



# Auditor General's Department

---

## Strategic Business Plan: FY 2018 - 2021

Prepared and submitted by:

---

Mrs. Pamela Monroe Ellis, Auditor General

Date: November 30, 2017

## Contents

Message from the Auditor General .....	5
Executive Summary.....	5
Strategic Considerations for the Period 2018 - 2021.....	7
Compliance Audits .....	8
Audit of Appropriation Accounts and Financial Statements .....	8
Financial Statement Audits (public bodies) .....	8
Performance Audits .....	9
Special Investigations .....	9
Economic Assessments .....	9
Contribution to GoJ National Development Plan, VISION 2030 .....	9
The Department.....	11
Vision, Mission and Values .....	11
Our Values .....	12
Roles and Responsibilities: Mandate.....	13
Organizational Chart.....	14
Resource Allocation .....	14
Human Resources Capacity Plan .....	15
Situational Analysis .....	17
SWOT Analysis.....	17
Stakeholder Analysis.....	18
Current Organisational Performance .....	19
❖ On the AuGD's Independence and Legal Framework.....	19
❖ On the AuGD's Internal Governance and Ethics .....	19
❖ On the AuGD's Audit Quality and Reporting.....	19
❖ On the AuGD's Financial Management, Assets and Support Services.....	20
❖ On the AuGD's Human Resources and Training .....	20
❖ On the AuGD's Communication and Stakeholder Management .....	20
Plans and Priority Programmes.....	22
1. Our Audit Products.....	22
Objective .....	22
Activities.....	22

Summary of key activities to be undertaken .....	24
Key Performance Indicators .....	24
2. Our Internal Controls and Procedures .....	25
Objective .....	25
Activities.....	25
Summary of key activities to be undertaken .....	26
Key Performance Indicators .....	26
3. Ethics and Core Values .....	27
Objective .....	27
Activities.....	27
Summary of key activities to be undertaken .....	27
Key Performance Indicators .....	27
4. Resource Management .....	28
Objective .....	28
Activities.....	28
Summary of key activities to be undertaken .....	28
Key Performance Indicators .....	29
Financial Model.....	31
Special request .....	31
❖ CAROSAI 30 <sup>th</sup> Anniversary (August 2018) .....	32
❖ WGVBS Conference (September 2018) .....	32
Measurement and Evaluation of Organisational Performance .....	35
Risk Mitigation Strategies .....	35
Monitoring and Evaluation Plans.....	39
Monitoring Plan for Critical Performance Indicators .....	39
Evaluation Plan for Critical Performance Indicators.....	40
Communication strategy .....	40
Appendices.....	42
Appendix 1 – Detailed three year recruitment Plan.....	42
Appendix 2 – Performance Indicators for Objective 3 .....	43
Appendix 3: Performance Indicators relating to Objectives 4 and 5 .....	<b>Error! Bookmark not defined.</b>
Appendix 4: Training Plan for FY 2017 – 2020 .....	44

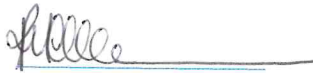


## Message from the Auditor General

The Auditor General's Department (herein after referred to as the Department or AuGD) in determining its strategic direction for the next three years will be seeking to continue its contribution to Jamaica's National Development Plan, 2030 Goal 3 and National Outcome 6, "Effective Governance", as defined under outcome 6-1, 6-2 and 6-3.

In furthering this objective, I am, along with my team at the AuGD, committed to continually improving the AuGD as an organisation, to enhancing the impact of our audits and to reinforcing the professionalism of our staff. In that context, I commissioned an independent, external assessment of the AuGD in 2017 and I am grateful for the generous support of the Inter American Development Bank, which provided grant funding for the initiative. The assessment was undertaken by a team of international experts using the Supreme Audit Institution Performance Measurement Framework (SAI PMF). The SAI PMF is a robust, internationally accepted framework developed by the International Organisation of Supreme Audit Institutions (INTOSAI), for assessing the performance of a national Audit Office such as the AuGD, against the International Standards for Supreme Audit Institutions (ISSAIs) and other established international good practices for external public auditing.

