of the risks of material misstatement at the assertion level.” <i>ISSAI 200:42. (If necessary including an approach to calculating minimum planned sample sizes in response to materiality and risk assessments, based on an underlying audit model).</i> Score = 4: Criteria (b), (c), (o), (p) and at least fourteen of the other criteria above are in place. Score = 3: Criteria (b), (c), (p) and at least ten of the other criteria above are in place. Score = 2: Criteria (b), (c) and at least six of the other criteria above are in place. Score = 1: Criteria (b) and at least two of the other criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Financial Audit Team Management and Skills	
The SAI has established a <u>system</u> to ensure that "The individuals in the audit team should <u>collectively</u> possess the knowledge, skills and expertise necessary to successfully complete the audit". <i>ISSAI 100:41.</i> a) Understanding and practical <u>experience</u> of audit engagements of a similar nature and complexity through appropriate training and experience. <i>ISSAI 100:41</i> b) Understanding of <u>professional standards</u> and the applicable legal and regulatory requirements. <i>ISSAI 100:41</i> c) <u>Knowledge of relevant industries</u> [sectors] in which the audited organization operates." <i>ISSAI 100:41</i> d) The system ensures that the knowledge, skills and expertise required for conducting the financial audit are <u>identified</u>. <i>SAI PMF Task Team</i> e) The system ensures that there are <u>clear reporting lines</u> and allocation of responsibilities within the team. <i>SAI PMF Task Team</i> The SAI also provides <u>support to its auditor teams</u> on the following: <i>(E.g. in the form of audit manuals and other guidance material, continuous on-the-job training and professional development, access to experts and/or information from external sources.)</i> f) Planning procedures: “<u>Strategically</u>, planning should define the audit scope, objectives and approach (...). <u>Operationally</u>, planning entails setting a timetable for the audit and defining the nature, timing and extent of the audit procedures.” <i>ISSAI 100:50</i>, including “design and implement overall responses to address the risks of material misstatement at the financial statement level, and further audit procedures whose nature, timing and extent take account of the risks of material misstatement at the assertion level.” <i>ISSAI 200:42</i> g) How to "obtain a sufficient understanding of (...) the entity's <u>system of internal control</u>, in order to identify and assess the risks of material misstatement. An entity's system of internal control comprises five components: the control environment, the entity's risk assessment process, the entity's process to monitor	ISSAI 100 ISSAI 200

SAI-9 Dimension & Minimum Criteria for Dimension Score	Key References
the system of internal control, the entity's information system and the control activities (including IT controls)". ISSAI 200:36. h) "(...) Assess[ing] the <u>risks of material misstatements</u> (...) in the financial statements as a whole and, at assertion level (...)" ISSAI 200:39, including "due to <u>fraud</u>" ISSAI 200:44 and "due to (...) <u>non-compliance with laws and regulations</u>." ISSAI 200:49 Score = 4: All of the criteria above are in place. Score = 3: Criteria (a), (f) and at least four of the other criteria above are in place. Score = 2: Criterion (a) and at least three of the other criteria above are in place. Score = 1: At least two of the above criteria are in place. Score = 0: The conditions to score 1 are not met	
Dimension (iii) Quality Management in Financial Audit	
a) "SAIs' quality management policies and procedures should assign and define <u>responsibilities</u> for quality and quality management of individual audits". ISSAI 100:36. b) "The auditors should apply quality management policies and procedures to ensure that audits are conducted at a <u>consistently high level</u>. Quality management procedures should cover matters such as the direction, review and supervision of the audit process". ISSAI 100:40. c) Quality management procedures should cover...the need for consultation in order to reach decisions on <u>difficult or contentious matters</u>. <i>Derived from ISSAI 100:40.</i> (E.g. consultation on significant matters is undertaken, especially for difficult or contentious matters, and the conclusions agreed to are implemented and, as appropriate, documented (...) <u>differences of opinion</u> are brought to the attention of officials at the appropriate level of the SAI, resolved and documented appropriately, <i>derived from ISSAI 140:41</i>). d) If the SAI conducts <u>engagement quality reviews</u>: "the SAI establishes policies and procedures that identify if and when an engagement quality review is an appropriate response to address one or more quality risks". ISSAI 140:56 e) Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met	ISSAI 140

SAI-10: Financial Audit Process

The indicator looks at how financial audits are carried out in practice. It examines the planning phase, the implementation phase and the reporting phase. The scoring of this indicator should mainly be done on the basis of a review of a sample of financial audit files from the year under review. Evidence may also be taken from the SAI's own quality management reports, where the assessor is content that these may be relied upon. It may also be helpful to interview the audit teams that conducted the sampled audits. As a rule, the issues covered by the criteria should be documented for the criteria to be considered met, for example in the audit plan, in the working papers, or in the audit report.

Please also refer to Annex 1 for definitions and explanations of key terms.

Link to assessments of the SAI's compliance with the financial audit standards ISSAI 2000-2899

It is good practice for SAIs to carry out detailed quality reviews of their audit work. If SAIs report that they have conducted financial audits in accordance with ISSAIs 2000-2899 (or in accordance with the ISAs), they should have a system in place to ensure they comply with the financial audit standards, ISSAIs 2000-2810. To encourage such reviews and accommodate cases where an SAI has carried out an assessment of its compliance with the audit standards of the ISSAIs, the score of 4 in the audit process indicators in SAI PMF (SAI-9, SAI-12 and SAI-15) requires that an independent assessment/monitoring of the SAIs audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements. (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party.

If the SAI has not conducted its audits in accordance with the financial audit standards, ISSAIs 2000-2810, but rather based its audits on standards consistent with the principles of financial auditing in ISSAI 200, the detailed criteria below can be used to assess and score the SAI's financial audit processes.

Dimensions to be assessed:

- (i) Planning Financial Audits
- (ii) Implementing Financial Audits
- (iii) Evaluating Audit Evidence, Concluding and Reporting in Financial Audits

Each dimension sets out criteria for planning, implementation and evaluating, concluding and reporting respectively as they are established by the principles of ISSAI 200. The sample of audit files is the basis for assessing the criteria in the dimension, please also see the introduction to Domain C.

SAI-10 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Planning Financial Audits	
a) <i>Where relevant:</i> For environments that do not have authorized or recognized standard setting organizations or <u>financial reporting frameworks</u> prescribed by law or regulation, the auditor determines whether the financial reporting	ISSAI 200 ISSAI 130

SAI-10 Dimension & Minimum Criteria for Dimension Score	Key references
framework is acceptable 200:16 (<i>i.e. through application of ISSAI 2210, appendix 2</i>) b) "If the framework is not considered acceptable, the auditor should assess <u>the effect on the financial statements</u> in terms of missing information or its impact on the financial results or position (...)" ISSAI 200:17 c) "The auditor should determine an overall level of materiality for the financial statements as a whole." ISSAI 200:34 (...). "Performance materiality should be used (...)" (including assessment of materiality by value, nature and context, derived from ISSAI 200:35, ISSAI 100:43). d) "It is essential that the audited entity be kept informed of all matters relating to the audit (...)" ISSAI 100:45 and "(...) should <u>reach a common understanding</u> with management or those charged with governance about the respective roles and responsibilities for each audit engagement" ISSAI 200:30 e) "The auditor should <u>plan the audit</u> to ensure that it is conducted in an effective and efficient manner." ISSAI 200:31. "<u>Strategically</u>, planning should define the audit scope, objectives and approach (...), <u>Operationally</u>, planning entails setting a timetable for the audit and defining the nature, timing and extent of the audit procedures (...) and identify resources." ISSAI 100:50, including "design and implement overall responses to address the risks of material misstatement at the financial statement level, and further audit procedures whose nature, timing and extent take account of the risks of material misstatement at the assertion level." ISSAI 200:42 f) "The auditor should obtain (...) a sufficient <u>understanding of the audited entity</u> and the environment in which it operates (...)." ISSAI 200:36 g) "The auditor should obtain a sufficient understanding of ...the entity's <u>system of internal control</u>, in order to identify and assess the risks of material misstatement. An entity's system of internal control comprises five components (including IT controls)". ISSAI 200:36 h) "The auditor should identify and <u>assess the risk</u> of material misstatement in the financial statements as a whole (...)." ISSAI 200:39 i) "As part of the identification and assessment of the risks of material misstatement, the auditor should consider whether material misstatements could arise due to <u>fraud</u>" ISSAI 200:44 j) "The auditor should identify the risks of material misstatement due to non-compliance with laws and regulations." ISSAI 200:49 k) The SAI has established a system to ensure that, at the audit engagement level, its auditors [and any contractors] <u>comply with</u> the following <u>ethical requirements</u>: integrity, independence and objectivity, competence, professional behaviour, confidentiality and transparency. ISSAI 130 (<i>E.g. by avoiding long-term engagements with the same audited entity, and requiring appropriate declarations from staff in relation to ethics and independence</i>) Score = 4: An independent assessment/monitoring of the SAI's financial audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee)	

SAI-10 Dimension & Minimum Criteria for Dimension Score	Key references
of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: Criteria (c), (h) and at least six of the other criteria above are in place. Score = 2: Criteria (h) and at least four of the other criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Implementing Financial Audits	
a) "The auditor should design and implement overall <u>responses to address the risks</u> of material misstatement at the financial statement level, and further audit procedures whose nature, timing and extent take account of the risks of material misstatement at the assertion level. Such audit procedures usually include tests of control and substantive procedures" <i>ISSAI 200:42</i>. "Risk of material misstatement takes into account both inherent risk and control risk. <i>ISSAI 200:37</i>. Where the SAI has adopted policies and procedures regarding an approach to calculating minimum planned sample sizes in response to materiality and risk assessments, these are followed in practice. b) The auditor should undertake appropriate responses to those risks of <u>material misstatements that arise due to fraud</u>. <i>ISSAI 200:44</i> c) "The auditor should obtain sufficient appropriate audit evidence regarding <u>compliance with the provisions of those laws and regulations</u> having a direct effect on the determination of material amounts and disclosures in the financial statements. <i>ISSAI 200:50</i> d) <i>Where relevant</i>: "Auditors engaged to audit consolidated financial statements should obtain sufficient appropriate audit evidence on the reliability of the financial information of the components and the consolidation process to express an opinion as to whether the consolidated financial statements have been prepared, in all material respects, in accordance with the applicable financial reporting framework". <i>ISSAI 200:78</i> e) "The auditor should design and perform audit procedures in order to obtain <u>sufficient appropriate audit evidence</u> (in terms of quantity and quality) on which to base the audit conclusions and opinion." <i>ISSAI 200:54</i> f) <u>All planned audit procedures were performed</u>, or where planned audit procedures were not performed, an explanation as to why not is retained on the audit file and this has been approved by those responsible for the audit. <i>SAI PMF Task Team</i> Score = 4: An independent assessment/monitoring of the SAI's financial audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: Criteria (a), (e) and at least three of the other criteria above are in place. Score = 2: Criteria (a) and at least two of the other criteria above are in place.	ISSAI 200

SAI-10 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 1: At least one of the criteria above are in place.	
Score = 0: The conditions to score 1 are not met	
Dimension (iii) Evaluating Audit Evidence, Concluding and Reporting in Financial Audits	
a) "Auditors should prepare audit <u>documentation that is sufficiently detailed</u> to provide a clear understanding of the work performed, evidence obtained and conclusions reached." <i>ISSAI 100:44</i> b) The SAI's <u>documentation procedures</u> have been followed regarding: the timely preparation of audit documentation; the form, content and extent of documentation; (...) the assembly of the final audit file. c) "It is essential that the audited entity be <u>kept informed</u> of all matters relating to the audit (...) and providing management and those charged with governance with timely observations and findings throughout the engagement (...)." <i>ISSAI 100:45</i> and "all misstatements recorded during the course of the audit." <i>ISSAI 200:56</i> d) "The SAI's audit findings are subject to <u>procedures of comment</u> and the recommendations [or observations] to discussions and responses from the audited entity." <i>INTOSAI-P 20:3</i> e) "The auditor should <u>assess whether uncorrected misstatements</u> are material, individually or in aggregate (...)." <i>ISSAI 200:57</i> f) "Based on the audit evidence, the auditor should form an <u>opinion</u> as to whether the financial statements have been prepared in accordance with the applicable financial reporting framework." <i>ISSAI 200:58</i> The form of audit opinion provided is appropriate considering guidance in ISSAI 200, as follows: I. "(...) An unmodified opinion if it is concluded that the financial statements are prepared, in all material respects, in accordance with the applicable financial framework." <i>ISSAI 200:60</i> (Including the use of Emphasis of Matter Paragraphs) Otherwise a modified opinion which can be in three forms: II. "(...) A qualified opinion – when the auditor concludes that, or is unable to obtain sufficient and appropriate audit evidence about, misstatements, whether individually or in aggregate are, or could be, material but not pervasive." <i>ISSAI 200:64</i> III. "(...) An adverse opinion – when the auditor, having obtained sufficient and appropriate audit evidence, concludes that misstatements, whether individually or in aggregate, are both material and pervasive". <i>ISSAI 200:64</i> IV. "(...) A disclaimer of opinion – when the auditor is unable to obtain sufficient and appropriate audit evidence due to an uncertainty or scope limitation which is both material and pervasive." <i>ISSAI 200:64</i> g) "<u>Reports should be</u> easy to understand, free from vagueness and ambiguity and complete. They should be objective and fair, only including information which is supported by sufficient and appropriate audit evidence and ensuring that findings are put into perspective and context". <i>ISSAI 100:53 (I.e. in the case of long-form reports such as management letters).</i> h) <i>Where relevant:</i> If the (...) conditions [for the acceptance of the financial reporting framework] are not met, the auditor should (...) "<u>determine the impact on the audit opinion</u> or consider an emphasis of matter explaining the impact of the financial reporting framework on the results, assets and liabilities or other	ISSAI 200 ISSAI 100 INTOSAI-P 20

SAI-10 Dimension & Minimum Criteria for Dimension Score	Key references
aspects. The auditor may also consider other actions such as informing the legislature or withdrawing from the audit engagement if the SAI is able to do so". <i>ISSAI 200:18</i> Score = 4: An independent assessment/monitoring of the SAI's financial audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: Criteria (e), (f) and at least four of the other above criteria are in place. Score = 2: Criteria (f) and at least three of the other above criteria are in place. Score = 1: At least two of the above criteria are in place. Score = 0: The conditions to score 1 are not met	

SAI-11: Financial Audit Results

This indicator assesses outputs of the financial audit function of the SAI, the timely submission and publication of financial audit reports, and the follow-up of audit observations and recommendations.

(i) and (ii) Timely Submission and Publication of Financial Audit Results: The outputs of a financial audit can be: a) the audit opinion on an entity's financial information (sometimes accompanied by a report of the SAI/Head of SAI); b) a report to management or those charged with governance. All results should be submitted to the appropriate authority in a timely manner (dimension ii). Submission entails formally sending/giving the final audit report to the authority that will be responsible for considering the report and taking appropriate action. Scoring on dimension (iii) should focus on whether audit reports and/or opinions are published as soon as legislation allows, not whether other reports, including management letters and findings of other financial audit work, are published. National legislation often prescribes the stage in the process when the SAI is permitted to publish the audit report and/or opinion. The audit report is considered to be completed when the decision maker(s) in the SAI (e.g. the Head of SAI) has approved it.

(iii) SAI follow-up on implementation of observations and recommendations: SAIs should have a system for following up on whether audited entities take appropriate action based on observations and recommendations made by the SAI, and possibly by others charged with governance. This should include the opportunity for the audited entity to respond to these recommendations, as well as the SAI reporting to the relevant authorities and to the public on the findings of follow-up activities.

Suggested assessment approach

The information to score this indicator may be taken from the SAI's management information system, or from review of a sample of financial statement audits undertaken during the period under review.

Dimensions to be assessed:

- (i) Timely Submission of Financial Audit Results
- (ii) Timely Publication of Financial Audit Results
- (iii) SAI Follow-up on Implementation of Financial Audit Observations and Recommendations

SAI-11 Dimension & Minimum Requirements for Dimension Score	Key references
Dimension (i) Timely Submission of Financial Audit Results	
Score = 4: For <u>at least 80%</u> of financial audits, the audit opinion and/or report is <u>submitted</u> to the appropriate authority within the established legal or agreed time frame (or where no timeframe is defined, within 6 months from receipt of the financial statements by the SAI). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 10
Score = 3: For <u>at least 60%</u> of financial audits, the audit opinion and/or report is <u>submitted</u> to the appropriate authority within the established legal time frame (or where no timeframe is defined, within 9 months from receipt of the financial statements by the SAI). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 20
Score = 2: For <u>at least 40%</u> of financial audits, the audit opinion and/or report is <u>submitted</u> to the appropriate authority within the established legal time frame (or	

SAI-11 Dimension & Minimum Requirements for Dimension Score	Key references
where no timeframe is defined, within 12 months from receipt of the financial statements by the SAI). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 1: For <u>at least 20%</u> of financial audits, the audit opinion and/or report is <u>submitted</u> to the appropriate authority within the established legal time frame (or where no timeframe is defined, within 12 months from receipt of the financial statements by the SAI). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 0: For <u>less than 20%</u> of financial audits, the audit opinion and/or report is <u>submitted</u> to the appropriate authority within the established legal time frame (or where no timeframe is defined, within 12 months from receipt of the financial statements by the SAI). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i>	
Dimension (ii) Timely Publication of Financial Audit Results	
Score = 4: For <u>all audit reports</u> and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 15 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 1:16, INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 3: For <u>all audit reports</u> and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 30 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 1:16, INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 2: For <u>at least 75%</u> of audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 60 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 1:16, INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 1: For <u>at least 50%</u> of audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 60 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 1:16, INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 0: For <u>less than 50%</u> of audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 60 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 1:16, INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 1 INTOSAI-P 10 INTOSAI-P 20
Dimension (iii) SAI Follow-up on Implementation of Financial Audit Observations and Recommendations	
a) "SAIs have their own internal <u>follow-up system</u> to ensure that the audited entities properly address their observations and recommendations as well as those made by the Legislature, one of its commissions, or the auditee's governing board, as appropriate." <i>INTOSAI-P 10:7</i> b) "Follow-up focuses on whether the audited entity has <u>adequately addressed</u> the matters raised [in previous audits]." <i>ISSAI 100:53</i> c) The SAI has established a practice for evaluating <u>materiality</u> in order to determine when a follow-up requires new additional investigations/audits. <i>SAI PMF Task Team, ISSAI 100:43</i> d) "SAIs' follow-up procedures allow for the <u>audited entity to provide information</u> on corrective measures taken or why corrective actions were not taken." <i>INTOSAI-P 20:3</i> e) "SAIs submit their follow-up reports <u>to the Legislature</u>, one of its commissions, or the auditee's governing board, as appropriate, for consideration and action, even	INTOSAI-P 10 INTOSAI-P 20 ISSAI 100

SAI-11 Dimension & Minimum Requirements for Dimension Score	Key references
when SAls have their own statutory power for follow-up and sanctions.” <i>INTOSAI-P 10:7</i> f) “SAls <u>report publicly</u> on the results of their audits [including] on the follow-up measures taken with respect to their recommendations” <i>INTOSAI-P 20:7</i> Score = 4: All of the above criteria are in place. Score = 3: Five of the criteria above are in place. Score = 2: Three of the above criteria are in place. Score = 1: One of the above criteria is in place. Score = 0: The conditions to score 1 are not met.	

Performance Audit Introduction

Performance audit focuses on whether government undertakings, systems, operations, programmes, activities or organisations are performing in accordance with the principles of *economy, efficiency and effectiveness* and whether there is room for improvements (ISSAI 300:9). This is achieved by examining performance against suitable criteria, and by analysing causes of deviations from criteria or problems. The aim of performance audit is to answer key audit questions and to provide recommendations for improvement (ISSAI 100:22). Its recommendations together with the audit report aims to contribute to significant improvement of the conduct of government operations and programmes, by leading to changes such as lowering costs; simplifying administration; enhancing the quality and quantity of services; or improving effectiveness, impact or the benefits to society (ISSAI 300:40).

The focus of performance auditing is wider than the financial management of government. It may cover the effective delivery of public services (e.g. health or education), or public administration more generally. The scope of individual performance audits may vary substantially, from limited examinations of a particular area within a single audited entity to a wide examination of a broad government initiative. Usually an SAI does not carry out a performance audit of each audited entity every year, but selects audit topics and entities on the basis of an assessment of risk and materiality. Given the wide range of possible audit topics, it is necessary for the auditors to build up knowledge about the relevant area in the planning phase, so that the audit can be designed to be relevant and have impact. While performance audits may consider compliance with laws and regulations, they can be distinguished from compliance audits in that they often have a wider scope. For example, they may examine the impact of non-compliance on the goal(s) of the government programme in question, and/or look for underlying causes of unsatisfactory performance.

ISSAI 300 lays out the Performance Audit Principles. ISSAI 3000 is the Performance Audit Standard, while GUID 3910 and 3920 are guidelines on central concepts for performance auditing and the performance audit process, respectively. Reflecting the nature of performance auditing, the ISSAIs for performance auditing emphasize the need for flexibility in the design of the individual audit engagement, the need for the auditor to be receptive and creative in performing an audit, and the need to exercise professional judgement throughout the audit (ISSAI 300:5). The methods used in performance audit are often similar to the ones used in social sciences, and in many countries performance auditors have backgrounds from such disciplines.

How to determine whether the SAI activity is performance audit

Before scoring the indicators, the assessor should consider whether the SAI has a mandate to carry out performance audit, and whether the type of audit work carried out by the SAI is performance auditing as defined by the ISSAIs. Performance audit is often undertaken as a separate audit task leading to a performance audit report to the Legislature. Additionally, elements of performance auditing can be part of a more extensive audit that also covers compliance and financial audit. In determining whether performance considerations form the primary objective of the audit engagement, it should be noted that performance audit focuses on the activity and the results rather than reports or accounts, and that the main objective is to promote effective, economical and efficient performance, rather than reporting on compliance. (ISSAI 300:14)

Most criteria in these indicators are taken from ISSAI 300 *Performance Audit Principles*. In cases where the principles in ISSAI 300 are the same or very similar to requirements in ISSAI 3000, double references have been

included. Some criteria are not taken directly from the ISSAIs (like for example SAI-13 (i) on timeliness of audit reporting). These criteria reflect concepts in the ISSAIs which cannot be used directly as criteria. In such cases, the SAI PMF Task Team suggested specific criteria which were tested in the SAI PMF Pilot Version. Such criteria are referenced “SAI PMF Task Team”.