I was pleased that the team that carried out the SAI PMF concluded that the AuGD had strong management and governance structures, and that its work is of a high professional standard. The review did, however, identify important developmental issues that the AuGD needs to address and for which the team made a range of recommendations. Accordingly, in developing our Strategic Business Plan for the period 2018 to 2021, we have sought to build on the strengths identified by the SAI PMF review and to put in place a series of actions to address the weaknesses identified.



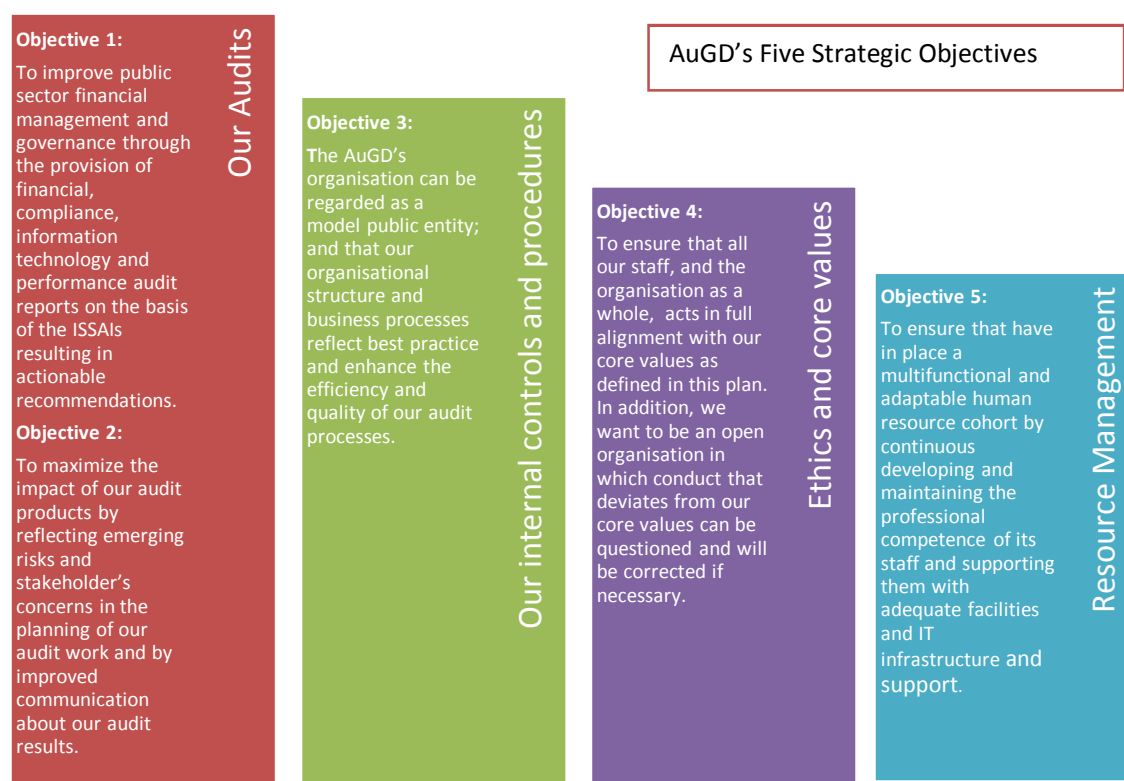
Pamela Monroe Ellis

## Executive Summary

The Auditor Generals' Department Strategic Business Plan for the 2018 – 2021 financial years seeks to build on:

- The AuGD's key strengths, which are, clustered around its internal organisation, specifically with regard to our leadership, human resource management, financial management and internal communications functions.
- The Strengthening of our audit activities covering our financial, compliance and performance audit functions with the intention of making improvements in the planning of the audit activities and in the more consistent application of international audit standards across the AuGD's work.
- Improving our interactions with stakeholders to deliberately seek ways of communicating the results of our audits to the general citizenry.