Please also refer to Appendix 1 for definitions and explanations of key terms.

SAI-12: Performance Audit Standards and Quality Management

This indicator is specific to the Performance Audit Principles. SAI-12 looks at the foundations for performance audit practice, including audit standards and guidance material, as well as an SAI's processes to ensure the quality of performance audits. The SAI's overall systems for ensuring quality of the audit work are assessed in the indicators on quality management in SAI-4 and staff recruitment and training in relevant audit disciplines in SAI-23.

Domain B, indicator SAI-4 (iii) and (iv) assesses quality management at the organizational level as outlined in ISSAI 140 *Quality Management for SAIs*. Although the quality management at the audit engagement level should be integrated in the overall system of quality management.

Dimensions to be assessed:

- (i) Performance Audit Standards and Policies
- (ii) Performance Audit Team Management and Skills
- (iii) Quality Management in Performance Audit

(i) Performance Audit Standards and Policies: This dimension examines whether an SAI's audit standards are in line with Performance Audit Principles in ISSAI 300. It also considers whether an SAI has put in place policies and procedures for its auditors which interpret the standards in the context of the individual SAI. Such policies and procedures may be found in different documents, e.g. audit manuals. They should be documented in writing.

(ii) Performance Audit Team Management and Skills: This dimension examines whether the SAI has established a system for ensuring that members of a performance audit team collectively possess the professional competence, skills and experience necessary to carry out the audit in question. It also looks at what support the SAI provides to its performance auditors. To score the dimension, assessors may look at the SAI's policies and procedures for assembling audit teams, as well as guidance material and other support provided. To verify that audit teams are assembled in line with SAI's policies and procedures, assessors may examine planning documentation for the sample of audits.

(iii) Quality Management in Performance Audit:

This examines how quality measures for performance audit have been implemented in practice, as evidenced through a review of audit files. Quality management of the audit process describes the sum of the measures taken to ensure the high quality of each audit product, and is carried out as an integrated part of the audit process. A SAI's quality management policies and procedures should comply with professional standards, the aim being to ensure that audits are conducted at a consistently high level. Quality management procedures should cover matters such as the direction, review and supervision of the audit process (*ISSAI 100:40*) and the need for consultation in order to reach decisions on difficult or contentious matters. "The head of the SAI shall take the ultimate responsibility for the system of quality management" *ISSAI 140:21*. (I.e. "To operate the system of quality management, the head of the SAI may assign responsibilities to individuals for the system and hold them accountable for the way they exercise those responsibilities"(...) *ISSAI 140:26*. Several individuals may be involved in quality management, and at several stages of the audit process. Line managers and team leaders often have a key role to play, as they review draft plans, audit work and the draft report before the audit is finalized. Procedures to

safeguard quality should ensure that applicable requirements are met and place emphasis on appropriate, balanced and fair reports that add value and answer the audit questions (ISSAI 300:32). Please note that the SAI's system of quality management at the organizational level is measured elsewhere in the framework (SAI-4 (iii) and (iv)).

SAI-12 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Performance Audit Standards and Policies	
The SAI has developed national <u>audit standards</u> based on or consistent with ISSAI 300 or has adopted the ISSAIs on Performance Auditing (ISSAI 3000-3899) as its authoritative standards. <i>ISSAI 300:4, 7. Adoption of standards consistent with ISSAI 300 can be considered to fulfil all the following criteria:</i> a) The need to identify the <u>elements</u> of each performance audit (auditor, responsible party, intended users, subject matter and criteria). <i>ISSAI 300:15</i> b) The need to “set a clearly-defined audit <u>objective</u> that relates to the principles of economy, efficiency and effectiveness.” <i>ISSAI 300:25</i> c) The need to choose an audit <u>approach</u>, to facilitate the soundness of the audit design. <i>ISSAI 300:26 (The audit approach determines the nature of the examination. Performance auditing generally follows one of three approaches: a system-oriented approach; a result-oriented approach; or a problem-oriented approach. ISSAI 300:26.)</i> d) The need to “establish suitable <u>[audit] criteria</u> which correspond to the audit questions and are related to the principles of economy, efficiency and effectiveness.” <i>ISSAI 300:27</i> e) The need to “actively manage <u>audit risk</u>, which is the risk of obtaining incorrect or incomplete conclusions, providing unbalanced information or failing to add value for users.” <i>ISSAI 300:28</i> f) The need to “maintain effective and proper <u>communication</u> with the audited entities and relevant stakeholders throughout the audit process and define the content, process and recipients of communication for each audit.” <i>ISSAI 300:29</i> g) The need for the audit team to “have the necessary <u>professional competence</u> to perform the audit.” <i>ISSAI 300:30</i> h) The need to apply <u>professional judgment and scepticism</u>. <i>ISSAI 300:31</i> i) The need for auditors to “apply procedures to <u>safeguard quality</u>, ensuring that the applicable requirements are met (...).” <i>ISSAI 300:32</i> j) The need to “consider <u>materiality</u> at all stages of the audit process.” <i>ISSAI 300:33</i> k) The need to “<u>document the audit</u> (...)” so that “information [is] sufficiently complete and detailed to enable an experienced auditor having no previous connection with the audit to subsequently determine what work was done in order to arrive at the audit findings, conclusions and recommendations.” <i>ISSAI 300:34</i> l) The need to “<u>plan</u> the audit in a manner that contributes to a high-quality audit that will be carried out in an economical, efficient, effective and timely manner and in accordance with the principles of good project management.” <i>ISSAI 300:37</i> m) The need for auditors to “obtain sufficient appropriate audit <u>evidence</u> to establish findings, reach conclusions in response to the audit objectives and questions and issue recommendations.” <i>ISSAI 300:38</i>	ISSAI 300

SAI-12 Dimension & Minimum Criteria for Dimension Score	Key references
n) The need for auditors to “strive to provide audit <u>reports</u> which are comprehensive, convincing, timely, reader-friendly and balanced.” <i>ISSAI 300:39</i> o) That the SAI shall “seek to make their <u>reports widely accessible</u>, in accordance with the mandate of the SAI.” <i>ISSAI 300:41</i> p) That the SAI shall “seek to provide constructive <u>recommendations</u>” if relevant and allowed by the SAI’s mandate. <i>ISSAI 300:40</i> q) The need to “<u>follow up</u> previous audit findings and recommendations wherever appropriate.” <i>ISSAI 300:42</i> The SAI has also adopted <u>policies and procedures</u> about how it has chosen to implement its audit standards. <i>INTOSAI-P 20:3; ISSAI 140:pg 19</i>. These should cover the following areas: r) <u>Audit planning</u>, including selection of audit topics. Policies and procedures should be designed to ensure that auditors analyse and research potential audit topics, and consider the significance, auditability and impact of planned audits. They should allow for flexibility in planning. <i>ISSAI 300:36, 37. See also ISSAI 3000:89-90.</i> s) The <u>analytical processes</u> that enable auditors to obtain sufficient appropriate audit evidence to establish findings and reach conclusions in response to the audit objectives and questions. <i>ISSAI 300:38</i> t) Format of the <u>audit report</u>, which should contain information about the audit objective, criteria, methodology, sources of data and audit findings, conclusions and recommendations. <i>ISSAI 300:39</i> u) <u>Audit documentation</u>. Policies and procedures should be designed to ensure that “information [is] sufficiently complete and detailed to enable an experienced auditor having no previous connection with the audit to subsequently determine what work was done in order to arrive at the audit findings, conclusions and recommendations.” <i>ISSAI 300:34</i> Score = 4: Criteria b), d), m), s) and at least fifteen of the other criteria above are in place. Score = 3: Criteria b), m) and at least twelve of the other criteria above are in place. Score = 2: At least ten of the criteria above are in place. Score = 1: At least five of the criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Performance Audit Team Management and Skills	
The SAI has established a <u>system</u> to ensure that "The individuals in the audit team should <u>collectively</u> possess the knowledge, skills and expertise necessary to successfully complete the audit". <i>ISSAI 100:41.</i> a) “sound <u>knowledge of [performance] auditing</u>”, including an understanding of the applicable auditing standards. <i>ISSAI 300:30</i> b) “sound knowledge of (...) research design, <u>social science methods</u> and investigation or evaluation techniques”. <i>ISSAI 300:30</i> c) “sound <u>knowledge of government organizations</u>, programmes and functions.” <i>ISSAI 300:30</i> d) “personal strengths such as <u>analytical, writing and communication</u> skills.” <i>ISSAI 300:30</i> e) The ability and <u>experience</u> to exercise professional judgement. <i>ISSAI 300:31</i>	ISSAI 140 ISSAI 300

SAI-12 Dimension & Minimum Criteria for Dimension Score	Key references
f) The system ensures that the knowledge, skills and expertise required for conducting a performance audit are <u>identified</u>. <i>SAI PMF Task Team</i> g) The system ensures that there are <u>clear reporting lines</u> and allocation of <u>responsibilities</u> within the team. <i>SAI PMF Task Team</i> The SAI also provides support to its auditors as required to implement the adopted audit standards and develop their professional skills: (E.g. in the form of audit manuals and other guidance material, continuous on-the-job training and promotion of professional development, access to experts and/or information from external sources.). h) How to develop <u>audit objectives</u> and <u>audit questions</u> that relate to the principles of economy, efficiency, and/or effectiveness. <i>ISSAI 300:25</i> i) How to establish suitable <u>audit criteria</u> which correspond to the audit questions and are related to the principles of economy, efficiency and effectiveness. <i>ISSAI 300:27</i> j) How to design the <u>audit procedures</u> to be used for gathering sufficient and appropriate audit evidence. <i>ISSAI 300:37</i> k) How to apply different <u>data gathering methods</u>. <i>ISSAI 300:38 (E.g. statistical analysis, surveys, interviews, etc.)</i> l) How to <u>evaluate the audit evidence</u> in light of the audit objectives. <i>ISSAI 300:38</i> m) How to <u>write audit reports</u> which are comprehensive, convincing, reader-friendly and balanced. <i>ISSAI 300:39</i> n) How to <u>write recommendations</u> that are well-founded and add value. <i>ISSAI 300:40</i> Score = 4: All of the criteria above are in place. Score = 3: Criterion a), h), i) and at least seven of the other criteria above are in place. Score = 2: Criterion a) and at least five of the other criteria above are in place. Score = 1: At least three of the criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (iii) Quality Management in Performance Audit	
a) "SAIs' quality management policies and procedures should assign and define <u>responsibilities</u> for quality and quality management of individual audits". <i>ISSAI:36.</i> b) "The auditors should apply quality management policies and procedures to ensure that audits are conducted at a <u>consistently high level</u>. Quality management procedures should cover matters such as the direction, review and supervision of the audit process". <i>ISSAI 100:40.</i> c) Quality management procedures should cover...the need for consultation in order to reach decisions on <u>difficult or contentious matters</u>. <i>ISSAI 100:40.</i> (E.g.: consultation on significant matters is undertaken, especially for difficult or contentious matters, and the conclusions agreed to are implemented and, as appropriate, documented (...) <u>differences of opinion</u> are brought to the attention of officials at the appropriate level of the SAI, resolved and documented appropriately). d) If the SAI conducts <u>engagement quality reviews</u>: "the SAI establishes policies and procedures that identify if and when an engagement quality review is an appropriate response to address one or more quality risks". <i>ISSAI 140:56 e)</i>	ISSAI 140 ISSAI 300

SAI-12 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 4: All of the above criteria are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the above criteria is in place. Score = 0: The conditions to score 1 are not met	

SAI-13: Performance Audit Process

This indicator looks at how performance audits are carried out in practice. It distinctly examines the planning phase, the implementation phase and the reporting phase. Scoring this indicator should mainly be done on the basis of a review of a sample of performance audit files from the year under review. It may also be helpful to interview the audit teams that conducted these audits. As a rule, the requirements of each criteria should be documented in order for each to be considered met (for example in the audit plan, in the working papers, in the audit report).

Please also refer to Annex 1 for definitions and explanations of key terms.

Link to assessments of the SAI's compliance with the audit standards of the ISSAIs (former level 4 ISSAIs)

It is good practice for SAIs to carry out quality reviews of their audit work. If SAIs report that they have conducted performance audits in accordance with ISSAIs 3000-3899, they should have a system in place to ensure they comply with the audit standards of the ISSAIs (see ISSAI 100:7). To encourage such reviews and accommodate cases where an SAI has carried out an assessment of its compliance with the audit standards of the ISSAIs, the score of 4 in the audit process indicators in SAI PMF (SAI-9, SAI-12 and SAI-15) requires that an independent assessment/monitoring of the SAIs audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements. (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party.

If the SAI has not conducted its audits in accordance with the audit standards of the ISSAIs (former level 4 ISSAIs), but rather based its audits on standards consistent with the principles of performance auditing in ISSAI 300), the criteria below can be used to assess and score the SAI's performance audit processes.

Dimensions to be assessed:

- (i) Planning Performance Audits
- (ii) Implementing Performance Audits
- (iii) Reporting of Performance Audits

These dimensions set out performance audit criteria for planning, implementing, concluding and reporting, as established in ISSAI 300. The sample of audit files is the basis for assessing the criteria in the dimension, please also see the introduction to Domain C.

SAI-13 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Planning Performance Audits	
a) "(...) Audit-specific, substantive [on the subject matter] and methodological <u>knowledge [is] acquired before the audit is launched</u> ("pre-study")." ISSAI 300:37. See also ISSAI 3000:98.	ISSAI 300
b) "Auditors should (...) analys[e] potential [audit] topics and conduct research to identify risks and problems." ISSAI 300:36.	ISSAI 130
c) "Auditors should consider <u>materiality</u> at all stages of the audit process. Thought should be given not only to financial but also to social and political aspects of the	

SAI-13 Dimension & Minimum Criteria for Dimension Score	Key references
subject matter, with the aim of delivering as much added value as possible." ISSAI 300:33. <i>See also ISSAI 3000:83</i> d) "Auditors should set a clearly-defined <u>audit objective</u> that relates to the principles of economy, efficiency and effectiveness." ISSAI 300:25. <i>See also ISSAI 3000:35.</i> e) "[The] audit objectives can be framed as an overall <u>audit question</u> which can be broken down into more precise sub-questions." ISSAI 300:25. <i>See also ISSAI 3000:36-37.</i> f) "Auditors should choose a result-, problem- or system- oriented <u>approach</u>, or a combination thereof, to facilitate the soundness of audit design." ISSAI 300:26. <i>See also ISSAI 3000:40. (The audit approach determines the nature of the examination. Performance auditing generally follows one of three approaches: a system-oriented approach; a result-oriented approach; or a problem-oriented approach. ISSAI 300:26.)</i> g) "Auditors should establish suitable <u>criteria</u> which correspond to the audit questions and are related to the principles of economy, efficiency and effectiveness." ISSAI 300:27. <i>See also ISSAI 3000:45.</i> h) "The <u>criteria</u> should <u>be discussed</u> with the audited entities, but it is ultimately the auditor's responsibility to select suitable criteria." ISSAI 300:27. <i>See also ISSAI 3000:49.</i> i) "When planning the audit, the auditor should design the <u>audit procedures</u> to be used for gathering sufficient appropriate audit evidence." ISSAI 300:37. <i>See also ISSAI 3000:101.</i> j) "When planning an audit, auditors should assess the risk of <u>fraud</u>." ISSAI 300:37. <i>See also ISSAI 3000:73.</i> k) "Auditors should plan the audit in a manner that contributes to a high-quality audit that will be carried out in an economical, efficient, effective and timely manner and in accordance with the principles of <u>good project management</u>." ISSAI 300:37. <i>See also ISSAI 3000:96 (I.e. considering the estimated cost of the audit and the key project timeframes and milestones. ISSAI 300:37.)</i> l) "Auditors should evaluate whether and in what areas <u>external expertise</u> is required, and make the necessary arrangements." ISSAI 300:30. <i>See also ISSAI 3000:65.</i> m) The SAI has established a system to ensure that, at the audit engagement level, its auditors [and any contractors] <u>comply with</u> the following <u>ethical requirements</u>: integrity, independence and objectivity, competence, professional behaviour, confidentiality and transparency. ISSAI 130 (E.g. by avoiding long-term relations with the same audited entity and requiring appropriate declarations from staff in relation to ethics and independence) Score = 4: An independent assessment/monitoring of the SAI's performance audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: At least ten of the above criteria are in place. Score = 2: At least six of the above criteria are in place. Score = 1: At least three of the above criteria are in place.	

SAI-13 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 0: The conditions to score 1 are not met	
Dimension (ii) Implementing Performance Audits	
a) "Auditors should obtain <u>sufficient appropriate audit evidence</u> to establish findings, reach conclusions in response to the audit objectives and questions and [when appropriate] issue recommendations." ISSAI 300:23, 38. See also ISSAI 3000:106. b) "The auditor should evaluate the evidence with a view to obtaining audit <u>findings</u>." ISSAI 300:38. c) Auditors should "combine and compare <u>data</u> from different sources (...)." ISSAI 300:38. d) "Based on the findings, the auditor should exercise professional judgement to reach a <u>conclusion</u> [which] provide[s] answers to the audit questions." ISSAI 300:38. e) The audit evidence "(...) should be <u>placed in context</u>, and all relevant arguments, pros and cons and different perspectives should be considered before conclusions can be drawn, reformulating the audit objective(s) and questions as needed." ISSAI 300:38-39. See also ISSAI 3000:112. f) "Performance auditing involves a series of <u>analytical processes</u> that evolve gradually through mutual interaction (...)." ISSAI 300:38. g) "A high standard of <u>professional behaviour</u> should be maintained throughout the audit process (...)." ISSAI 300:31. See also ISSAI 3000:75 (E.g. <i>auditors should work systematically, with due care and objectivity.</i> ISSAI 300:31.) h) "Auditors should actively manage <u>audit risk</u>, which is the risk of obtaining incorrect or incomplete conclusions, providing unbalanced information or failing to add value for users." ISSAI 300:28. See also ISSAI 3000:52. (I.e. <i>identify such risks, as well as mitigating measures, in the planning documents and actively follow up on them during the implementation of the audit.</i> ISSAI 300:28. i) "Auditors should consider <u>materiality</u> at all stages of the audit process. Thought should be given not only to financial but also to social and political aspects of the subject matter, with the aim of delivering as much added value as possible." ISSAI 300:33. See also ISSAI 3000:83 j) "Auditors should maintain effective and proper <u>communication</u> with the audited entities and relevant stakeholders throughout the audit process (...)." ISSAI 300:29. See also 3000:55 (Including <i>notifying the audited entity of the key aspects of the audit, including the audit objective, audit questions and subject matter.</i> ISSAI 300:29.) k) "Auditors should <u>document</u> the audit (...). Information should be sufficiently complete and detailed to enable an experienced auditor having no previous connection with the audit to subsequently determine what work was done in order to arrive at the audit findings, conclusions and recommendations." ISSAI 300:34. See also ISSAI 3000:86. Score = 4: An independent assessment/monitoring of the SAI's performance audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit	ISSAI 300

SAI-13 Dimension & Minimum Criteria for Dimension Score	Key references
Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: At least eight of the above criteria are in place. Score = 2: At least five of the above criteria are in place. Score = 1: At least two of the above criteria are in place. Score = 0: The conditions to score 1 are not met	
Dimension (iii) Reporting on Performance Audits	
a) "In a performance audit, the auditors report their findings on the <u>economy</u> and <u>efficiency</u> [of the use of resources] and the <u>effectiveness</u> with which objectives are met." ISSAI 300:39. <i>(It should be noted that reports may vary in scope and nature. They may for example assess whether resources have been applied in a sound manner, and/or comment on the impact of policies and programmes. ISSAI 300:39)</i> b) "Auditors should strive to provide audit reports which are <u>comprehensive</u> (...)." ISSAI 300:39. <i>See also ISSAI 3000:116-117. (I.e. include all the information needed to address the audit objective and audit questions, while being sufficiently detailed to provide an understanding of the subject matter and the findings and conclusions. ISSAI 300:39)</i> c) "Auditors should strive to provide audit reports which are (...), <u>convincing</u> (...)." ISSAI 300:39. <i>See also ISSAI 3000:116, 118. (I.e. that are logically structured and present a clear relationship between the audit objective, criteria, findings, conclusions and recommendations). ISSAI 300:38</i> d) "Auditors should strive to provide audit reports which are (...) <u>reader-friendly</u> (...)." ISSAI 300:38. <i>See also ISSAI 3000:116, 120 (I.e. are as clear and concise as the subject matter permits and phrased in unambiguous language.) ISSAI 300:38</i> e) "Auditors should strive to provide audit reports which are (...) <u>balanced</u>". ISSAI 300:38. <i>See also ISSAI 3000:126, 131 (I.e. balanced in content and tone. All evidence needs to be presented in an unbiased manner). ISSAI 3000:131</i> f) "Auditors should consider <u>materiality</u> in all stages of the audit process." ISSAI 300:33. <i>See also ISSAI 3000:83. (I.e. manage the risk of producing inappropriate or low-impact audit findings or reports. ISSAI 300:33)</i> g) "The report should include information about the (...) [audit] <u>criteria</u> [and their sources]". ISSAI 300:39. <i>See also ISSAI 3000:122</i> h) The report should include conclusions in response to the audit objective and questions, "(...) clearly <u>answer the audit questions</u> or explain why this was not possible." ISSAI 300:38-39. <i>See also ISSAI 3000:124.</i> i) "If relevant and allowed by the SAI's mandate, auditors should seek to provide constructive <u>recommendations</u> that are likely to contribute significantly to addressing the weaknesses or problems identified by the audit." ISSAI 300:40. <i>See also ISSAI 300:39, ISSAI 3000:126</i> j) "SAIs should declare which <u>standards</u> they apply when conducting audits, and this declaration should be accessible to users of the SAI's report." ISSAI 100:8. <i>(The reference to audit standards may be included in the audit report or communicated by the SAI in a more general form covering a defined range of engagements. ISSAI 300:7)</i> k) "Audited entities should be given an opportunity to <u>comment</u> on the audit findings, conclusions and recommendations before the SAI issues its audit report." ISSAI 300:29. <i>See also ISSAI 3000:129.</i>	ISSAI 300

SAI-13 Dimension & Minimum Criteria for Dimension Score	Key references
l) "Any disagreements [with the audited entity] should be analyzed and factual errors corrected. The <u>examination of feedback</u> should be recorded in working papers so that changes to the draft audit report, or reasons for not making changes, are documented." ISSAI 300:29. See also ISSAI 3000:130 Score = 4: An independent assessment/monitoring of the SAI's performance audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: At least nine of the above criteria are in place. Score = 2: At least six of the above criteria are in place. Score = 1: At least three of the above criteria are in place. Score = 0: The conditions to score 1 are not met	

SAI-14: Performance Audit Results

This indicator relates to performance audit outputs – the timely submission and publication of performance audit reports, and the follow-up on audit results.

(i) Timely Submission of Performance Audit Results: Performance audit reports should be submitted to the appropriate authority in a timely manner. Submission entails sending/giving the final audit report to the authority that will be responsible for considering the report and taking appropriate action. In many countries the performance audit reports are submitted to the Legislature as the formal recipient, while copies are shared with other stakeholders for information. The audit report is complete when the decision maker(s) in the SAI (e.g. the Head of SAI) has/have approved it.

(ii) Timely Publication of Performance Audit Reports: SAIs should seek to make their performance audit reports widely accessible, including to the general public (ISSAI 300:41). SAIs may be able to publish their audit reports on their websites and/or in hard copies. National legislation often prescribes the stage in the process when the SAI is permitted to publish the audit report (e.g. only after the report has been submitted to the Legislature).

(iii) Follow-up on Implementation of Performance Audit Observations and Recommendations: Follow-up refers to what the SAI itself does to keep track of the observations and recommendations it has provided and how it examines what audited entities or other responsible parties have done to address them. (ISSAI 300:42). This dimension looks at follow-up on performance audit findings.. In some countries the Legislature (a standing committee like a Public Accounts Committee, or a plenary session of parliament) issues additional recommendations to the government and/or the audited bodies on the basis of the SAI's audits. In such contexts the SAI may focus its follow-up activity on the Legislature's recommendations.

Suggested assessment approach

The assessment of this indicator may be based on information from the SAI's management information system. Alternatively, information from quality assurance reviews and/or review of a sample of performance audits can be used.

Dimensions to be assessed:

- (i) Timely Submission of Performance Audit Reports
- (ii) Timely Publication of Performance Audit Reports
- (iii) SAI Follow-up on Implementation of Performance Audit Observations and Recommendations

SAI-14 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Timely Submission of Performance Audit Reports	
Score = 4: All performance audit reports are <u>submitted</u> to the appropriate authority (the Legislature, the auditee and/or the relevant ministry) within <u>15 days</u> of completion of the audit (or within the legally defined or agreed time frame, if such exists). <i>INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 20
Score = 3: All performance audit reports are <u>submitted</u> to the appropriate authority (the Legislature, the auditee and/or the relevant ministry) <u>within 30 days</u> of	

SAI-14 Dimension & Minimum Criteria for Dimension Score	Key references
completion of the audit (or within the legally defined or agreed time frame, if such exists). <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 2: For <u>at least 75%</u> of performance audits, the report is <u>submitted</u> to the appropriate authority (the Legislature, the auditee and/or the relevant ministry) <u>within 45 days</u> of completion of the audit (or within the legally defined or agreed time frame, if such exists). <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 1: For <u>at least 50%</u> of performance audits, the report is <u>submitted</u> to the appropriate authority (the Legislature, the auditee and/or the relevant ministry) <u>within 60 days</u> of completion of the audit (or within the legally defined or agreed time frame, if such exists). <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 0: For <u>less than 50%</u> of performance audits, the report is <u>submitted</u> to the appropriate authority (the Legislature, the auditee and/or the relevant ministry) <u>within 60 days</u> of completion of the audit (or within the legally defined or agreed time frame, if such exists). <i>INTOSAI-P 20:8, SAI PMF Task Team</i>	
Dimension (ii) Timely Publication of Performance Audit Reports	
Score = 4: Unless prohibited by legislation, the SAI <u>publishes all</u> its performance audit reports within 15 days after it is permitted to publish them. <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 3: Unless prohibited by legislation, the SAI <u>publishes all</u> its performance audit reports within 30 days after it is permitted to publish them. <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 2: Unless prohibited by legislation, the SAI <u>publishes at least 75%</u> of its performance audit reports within 60 days after it is permitted to publish them. <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 1: Unless prohibited by legislation, the SAI <u>publishes at least 50%</u> of its performance audit reports within 60 days after it is permitted to publish them. <i>INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 0: The SAI <u>publishes less than 50%</u> of its performance audit reports within 60 days after it is permitted to publish them. <i>INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 20
Dimension (iii) SAI Follow-up on Implementation of Performance Audit Observations and Recommendations	
a) "Auditors should <u>follow up previous audit findings</u> and recommendations wherever appropriate." <i>ISSAI 300:42. See also ISSAI 3000:136.</i> b) "Follow-up is not restricted to the implementation of recommendations but focuses on whether the audited entity has <u>adequately addressed the problems</u> and remedied the underlying situation after a reasonable period of time." <i>ISSAI 300:42. See also ISSAI 3000:139.</i> c) If possible, the follow-up reports include "(...) the conclusions and impacts of all relevant <u>corrective action</u>." <i>ISSAI 300:42. See also ISSAI 3000:136.</i> d) The SAI's "follow-up procedures allow for the <u>audited entity to provide information</u> on corrective measures taken or why corrective actions were not taken." <i>INTOSAI-P 20:3</i> e) "Follow-up should be reported appropriately in order to provide <u>feedback to the legislature</u> (...)" <i>ISSAI 300:42. See also INTOSAI-P 10:7 and ISSAI 3000:136.</i> f) "Follow-up results may be reported <u>individually or as a consolidated report</u>, which may in turn include an analysis of different audits, possibly highlighting common trends and themes across a number of reporting areas." <i>ISSAI 300:42</i>	INTOSAI-P 10 INTOSAI-P 20 ISSAI 100 ISSAI 300

SAI-14 Dimension & Minimum Criteria for Dimension Score	Key references
g) The SAI has established a practice for evaluating <u>materiality</u> and the importance of the identified problems in order to determine if a follow-up requires a new additional audit. <i>SAI PMF Task Team, ISSAI 100:43, ISSAI 300:33. See also ISSAI 3200:152-153.</i> Score = 4: All the above criteria are in place. Score = 3: Five of the above criteria are in place. Score = 2: Three of the above criteria are in place. Score = 1: One of the above criteria are in place. Score = 0: The conditions to score 1 are not met	

Compliance Audit Introduction

“The objective of compliance auditing is to enable the SAI to address whether the activities of public sector entities are in accordance with applicable authorities governing those entities”. (ISSAI 400:13).

Compliance auditing is the independent assessment of whether a particular subject matter is in compliance with applicable authorities identified as criteria. Compliance audits are carried out by assessing whether activities, financial transactions and information comply, in all material respects, with the authorities which govern the audited entity.” (ISSAI 400:12).

Compliance auditing may encompass the assessment both of compliance with formal criteria of regularity and/or with the general principles of sound public sector financial management and conduct of public sector officials of propriety. While *regularity* is the main focus of compliance auditing, *propriety* may be pertinent due to the public sector context where expectations concerning sound financial management and the conduct of public sector officials also exist (ISSAI 400:13).

Applicable “authorities include rules, laws and regulations, budgetary resolutions, policy, established codes, agreed upon terms or general principles of sound public sector financial management and conduct of public sector officials”. (ISSAI 400:29).

“ISSAI 400 *Compliance Audit Principles* provides SAIs with a basis for the adoption or development of standards and guidelines for compliance auditing. The principles in ISSAI 400 can be used in three ways”:

- To form the basis on which standards are developed
- To form the basis on which consistent national standards are adopted.
- To form the basis for adoption of the Compliance Audit Standards as the authoritative standards.” (ISSAI 400:5).

How to determine if an audit activity is compliance audit

The assessor should consider whether any of the type of audit work carried out by the SAI is compliance auditing. The key characteristic of compliance auditing, as defined in ISSAI 400, is the assessment of whether a subject matter is in compliance, in all material respects, with the authorities which govern the audited entity. While compliance audit is sometimes conducted as a separate audit activity, it is also common to conduct compliance auditing together with financial auditing, an approach referred to as regularity audit, as well as to incorporate elements of compliance auditing in performance audits. In planning the SAI PMF assessment, assessors should consider the most appropriate sources of information to score these compliance audit indicators. This may involve combining evidence from different types of audits which contain compliance audit elements.

In many countries, the SAI issues a ‘report on the execution of the budget/budgetary law’, distinct from the financial audit based on ISSAI 200 requirements. Assessors will need to determine whether the financial audit indicators SAI-9, SAI-10 and SAI-11 are applicable or whether the SAI’s report on budget execution should be assessed under the aspects of compliance audit. Please refer to the financial audit introduction for further guidance.

In some countries, the Legislature may grant government a discharge for the financial year under review on the basis of a budget execution report. This discharge is the political element of the external control of budget implementation. In the event of irregularities or material non-compliance, some legal frameworks provide for a postponement of the discharge, and the executive (or the specific body in question) is granted a certain period of time to provide information on the relevant proceedings. After this time period or – where applicable – directly in the event of such irregularities, further actions can be taken by the legislative body to enforce compliance with budget laws and other regulations.

SAI-15: Compliance Audit Standards and Quality Management

This indicator is specific to the Compliance Audit Principles. SAI-15 looks at the foundations for compliance audit practice, including audit standards and guidance material, and an SAI's processes to ensure the quality of compliance audits. The SAI's overall systems for ensuring quality of the audit work are assessed in the indicators on quality management in SAI-4 and staff recruitment and training in relevant audit disciplines in SAI-22 and SAI-23.

Domain B, indicator SAI-4 (iii) and (iv) assesses quality management at the organizational level as outlined in ISSAI 140 *Quality Management for SAIs*. Although the quality management at the audit engagement level should be integrated in the overall system of quality management.

Dimensions to be assessed:

- (i) Compliance Audit Standards and Policies
- (ii) Compliance Audit Team Management and Skills
- (iii) Quality management in Compliance Audit

(i) Compliance Audit Standards and Policies: This dimension examines whether an SAI's adopted audit standards are in line with the fundamental principles of compliance auditing as set out in ISSAI 400. It also considers whether the SAI has policies and procedures which interpret the standards in the context of the individual SAI. Such policies and procedures may be found in different documents, e.g. audit manuals. They should be documented in writing.

(ii) Compliance Audit Team Management and Skills: This dimension examines whether the SAI has established a system for ensuring that members of a compliance audit team collectively possess the necessary skills and experience. It also looks at what support the SAI provides to its auditors in the compliance audit process. To score the dimension, the assessors may look at the SAI's policies and procedures for assembling audit teams, as well as guidance material and other support provided. To verify that audit teams are assembled in line with SAI's policies and procedures, assessors may examine planning documentation for the sample of audits.

(iii) Quality Management in Compliance Audit:

This examines how quality measures for compliance audit have been implemented in practice, as evidenced through a review of audit files. Quality management of the audit process describes the sum of the measures taken to ensure the high quality of each audit product, and is carried out as an integrated part of the audit process. A SAI's quality management policies and procedures should comply with professional standards, the aim being to ensure that audits are conducted at a consistently high level. The measures should be aimed at ensuring that the audit complies with the applicable standards and that the audit report, conclusion or opinion is appropriate given the circumstances. ISSAI 400:44. Quality management procedures should cover matters such as the direction, review and supervision of the audit process (*ISSAI 100:40*) and the need for consultation in order to reach decisions on difficult or contentious matters. "The head of the SAI shall take the ultimate responsibility for the system of quality management" *ISSAI 140:21*. (I.e. "To operate the system of quality management, the head of the SAI may assign responsibilities to individuals for the system and hold them accountable for the way they exercise those responsibilities"(...) *ISSAI 140:26*. Several individuals may be involved in quality management, and at several stages of the audit process. Line managers and team leaders often have a key role to play, as they review draft plans, audit

work and the draft report before the audit is finalized. Please note that the SAI's system of quality management at the organizational level is measured elsewhere in the framework (SAI-4 (iii) and (iv)).

SAI-15 Dimension & Minimum Criteria for Dimension Score	Key References
Dimension (i) Compliance Audit Standards and Policies	
The SAI has developed national <u>audit standards</u> consistent with ISSAI 400 or has adopted the Compliance Audit Standard (ISSAI 4000) as its authoritative standards. <i>ISSAI 400:5</i> Adoption of standards consistent with ISSAI 400 can be considered to fulfil all the following criteria: a) "(...) The <u>elements relevant</u> to compliance auditing (...) should be <u>identified</u> by the auditor before commencing the audit." <i>ISSAI 400:27 (I.e. identify the applicable authorities covering regularity and, if necessary, propriety requirements; the subject matter; intended users of the report; and level of assurance to be provided, whether reasonable or limited) ISSAI 400:28-41</i> b) "Auditors should consider <u>audit risk</u> throughout the audit process." <i>ISSAI 400:46 (I.e. The auditor should consider three different dimensions of audit risk: inherent risk, control risk and detection risk) ISSAI 400:46</i> c) "Auditors should consider <u>materiality</u> throughout the audit process." <i>ISSAI 400:47. (I.e. including consideration of materiality by value, nature and context) See also ISSAI 4000:94-99.</i> d) "Auditors should prepare sufficient audit <u>documentation</u>." <i>ISSAI 400:48</i> e) "Auditors should establish effective <u>communication</u> throughout the audit process." <i>ISSAI 400:49</i> f) "Auditors should identify the subject matter and suitable <u>criteria</u>." <i>ISSAI 400:51</i> g) "Auditors should determine the <u>audit scope</u>." <i>ISSAI 400:50</i> h) "Auditors should <u>understand the audited entity</u> in light of the authorities governing it." <i>ISSAI 400:52</i> i) "Auditors should understand the <u>control environment and the relevant internal controls</u>." <i>ISSAI 400:53</i> j) "Auditors should perform a <u>risk assessment</u>." <i>ISSAI 400:54 (I.e. to determine the nature, timing and extent of audit procedures) See also ISSAI 4000:120.</i> k) "Auditors should consider the <u>risk of fraud</u>." <i>ISSAI 400:55</i> l) "Auditors should [plan the audit by] develop[ing] an <u>audit strategy and an audit plan</u>." <i>ISSAI 400:56</i> m) "Auditors should gather <u>sufficient and appropriate audit evidence</u> to cover the scope of the audit." <i>ISSAI 400:57</i> n) "Auditors should evaluate whether sufficient and appropriate audit evidence is obtained and <u>form relevant conclusions</u>." <i>ISSAI 400:58</i> o) "Auditors should prepare a <u>written report</u> based on the principles of completeness, objectivity, timeliness and a contradictory process." <i>ISSAI 400:59. See also ISSAI 4000:158.</i> The SAI has also adopted <u>policies</u> and <u>procedures</u> about how it has chosen to implement its audit standards, which should cover the following: p) "determining <u>materiality</u> [through] professional judgment [based] on the auditor's interpretation of the users' needs (...) in terms of value, (...) the	ISSAI 400

SAI-15 Dimension & Minimum Criteria for Dimension Score	Key References
inherent characteristics [nature] of an item [and] the context in which it occurs." ISSAI 400:47 q) requirements for audit <u>documentation</u>, to ensure "the auditor should prepare relevant audit documentation before the audit report or the Auditor's Report is issued, and the documentation should be retained for an appropriate period of time" ISSAI 400:48 r) <u>determining</u> the nature, timing and extent of <u>audit procedures</u> to be performed: • in light of the criteria and scope of the audit, characteristics of the audited entity and results of the risk assessment ISSAI 400:54 • for the purpose of obtaining sufficient and appropriate <u>audit evidence</u> ISSAI 400:57 • and to <u>evaluate</u> whether <u>the evidence</u> obtained is sufficient and appropriate so as to reduce audit risk to an acceptably low level including considerations of materiality and the assurance level of the audit ISSAI 400:58 (If necessary including an approach to calculating minimum planned sample sizes in response to materiality, risk assessments, and assurance level, based on an underlying audit model). Score = 4: Criteria (b), (c), (n) and (o) and at least twelve of the other criteria above are in place. Score = 3: Criteria (b), (c), (n) and (o) and at least eight of the other criteria above are in place. Score = 2: Criteria (b), (c) and at least six of the other criteria above are in place. Score = 1: Criterion (b) and least three of the other criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Compliance Audit Team Management and Skills	
The SAI has established a system to ensure that "The individuals in the audit team should collectively possess the knowledge, skills and expertise necessary to successfully complete the audit". ISSAI 100:41. a) An understanding of and practical experience of <u>the type of audit</u> being undertaken b) An understanding of the <u>applicable standards</u> and authorities c) An understanding of the <u>audited entity's</u> operations d) The ability and <u>experience</u> to exercise professional judgment The system ensures that: e) The knowledge, skills and expertise required for conducting the compliance audit are <u>identified</u>. SAI PMF Task Team f) If <u>external experts</u> are used, it is evaluated whether they have the necessary competence, capabilities and objectivity. SAI PMF Task Team g) There are <u>clear reporting lines</u> and allocation of responsibilities within the team. SAI PMF Task Team The SAI provides support as necessary to its auditors on the following: (E.g. in the form of audit manuals and other guidance material, continuous on-the-job training and promotion of professional development, access to experts and/or information from external sources.)	ISSAI 400 ISSAI 140

SAI-15 Dimension & Minimum Criteria for Dimension Score	Key References
h) identifying <u>applicable authorities</u> based on “formal criteria, such as authorizing legislation, regulations issued under governing legislation and other relevant laws, regulations and agreements, including budgetary laws (regularity)” and “where formal criteria are absent or there are obvious gaps in legislation... general principles of sound public sector financial management and conduct of public sector officials (propriety)” <i>ISSAI 400:32</i> i) identifying <u>suitable criteria</u> as a basis for evaluating audit evidence, developing audit findings and concluding <i>ISSAI 400:51</i> j) determining the elements relevant to the <u>level of assurance</u> to be provided (I.e. reasonable or limited assurance) <i>ISSAI 400:41</i> k) considering “three different <u>dimensions of audit risk</u>: inherent risk, control risk and detection risk” <i>ISSAI 400:46</i> l) understanding “the <u>control environment</u> and the relevant internal controls” and assessing “the risk that the internal controls may not prevent or detect material instances of non-compliance”. <i>ISSAI 400:53</i> m) including “<u>fraud risk factors</u> in the risk assessment” and exercising “due professional care and caution” if coming across instances of non-compliance which may be indicative of fraud <i>ISSAI 400:55</i> n) determining “the nature, timing and extent of <u>audit procedures</u> to be performed” <i>ISSAI 400:54</i> “in light of the criteria, scope and characteristics of the audited entity” <i>ISSAI 400:54</i> and “the identification of risks and their impact on the audit procedures” <i>ISSAI 400:54</i> o) developing “an <u>audit strategy</u> and an audit plan” <i>ISSAI 400:56</i> p) gathering “<u>sufficient appropriate audit evidence</u> to provide the basis for the conclusion or opinion” covering the quantity of evidence, its relevance and reliability and how “the reliability of evidence is influenced by its source and nature, and is dependent on the individual circumstances under which the evidence is obtained” and the need for “a variety of evidence gathering procedures of both quantitative and qualitative nature.” <i>ISSAI 400:57</i> q) preparing a <u>written report</u> in an appropriate form, so “the report should be complete, accurate, objective, convincing, and as clear and concise as the subject matter permits” <i>ISSAI 400:59</i> Score = 4: Criteria (a), (e), (o) and at least thirteen of the other criteria above are in place. Score = 3: Criteria (a), (e), (o) and at least nine of the other criteria above are in place. Score = 2: Criteria (a), (e) and at least six of the other criteria above are in place. Score = 1: At least four of the criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (iii) Quality Management in Compliance Audit	
a) “SAIs’ quality management policies and procedures should assign and define responsibilities for quality and quality management of individual audits”. <i>ISSAI 100:36.</i> b) “The auditors should apply quality management policies and procedures to ensure that audits are conducted at a consistently high level. Quality	ISSAI 140 ISSAI 400

SAI-15 Dimension & Minimum Criteria for Dimension Score	Key References
management procedures should cover matters such as the direction, review and supervision of the audit process". <i>ISSAI 100:40</i>. c) Quality management procedures should cover...the need for consultation in order to reach decisions on difficult or contentious matters. <i>ISSAI 100:40</i>. (E.g. consultation on significant matters is undertaken, especially for difficult or contentious matters, and the conclusions agreed to are implemented and, as appropriate, documented (...) differences of opinion are brought to the attention of officials at the appropriate level of the SAI, resolved and documented appropriately). "(...) any <u>differences of opinions</u> within the SAI are clearly <u>documented</u> and resolved before a report is issued". <i>ISSAI 140: pg 20</i> d) If the SAI conducts engagement quality reviews: "the SAI establishes policies and procedures that identify if and when an engagement quality review is an appropriate response to address one or more quality risks". <i>ISSAI 140:56 e)</i> Score = 4: All of the above criteria are in place. Score = 3: At least three of the above criteria are in place. Score = 2: At least two of the above criteria are in place. Score = 1: At least one of the above criteria is in place. Score = 0: The conditions to score 1 are not met	

SAI-16: Compliance Audit Process

This indicator looks at how compliance audits are carried out in practice. It distinctly examines the planning phase, the implementation phase and the reporting phase. The scoring of this indicator should mainly be done on the basis of a review of a sample of compliance audit files from the year under review. Evidence may also be taken from the SAI's own quality assurance reports, where the assessor determines that these can be relied upon. It may also be helpful to interview the audit teams that conducted the sampled audits. As a rule, the issues covered by the criteria should be documented for the criteria to be considered met, for example in the audit plan, in the working papers, or in the audit report.

Please refer to the Annex 1 for definitions and explanations of key terms.

Link to assessments of the SAI's compliance with the audit standards of the ISSAIs (former level 4 ISSAIs)

It is good practice for SAIs to carry out detailed quality assurance reviews of their audit work. If SAIs report that they have conducted their compliance audits in accordance with ISSAIs 4000-4999, they should have a system in place to ensure they comply with the audit standards of the ISSAIs. To encourage such reviews and accommodate cases where an SAI has carried out an assessment of its compliance with the audit standards of the ISSAIs, the score of 4 for the audit process indicators in SAI PMF (SAI-9, SAI-12 and SAI-15) that an independent assessment/monitoring of the SAIs audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements. (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party.