Several of the indicators detailed in this plan have been taken from the Supreme Audit Institution Performance Measurement Framework (SAI PMF), a tool developed by the International Organisation of Supreme Audit Institutions (INTOSAI). The results of the SAI-PMF review will be posted to the AuGD's Website and will be included in the Annual Report for 2016/2017 as soon as IDI gives the final approval. These indicators will form the basis for monitoring and determining the Department's achievements against its five objectives



## Strategic Considerations for the Period 2018 - 2021

Through the applicable legal framework, the AuGD is mandated to carry out statutory financial and compliance audits of Ministries, Departments and Agencies including Executive Agencies and to conduct an independent review of the Government of Jamaica's annual Fiscal Policy Paper. In addition to these required activities, the guiding legislation of the AuGD allows for the following non-mandatory activities:

- to carry out financial audits on request of public bodies and international development partners;
- to conduct performance audits (based on the International Standards for Supreme Audit Institutions); and
- to conduct special investigations at the request of the PAC, on risks identified in an audit and or based on information received utilising the Protected Disclosures Act, 2011.

The AuGD, consequent on the assessment of its auditing practices, has reconsidered its strategic approach for each of the audit types it performs.

### Compliance Audits

This audit is undertaken to determine whether reliance can be placed on Internal Controls and whether entities are compliant with established legislation, regulations, policies, guidelines and standards. Given the persistent delays by Ministries, we will commence to carry out compliance audits government-wide on a thematic basis. In the future, the Compliance Audit Unit will be subsumed into the Appropriation Accounts and Financial Statements Units.

### Audit of Appropriation Accounts and Financial Statements

By the Constitution, the AuGD is tasked to audit annually, the appropriation accounts of Ministries, Departments and Agencies. However, the fulfilment of this task is hampered by the delays faced by Executives in preparing the appropriation accounts for audit resulting in a serious backlog, as many entities have not submitted accounts for several years. Consequently, Parliament is not provided with actual and recent information on the financial performance of the Executive. Further, because our audits relate to accounts of several years ago, the relevance of these audits are undermined.

To address this issue, one of our key focus for the upcoming strategic period is to develop a collaborative strategy with the PAC and the Ministry of Finance to address the backlog in preparing financial statements.

### Financial Statement Audits (public bodies)

The AuGD certifies the statements of 30 of the approximately 160 public bodies. A significant part of the audit capacity of the AuGD is allocated for this effort. For the next years, we will continue this effort, while discussing with the Ministry of Finance, options such as outsourcing to the private sector, to reduce the burden of these mandatory audits on the AuGD's limited capacity. This would allow the AuGD to allocate its resources based on a risk analysis of the entire audit universe.



## Performance Audits

Our performance audit practice has been significantly strengthened in the last years. We believe that our reports are well appreciated by the PAC and have resulted in positive impact on public sector governance in Jamaica.

To date, most of our performance audits have been single entity-based. In the next years, we want to extend our performance audits to include more cross-cutting issues, a recommendation arising from the SAI PMF review. We will continue to use the risk-based approach to select our areas of focus, in line with the Government National Development Plan strategies and analyse whether the Government is achieving these outcomes economically, efficiently and effectively.

## Special Investigations

The AuGD considers it very important to be responsive to the needs of the it's key stakeholders and the general citizenry. For this reason, we will deploy 15 per cent of our audit capacity annually by 2021, so that we can respond to requests by the Parliament as well as to allow for the assessment of, and investigation into the use of public resources.

## Economic Assessments

Section 48 of the FAA Act mandates the review of the Fiscal Policy Paper and identifies responsibilities in relation to the Fiscal Responsibility Framework, and provide an opinion on risks to the Fiscal Responsibility Framework. The following will be undertaken to fulfil this responsibility:

- Review the Fiscal Policy Paper to ensure consistency with prudent fiscal management
- Comment on the reasonableness of the deviation of outturn from previous fiscal year fiscal targets
- Certify public bodies as part of selected public bodies (commercial activities)
- Identify minimal contingent liabilities in public- partnerships (PPPs).