If the SAI has not conducted its audits in accordance with the audit standards of the ISSAIs, but rather based its audits on standards consistent with the principles of compliance auditing in ISSAI 400, the detailed criteria below can be used to assess and score the SAI's compliance audit processes.

Dimensions to be assessed:

- (i) Planning Compliance Audits
- (ii) Implementing Compliance Audits
- (iii) Evaluating Audit Evidence, Concluding and Reporting of Compliance Audits

The dimensions set out criteria for planning, implementing, evaluating, concluding and reporting, as they are established in ISSAI 400. The sample of audit files is the basis for assessing the criteria in the dimension, please also see the introduction to Domain C.

SAI-16 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Planning Compliance Audits	
a) "The <u>elements</u> relevant to compliance auditing... should be identified by the auditor before conducting a compliance audit." <i>ISSAI 400:27 (I.e. identify the applicable authorities covering regularity and, if necessary, propriety, requirements; the subject matter; intended users of the report; and level of assurance to be provided, whether reasonable or limited) ISSAI 400:28-41</i>	ISSAI 400 ISSAI 130

SAI-16 Dimension & Minimum Criteria for Dimension Score	Key references
b) "Auditors should consider <u>audit risk</u> throughout the audit process." ISSAI 400:46 (I.e. the auditor should consider three different dimensions of audit risk: inherent risk, control risk and detection risk) and "Auditors should perform a <u>risk assessment</u> to identify risks of non-compliance." ISSAI 400:54 (I.e. to determine the nature, timing and extent of audit procedures) c) "Auditors should consider <u>materiality</u> throughout the audit process." ISSAI 400:47. See also ISSAI 4000:94. (I.e. including consideration of materiality by value, nature and context) d) "Auditors should maintain effective <u>communication</u> throughout the audit process" and "the auditor should also inform the responsible party of the audit criteria." ISSAI 400:49 e) "Auditors should identify the subject matter and suitable <u>criteria</u>" based on applicable authorities, as a basis for evaluating audit evidence. ISSAI 400:51 f) "Auditors should determine the <u>audit scope</u> (...) [as] a clear statement of the focus, extent and limits in terms of the subject matter's compliance with the criteria." ISSAI 400:50 g) "Auditors should <u>understand the audited entity</u> in light of the relevant authorities [governing it]." ISSAI 400:52 h) "Auditors should understand the <u>control environment and the relevant internal controls</u> (...)". ISSAI 400:53 i) "Auditors should consider the <u>risk of fraud</u>" by including fraud risk factors in their risk assessments. ISSAI 400:55 j) "Auditors should [plan the audit by] developing an <u>audit strategy and an audit plan</u> (...) both the audit strategy and audit plan should be documented in writing." ISSAI 400:56 k) The SAI has established a system to ensure that, at the audit engagement level, its auditors [and any contractors] <u>comply with</u> the following <u>ethical requirements</u>: integrity, independence and objectivity, competence, professional behaviour, confidentiality and transparency. ISSAI 130 (E.g. by avoiding long-term relations with the same audited entity and requiring appropriate declarations from staff in relation to ethics and independence) Score = 4: An independent assessment/monitoring of the SAI's compliance audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: Criteria (b), (h) and at least six of the other above criteria are in place. Score = 2: Criteria (h) and at least four of the other above criteria are in place. Score = 1: At least two of the above criteria are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Implementing Compliance Audits	

SAI-16 Dimension & Minimum Criteria for Dimension Score	Key references
a) The auditor has “<u>determine[d] the nature, timing and extent of audit procedures to be performed</u>” in light of the criteria and scope of the audit, characteristics of the audited entity and results of the risk assessment <i>ISSAI 400:54</i> “for the purpose of obtaining sufficient and appropriate audit evidence” <i>ISSAI 400:57</i> (If relevant, the SAI’s approach to calculating minimum planned sample sizes in response to materiality, risk assessments, and assurance level, has been applied). b) “If the auditor comes across <u>instances of non-compliance</u> which may be indicative of fraud, he or she should exercise due professional care and caution so as not to interfere with potential future legal proceedings or investigations” <i>ISSAI 400:55</i> and should follow the SAI’s procedures for handling indications of fraud. c) Where <u>external experts</u> are used, “auditors should evaluate whether the expert have the necessary competence, capabilities and objectivity and determine whether the work of the expert is adequate for the purpose of the audit.” <i>ISSAI 400:45</i> d) “The auditor should gather <u>sufficient appropriate audit evidence</u> to provide the basis for the conclusion or opinion... [including] a variety of evidence gathering procedures of both quantitative and qualitative nature [and] the auditor often needs to combine and compare evidence from different sources” <i>ISSAI 400:57</i> e) All <u>planned audit procedures were performed</u>, or where some planned audit procedures which were not performed, there is an appropriate explanation retained on the audit file and this has been approved by those responsible for the audit. <i>SAI PMF Task Team</i> Score = 4: An independent assessment/monitoring of the SAI’s compliance audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI’s “Monitoring tool for financial audit” in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: Criteria (a) and (d) and at least two of the other above criteria are in place. Score = 2: Criteria (a) and at least one of the other above criteria are in place. Score = 1: At least one of the above criteria is in place. Score = 0: The conditions to score 1 are not met	ISSAI 400
Dimension (iii) Evaluating Audit Evidence, Concluding and Reporting of Compliance Audits	
a) “<u>Documentation</u> should be in sufficient detail to enable an experienced auditor, having no previous connection to the audit, to understand from the audit documentation the following: the relationship between the subject matter, the criteria, the scope of the audit, the risk assessment, the audit strategy and audit plan and the nature, timing and extent and the results of procedures performed; the audit evidence obtained to support the auditor’s conclusion, opinion or report; and to record reasoning on all significant matters that required the exercise of professional judgment and related conclusions.” <i>ISSAI 400:48</i>	ISSAI 400

SAI-16 Dimension & Minimum Criteria for Dimension Score	Key references
b) The SAI's requirements for audit <u>documentation</u> have been followed, to ensure "the auditor should prepare relevant audit documentation before the audit report or the auditor's report is issued, and the documentation should be retained for an appropriate period of time" <i>ISSAI 400:48. See also ISSAI 4000:64.</i> c) "Auditors should evaluate whether sufficient and appropriate audit evidence is obtained and <u>form relevant conclusions</u>... so as to reduce audit risk to an acceptably low level... the evaluation further includes considerations of materiality... [and] the assurance level of the audit". <i>ISSAI 400:58</i> d) "Auditors should maintain effective <u>communication</u> throughout the audit process", and during the audit "instances of material non-compliance should be communicated to the appropriate level of management or those charged with governance." <i>ISSAI 400:49. See also ISSAI 4000:70, 73.</i> e) "The SAI's findings are subject to <u>procedures of comment</u> and the recommendations [or observations] to discussions and responses from the audited entity." <i>INTOSAI-P 20:3</i> f) "Auditors should prepare a <u>report</u> based on the principles of completeness, objectivity, timeliness and a contradictory process" <i>ISSAI 400:59. See also ISSAI 4000:158.</i> g) The compliance <u>audit report</u> itself includes the following elements: I. Title II. Addressee III. Scope of the audit, including the time period covered IV. Identification or description of the subject matter V. Identified criteria VI. Identification of the auditing standards applied in performing the work VII. A summary of the work performed VIII. Findings IX. A conclusion/opinion X. Responses from the audited entity (as appropriate) XI. Recommendations (as appropriate) XII. Report date XIII. Signature" <i>ISSAI 400:59</i> h) "The <u>report</u> should: be easy to understand and free from vagueness and ambiguity; be complete; include only information which is supported by sufficient and appropriate audit evidence; ensure that findings are put into perspective and context; and be objective and fair". <i>ISSAI 100:53 (I.e. in the case of long form reports such as management letters).</i> i) Any <u>audit observations and recommendations</u> are written clearly and concisely, and are directed to those responsible for ensuring they are implemented. j) "Where an <u>opinion</u> is provided the auditor should state whether it is unmodified or modified on the basis of an evaluation of materiality and pervasiveness" <i>ISSAI 400:59. See also ISSAI 4000:151.</i> Score = 4: An independent assessment/monitoring of the SAI's compliance audit practice has been conducted within the past 3 years. The assessment has confirmed that the SAI complies with engagement level ISSAI requirements relevant to this dimension (including all the above criteria). (E.g. review of completed audit	

SAI-16 Dimension & Minimum Criteria for Dimension Score	Key references
engagements conducted by an independent monitoring function/ad-hoc committee of the SAI using the IDI's "Monitoring tool for financial audit" in the System of Audit Quality Management (SoAQM) Playbook, or assessment conducted by an external party. Score = 3: Criteria (e) and (f) and at least six of the above criteria are in place. Score = 2: Criterion (e) and at least four criteria are in place. Score = 1: At least two of the above criteria are in place. Score = 0: The conditions to score 1 are not met	

SAI-17: Compliance Audit Results

This indicator assesses outputs of the compliance audit function of the SAI, the timely submission and publication of compliance audit reports, and the follow-up of audit observations and recommendations.

Dimensions (i) and (ii) Timely Submission, and Timely Publication of Compliance Audit Results: All results should be submitted to the appropriate authority in a timely manner (dimension i). Submission entails formally sending/giving the audit report to the authority that will be responsible for considering the report and taking appropriate action. Dimension (ii) considers whether compliance audit reports (or summaries where the full reports are very long and detailed) and/or opinions are published as soon as legislation permits. National legislation often prescribes the stage in the process when the SAI is permitted to publish an audit report and/or opinion. The audit report is complete when the decision maker(s) in the SAI (e.g. the Head of SAI) has approved it.

Dimension (iii) Follow-up on implementation of observations and recommendations: SAIs should have an appropriate system for ensuring audited entities take appropriate action on observations and recommendations made by the SAI, and possibly by others charged with governance of the audited entity. This should include the opportunity for the audited entity to respond to the recommendations, as well as the SAI undertaking follow-up, reporting on findings of follow-up activities in an appropriate manner, and where necessary reporting publicly on such findings.

Suggested assessment approach:

The information to score this indicator may be taken from the SAI's management information system, or from a review of a sample of compliance audits undertaken during the period under review.

Dimensions to be assessed:

- (i) Timely Submission of Compliance Audit Results
- (ii) Timely Publication of Compliance Audit Results
- (iii) SAI Follow-up on Implementation of Compliance Audit Observations and Recommendations

SAI-17 Minimum Requirements for Dimension Score	Key references
Dimension (i) Timely Submission of Compliance Audit Results	
Score = 4: For <u>at least 80%</u> of compliance audits, the audit opinion and/or report is submitted to the audited entity or other appropriate authority within the established legal or agreed time frame (or where no timeframe is defined, <u>within 6 months</u> from the end of the period to which the audit relates). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 3: For <u>at least 60%</u> of compliance audits, the audit opinion and/or report is submitted to the audited entity or other appropriate authority within the established legal time frame (or where no timeframe is defined, <u>within 9 months</u> from the end of the period to which the audit relates). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 2: For <u>at least 40%</u> of compliance audits, the audit opinion and/or report is submitted to the audited entity or other appropriate authority within the established legal time frame (or where no timeframe is defined, <u>within 12 months</u> from the end of the period to which the audit relates). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 10 INTOSAI-P 20

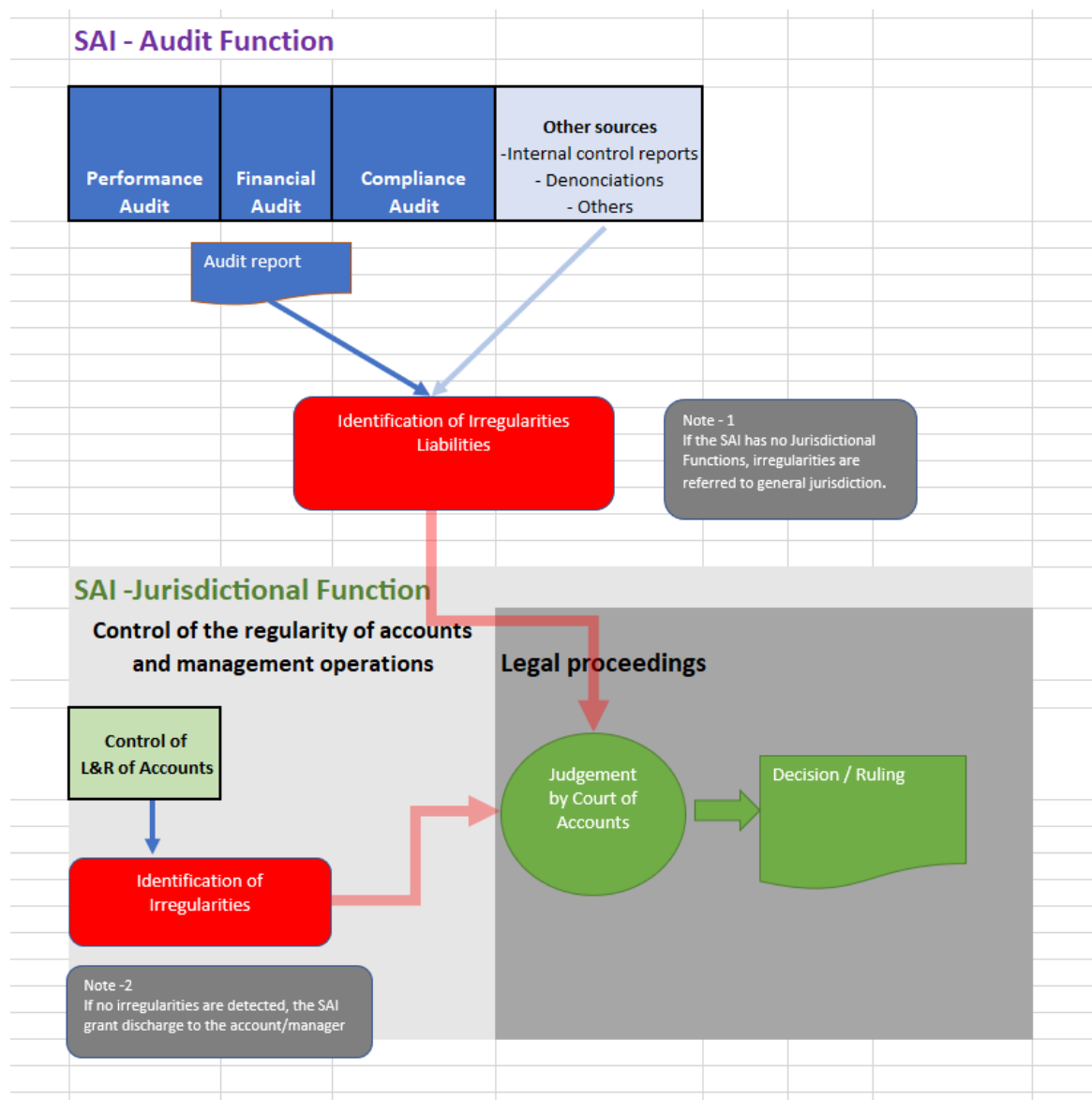
SAI-17 Minimum Requirements for Dimension Score	Key references
Score = 1: For <u>at least 20%</u> of compliance audits, the audit opinion and/or report is submitted to the audited entity or other appropriate authority within the established legal time frame (or where no timeframe is defined, <u>within 12 months</u> from the end of the period to which the audit relates). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 0: For <u>less than 20%</u> of compliance audits, the audit opinion and/or report is submitted to the audited entity or other appropriate authority within the established legal time frame (or where no timeframe is defined, <u>within 12 months</u> from the end of the period to which the audit relates). <i>INTOSAI-P 10:5, INTOSAI-P 20:8, SAI PMF Task Team</i>	
Dimension (ii) Timely Publication of Compliance Audit Results	
Score = 4: For <u>all</u> audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 15 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 3: For <u>all</u> audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 30 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 2: For <u>at least 75%</u> of audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 60 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 1: For <u>at least 50%</u> of audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 60 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i> Score = 0: For <u>less than 50%</u> of audit reports and/or opinions where the SAI has the right and obligation to publish, the report and/or opinion is made available to the public through appropriate means <u>within 60 days</u> after the SAI is permitted to publish. <i>INTOSAI-P 10:6, INTOSAI-P 20:8, SAI PMF Task Team</i>	INTOSAI-P 10 INTOSAI-P 20
Dimension (iii) SAI Follow-up on Implementation of Compliance Audit Observations and Recommendations	
a) "SAIs have their own internal follow-up system to ensure that the audited entities properly address their observations and recommendations as well as those made by the Legislature, one of its commissions, or the auditee's governing board, as appropriate." <i>INTOSAI-P 10:7</i> b) "Follow-up focuses on whether the audited entity has <u>adequately addressed</u> the matters raised [in previous audits]." <i>ISSAI 100: 53</i> c) "SAIs' follow-up procedures allow for the audited entity to provide information on corrective measures taken or why corrective actions were not taken." <i>INTOSAI-P 20:3</i> d) "SAIs submit their follow-up reports to the Legislature, one of its commissions, or the auditee's governing board, as appropriate, for consideration and action, even when SAIs have their own statutory power for follow-up and sanctions." <i>INTOSAI-P 10:7</i> e) "SAIs report publicly on the results of their audits...[including] on the follow-up measures taken with respect to their recommendations" <i>INTOSAI-P 20:7</i>	INTOSAI-P 10 INTOSAI-P 20 ISSAI 100

SAI-17 Minimum Requirements for Dimension Score	Key references
f) The SAI has established a practice for evaluating <u>materiality</u> in order to determine when a follow-up requires new additional investigations/audits. <i>SAI/PMF Task Team, ISSAI 100:43.</i> Score = 4: All of the above criteria are in place. Score = 3: At least five of the above are in place. Score = 2: At least three of the above criteria are in place. Score = 1: At least one of the above criteria is in place. Score = 0: The conditions to score 1 are not met	

Introduction to Indicators for Jurisdictional Activities

The general jurisdictional competencies “consist in powers vested in a SAI recognized as jurisdictional, either as a whole or through one of its components. These powers grant the SAI with the authority to issue judgements passed following an independent and contradictory procedure. Those judgements tend to assert or reassert a right or an obligation or impose a sanction and they are enforceable decisions (res judicata)” (INTOSAI-P 50, 2.1.1).

Jurisdictional activities would consist of both the control of regularity of the accounts and management operations (control of the accounts) as well as the subsequent legal proceedings. Both aspects are assessed in the SAI PMF. In the figure below the jurisdictional activities are illustrated including how they are linked to the SAI's audit function:



From the illustration you can see that legal proceedings can be initiated in different ways. Key sources are:

- Irregularities identified in an audit.
- Irregularities identified when conducting the control of the accounts and management operations
- Reports and tips from third parties

Control of the accounts refers to checking the accounts for irregularities, including checking the supporting documentation. It implies verification of compliance with applicable standards as well as the implementation of a contradictory and mainly written procedure laid down in law and in regulations. If no irregularities were found it leads to a discharge. Where irregularities are found it may initiate legal proceedings and a ruling on the legal liability of public managers where the final decision should be collegial, potentially, sanctioning them for any irregularity.

Each jurisdiction in the public sector needs a complete legal framework at the relevant levels (law, internal regulations, policies) establishing a liability regime for its public managers (including accountants), including requirements for its implementation applied to jurisdictional activities. Jurisdictional activities allow the SAI to check if public managers, under a specific liability regime set by the law and regulations, fulfilled the assigned duties bestowed by the law and regulations. If they do not fulfil their duties, public managers are held responsible. It is strictly limited to the compliance with the said duties.

The principles specific to jurisdictional activities for SAIs with jurisdictional functions are listed in the INTOSAI- P 50 *Principles of jurisdictional activities of SAIs*. Currently a standard that describes how the principles should be implemented in more detail has not been developed. Therefore, some criteria have been developed on the basis of good practices pertaining to this process.

How to determine if a control is a jurisdictional control

A control of the accounts is a competence bestowed by the law. Its legal framework sets its purpose, its content and process. Assessors must make sure that the controls presented as jurisdictional are consistent with the terms of this legal framework.

Although a control in some cases can be conducted separately, it can also be conducted jointly with other types of control. In planning the SAI PMF assessment, assessors should consider the most appropriate sources of information to score these indicators. This may involve combining evidence from different types of controls which contain jurisdictional elements, but in all cases it should be clear which sample the results are based on. If the SAI does not conduct control of regularity of the accounts and management operations but irregularities would mainly be identified through its financial, compliance or performance audit, it may be more relevant to apply the audit indicators under Domain C instead of SAI-18 (ii), SAI-19 (i) and (ii) which directly assesses the control activity.

SAI-18: Jurisdictional Legal Framework and system to ensure quality of the control of the accounts

Indicator SAI-18 looks at the foundations for jurisdictional activities, including the legal framework (laws, regulations and policies). Furthermore, it looks at the processes the SAI has put in place to ensure the competencies and quality of the controls. Ensuring quality of the subsequent legal proceedings would in large entail implementing a process to ensure fair judgements, following key principles such as collegiality, intervention

of the public prosecutor and remedy actions, especially appeals etc. which is assessed in SAI-19 (iii). It is therefore important to note that ensuring quality of a legal proceeding is different compared to ensuring quality of an audit and ensuring quality of the control activity.

The SAI's overall systems for ensuring quality of the audit/control work are assessed in the indicators on quality control in SAI-4, and staff recruitment and training in relevant audit/control disciplines in SAI-22 and SAI-23.

Dimensions to be assessed:

- (i) Jurisdictional laws, internal regulations and policies
- (ii) Control of the accounts: staff competencies and quality

(i) Jurisdictional laws, internal regulations and policies:

The dimension assesses what is written. As set by the INTOSAI-P 50: "The law should define the liability and sanction regime applicable to persons accountable by law before the SAI. In order for a SAI to be able to exercise its jurisdictional activities defined above, the legal framework must specify, on one hand, the missions, scope, powers and procedures of the institutions, and on the other hand, the liability regimes of the different categories of persons accountable by law. This regime must clarify the obligations of the persons accountable by law, whose breach can lead to legal proceedings, notification of sanctions and if need be the enforcement of sanctions, issued by the SAI. In particular, it must include the statute of limitations of the facts subject to sanction. It is divided into two distinct principles:

- the principle of legality of the offenses, sanctions and enforcement;
- the principle of legality of the SAI's jurisdiction on identifying and qualifying the offenses and on issuing the condemnations.

Members of the SAI must act within the framework of the liability regime." INTOSAI-P 50 (Principle 1).

(ii) Control of the accounts: staff competencies and quality: The dimension examines whether the SAI has established a system for ensuring that the investigators conducting the control of the accounts, either individually or collectively (if the control is conducted by a team), possess the professional competence and skills necessary to carry out the control in question. It also looks at what support the SAI provides to its controllers and the quality control procedures put in place. To score the dimension, the assessors may look at the SAI's policies and procedures for selecting the individual or composing control teams, guidance material and other support provided to the controllers as well as the quality control procedures. To verify that the system for control team composition is implemented in practice, the assessors may examine planning documentation for the sample of controls.

SAI-18 Dimension & Minimum Criteria for Dimension Score		Key references
Dimension (i) Jurisdictional laws, internal regulations and policies		
<i>This dimension assesses what is written in the legal framework: jurisdictional laws, internal regulations and policies.</i>		INTOSAI-P 50
a) "The law should define the liability and sanction regime applicable to persons accountable by law before the SAI. The legal framework must clarify the obligations		SAI PMF Task Team

SAI-18 Dimension & Minimum Criteria for Dimension Score	Key references
of the persons accountable by law, whose breach can lead to legal proceedings, notification of sanctions and if need be the enforcement of sanctions, issued by the SAI." <i>INTOSAI-P 50, Principle 1.</i> b) "In order for a SAI to undertake jurisdictional activities, it must adopt the appropriate <u>internal regulations and organisation</u>." <i>INTOSAI-P 50, chapter 4.</i> The SAI has issued detailed regulations to govern its jurisdictional activities that: (i) are compatible with the upper-level legislation and, (ii) if applicable, describe clearly what rules, regulations, policies and principles must be complied with by public managers/accountants or anyone in charge of public assets. <i>SAI PMF Task Team</i> c) Where appropriate, the SAI has <u>published</u> and made available the internal regulations to all those who are under its jurisdiction (i.e this refers to regulations that concerns external parties). <i>SAI PMF Task Team</i> d) The law guarantees that the SAI takes appropriate measures within the legal timeframes and <u>follow up on those entities</u> that did not render accounts to it or have done it but not in time and/or not in accordance with the established procedures. <i>SAI PMF Task Team</i> e) "An irregular fact may be <u>prosecuted or sanctioned only before the expiry of a reasonable time</u> from the moment it was committed ...the law establishes statute of limitations regarding irregularities with regard to the rules of public management." <i>INTOSAI-P 50, principle 4.</i> f) "Any judgement of the SAI must be open to be objected and reconsidered and is subject to <u>appeal</u> or annulment in accordance with the national regulation." <i>INTOSAI-P 50, principle 5.</i> g) The legal framework and internal regulations ensures "that the persons accountable before it undergo <u>a fair trial</u> guaranteed by the legal procedures. Every accountable person especially has the right to": - "be informed promptly, and in detail, of the nature and cause of the accusations against him; - have adequate time and means for the preparation of his defence notably by being given access to all documents and information filed before the judges by any party. - defend himself in person or through legal assistance of his own choosing within the framework of the law; - check that the sanctions against him are based on evidence; - have an explicit ground for the decision rendered. The reasoning of a judgement must be clearly and precisely expressed in the decision itself. It will be compliant with the principle of intelligibility of justice and allow the exercise of the appeals". <i>INTOSAI-P 50, principle 6.</i> h) "The <u>impartiality</u> of the judgment process must be guaranteed by regulations governing the activities of the jurisdictional SAIs and the resulting proceedings." <i>INTOSAI-P 50, principle 7.</i> i) The law should guarantee that "A person accountable by law cannot be condemned for the <u>same irregularity</u> to several sanctions of the same nature imposed by the SAI. A person accountable by law can only be condemned for the same irregularity to sanctions of a different nature imposed by the SAI and other courts if the law so permits". <i>INTOSAI-P 50, principle 9.</i>	

SAI-18 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 4: All of the criteria above are met. Score = 3: Criterion a), b), c), d), f) and at least two of the other criteria above are met. Score = 2: Criterion a), f) and at least three of the other criteria above are met. Score = 1: Criterion a), f) and at least one of the criteria above are met. Score = 0: The conditions to score 1 are not met	
Dimension (ii) Control of the accounts: staff competencies and quality	
<i>The SAI has established a system (Note that this dimension assesses both the system and its implementation) to ensure that those conducting a control of the regularity of the accounts, either individually or as a team, possess the knowledge, skills and expertise necessary to successfully complete the control. This includes:</i> a) A good understanding of and practical <u>experience</u> from conducting a control of the accounts. b) A good understanding of <u>applicable standards, laws and regulations</u>. c) A sufficient understanding of the <u>relevant characteristics</u> of the control subject. d) The skills and experience needed to demonstrate <u>professional judgment</u>. e) The system ensures that the knowledge, skills and expertise required for conducting the control are <u>identified</u>. f) The system ensures that if external experts are used, it is evaluated whether they have the <u>necessary competence, capabilities and objectivity</u>. g) The SAI provides those conducting a control with <u>support services</u> to help them implement the adopted control standards and ethical rules and to improve their professional skills (E.g. provision of guides, opportunity to improve their skills on a day-to-day basis, possibility of consulting experts as required, pooling of professional experience, dialogue with other control personnel.) h) All work undertaken when conducting the control of the accounts must be <u>reviewed</u> with the aim of promoting quality, learning and professional development (Including examining the outline control plan, worksheets and the work of the investigator, and case supervision and review). Score = 4: All of the criteria above are in place. Score = 3: At least six of the criteria above are met. Score = 2: At least four of the criteria above are met. Score = 1: At least two of the criteria above are met. Score = 0: The conditions to score 1 are not met	SAI PMF Task Team

SAI-19: Jurisdictional Activities

The indicator looks at how jurisdictional activities are carried out in practice. It distinctly examines the planning phase and the implementation phase of the control of regularity of the accounts and management operations (control of the accounts) as well as the decision-making phase of the subsequent legal proceedings.

Suggested assessment approach

The scoring of this indicator should be done on the basis of a review of a sample of control files and documents pertaining to the legal proceedings from the period under review. It may also be helpful to interview the individuals or teams that conducted the jurisdictional activities. The file review should cover work files, working papers, provisional reports and documentation of the process and decisions in relation to the ruling. For dimension (iii) the assessor also needs to assess the foundation and practice for the decision-making, supporting this with observations from the sample, while dimension (iv) requires the review of the documentation from the final decision.

As a rule, the issues covered by the criteria should be documented for the criteria to be considered met, for example in the control plan. The assessment of this indicator should not violate neither confidentiality of control diligence/investigation nor the confidentiality of the deliberation.

Dimensions to be assessed:

- (i) Planning the control of the accounts
- (ii) Conducting the control of the accounts
- (iii) Legal proceedings - Decision-making process
- (iv) Legal proceedings - Final decision

(i) Planning the control of the accounts: The proper management of a control, duly decided by the SAI, requires that the controller gathers knowledge on the subject of the control, and that the goals of the control and the means to reach them (for example, skills or schedule) are clearly stated.

(ii) Conducting the control of the accounts: When conducting the control those responsible for the control must communicate with the controlled party and work systematically with due diligence and objectivity.

(iii) Legal proceedings - Decision-making process: a control can either lead to a discharge or to a legal proceeding and a ruling on the legal liability of public managers. The decision resulting from a control rest on the presentation of the investigation results by the magistrate in charge of the control, the opinion of the Public Prosecutor's Office and the deliberation of one or several magistrates. There can also be cases with legal provision for monocratic decisions although the final decision should be collegial. This process should abide by the principles of the INTOSAI-P 50, especially the principle 6 related to the right to a fair trial and principle 7 related to the Impartial judgement and decision-making process.

(iv) Legal proceedings - Final decision: The jurisdictional SAI's decision is a legal and formal one directed towards those responsible for the controlled object (for example, act or account). Therefore, it should be delivered in

accordance with laws and regulations. The final decision must be easy to understand, clear, unambiguous and comprehensive. It should present the arguments of all parties, and deliberations should be stated clearly and consistent with the reasons for the decision.

SAI-19 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Planning the control of the accounts	
When planning a control of the accounts, those responsible for the control should: a) Make sure all planned and conducted controls are included in the SAI's <u>annual work programme</u>. b) The SAI has established a system to ensure that, at the level of each control, those responsible for the control <u>comply with</u> the following <u>ethical requirements</u>: integrity, independence and objectivity, competence, professional behavior, confidentiality and transparency. <i>ISSAI 130, INTOSAI-P 50, principle 2</i>. (E.g. by avoiding long-term relations with the same controlled entity and requiring appropriate declarations from SAI staff in relation to ethics and independence). c) <u>Acquire sufficient knowledge</u> before the control, so as to ensure that the control plan and the risk-based strategy are well designed. d) Apply a <u>risk-based strategy</u>, taking into account inherent and control risks. e) If appropriate: develop a <u>work plan</u> that includes the objectives, the control procedures, the timetable and the resources assigned. (Note this may not be relevant for small controls that are conducted within a very short time period). Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above are in place. Score = 0: The conditions to score 1 are not met	SAI PMF Task Team INTOSAI-P 50 ISSAI 130
Dimension (ii) Conducting the control of the accounts	
When conducting the control of the accounts, those responsible for the control must: a) <u>Inform</u> the controlled party that the control is being initiated. b) Establish good <u>communication</u> with the control subject. c) <u>Work systematically</u>, with due diligence and objectivity. d) Establish, compile and archive <u>comprehensive and sufficiently detailed documentation</u> up to and including the final decision and in compliance with applicable domestic regulations. e) Follow <u>prescribed procedures</u> for managing the control process. f) The observed irregularities are subject to <u>clearing procedures</u> where the respondents are given sufficient time to prepare their reply. Score = 4: All of the criteria above are in place Score = 3: At least four of the criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	SAI PMF Task Team
Dimension (iii) Legal proceedings - Decision-making process	

SAI-19 Dimension & Minimum Criteria for Dimension Score	Key references
"The SAI must ensure that the persons accountable before it undergo a fair trial guaranteed by the legal procedures". <i>INTOSAI-P 50, Principle 6</i>. This entails: a) A <u>public hearing</u> by an independent and impartial jurisdiction is held, which will determine if liability should be incurred. <i>INTOSAI-P 50, Principle 6</i> b) The SAI must ensure the <u>impartiality of the judgment process</u>. <i>INTOSAI-P 50, Principle 7</i> (i.e. In order to guarantee the impartiality of the judgment, the SAI must follow rules and procedures governing the jurisdictional activity which ensures that the judge or the member of the jurisdictional collegial body have not participated in the investigation of the case on which they are brought to rule. <i>INTOSAI-P 50, Principle 7</i> c) There is <u>communication with and/or attendance by the Public Prosecutor</u> in the legal proceedings. The Public Prosecutor "may intervene to institute proceedings and to express his opinion on the judgement to be issued". <i>INTOSAI-P 50 2.2.3</i> d) The <u>composition</u> of the members of the SAI in charge of the judgement making process, in the first instance or in remedies that judges the cases is documented in legal texts or internal regulations. <i>SAI PMF Task Team</i> e) The final decision, following an appeal, that holds a person accountable by law before the SAI is <u>collegial</u>. f) The SAI must complete the jurisdictional activities within a <u>reasonable time</u> (ends with a judgement that concludes with the engagement of the liability or of absence of liability of the persons accountable by law and the application of the corresponding sanctions). <i>INTOSAI-P 50, Principle 11</i> Additionally: g) "<u>Quality control</u> shall be exerted before, during and after the jurisdictional activities and involve independent checks as much as possible." <i>INTOSAI-P 50, Principle 10</i> h) The ratio of stock of cases awaiting a judgement by 31/12/Y, to the stock of cases awaiting a judgement by 31/12/Y-1 is equal to 1 or lower. <i>SAI PMF Task Team</i> i) All cases transmitted to the public prosecutor are handled within a reasonable time. The decision is notified and justified. (Only apply for SAIs in which the Public Prosecutor's office is part of the SAI. If not, the scoring will only include criteria a) to h). <i>SAI PMF Task Team</i> Score = 4: All of the criteria above are in place Score = 3: At least seven of the criteria above are in place. Score = 2: At least five of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	INTOSAI-P 50 SAI PMF Task Team
Dimension (iv) Legal proceedings - Final decision	
"Every accountable person especially has the right to have an explicit ground for the decision rendered. The reasoning of a judgement must be clearly and precisely expressed in the decision itself. It will be compliant with the principle of intelligibility of justice and allow the exercise of the appeals" <i>INTOSAI-P 50, Principle 6</i>. Therefore: a) The final decision <u>refers to the legal instruments</u> applicable to the case. b) The final decision <u>exposes the arguments</u> of all parties.	INTOSAI-P 50 SAI PMF Task Team

SAI-19 Dimension & Minimum Criteria for Dimension Score	Key references
c) The final decision is <u>justified</u>. d) The final decision is in <u>accordance with the interpretation of laws and regulations</u>. e) The final decision is <u>easy to understand, clear, unambiguous and comprehensive</u>. f) <u>Deliberations</u> included in the decisions are stated clearly and are consistent with the reasons for the decision. g) "The SAI must ensure that judgements, as any judicial decision, are made <u>publicly</u>, respecting the secrecy and restrictions linked to confidentiality that are legally mandatory as well as the protection of personal data". <i>INTOSAI-P 50, principle 12</i> h) The number of appeals that lead to a substantial change of the decisions due to non-compliance with the legality of the proceedings is reasonably low. <i>SAI PMF Task Team</i> Score = 4: All of the criteria above are in place Score = 3: At least seven of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least three of the criteria above are in place. Score = 0: The conditions to score 1 are not met	

SAI-20: Results of Legal Proceedings

“The aim of the jurisdictional activities of a SAI is the protection of the proper functioning of public management as well as the interests of the audited entity and, furthermore, of public authorities and citizens. The jurisdictional activity aims to compensate in whole or in part for losses suffered by a public entity and/or to sanction the personal liability, either financial or disciplinary of individuals found guilty.” *INTOSAI-P 50, 1.1.3.* “Jurisdictional activities also participate in the accountability of public managers who, from their personal funds, pay a sanction or compensate for all or part of a financial loss by contributing to the reimbursement of irregular expenses, lost revenues or cash and account deficits. The judgement may also affect the career of the person accountable by law who was found guilty, as it may be taken into account by his employing authority in the course of his career.” *INTOSAI-P 50, 1.1.4.*

The results of controls and legal proceedings are decisions, such as judgments, orders, and legal ordinances against public managers (including accountants). Although implementing these decisions lies outside the remit of the SAI, this indicator assesses how the jurisdictional SAI manages the decision, through notification, publication and later follow-up of information received about the implementation. Therefore, in terms of implementation of the results, “The SAI must ensure that the exercise of the jurisdictional activities leads to notified and implemented judgement. The sanction of the personal liability of the litigant must be effective.” (INTOSAI-P 50, Principle 8)

Suggested assessment approach

The information needed to assess this indicator can be found in the SAI’s management information system, and through examining a sample of files for jurisdictional controls in the period under review.

Dimensions to be assessed:

- (i) Notification of results
- (ii) Publication of results
- (iii) Follow-up by the SAI on the implementation of results

(i) Notification of results: After a decision has been made, the controlled party should be notified. This dimension assesses the notification practices of jurisdictional SAIs, measuring the percentage of decisions following jurisdictional controls being notified to parties within an agreed benchmark period.

(ii) Publication of results: As per INTOSAI-P 50, Principle 12: “The SAI must ensure that judgements, as any judicial decision, are made publicly, respecting the secrecy and restrictions linked to confidentiality that are legally mandatory as well as the protection of personal data.” This dimension assesses the publication practices of jurisdictional SAIs, measuring the percentage of final notified decisions being published within the year of notification.

(iii) Follow-up by the SAI on the implementation of results: The implementation of decisions may fall outside the SAI’s remit. However, the SAI can still monitor these decisions, and verify their implementation (for instance, the Ministry of Finance sends a list of balances due, outstanding amounts to be collected, etc.). When a decision has been implemented, in many cases, the SAI then needs to reset the status of the responsible for the accounts in question.

SAI-20 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Notification of results	
Score = 4: More than 90 % of the decisions taken in the last 3 years were notified within the timeframe provided for by law or relevant regulations and requirements, or in their absence, within 3 months of the final decision. <i>INTOSAI-P 50, principle 8 and 11. SAI PMF Task Team</i> Score = 3: More than 80 % of the decisions taken in the last 3 years were notified within the timeframe provided for by law or relevant regulations and requirements, or in their absence, within 4 months of the final decision. <i>INTOSAI-P 50, principle 8 and 11. SAI PMF Task Team</i> Score = 2: More than 70 % of the decisions taken in the last 3 years were notified within the timeframe provided for by law or relevant regulations and requirements, or in their absence, within 5 months of the final decision. <i>INTOSAI-P 50, principle 8 and 11. SAI PMF Task Team</i> Score = 1: More than 50 % of the decisions taken in the last 3 years were notified within the timeframe provided for by law or relevant regulations and requirements, or in their absence, within 7 months of the final decision. <i>INTOSAI-P 50, principle 8 and 11. SAI PMF Task Team</i> Score = 0: Less than 50 % of the decisions taken in the last 3 years were notified within the timeframe provided for by law or relevant regulations and requirements, or in their absence, within 7 months of the final decision. <i>INTOSAI-P 50, principle 8 and 11. SAI PMF Task Team</i>	INTOSAI-P 50 SAI PMF Task Team
Dimension (ii) Publication of results	
Score = 4: More than 90 % of the final decisions notified in the last three years were published within 4 months of the notification. <i>INTOSAI-P 50, principle 12 and SAI PMF Task Team</i> Score = 3: More than 75 % of the final decisions notified in the last three years were published within 5 months of the notification. <i>INTOSAI-P 50, principle 12 and SAI PMF Task Team</i> Score = 2: More than 60 % of the final decisions notified in the last three years were published within 6 months of the notification. <i>INTOSAI-P 50, principle 12 and SAI PMF Task Team</i> Score = 1: More than 50 % of the final decisions notified in the last three years were published within 12 months of the notification. <i>INTOSAI-P 50, principle 12 and SAI PMF Task Team</i> Score = 0: Less than 50 % of the final decisions notified in the last three years were published within 12 months of the notification. <i>INTOSAI-P 50, principle 12 and SAI PMF Task Team</i>	INTOSAI-P 50 SAI PMF Task Team
Dimension (iii) Follow-up by the SAI on the implementation of results	
a) The SAI has a system for monitoring the implementation of its decisions, either directly or with the help of the public administration. <i>INTOSAI-P 50, principle 8 and SAI PMF Task Team</i> b) Where decisions are not implemented after a predetermined period of time, the SAI takes action. <i>INTOSAI-P 50, principle 8 and SAI PMF Task Team</i> c) When the SAI receives notification that the decision has been implemented, it resets the status of those responsible for the account in a timely manner. <i>INTOSAI-P 50, principle 8 and SAI PMF Task Team</i>	INTOSAI-P 50 SAI PMF Task Team

SAI-20 Dimension & Minimum Criteria for Dimension Score	Key references
d) "Where the SAI does not have a legal mandate to enforce its own decisions, they have to coordinate with the relevant public authorities able to do so". <i>INTOSAI-P 50, principle 12</i> Score = 4: All of the criteria above are in place. Score = 3: Three of the criteria above are in place. Score = 2: Two of the criteria above are in place. Score = 1: One of the criteria above is in place Score = 0: The conditions to score 1 are not met	

Domain D: Financial Management, Assets and ICT

An SAI should manage its operations economically, efficiently, effectively and in accordance with laws and regulations (INTOSAI-P 20:6).

SAIs must apply good management principles to ensure best use of its resources. This applies both to the day-to-day supervision of staff, and also appropriate internal controls over its financial management and operations.

This means that the SAI should have an appropriate organizational management and support structure that provides good governance and supports internal control and management practices (INTOSAI-P 12, principle 9). This equally applies to the SAI's financial management, asset management and Information and Communication Technology (ICT).

Domain D consists of one indicator that covers the main dimensions and criteria required for an SAI to demonstrate accountability for how it manages its finances, assets, and ICT to achieve its objectives.

Performance indicators

SAI-21: Financial Management, Assets and ICT

SAI-21: Financial Management, Assets and ICT

SAIs require adequate financial resources, assets and well managed information and communication technology (ICT) to function effectively. Management of financial resources must follow a system characterized by transparency and accountability, including internal control and documentation of costs. An SAI also needs to demonstrate effective planning of assets such as offices, training centres and archiving facilities.

Digitalization and use of ICT has become increasingly important for SAIs. SAIs need to manage its ICT resources considering the current ICT environment as well as having a future looking perspective.

Control Objectives for Information and Related Technology (COBIT) is a globally recognized framework for effective ICT governance published by ISACA. The framework considers that key components of a governance system includes: 1) Processes, 2) Organizational structures, 3) Information flows and items, 4) People, skills and competencies, 5) Principles, policies and procedures, 6) Culture, ethics and behaviour, 7) Service, infrastructure and applications.

To make the best use of infrastructure and equipment, the SAI needs well-functioning units and skilled staff to manage, for example, ICT and finance.

Dimensions to be assessed:

- (i) Financial and Asset Management
- (ii) ICT Strategy
- (iii) ICT Action Plan

(i) Financial and Asset Management: SAIs “should have available necessary and reasonable human, material, and monetary resources” and SAIs should “manage their own budget and allocate it appropriately” (INTOSAI-P 10:8). The internal control environment should provide assurance that the SAI’s resources are safeguarded against loss due to waste, abuse, mismanagement, errors, fraud or other irregularities. It should also provide assurance that the SAI adheres to laws, regulations and management directives, and that the SAI develops and maintains reliable financial data.

Key assets for an SAI are buildings and training facilities and archiving facilities. To ensure these assets are well managed, SAIs should plan based on current and future anticipated needs.