In a context of the Fiscal Responsibility Framework, public entities are required to demonstrate prudent financial management of resources in accordance with the Public Bodies Management and Accountability (PMBA) Act. To inform Parliament and guide the Public Accounts Committee (PAC) in their review of the financial performance of public bodies, the EAU analyses the financial statements of selected public bodies. The AuGD will also select entities for assessment based on the list provided by the Finance Minister that is proposed for possible commercialisation, as well as those that pose risks to fiscal sustainability.

## Contribution to GoJ National Development Plan, VISION 2030

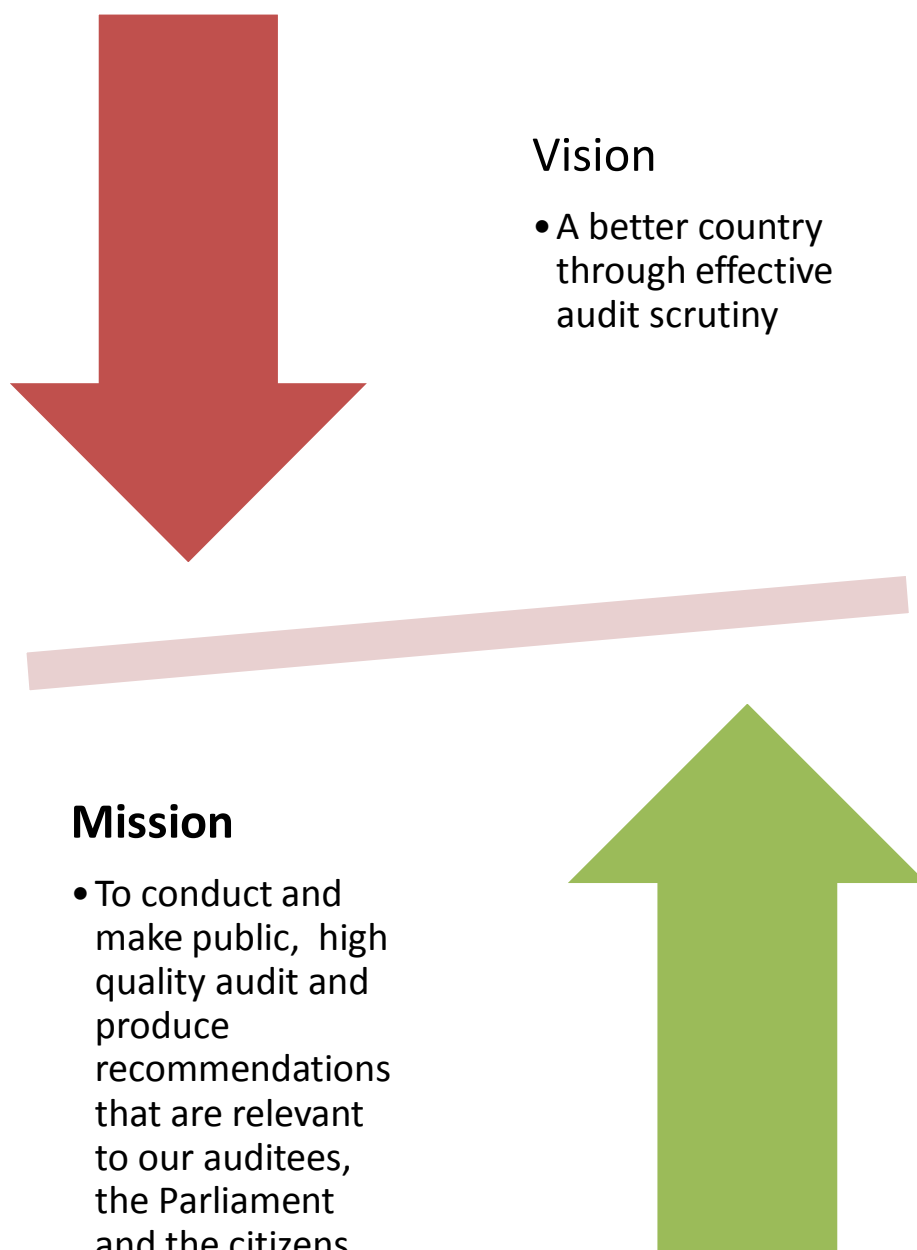
The Department continues to support the National Development Plan outcome number 6, Effective Governance and by extension Jamaica's efforts to meeting the agreed Sustainable Development Goals 2030.



## The Department

### Vision, Mission and Values

Our Strategic Plan is centred on our vision, mission, mandate and values.



### Our Values

We carry out our work based on the following core values, five of which were redefined alongside two new values to support the strategic direction of the AuGD.

#### INDEPENDENCE

We will audit independently of the Executive and Legislative branches, thereby helping to ensure accountability and transparency of Government activities in an objective and impartial way.

#### PROFESSIONALISM

We will undertake our work in accordance with the requirements of international auditing standards.

#### OBJECTIVITY

We shall act in an impartial way. Audit conclusions and opinions are based exclusively on evidence.

#### CREDIBILITY

We work to constantly build and maintain trust with the general citizenry. We sustain credible, reliable and trusted professional teams in each respective field within our areas of responsibility.

#### INTEGRITY

We meet our professional responsibilities in an ethical and fair manner.

#### TRANSPARENCY

We operate in the spirit of full openness to the Jamaican society about the way in which it uses its public resources and about the impact of its audits.

#### COLLABORATION AND INVOLVEMENT

We seek to collaborate with and involve all stakeholders in the fulfillment of its responsibilities in a constructive manner.

## Roles and Responsibilities: Mandate

The Constitution of Jamaica mandates the AuGD to conduct audits of all public sector entities; this includes all Ministries, Departments and Agencies. Section 122 of the Jamaican Constitution gives the Auditor General the task of auditing the accounts of all government bodies, including those entities and projects on which Public Money is spent. This is confirmed by Section 30 of the Financial Administration and Audit (FAA) Act, Section 13.A.1 of the Public Bodies Management and Accountability Act (PBMAA, 2001) and the Parish Council's Act.

There are, however, some entities, which must be included each year in our audit portfolio, as the applicable legislation requires an audit of these entities on an annual basis. Accordingly, the mandate of the AuGD to undertake financial and compliance audit for financial year 2016-2017 covers the entities contained in the summarised table below. A distinction is made between our audit universe (which encompasses all entities that may be subject to audit by the AG) and our statutory audit tasks (which covers all entities where the relevant legislation requires them to be audited by the AG each year).

### Summary of Audit Universe

<i>Entity Type</i>	<i>Audit Universe</i>	<i>AUGD Audit Plan</i>
<i>Ministries</i>	15	15
<i>Departments</i>	77	27
<i>Executive Agency</i>	12	12
<i>Fund</i>	2	6
<i>Government Company</i>	36	0
<i>Local Municipality</i>	14	14
<i>National&amp; Public Libraries</i>	14	14
<i>Public/Statutory Body</i>	160	36
<i>Total</i>	<b>330</b>	<b>124</b>

In addition to the universe listed above, the AuGD is required to audit projects that utilises government funds. Twenty-two (22) such projects were added to our audit universe as of September 2017, bringing the total number of entities scheduled for audit to 146.

Section 122(5) of the Constitution allows the Auditor General to assess the economic use of public resources and provides for the AG to undertake other functions as required to review and assess the expenditure of public funds (e.g. to conduct special investigations). This section also empowers the AG to execute performance audits in addition to financial and compliance audits.