(ii) ICT strategy: To effectively digitalize and leverage on technology it is critical to put in place strong ICT governance. A key part is to develop an ICT strategy which helps the SAI to set the strategic direction and prioritize between various ICT needs. ICT can no longer be seen only as a support function but has strategic importance. It is therefore important to align the ICT strategy with the SAI strategic plan. The ICT strategy should be based on an assessment of current ICT maturity. Relevant tools can be the *Supreme Audit Institutions Information Technology Maturity Assessment* (SAI ITMA) tool developed by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) or the *EUROSAI IT Self-Assessment methodology* (ITSA). Monitoring implementation through key performance indicators and put in place clear accountability and responsibility to ensure implementation and oversight is important.

(ii) ICT action plan: To support the implementation of the ICT strategy, the SAI should develop an aligned ICT operational plan/action plan. The action plan is holistic or aligned with other plans in the SAI ensuring coordination with other entities as well as ensuring that all relevant aspects are considered. For example, ensure that skill gaps are addressed, ensure the link to audit activities etc. With ICT comes additional risks and it is therefore important that the SAI has implemented an information security management system. Furthermore, the SAI should monitor implementation of its ICT strategy and ICT action plan through performance indicators. The action plan itself is also a tool for continuous monitoring through the defined timetables. The SAI should report any inadequacies relating to ICT, both internally and externally.

SAI-21 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Financial and Asset Management	
To ensure effective management of its financial resources and assets, the SAI should: a) Clearly assign <u>responsibilities</u> for major financial management activities. <i>INTOSAI GOV 9100:pg. 29.</i> b) Have a system of <u>delegation of authority</u> to commit/incur and approve expenditure on behalf of the SAI. <i>INTOSAI GOV 9100:pg.29.</i> c) Have financial <u>manuals</u> and/or regulations in place and make them available to all staff. <i>INTOSAI-P 20:1, INTOSAI GOV 9100:pg.10, 36-38.</i> d) Ensure <u>staff</u> tasked with budgeting and accounting have the appropriate skill set, experience, and resources to do the job. <i>Derived from INTOSAI-P 12:9, INTOSAI-P 20:6, INTOSAI GOV 9100 pg. 18.</i> e) Have clear timetables and procedures governing the <u>budgeting</u> process. <i>Derived from INTOSAI-P 20:6.</i> f) Have a functioning <u>Management Information System</u>, which includes financial and performance information. <i>Derived from INTOSAI-P 12:9, INTOSAI-P 20:6, INTOSAI GOV 9100 pg. 10.</i> g) Have a functioning staff <u>cost recording</u> system. <i>Derived from INTOSAI-P 12:9, INTOSAI-P 20:6, INTOSAI GOV 9100 pg. 10.</i> h) Manage its <u>actual expenditure</u> so that in no more than one out of the last three years has the SAI's actual expenditure deviated from budgeted expenditure by an amount equivalent to more than 10 % of the expenditure in the latest approved budget. <i>Derived from INTOSAI-P 12:8, INTOSAI-P 20:6.</i> i) The SAI annually prepares a <u>financial statement</u>/financial report following a relevant and appropriate financial reporting framework. <i>INTOSAI-P 20:6.</i> j) The "SAIs' financial statements are made public and are subject to external <u>independent audit</u> or parliamentary review". <i>INTOSAI-P 20:6.</i> k) When required by law or applicable regulation, the SAI has received an unmodified or <u>unqualified audit opinion</u> on its last audited/reviewed financial statements and ensured adequate and appropriate response to the audit/review report and/or management letter and recommendations made. <i>(NB: where the SAI's activities are reported as part of the overall public accounts, they should be disclosed as a separate note in accordance with the applicable financial reporting framework and there should be no qualification in relation to the note on the SAI's activities). Derived from INTOSAI-P 20:6.</i>	INTOSAI-P 12 INTOSAI-P 20 INTOSAI GOV 9100

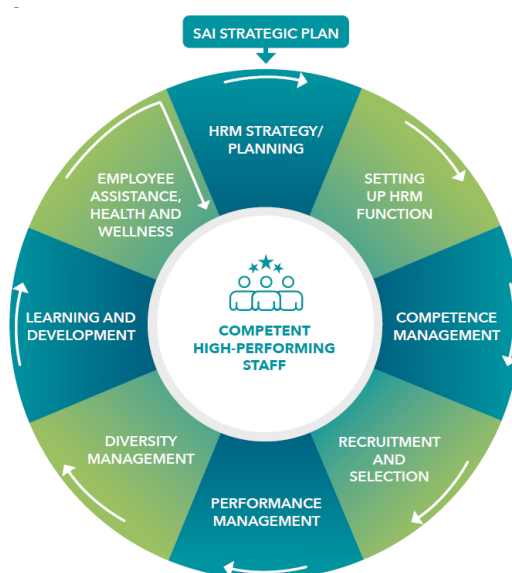
SAI-21 Dimension & Minimum Criteria for Dimension Score	Key references
l) The SAI has developed a long-term <u>strategy or plan</u> for its physical infrastructure needs, based on current and anticipated future staffing levels. m) Where relevant, the SAI has <u>reviewed</u> the size, staffing and locations of its accommodation in relation to the location of its audit clients within the past 5 years, and any proposals for improvement have been addressed. <i>Derived from INTOSAI-P 20:6, SAI PMF Task Team.</i> n) The SAI has secured access to appropriate <u>archiving</u> facilities, which enable all relevant records to be stored securely over several years and accessed when needed. <i>INTOSAI GOV 9100</i> Score = 4: All of the above criteria are in place. Score = 3: At least eleven of the criteria above are in place. Score = 2: At least seven of the criteria above are in place. Score = 1: At least five of the criteria above are in place. Score = 0: The conditions to score 1 are not met	
Dimension (ii) ICT Strategy	
a) The SAI has developed an <u>ICT strategy</u> that satisfies the SAI's requirements for information systems. The strategy considers holistically current internal ICT processes and ICT environment and broader ICT environment in the public sector, the future direction and the initiatives required to migrate to the desired future environment. Included in these considerations are the ICT needs linked to current and future physical infrastructure needs and interoperability across departments and platforms. <i>Derived from COBIT</i> b) The ICT strategy is based on an <u>assessment of current ICT maturity</u> and considers the current ICT landscape. (E.g. using the SAI ITMA tool or the EUROSAT IT Self-Assessment methodology (ITSA)). <i>Derived from COBIT</i> c) The SAI analyses what <u>opportunities for business and process innovation</u> or improvement can be created by emerging technologies and through existing established technologies and relevant proposals are followed up. <i>Derived from COBIT</i> d) The ICT strategy is <u>aligned</u> with the priorities in the SAI strategic plan. <i>Derived from COBIT</i> e) The ICT strategy considers the input and needs of <u>key internal and external stakeholders</u>. <i>Derived from COBIT</i> f) The SAI has developed performance indicators to <u>monitor</u> the implementation of the ICT strategy. <i>Derived from COBIT</i> g) The SAI has an ICT governance framework in place where <u>accountability and responsibilities are clearly defined</u> to ensure the oversight and implementation of the ICT strategy and action plan. This ensures that ICT related decisions are made in line with the SAI strategic plan and objectives and desired value is realized. To that end, ensure that ICT processes are implemented and overseen effectively and transparently. <i>Derived from COBIT</i> h) The SAI <u>identifies and manages risks</u> (including risks from changing future environment) to implementing its ICT strategy and ICT initiatives. <i>INTOSAI-P 12:5, Derived from COBIT</i> Score = 4: All of the criteria above are in place	INTOSAI-P 12 COBIT

SAI-21 Dimension & Minimum Criteria for Dimension Score	Key references
Score = 3: At least six of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above is in place. Score = 0: The conditions to score 1 are not met	
Dimension (iii) ICT Action plan	
a) The SAI has developed an <u>ICT operational plan/action plan</u> with clear links to the ICT strategy. The plan is holistic or aligned with other plans in the SAI and considers aspects such as addressing skill gaps, link to audit activities etc. <i>Derived from COBIT</i> b) The ICT operational plan/action plan includes <u>clearly defined</u> activities, timetables and responsibilities. <i>Derived from COBIT</i> c) The ICT operational plan/action plan is clearly linked to a <u>budget</u>. (E.g, the SAI should consider submitting estimates to the annual SAI budget to cover the related cash flow of the planned deliverables). <i>Derived from COBIT</i> d) Responsibility for ICT management and ICT operations is <u>clearly assigned</u> and the staff tasked with this have the necessary skill and resources. (Note: IT management and IT operations require specialized competencies that are different from IT audit and similar). <i>Derived from COBIT, INTOSAI-P 12:9, INTOSAI-P 20:6</i> e) The SAI defines, operates and monitors an <u>information security management system</u>. <i>Derived from COBIT, ISO 27001</i> f) The SAI <u>reports</u> on progress and any inadequacies relating to its ICT, both internally and externally by collecting data to monitor progress against performance indicators. <i>Derived from INTOSAI-P 12:1</i> g) If relevant: if the SAI outsources IT services the SAI <u>manages</u> Service Level Agreements (SLA). <i>Derived from COBIT</i> Score = 4: All of the criteria above are in place. Score = 3: At least five of the criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met	COBIT

Domain E: Human Resources, Learning and Professional Development

The Lima Declaration (INTOSAI-P 1) requires the members and staff of an SAI to be competent and continuously develop their professional competencies (INTOSAI-P 12:12). An effective SAI is able to determine the competencies of its auditors as well as recruit, develop, maintain and assess staff (ISSAI 150:6). It is the responsibility of the SAI's management to ensure that an SAI has the right staff at the right time and that it can deploy them effectively.

The human resource management (HRM) model below shows various human resource management subfunctions that support one another to help the SAI reach the right number of competent and high performing staff (CBC HRM Guide 2022). This model mirrors the assessment of domain E indicators, which embraces integrated and holistic human resource management practices.



Source: CBC HRM Guide 2022

According to ISSAI 150, “to attract, develop and maintain the competencies of SAI staff, it is necessary to invest in the following appropriate and sound human resource management practices and processes: competence-based human resource strategy; human resource planning; attraction and recruitment; performance management; learning and development; reward and recognition; retention, replacement and succession, and/or others; to the extent that the SAI has control over these practices. Where the SAI does not have control over such processes, it will benefit the SAI to proactively communicate its needs to the entity undertaking such processes on its behalf and to influence the processes to fit its needs” (ISSAI 150:24, 25).

ISSAI 150 provides guidance on auditor competencies, but a comprehensive SAI competence framework should be broadened to include all staff positions, consistent with international good practice (CBC HRM Guide 2022). The competencies of support staff are critical to supporting the audit function and should be considered in the SAI's competence framework.

ISSAI 140 identifies the contribution of human resource management to helping deliver high quality audit work. The ISSAI 140 quality objectives associated with SAI resources highlight the importance of recruiting, training, and retaining SAI staff with competencies and capabilities to perform engagements of a consistently high quality (ISSAI 140:42a). ISSAI 100 states: “Each SAI should establish and maintain procedures for competency management on an organisational level that will provide it with reasonable assurance that the SAI’s auditors have the competencies required to fulfil their function in accordance with their mandates” (ISSAI 100:37).

To ensure that staff remain adequately skilled while developing professionally and being up to date on applicable audit standards and audit methods, an SAI should approach professional development in a strategic manner. Domain E looks at the SAI’s performance in managing and developing its human resources.

Many SAIs rely on the Public Service Commission (PSC) or a similar body to recruit staff, manage the payroll, organise training and so forth. However, with greater independence and professionalisation, many SAIs are establishing human resource management functions to support line managers to play a proper strategic role in helping SAIs identify and meet their long-term strategic human resource needs. As SAIs strive for greater independence, a key objective is to further enhance their control over all key dimensions of human resource management. In the interim, although SAIs may not have full control, they can use the competence requirements and practices set out in GUID 1950 to better engage (or negotiate) with the PSC (CBC HRM Guide 2022).

Link with Indicators in Domain A (Independence and Legal Framework)

Where the Executive is closely involved in the SAI’s human resource management, assessors should be careful to ensure that domain E measures the performance of factors that are within the control of the SAI. Indicator dimensions and criteria that relate to policies and processes determined outside the SAI should be considered not applicable, and the No Score methodology should be applied (see section 3.2.4). Any lack of independence regarding human resource management should be noted in the narrative performance report. An assessment of the human resource management system performed outside the SAI should also be included in the narrative performance report but should not be reflected in the indicator scores. The Executive’s involvement in human resource management should be reflected through lower scores on SAI-1 dimension (iii) Organisational Independence/Autonomy.

Where the Executive takes decisions on recruitment, remuneration and promotion, the SAI should ensure that suitable systems are in place to protect the independence of the SAI’s staff in conducting their audit. These factors should be considered by the assessor and mentioned in the narrative performance report. The assessor should consider whether suitable systems are in place to protect the independence of the SAI.

In SAIs with jurisdictional functions, there are usually three main roles that are essential to the implementation of jurisdictional competence: investigators, financial judges or members of the jurisdictional collegial body, and public prosecutors or assistant public prosecutors. Magistrates (or judges) should be granted independence in their work by national law. This means that the legal framework should provide for judges to be irremovable from their appointed positions. Criteria for promotion may not always be clearly defined.

Performance Indicators:

SAI-22: Human Resource Management

SAI-22: Human Resource Management

This indicator assesses elements of the SAI's human resource management. The CBC HRM Guide 2022 defines human resource management as a function that encompasses all people-related approaches to support the SAI's strategic objectives and operational systems, thereby maximizing its performance (CBC HRM Guide 2022). According to ISSAI 150, an SAI should have a strategy for operationalising its auditing mandate. An important part of the strategy should be to ensure that the SAI has adequate human resources and competent staff (ISSAI 150:16). The SAI should determine and document the relevant competencies required for all auditors to fulfil the SAI mandate (ISSAI 150:15).

In some countries, SAI staff are part of the public sector pool of employees and are therefore not recruited directly by the SAI. While there may be advantages to this solution, it may also affect the SAI's independence. This should be reflected in SAI-1.

Suggested assessment approach

In evaluating a SAI's human resource management, assessors should establish which functions are under the control of the SAI. Indicator dimensions and criteria that relate to functions and processes determined outside the SAI should be considered not applicable, and the No Score methodology should be applied (see section 3.2.4). However, human resource management functions and processes should still be explained in the narrative description of the indicator. The SAI should nevertheless communicate its needs to the entity undertaking such processes on its behalf and try to influence the processes to fit its needs. Using professional judgement and depending on the level of the SAI's influence, some functions and processes should still be assessed, although they are determined outside the SAI.

Dimensions to be assessed:

- (i) Competence-based Human Resources Strategy
- (ii) Human Resources Function
- (iii) Human Resources Recruitment
- (iv) Performance Management, Remuneration and Employee Wellness

(i) Competence-based Human Resources Strategy: A human resources strategy aligns human resources with the intended direction of an organisation. The strategy is underpinned by values, culture, principles, etc. It may be a standalone document or integrated into other documents such as the SAI's strategic plan. Overall, the strategy should be comprehensive and aligned with the SAI's strategic plan, developed and executed in close cooperation with management, with the aim of ensuring adequate human resources to fulfill the SAI's mandate. The HR strategy should be supported by an HR operational plan/action plan that contains key performance indicators. The HR action plan is holistic or aligned with other plans in the SAI ensuring coordination with other entities in the SAI as well as ensuring that all relevant aspects are considered.

The HR Strategy should include the SAI's approach to learning and professional development (L&PD), although this can be covered in a separate Learning and Professional Development (L&PD) strategy if preferred. However, note that where the SAI's L&PD strategy is a separate document, it does not always have to be a comprehensive

document. A brief but sufficiently detailed outline of the SAI's long-term plan for L&PD may be in some SAI contexts, e.g. small SAIs. SAIs are required to establish dedicated pathways for professional development of auditors, specifically tailored to the SAI's mandate, regulatory framework, organisation structure and needs (*ISSAI 150:27*). To ensure proper coordination and integration of L&PD activities in the SAI, activities relating to L&PD should be included in the SAI's HR Operational Plan/Action Plan or a separate L&PD plan if preferred (*CBC HRM Guide 2022*). The HR Strategy should also embrace the principles of diversity, equity, and inclusion in managing human resources in the SAI.

(ii) Human Resources Function: Human resource management staff should be capacitated by having appropriate skills, experience and resources to support the SAI Strategy. The human resource function is responsible for developing and maintaining the HR strategy, developing and maintaining the competence framework, supporting management on human resource matters, and maintaining, reviewing, and updating HR policies, processes, and procedures required to implement the HR strategy. Furthermore, the HR function should monitor and evaluate the results of learning and professional development by developing and implementing means for assessing competencies and periodically following up on the progress of auditor development (*ISSAI 150:34*).

(iii) Human Resources Recruitment: Recruitment and selection are key processes within human resource management. These processes enable having the right staff members in the right place at the right time. Having competent and sufficient staff is of fundamental importance to the SAI (*CBC HRM Guide 2022*). An SAI should have transparent and inclusive recruitment processes, driven by assessments of its needs. To ensure a transparent recruitment process, job vacancies at the SAI should be publicly advertised. The job advertisements should be circulated as widely as possible across various media to reach as many skilled candidates as possible. It is highly recommended that the advert includes an Employer Value Proposition (EVP) section. An EVP is the unique set of benefits and values an employer offers to attract and retain employees.

The recruitment and selection of SAI staff should be based on the SAI's competence framework and/or job profiles and an analysis of organisational needs. SAIs serving under a Public Service Commission (PSC) or equivalent, with their staff appointed by the PSC, can also take the initiative by sending job profiles to the PSC. This allows candidates meeting the SAI requirements to be selected. Additionally, it is essential to ensure that the recruitment process complies with equal opportunity requirements and the country's constitutional and legal requirements (*CBC HRM Guide 2022*).

(iv) Performance Management, Remuneration and Employee Wellness: To keep staff motivated and deliver high quality audits, a SAI should evaluate individual performance and use this as a basis for promotion and remuneration decisions. Equally, the SAI should consider occupational wellness and safety issues in compliance with national regulations. The SAI should also create and maintain a safe work environment where staff are free to voice their concerns.

SAI-22 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Competence-based Human Resource Strategy	
The SAI should have a Human Resource Strategy which: a) Is <u>aligned</u> with the SAI strategic plan. <i>CBC HRM Guide</i> b) <u>Covers</u> recruitment, retention, remuneration, performance management, professional development, employee wellness. <i>CBC HRM Guide</i>	ISSAI 150 GUID 1950

SAI-22 Dimension & Minimum Criteria for Dimension Score	Key references
c) Is underpinned by a <u>documented competence framework</u>, dealing with audit professionals (ISSAI 150:15), as well as corporate support staff. <i>CBC HRM Guide</i> d) Aims to ensure <u>adequate human resources</u> to fulfil SAI mandate. <i>ISSAI 150:16</i> e) Is reviewed <u>and regularly updated</u> in line with the review of the SAI strategy. <i>CBC HRM Guide</i> f) Is developed and executed in close <u>cooperation with management and communicated to all staff</u>. <i>CBC HRM Guide</i> g) Includes principles of <u>diversity, equity and inclusion</u>. <i>CBC HRM Guide</i>. h) The HR strategy is supported by <u>an HR operational plan/action plan</u> that is reviewed and updated annually and allows for <u>tracking of progress</u> during the year based on clearly defined milestones. <i>CBC HRM Guide</i> i) The HR operation plan/action plan <u>includes activities related to learning and professional development</u> to coordinate and integrate learning and professional development in the SAI. (This may be set out in a separate learning and professional development plan if the SAI prefers). <i>CBC HRM Guide</i> j) Covers the <u>SAI's approach to inclusive learning and professional development</u>, including identifying relevant <u>dedicated pathways for professional development</u> of all auditors and other staff. (This may be set out in a separate learning and professional development strategy if the SAI prefers.) <i>ISSAI 150:27; GUID 1951:16, CBC HRM Guide</i> k) Ensures the SAI's approach to learning and professional development is <u>aligned with the SAI strategic plan, mandate, regulatory framework, organisation structure and needs, and be linked to the goals/objectives stated in the strategic and operational plans</u> of the SAI. <i>ISSAI 150:27; CBC HRM Guide; GUID 1951:16-20.</i> Score = 4: All of the criteria above are in place. Score = 3: At least eight of the criteria above are in place. Score = 2: At least five of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	CBC HRM Guide 2022
Dimension (ii) Human Resource Function	
a) The SAI has a dedicated <u>human resource management function</u>. <i>CBC HRM Guide</i> b) The human resource function is <u>capacitated</u> by having <u>appropriate skills, knowledge, experience and resources</u> to support the SAI strategy. <i>ISSAI 140:42; CBC HRM Guide</i> c) The human resource management function develops and maintains a competence-based <u>human resources strategy</u>. <i>CBC HRM Guide</i> d) The human resource management function maintains, reviews and updates <u>HR policies, processes and procedures</u> relevant to the implementation of the SAI's HR strategy. <i>ISSAI 150:25</i> e) The human resource management function develops and maintains an <u>HR operational plan/action plan</u>. <i>CBC HRM Guide</i> f) The human resource management function develops and maintains a <u>competence framework</u> for all staff (or an alternative such as competence	ISSAI 150 GUID 1950 CBC HRM Guide 2022

SAI-22 Dimension & Minimum Criteria for Dimension Score	Key references
profiles and/or job profiles) <u>defining relevant competencies</u> required for all staff to fulfil the SAI mandate, as well as competencies for corporate support functions. <i>ISSAI 150:15-23; GUID 1950:17-39; CBC HRM Guide</i> g) The human resource management function provides management with <u>advice and support</u> regarding human resource matters, including human resource related legislation and regulations. <i>CBC HRM Guide</i> h) The human resources management function ensures all members of staff have a <u>competence-based individual development plan</u> that is based on an annual appraisal and that addresses deviations in expected competencies. <i>CBC HRM Guide</i> i) The human resource management function is responsible for <u>developing and implementing the means for assessment of competencies</u> and following up of <u>staff development progression or self-development</u> on a periodic basis. <i>ISSAI 150:34</i> Score = 4: All of the criteria above are in place. Score = 3: At least seven of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	
Dimension (iii) Human Resources Recruitment	
To manage the attraction, recruitment, selection and induction of staff: a) Advertisements are <u>circulated publicly</u> to enable reaching a large and diverse pool of qualified candidates. <i>CBC HRM Guide</i> b) The SAI advertisements <u>promote the benefits</u> of working within the SAI (i.e the advertisements include an employer value proposition section). <i>SAI PMF Task Team</i> c) Recruitment is based on the SAI's <u>competence framework and/or job profiles</u>, and an <u>analysis of organisational needs</u>. <i>GUID 1950:17-39; CBC HRM Guide</i> d) The job advertisement should contain the <u>job description and competencies</u> required, information on the <u>selection process</u> and, where applicable, other information in compliance with national regulations. <i>CBC HRM Guide</i> e) Recruitment is managed through a <u>structured, transparent and documented process</u>. <i>CBC HRM Guide</i> f) Recruitment procedures are in place that ensure that the SAI adheres to <u>equal opportunity and applicable constitutional and legal requirements</u> <i>CBC HRM Guide</i> g) Evaluation/selection of candidates is <u>transparent, evidence-based and aligned with the requirements</u> outlined in the circulated job profiles. <i>CBC HRM Guide</i> h) The SAI has developed an induction programme that provides a <u>comprehensive onboarding process</u> that familiarises new employees with the institutional culture, policies, procedures and work environment. <i>CBC HRM Guide</i> Score = 4: All of the criteria above are in place. Score = 3: At least six of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	GUID 1950 CBC HRM Guide 2022
Dimension (iv) Performance Management, Remuneration and Employee Wellness	

SAI-22 Dimension & Minimum Criteria for Dimension Score	Key references
To manage performance of staff: a) The SAI has established <u>performance management policies and mechanisms</u> that link individual performance to the overall goals of the SAI. <i>CBC HRM Guide</i> b) The SAI <u>monitors and assesses progress</u> and provides employees with frequent <u>feedback and support</u> on individual performance. <i>CBC HRM Guide</i> c) Individual performance appraisals are based on <u>individual agreements that are documented</u> with clear expectations and understanding about the role of the employee, as well as agreements <u>on annual deliverables</u> to the desired quality level. <i>CBC HRM Guide</i> d) A <u>process for managing poor performance</u> is established with the aim of improvement, based on constructive continuous feedback, proof of support and an agreed corrective action plan. <i>CBC HRM Guide</i> e) Where under the control of the SAI, <u>a transparent process for promotion</u> is established, which includes an assessment of performance and potential to perform at a higher level. <i>CBC HRM Guide</i> f) The SAI <u>has an arrangement</u> (e.g. an exit form or exit interview) to allow departing employees a safe and confidential environment to provide feedback about their experiences and, where relevant, implement corrective measures. <i>SAI PMF Team</i> g) Where under the control of the SAI, <u>procedures are in place to link remuneration to staff performance</u>. <i>SAI PMF Team</i> h) The SAI has <u>policies/processes in place</u> for developing and maintaining occupational health and safety issues in compliance with national regulations. <i>CBC HRM Guide</i> i) The SAI has developed an <u>employee wellness plan</u> that is relevant and appropriate to the SAI's circumstances and aims to enhance the employer value proposition. <i>CBC HRM Guide</i> Score = 4: All of the criteria above are in place. Score = 3: At least seven of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	CBC HRM Guide 2022

SAI-23: Learning and Professional Development

According to ISSAI 140, the quality objectives associated with SAI resources include a requirement for SAI staff to develop and maintain appropriate competencies needed for performing their roles (ISSAI 140:42b). Given that SAIs are highly knowledge-based, the learning aspect of human capital development has become a critical success factor in delivering the SAI mandate. Learning and professional development (L&PD), therefore, plays a crucial role in ensuring SAI staff are equipped with the right competencies to perform their assigned tasks and meet current and future needs (CBC HRM Guide 2022). In the modern labour market, attracting and recruiting qualified and experienced talent is challenging, thereby making internal L&PD even more crucial for ensuring that SAIs have quality audit and support staff. This is relevant to many SAIs due to the challenge of brain drain or competition from private companies and other organisations that offer better terms and conditions of service.

ISSAI 150 requires the SAI to establish dedicated pathways to professional development for auditors, specifically tailored to its mandate, regulatory framework, organisation structure and needs (ISSAI 150). ISSAI 150 also provides further guidance on the approaches to professional development: “In applying its mind to the development of pathways for professional development, a SAI should consider distinguishing between processes of:

- a) Initial professional development (developing a baseline of competencies to be able to manage an audit in line with the auditing standards that the SAI has adopted or linked to a specific position in the SAI); and
- b) Continuing professional development (maintaining and keeping competencies relevant, as well as ensuring future readiness)” (ISSAI 150:28).

While point (a) above focuses on professional development within the audit function, the SAI should similarly ensure that the development needs of non-audit staff are addressed.

People development is a strategic tool for the SAI’s continuing growth, productivity, and ability to retain valuable and capable employees. Moreover, the ability of the workforce to learn new skills, model new behaviours and adapt continuously is key to sustaining success and growth (CBC HRM Guide 2022).

L&PD should be conducted in a planned and systematic way aimed at improving job performance, achieving strategic goals and objectives, and delivering value to stakeholders. The actions or activities to implement the L&PD strategy should be outlined in the SAI’s overall plan for learning and professional development or the HR operational plan/action plan. The overall plan should be implemented to enhance, or at the very least, maintain the staff's capacities and competencies in terms of the desired skills, knowledge, and attitudes (CBC HRM Guide 2022).

This indicator assesses how the SAI as an organisation can promote and ensure L&PD to improve and maintain the competencies of its staff.

Dimensions to be assessed:

- (i) Learning and Professional Development for Financial Audit
- (ii) Learning and Professional Development for Performance Audit
- (iii) Learning and Professional Development for Compliance Audit
- (iv) Learning and Professional Development for SAIs with Jurisdictional Functions

(i), (ii), (iii) Learning and Professional Development for Financial, Performance and Compliance Audit: As part of the learning and development operational plan/action plan (ref. SAI-22 (i)), the SAI should establish and implement learning and professional development for each of its professions or cadres and monitor and evaluate the results. These three dimensions outline criteria for learning and professional development across the three audit disciplines: financial, performance, and compliance audit.

(iv) Learning and Professional Development for SAIs with Jurisdictional Functions – Similarly, an SAI with jurisdictional functions should establish and implement learning and professional development interventions for each of its professions or cadres and monitor and evaluate the results. The interventions can be implemented as part of the learning and development operational plan/action plan at the organisational level. This dimension sets out criteria for L&PD for SAIs with jurisdictional activities.

Dimension (i) Learning and Professional Development for Financial Audit	
SAI-23 Dimension & Minimum Criteria for Dimension Score	Key references
For learning and professional development in financial the SAI should: a) <u>Assign responsibility</u> for professional development to a person or persons with sufficient and appropriate experience and authority in the SAI. <i>CBC HRM Guide</i> b) Develop appropriately tailored <u>competence requirements</u> for different staff grades in financial auditing. <i>GUID 1950:17-53; CBC HRM Guide</i> c) As part of the learning and development operational plan/action plan (ref. SAI-22 (i)), the SAI has included the <u>development of financial audit staff</u> based on an analysis adequately addressing identified needs and competence requirements for different staff grades. <i>CBC HRM Guide</i> d) Ensure the <u>pathways for learning and professional development</u> in financial auditing contain appropriate elements of: I. <u>External</u> learning opportunities (such as a degree at a university, SAI academy or similar institution, IDI's PESA programme etc) II. <u>Internal</u> learning opportunities (such as specific training courses) III. <u>Practical experience</u> IV. <u>Targeted goalsetting</u>; self-reflection and assessment; and immediate, meaningful feedback per individual participant V. <u>Continuing</u> professional development. (ISSAI 150:30 and 33) Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	ISSAI 150 GUID 1950 CBC HRM Guide 2022

Dimension (ii) Learning and Professional Development for Performance Audit	
SAI-23 Dimension & Minimum Criteria for Dimension Score	Key references
For learning and professional development in performance audit, the SAI should: <u>Assign responsibility</u> for professional development to a person or persons with sufficient and appropriate experience and authority in the SAI. <i>CBC HRM Guide</i> - Develop appropriately tailored <u>competence requirements</u> for different staff grades in performance auditing. <i>GUID 1950:17-53; CBC HRM Guide</i> - As part of the learning and development operational plan/action plan (ref. SAI-22 (i)), the SAI has included the <u>development of performance audit staff</u> based on an analysis adequately addressing identified needs and competence requirements for different staff grades. <i>CBC HRM Guide</i> - Ensure the <u>pathways for learning and professional development</u> in performance auditing contain appropriate elements of: <u>External</u> learning opportunities (such as a degree at a university, SAI academy or similar institution, IDI's PESA programme etc) <u>Internal</u> learning opportunities (such as specific training courses) <u>Practical experience</u> <u>Targeted goalsetting</u>; self-reflection and assessment; and immediate, meaningful feedback per individual participant <u>Continuing</u> professional development. (ISSAI 150:30 and 33) Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	ISSAI 150 GUID 1950 CBC HRM Guide 2022

Dimension (iii) Learning and Professional Development for Compliance Audit	
SAI-23 Dimension & Minimum Criteria for Dimension Score	Key references
For learning and professional development in compliance audit, the SAI should: a) <u>Assign responsibility</u> for professional development to a person or persons with sufficient and appropriate experience and authority in the SAI. <i>CBC HRM Guide</i> b) Develop appropriately tailored <u>competence requirements</u> for different staff grades in compliance auditing. <i>GUID 1950:17-53; CBC HRM Guide</i> c) As part of the learning and development operational plan/action plan (ref. SAI-22 (i)), the SAI has included the <u>development of compliance audit staff</u> based on an analysis adequately addressing identified needs and competence requirements for different staff grades. <i>CBC HRM Guide</i> d) Ensure the <u>pathways for learning and professional development</u> in compliance auditing contain appropriate elements of: I. <u>External</u> learning opportunities (such as a degree at a university, SAI academy or similar institution, IDI's PESA programme etc) II. <u>Internal</u> learning opportunities (such as specific training courses) III. <u>Practical experience</u> IV. <u>Targeted goalsetting</u>; self-reflection and assessment; and immediate, meaningful feedback per individual participant V. <u>Continuing</u> professional development. <i>(ISSAI 150:30 and 33)</i> Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	ISSAI 150 GUID 1950 CBC HRM Guide 2022

SAI-23 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (iv) Learning and Professional Development for SAIs with jurisdictional functions	
For learning and professional development relating to jurisdictional functions, the SAI should: a) <u>Assign responsibility</u> for professional development to a person or persons with sufficient and appropriate experience and authority in the SAI. <i>CBC HRM Guide</i> b) Develop appropriately tailored <u>competence requirements</u> for different staff grades in dealing with jurisdictional functions, i.e. investigators/rapporteurs, public prosecutors, and members of the jurisdictional collegial body (judges). <i>INTOSAI-P 50; GUID 1950:17-53; CBC HRM Guide</i> c) As part of the learning and development operational plan/action plan (ref. SAI-23 (i)), the SAI has included the <u>development of staff responsible for jurisdictional functions</u> based on an analysis adequately addressing identified needs and competence requirements for different staff grades. <i>CBC HRM Guide</i> d) The <u>pathways for professional development</u> and training in jurisdictional functions should contain appropriate elements of: I. <u>External</u> learning opportunities (such as a degree at a university, SAI academy or similar institution) II. <u>Internal</u> learning opportunities (such as specific training courses) III. <u>Practical experience</u> IV. <u>Targeted goalsetting</u>; self-reflection and assessment; and immediate, meaningful feedback per individual participant V. <u>Continuing</u> professional development. <i>(ISSAI 150:30 and 33)</i> Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met	ISSAI 150 GUID 1950 CBC HRM Guide 2022

Domain F: Communication and Stakeholder Management

INTOSAI-P 12 identifies one of the SAI's main objectives as demonstrating its relevance to stakeholders. SAIs should communicate with stakeholders to ensure understanding of the SAI's audit work and results. This should be done in a manner that increases stakeholders' knowledge and understanding of the role and responsibilities of the SAI as an independent auditor of the public sector (INTOSAI-P 12:6). SAIs must identify their stakeholders, and develop a communication strategy. A key consideration relating to communication and stakeholder management is the style, language and format used to engage stakeholders.

In addition to the above mentioned requirements, the SAI should be authorized by national law or regulations to report to the Legislature and other public bodies, and to publish its most important audit findings. These aspects are measured in Domain A on *Independence and Legal Framework* (SAI-2 (iii)). Similarly, communication with the audited/controlled entity during the audit process is covered in Domain C *Audit Quality, Reporting and Jurisdictional Activities*. Domain F considers communication with stakeholders at the strategic level. Internal communication is measured in Domain B on *Internal Governance and Ethics* (SAI-6 (ii)).

The SAI's external stakeholders include, but may not be limited to (INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAIs):

- The Legislature: especially the legislative committee responsible for approving the budget, and/or for oversight of government functions and public finances
- The Executive: government organizations including departments of state (including Ministry of Finance)/executive bodies and agencies
- Audited entities
- The Judiciary and/or prosecuting and investigating agencies
- The media
- Citizens/general public
- Special interest groups, including Civil Society Organizations and development partners
- Academics
- Professional and standards setting bodies (e.g. Professional Accountancy Bodies)

Performance Indicators

SAI-24: Communications with the Legislature, Executive and Judiciary

SAI-25: Communications with the Media, Citizens and Civil Society Organizations

SAI-24: Communication with the Legislature, Executive and Judiciary

SAI-24 assesses communication practices the SAI has established with institutional stakeholders. SAIs need to communicate effectively with these stakeholders (*INTOSAI-P 12:6*). Regardless of SAI model, the SAI will through its work come in contact with these institutions to a greater or lesser degree. The SAI should take the initiative to communicate its mandate and activities in a way that does not compromise its independence. Good practice can facilitate communication while helping to minimize any risks. Effective communications will allow these stakeholders to see SAI reports as relevant to their work, and also allow the SAI to be more responsive to emerging risks and changing contexts.

Dimensions to be assessed:

- (i) Communications Strategy
- (ii) Good Practice Regarding Communication with the Legislature
- (iii) Good practice Regarding communication with the Executive
- (iv) Good practice Regarding communication with the Judiciary, and/or Prosecuting and Investigating Agencies

(i) Communications Strategy: In order to communicate the value and benefits SAIs have to society, they should establish a communications strategy aligned with the objectives established in their strategic plan. The purposes of a communications strategy may include obtaining support from decision-makers, media and citizens for the SAI's role, or to clarify its role if there is potential for confusion among other national institutions. This dimension considers external communication only (internal communication is covered in Domain B, indicator SAI-6). The communications strategy need not be contained within one document – elements of it may be included in various documents. However, the strategy should identify stakeholders and audiences whom the SAI seeks to communicate with, in order to achieve its organizational objectives and fulfil its mandate. The strategy should also clearly state the key messages the SAI wants to communicate, and the tools that will be used to do so, such as resources dedicated to communication, and specific analytical tools like stakeholder mapping and analysis. Indicators should monitor progress towards the objectives of the communications strategy, in order to assess performance, and take corrective actions if required. In order to establish, implement and monitor a communications strategy, an SAI needs staff dedicated to this function proportionate to the scale of its activities.

(ii) Good Practice Regarding Communication with the Legislature: The Legislature is one of the most important stakeholders of an SAI, as it also plays a role in holding the Executive to account for the use of public funds. It is important that the Legislature perceives the SAI as a relevant and valuable partner in overseeing the actions and spending decisions of the Executive. In many countries, the Legislature and the SAI are mutually dependent on each other when exercising an oversight function. The Legislature must rely on the SAI to carry out detailed scrutiny of public accounts, and the use of public monies; and the SAI can receive valuable support from the Legislature in holding representatives of the Executive to account. The capacity of the Legislature to engage with and make use of an SAI's outputs is essential to the effectiveness of an SAI. The SAI should develop strategies to respond to any capacity constraints

identified. SAIs with jurisdictional functions normally have a more distant relationship to the Legislature than SAIs with a Parliamentary model, but the Legislature is also a relevant stakeholder for them.

(iii) Good Practice Regarding Communication with the Executive: This dimension looks at the SAI's strategic communication with organisations of the Executive. Such strategic communication may lay the foundations for the SAI's work to be of relevance to the auditees, for appropriate follow-up actions to be taken by the Executive, as well as effective collaboration by auditees in the audit process.

(iv) Good Practice Regarding Communication with the Judiciary, and/or Prosecuting and Investigating Agencies: Communication with the Judiciary and/or prosecuting and investigating agencies, including anti-corruption agencies, is important so that audit findings may be investigated further and taken up by the legal institutions for prosecution, where relevant. Some SAIs have the mandate to impose sanctions directly, others do not. In either case, clearly defined working relations with the Judiciary, and/or prosecuting and investigating agencies should be established and maintained.

SAI-24 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Communications Strategy	
The SAI should: a) Establish a <u>strategy</u> for communications and/or stakeholder engagement. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAIs": pg. 4-5</i> b) <u>Identify key stakeholders</u> with whom the SAI needs to communicate in order to achieve its organizational objectives. <i>AFROSAI-E Handbook on Communication for SAIs, pg. 34-35</i> c) Identify the <u>key messages</u> the SAI wants to communicate. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAIs": pg. 4</i> d) Identify <u>appropriate tools and approaches</u> for external communication. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAIs": chapter 3.1. (E.g. roles and responsibilities of dedicated communications staff).</i> e) Align its communications strategy <u>with its strategic plan</u>. <i>AFROSAI-E Handbook on Communication for SAIs, pg. 43</i> f) Periodically <u>monitor</u> implementation of the communications strategy. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAIs": chapter 3.1.</i> g) "(...) periodically assess whether stakeholders believe the SAI is communicating effectively." <i>INTOSAI-P 12:6</i> Score = 4: All of the above criteria are in place. Score = 3: Criterion c) and at least four of the other criteria above are in place. Score = 2: At least three of the criteria above are in place. Score = 1: At least one of the criteria above are in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 12 INTOSAI Guideline on Communicating and Promoting the Value and Benefits of SAIs AFROSAI-E Handbook on Communication for SAIs
Dimension (ii) Good Practice Regarding Communication with the Legislature	
Regarding communication with the Legislature, the SAI should: a) "(...) <u>report</u> its findings annually (...) to Parliament." <i>INTOSAI-P 1:16</i> b) "(...) analyse their individual audit reports to <u>identify themes, common findings</u>, trends, root causes and audit recommendations, and discuss these with key stakeholders." <i>INTOSAI-P 12:3. (I.e. including the Legislature where appropriate).</i>	INTOSAI-P 1 INTOSAI-P 12 INTOSAI-P 20

SAI-24 Dimension & Minimum Criteria for Dimension Score	Key references
c) Establish <u>policies and procedures</u> regarding its communication with the Legislature, including defining who in the SAI is responsible for this communication. <i>AFROSAI-E Handbook on Communication for SAI: pg. 69.</i> d) <u>Raise awareness</u> of the Legislature on the SAI's role and mandate. <i>INTOSAI-P 12:6</i> e) "(...) develop professional relationships with relevant <u>legislative oversight committees</u> (...) to help them better understand the audit reports and conclusions, and take appropriate action." <i>INTOSAI-P 12:3. See also INTOSAI-P 20:7.</i> f) Where appropriate, provide the Legislature with timely <u>access to information</u> related to the work of the SAI. <i>(E.g. in connection with parliamentary hearings on the basis of the SAI's audits) SAI PMF Task Team, INTOSAI-P 12:3</i> g) Where appropriate, "(...) provide [the Legislature] (...) with [its] professional knowledge in the form of <u>expert opinions</u>, including comments on draft laws and other financial regulations." <i>INTOSAI-P 1:12</i> h) Where appropriate, <u>seek feedback</u> from the Legislature about the quality and relevance of its audit reports. <i>INTOSAI guide on "How to increase the use and impact of audit reports": pg. 21; INTOSAI-P 20:6.</i> Score = 4: All the criteria above are in place. Score = 3: Criterion c) and at least five of the other criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	INTOSAI guide on How to increase the use and impact of audit reports AFROSAI-E Handbook on Communication for SAI
Dimension (iii) Good Practice Regarding Communication with the Executive	
Regarding communication with the Executive, the SAI should: a) "<u>Not be involved</u> or be seen to be involved, in any manner, in the management of the organizations they audit." <i>INTOSAI-P 10:3</i> b) Provide <u>generic information to auditees</u> on what to expect during an audit <i>(E.g. produce and disseminate guidance on the SAI's objectives and the principles governing interactions between auditors and auditees).</i> <i>INTOSAI Guide on "How to Increase the Use and Impact of Audit Reports": pg. 11.</i> c) Periodically <u>invite senior members of the Executive</u> to meetings to discuss issues of concern to both the SAI and the Executive, including common findings, trends and root causes the SAI has identified through analysis of its audit reports. <i>INTOSAI-P 12:3, SAI PMF Task Team.</i> d) <u>Seek feedback</u> from the audited entities about the quality and relevance of audit reports and the audit process. <i>INTOSAI guide on "How to increase the use and impact of audit reports": pg. 21, AFROSAI-E Handbook on Communication for SAI: pg. 69.</i> Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 10 INTOSAI-P 12 INTOSAI guide on How to increase the use and impact of audit reports AFROSAI-E Handbook on Communication for SAI

SAI-24 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (iv) Good Practice Regarding Communication with the Judiciary, and/or Prosecuting and Investigating Agencies	
The SAI should: a) Have <u>policies and procedures</u> in place for how to communicate with the Judiciary and/or prosecuting and investigating agencies regarding audit findings that are relevant to those agencies. <i>SAI PMF Task Team (E.g. if audit findings require follow-up by those institutions, or, in the case of SAIs with jurisdictional functions, where judgments fulfil the criteria for being taken forward in the criminal justice system.)</i> b) Carry out <u>awareness raising</u> activities with the Judiciary and/or prosecuting and investigating agencies on the SAI's role, mandate and work. <i>INTOSAI-P 12:6, SAI PMF Task Team.</i> c) <u>Communicate</u> with the Judiciary and/or prosecuting and investigating agencies about <u>the role of the SAI</u> in relation to investigations and legal proceedings that are initiated on the basis of the SAI's audit findings. <i>SAI PMF Task Team (I.e. to reduce the risk that the SAI accidentally impedes such processes through its audit work in cases where audit findings may lead to legal proceedings).</i> d) Have a system in place for <u>follow-up</u> on cases that the SAI has transferred to the Judiciary and/or prosecuting and investigating agencies. <i>INTOSAI-P 12:1</i> e) Where relevant, the SAI should have policies and procedures for audit documentation that are designed to <u>ensure compliance with applicable rules of evidence</u>. <i>ISSAI 2230: pg. 15. (This is relevant for some SAIs with jurisdictional functions where auditors are subject to laws and regulations requiring them to understand and follow precise documentation procedures related to rules of evidence. ISSAI 2230: pg. 15).</i> Score = 4: All of the criteria above are in place. Score = 3: At least three of the criteria above are in place. Score = 2: At least two of the criteria above are in place. Score = 1: At least one of the criteria above is in place. Score = 0: The conditions to score 1 are not met.	INTOSAI-P 12 ISSAI 140

SAI-25: Communication with the Media, Citizens and Civil Society Organizations

An SAI must be perceived as a credible source of independent and objective insight and guidance to support beneficial change in the public sector (INTOSAI-P 12:7). This indicator assesses the practices of an SAI in reaching out to society and informing the public about its role, work and results, as well as contributing to enhancing accountability in the public sector.