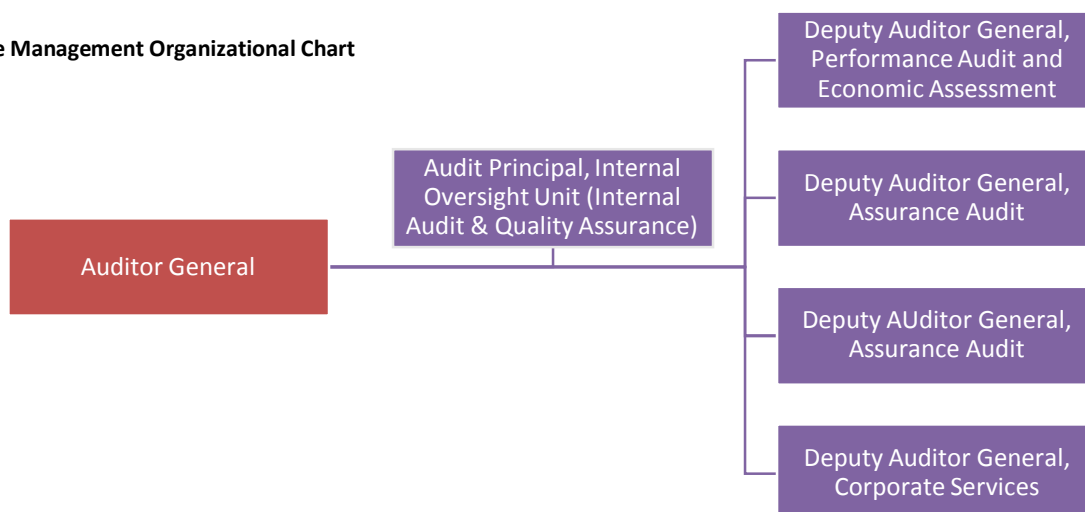
The mandate of the Auditor General was expanded in 2010 to include an assessment of the Government of Jamaica's Fiscal Policy Paper (FPP). The FPP must comprise, as stipulated by the Financial Administration and Audit (FAA) Act, the fiscal responsibility statement, macro-economic framework and fiscal management strategy. Section 48(B) (6) of the FAA (Amendment (No.2)) Act 2010, stipulates that the Auditor General have the responsibility to comment on the fiscal management of the Government

through a report, which should be tabled in Parliament. Specifically, the Auditor General is required to give an opinion on the reasonableness of the assumptions and conventions and the justification for deviations from the targets defined in the Fiscal Responsibility Paper (FRP) to be tabled with the budget by the Ministry of Finance.

## Organizational Chart

To support the execution of its mandate, the AuGD is led by the Auditor General (AG). Four Deputy Auditors General support the AG, three to whom two audit functions have been delegated to across two divisions; namely Assurance Audit and Performance Audit and Economic Assessment. A third division, managed by a Deputy Auditor General, is mandated to manage the corporate and support services of the Department. The Internal Oversight Unit comprises the Internal Audit Unit and Quality Assurance services, and serves to support both the internal governance practices of the Department and give assurance that the Department's audit practices comply with the applicable auditing standards.