Dimensions to be assessed:

- (i) Good Practice Regarding Communication with the Media
- (ii) Good Practice Regarding Communication with Citizens and Civil Society Organizations

(i) Good Practice Regarding Communication with the Media: One of the main channels of communication with the public is through the media. It is therefore important that the SAI maintains an effective relationship with media organizations to maximize public exposure of important audit findings. This relationship should be consistent with an SAI's communications strategy and/or legal framework.

Communication with the media must be well managed by an SAI. Responsibility for communication and stakeholder management should be clearly assigned. Those tasked with these roles should have the appropriate skills, experience, and resources to fulfil their duties. Depending on the size of the SAI, this can mean anything from one person dedicated to communications issues to specific departments in charge of communications and stakeholder management. The staff responsible for communication and stakeholder management should have a direct reporting line to the SAI's leadership, in order to ensure access to information at the highest level and facilitate internal communication.

(ii) Good Practice Regarding Communication with Citizens and Civil Society Organizations: Society is becoming more aware of its ability to hold governments to account. An SAI can contribute to this behaviour by reaching out directly to citizens and civil society organizations, and developing relationships with them. All communications should be tailored to their audience, and in this case, language should be clear and accessible. Messages could include pictures/graphics, or be conveyed via radio or other media, and/or in local dialects/languages. In addition to the publication of audit findings, an SAI should also seek to provide citizens with access to information about public sector management more generally, in order to promote transparency. Such information may include issues such as procurement, public debt, natural resources, or general information on budget execution.

SAI-25 Dimension & Minimum Criteria for Dimension Score	Key references
Dimension (i) Good Practice Regarding Communication with the Media	
Regarding communication with the media:	INTOSAI-P 20
a) During the period under review "SAIs communicate <u>timely and widely</u> on their activities and audit results through the media". INTOSAI-P 20: Principle 8 (e.g. by means of media releases, press conferences, social media announcements, media interviews, or other communication tools/channels)	ISSAI 300 INTOSAI Guideline on Communicating

SAI-25 Dimension & Minimum Criteria for Dimension Score	Key references
b) <u>Abstracts</u> of audit reports and court judgements are available to the media. Derived from INTOSAI-P 20 Principle 8 c) The SAI has a plan in place to <u>monitor the media's coverage</u> of the SAI, and topics addressed by the SAI's audits. Derived from INTOSAI Guideline "How to Increase the Use and Impact of Audit Reports":51. d) The SAI has <u>designated one or more individual(s)</u> who are authorized to and tasked with speaking with the media on behalf of the SAI. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAI's"</i> e) The SAI has procedures in place for <u>handling requests from the media</u>, and a media contact point. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAI's"</i> Score = 4: All of the criteria above are in place. Score = 3: at least three of the criteria above are in place Score = 2: at least two of the criteria above are in place Score = 1: At least one of the criteria above are in place Score = 0: The conditions to score 1 are not met	and Promoting the Value and Benefits of SAI's
Dimension (ii) Good Practice Regarding Communication with Citizens and Civil Society Organizations	
Regarding communication with citizens and civil society organizations, the SAI has during the period under review: a) "[made] public their <u>mandate</u> (...)" . <i>INTOSAI-P 12:8.</i> b) "SAI reports are <u>available and understandable</u> to the wide public through various means (e.g. summaries, graphics, video presentations)." <i>INTOSAI-P 20: Principle 8</i> c) Established <u>contacts with relevant civil society organizations</u> and encouraged them to read audit reports and share the findings with citizens. <i>INTOSAI Guideline "How to Increase the Use and Impact of Audit Reports": pg. 78.</i> d) Stimulated citizens to access <u>information on public sector audit</u> and the SAI, beyond audit reports <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAI's":3.1</i> e) Provided opportunities for <u>citizens to provide input to</u> and/or participate in the SAI's work, without compromising the SAI's independence. (<i>E.g. by having mechanisms in place to receive information about government programmes, and suggestions for improved public administration and services – including online channels where appropriate</i>) <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAI's":3.2.4</i> f) Made adequate use of digital media tools (e.g. social media, institutional website, email newsletters, podcasts, blogs, apps, texts, videos etc) to raise awareness of the SAI's value and work, prioritising the tools most utilised by audiences in the country. <i>INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAI's"</i>. g) "SAIs should <u>contribute to the debate</u> on public sector improvement without compromising their independence." <i>INTOSAI-P 12:7 INTOSAI Guideline "Communicating and Promoting the Value and Benefits of SAI's":3.2.3</i> h) <u>Sought feedback</u> from civil society organizations and/or members of the public on the accessibility of its reports, and used this feedback to improve	INTOSAI-P 12 INTOSAI-P 20 INTOSAI Guideline on Communicating and Promoting the Value and Benefits of SAI's INTOSAI guide on How to increase the use and impact of audit reports

SAI-25 Dimension & Minimum Criteria for Dimension Score	Key references
these in the future. <i>INTOSAI Guideline “Communicating and Promoting the Value and Benefits of SAIs”</i>:3.2.4; IV. Score = 4: All of the criteria above are in place. Score = 3: At least six of the criteria above are in place. Score = 2: At least four of the criteria above are in place. Score = 1: At least two of the criteria above are in place. Score = 0: The conditions to score 1 are not met	

Annex 1. Definition of Key Terms

Audit	In general, external public-sector auditing can be described as a systematic process of objectively obtaining and evaluating evidence to determine whether information or actual conditions conform to established criteria. Public-sector auditing is essential in that it provides legislative and oversight bodies, those charged with governance and the general public with information and independent and objective assessments concerning the stewardship and performance of government policies, programmes or operations. (ISSAI 100:18). In general, public-sector audits can be categorised into one or more of three main types: audits of financial statements, audits of compliance with authorities and performance audits. The objectives of any given audit will determine which standards apply. (ISSAI 100:21).
Audited / controlled entity	Legal entity which is subject to audit/jurisdictional control by the SAI.
Auditors	Persons to whom the task of conducting audits is delegated. (ISSAI 100:25).
Audit criteria	Criteria are the benchmarks used to evaluate the subject matter. Each audit should have criteria suitable to the circumstances of that audit. Criteria can be specific or more general, and may be drawn from various sources, including laws, regulations, standards, sound principles and best practices. (ISSAI 100:27).
Baseline	The baseline for an indicator is the status of the indicator at the beginning of the strategic management period.
Competency	The knowledge, skills and personal attributes critical to successful job performance.
Competency Framework	A conceptual model that details and defines the competencies expected of an individual auditor, group or team for a specific task and for a specific position within an organisation. Competency frameworks need to be largely stable and timeless at a broad level. At a more granular level, they need to be dynamic, reflecting the expectations of an ever-changing world. They seek to define the elements needed to drive success and high performance, and will change depending on the circumstances
Completion of the audit report	When the decision maker(s) in the SAI (e.g. the Head of SAI) has approved the report.
Compliance audit	Focuses on whether a particular subject matter is in compliance with authorities identified as criteria. Compliance auditing is performed by assessing whether activities, financial transactions and information are, in all material respects, in compliance with the authorities which govern the audited entity. These authorities may include rules, laws and regulations, budgetary resolutions, policy, established codes, agreed terms or the general

	principles governing sound public-sector financial management and the conduct of public officials. (ISSAI 100:22).
Control of regularity of the accounts and management operations	This is relevant for SAIs with a jurisdictional function and entails controlling the accounts for irregularities. This includes checking the supporting documentation which is necessary for controlling the management operations. If there are no irregularities, it leads to a discharge. If there are irregularities the case is sent for prosecution.
Culture	A way of thinking, behaving, or working that exists in a place or organization (such as a business).
Dimension (in SAI PMF)	Components of an indicator. There are up to four dimensions in each indicator. Most dimensions contain a number of criteria. Each dimension is scored individually before the dimension scores are aggregated to an overall indicator score.
Diversity	The different values, attitudes, cultural perspectives, beliefs, ethnic background, nationality, gender, ability, health, social status, skill and other specific personal characteristics.
Emerging risks	Novel or evolving threats that could significantly impact the SAI. Unlike traditional risks, emerging risks are characterized by their unpredictable nature, potential for rapid change, and difficulty in accurate assessment due to lack of historical data or clear understanding. These risks can stem from various factors, including technological advancements, societal shifts, economic changes, and environmental concerns.
Employer Value Proposition (EVP)	The unique set of benefits and values an employer offers to attract and retain employees. It encompasses everything from compensation and benefits to company culture and career development opportunities. Essentially, it's the "why" employees choose to work for a particular organisation.
Engagement level ISSAIs	Engagement level ISSAIs refer to the principles and standards for financial (FA) audit, performance (PA) audit and compliance (CA) audit in the INTOSAI Framework of Professional Pronouncements (IFPP)
Equity	Refers to fairness and justice and is distinguished from equality. Whereas equality means providing the same to all, equity means recognising that we do not all start from the same place and must acknowledge and make adjustments to imbalances. For example, gender equity refers to the fairness of treatment for women and men, recognising that they may have different needs and require different approaches to achieve the same outcomes.
Economy, efficiency, effectiveness	The principle of <i>economy</i> means minimising the costs of resources. The resources used should be available in due time, in and of appropriate quantity and quality and at the best price. The principle of <i>efficiency</i> means getting the most from the available resources. It is concerned with the relationship between resources employed and outputs delivered in terms of quantity, quality and timing. The principle of <i>effectiveness</i> concerns meeting the objectives set and achieving the intended results (ISSAI 300:11).
Financial audit	Focuses on determining whether an entity's financial information is presented in accordance with an applicable financial reporting and regulatory framework. This is accomplished by obtaining sufficient and

	appropriate audit evidence to enable the auditor to express an opinion on whether the financial information is free from material misstatement whether due to fraud or error. (ISSAI 100:22).
Financial statement	A structured representation of historical financial information, including related notes, intended to communicate an entity's economic resources or obligations at a point in time or the changes therein for a period of time in accordance with a financial reporting framework. The related notes ordinarily comprise a summary of significant accounting policies and other explanatory information. The term —financial statements ordinarily refers to a complete set of financial statements as determined by the requirements of the applicable financial reporting framework, but it can also refer to a single financial statement. (ISSAI 1003).
Follow-up	SAIs have a role in monitoring action taken by the responsible party in response to the matters raised in an audit report. Follow-up focuses on examining whether the audited entity has adequately addressed the matters raised, including any wider implications. Insufficient or unsatisfactory action by the audited entity may call for a further report by the SAI. (ISSAI 100:53).
Gender	Gender refers to the roles, behaviours, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context/time-specific and changeable.
Head of SAI	The term “Head of SAI” refers to those who are responsible for the SAI's decision-making. Who this is in practice depends on the model of the SAI. For many institutions, such as SAIs with jurisdictional functions, decisions are made collectively by a number of members. In this context, “members are defined as those persons who have to make the decisions for the Supreme Audit Institution and are answerable for these decisions to third parties, that is, the members of a decision-making collegiate body or the head of a monocratically organised Supreme Audit Institution.” (INTOSAI-P 1:6).
ICT	Technology for organizing and managing information electronically or digitally, through the whole process from capturing, storage, retrieval, processing, display, presentation, organisation, management and interchange of data and information. (<i>National Institute of Standards and Technology (NIST)</i>)
Impact	The desired long-term societal change the SAI would like to see occurring in its country and to which it would like to indirectly contribute, linked to the SAI's vision.
Inclusion	Incorporating the voice and interests of all people, including marginalised groups, regardless of their specific characteristics (such as gender, religion, age, physical/mental disability, ethnicity, sexual orientation, political orientation, etc.)
Indicator (in SAI PMF)	SAI PMF consists of 25 indicators, each consisting of between two and four dimensions. The scores of the individual dimensions are aggregated to an overall indicator score.

Interoperability	The technical and legal compatibility that allows different systems, databases, devices, or applications to communicate, execute programs, and transfer data with minimal user intervention. (<i>World Bank</i>)
IntoSAINT	Self-Assessment INTEgrity: A tool to assess the vulnerability and resilience to integrity violations of Supreme Audit Institutions, developed by the Netherlands Court of Audit.
Jurisdictional activity	"The jurisdictional activities of the SAIs consist in a control of regularity of the accounts and management operations of officials and other managers of public funds and considered as such. Said activities include the engagement of the personal liability and the sanctioning of those accountable in case of irregularities in the management of these funds and operations or of losses caused by these irregularities or mismanagement". INTOSAI-P 50, section 1.1.2
Legal proceeding	"Hence, observations made in a financial, performance or compliance audit report of a public organization, whether they are reported to civil or criminal court or not, can be followed by quick and proper legal proceedings lead by the SAI itself within the framework of its jurisdictional activities." INTOSAI-P 50, section 1.1.1
Mandate	The authority given to the SAI to perform actions. An SAI will exercise its public-sector audit function within a specific constitutional arrangement and by virtue of its office and mandate, which ensure sufficient independence and power of discretion in performing its duties. The mandate of an SAI may define its general responsibilities in the field of public-sector auditing and provide further prescriptions concerning the audits and other engagements to be performed. (ISSAI 100:13). For SAIs with jurisdictional functions, please see "mission".
Management Letter	Also referred to as a long form audit report. Identifies issues not necessarily required to be disclosed in the Audit Opinion, and provides the auditor's findings, observations and recommendations noted during the audit.
Materiality	Materiality is relevant in all audits. A matter can be judged material if knowledge of it would be likely to influence the decisions of the intended users. Materiality is often considered in terms of value, but it also has other quantitative as well as qualitative aspects. Materiality considerations affect decisions concerning the nature, timing and extent of audit procedures and the evaluation of audit results. Considerations may include stakeholder concerns, public interest, regulatory requirements and consequences for society. (ISSAI 100:43).
Milestones	Steps towards the target, descriptions of where the indicator should stand at a certain point in time.
Mission (for SAIs with jurisdictional functions)	For SAI with jurisdictional functions, the term <i>mission</i> is more relevant than <i>mandate</i> . A jurisdictional SAI does not receive a mandate; it fulfils missions bestowed upon it by its founding text.

Onboarding/Induction	A process in which new employees are assimilated into the workplace and given the tools and knowledge they need to become successful at their new job. It is designed to help employees adjust to the culture, embrace the values, and establish work goals and priorities.
Outcomes	Specific, tangible desired changes in the SAI's public sector environment, which are linked to the strategic issues faced by the SAI, or to broader sectoral or national priorities on PFM or governance.
Outputs	Key products of the SAI's work, such as timely, high-quality, and publicly available audit reports or judgements, or stakeholder engagement results.
Pathways for professional development	A formalised, structured development programme chosen by a SAI and aimed at developing and maintaining competent, professional auditors in the SAI.
Principal risks	The most significant and established risks that could affect an organisation's ability to achieve its objectives. They are already known and well understood, often long-term or recurring in nature, and are typically monitored through the regular risk management processes.
Performance audit	Focuses on whether interventions, programmes and institutions are performing in accordance with the principles of economy, efficiency and effectiveness and whether there is room for improvement. This is accomplished by examining performance against suitable criteria and by analysing causes of deviations from criteria or problems. The aim is to answer key audit questions and to provide recommendations for improvement. (ISSAI 100:22).
Quality objectives	Desired outcomes to be achieved by the SAI in relation to the components of the system of quality management. <i>ISSAI 140:17.</i>
Reasonable assurance	Assurance can be either reasonable or limited. Reasonable assurance is high but not absolute. The audit conclusion is expressed positively, conveying that, in the auditor's opinion, the subject matter is or is not compliant in all material respects, or, where relevant, that the subject matter information provides a true and fair view, in accordance with the applicable criteria. (ISSAI 100:33).
Results Framework	An explicit articulation of the different chains of results expected in time from the SAI strategy, distinguishing between impact, outcome, output and capacities and noting down the assumptions about the expected cause-and-effect relationships between the different levels and the risks that may affect the attainment of envisaged changes.
Risk assessment	Auditors should conduct a risk assessment or problem analysis and revise this as necessary in response to the audit findings. The nature of the risks identified will vary according to the audit objective. The auditor should consider and assess the risk of different types of deficiencies, deviations or misstatements that may occur in relation to the subject matter. Both general and specific risks should be considered. This can be achieved through procedures that serve to obtain an understanding of the entity or programme and its environment, including the relevant internal controls.

	The identification of risks and their impact on the audit should be considered throughout the audit process. (ISSAI 100:48).
SAI ITMA	The Supreme Audit Institutions Information Technology Maturity Assessment (SAI ITMA) tool developed by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The tool is used to assess an SAI's IT maturity.
SAI ITSA	EUROSAI IT Self-Assessment methodology (ITSA). The aim of an ITSA is to provide management with some specific insight about the current state of the IT support of their processes, the IT infrastructure and how to position IT for the challenges lying ahead.
SAI strategy for professional development	A sub-set of an overall SAI organisational strategy, dealing with the purpose of a professionalisation pathway and clearly describes the desired end-state of competencies to be developed.
SAIs with jurisdictional functions	In certain countries, the SAI is a court, composed of judges, with authority over state accountants and other public officials who must render accounts to it. There exists an important relationship between this jurisdictional authority and the characteristics of public-sector auditing. The jurisdictional function requires the SAI to ensure that whoever is charged with dealing with public funds is held accountable and, in this regard, is subject to its jurisdiction. (ISSAI 100:15).
SoAQM	Refers to an IDI initiative with the objective of supporting SAIs in establishing their System of Audit Quality Management.
Submission of the audit report	Giving/sending the final audit report to the authority that will be responsible for considering the report and taking appropriate action.
Sufficient, appropriate audit evidence	Evidence should be both sufficient (quantity) to persuade a knowledgeable person that the findings are reasonable, and appropriate (quality) – i.e. relevant, valid and reliable. (ISSAI 100:51).
System	An established procedure that ensures that practices are consistent throughout the organisation and over time.
Target	The desired state of the indicator towards the end of the strategic management period.
Undue Interference from the Executive	A situation where the Executive leverages its power or position over the SAI to coerce decisions that may not be in the SAI's best interest.

Annex 2. List of References

The INTOSAI Framework of Professional Pronouncements

Key References

Reference	Title of document	Published by	Year published
INTOSAI-P 1	The Lima Declaration	INTOSAI	1977
INTOSAI-P 10	Mexico Declaration on SAI Independence	INTOSAI	2007
INTOSAI-P 12	Value and Benefits of SAIs - making a difference to the life of citizens	INTOSAI	2013
INTOSAI-P 20	Principles of Transparency and Accountability	INTOSAI	2010
INTOSAI-P 50	Principles of jurisdictional activities of SAIs	INTOSAI	2019
ISSAI 130	Code of Ethics	INTOSAI	2016
ISSAI 140	Quality Management for SAIs	INTOSAI	2010 (revised 2024)
ISSAI 150	Auditor Competence	INTOSAI	2022
ISSAI 100	Fundamental Principles of Public-Sector Auditing	INTOSAI	2013 (revised 2019)
ISSAI 200	Financial Audit Principles	INTOSAI	2013 (revised 2020)
ISSAI 300	Performance Audit Principles	INTOSAI	2013
ISSAI 400	Compliance Audit Principles	INTOSAI	2013

Additional References

ISSAI 2210	Agreeing the Terms of Audit Engagements	INTOSAI	2010
ISSAI 2800	Special Considerations - Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks	INTOSAI	2007
ISSAI 2805	Special Considerations - Audits of Single Financial Statements and Specific Elements, Accounts or Items of a Financial Statement	INTOSAI	2007
ISSAI 2810	Engagements to Report on Summary Financial Statements	INTOSAI	2007
ISSAI 3000	Performance Audit Standard	INTOSAI	2016
GUID 1900	Peer Review Guidelines	INTOSAI	2016
INTOSAI GOV 9100	Guidelines for Internal Control Standards for the Public Sector	INTOSAI	2004

Other Sources

Title of document	Published by	Year published
Communication. A Handbook on Communications for Supreme Audit Institutions	Swedish National Audit Office/AFROSAI-E	2010
Good Practices in Supporting Supreme Audit Institutions.	OECD	2011
Government Financial Statistics Manual	International Monetary Fund (IMF)	2001
Guideline on Communicating and promoting the Value and Benefits of SAIs	INTOSAI Working Group on the Value and Benefits of SAIs	2013 (revised 2018)
How to Increase the Use and Impact of Audit Reports. A Guide for Supreme Audit Institutions	INTOSAI Capacity Building Committee	2010
Human Resource Management. A Guide for Supreme Audit Institutions	INTOSAI Capacity Building Committee	2012 (revised 2022)
Institutional Capacity Building Framework (ICBF)	AFROSAI-E	2009 (revised 2022)
International standard on quality management 1 (ISQM)	International Auditing and Assurance Standards Board	2020
IntoSAINT	Netherlands Court of Audit	2014
Public Expenditure and Financial Accountability Framework (PEFA)	PEFA Partners	2016
Strategic Planning. A Handbook for Supreme Audit Institutions	INTOSAI Development Initiative (IDI)	2009
The Common Assessment Framework (CAF)	The European Network of National CAF Correspondents and the European CAF Resource Centre at EIPA	2013 (revised 2020)
Using Country Public Financial Management Systems. A Practitioner's Guide.	OECD	2011
Control Objectives for Information and Related Technology (COBIT)	ISACA	2019
ISO 31000:2018 "Risk Management – Guidelines	The International Organization for Standardization (ISO)	2018
"Enterprise Risk Management – Integrating with Strategy and Performance"	The Committee of Sponsoring Organizations	2017