**AuGD Executive Management Organizational Chart**

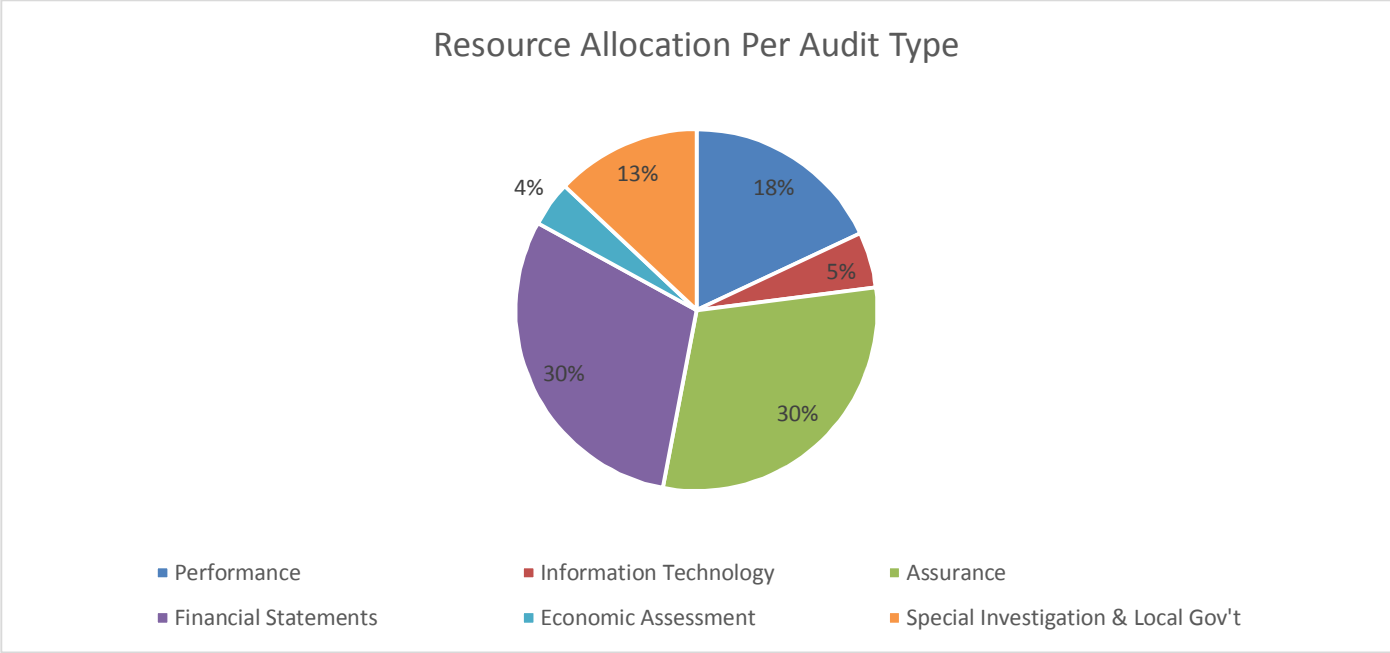


## Resource Allocation

The financial years 2010/2011 – 2015/2016 saw significant operational changes within the AuGD. These included, retooling, rethinking and reengineering as the mandate and the operations of the AuGD expanded to include a review/monitoring of fiscal rules through a review of the fiscal policy paper; and, a greater emphasis on performance auditing.

In 2010, to support these initiatives, the Department's human resources (audit personnel) were reallocated across six audit categories. Prior to 2010 eighty-five percent (85%) of the audit resources were assigned to assurance audit activities with the balance engaged in information technology (IT) and some performance audits.

As of September 2017, audit personnel were allocated as follows to facilitate a diversified mix of audits:



**Human Resources Capacity Plan**

Currently, the AuGD is constrained by the need to secure the Ministry of Finance (MoF) and Public Services Commission (PSC) approval in relation to key aspects of its human resource requirements. The overall staff complement of the Department, appointments and the creation of new posts are all subject to the approval of the MoF and/or the PSC. The AuGD also operates within the framework for staff salaries and staff terms and conditions of employment as specified by the GoJ, specifically by the MoF. Consequently, in this respect, the AuGD does not meet one of the key elements of SAI independence specified by International Standards of Supreme Audit Institutions (ISSAIs).

The provision of adequate resources to support the continuing professional education and development of staff is required to ensure that the AuGD maintains and enhances their expertise by keeping abreast of current developments in auditing practices and methods and that they are introduced to and instructed in new thinking and innovative approaches. Accordingly, over the period covered by this Strategic Business Plan, the AuGD will consult with key stakeholders and international partners to identify the options available for securing the resources required.

The table below summarises our human resources capacity plan over the next three years, in keeping with the strategic objectives of the GoJ. The AuGD will be seeking to reorganise its Corporate Services Division as well as review some of the recently reclassified posts within the audit streams. This to allow for the refocussing audit activities

**Table 4: Three-year human capacity plan (See appendix 1 for the detailed plan)**

Units/Divisions/Projects	Approved Complement	Complement as at April 1, 2016	Net Addition (Exit)	Complement at March 31, 2017	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020	Planned 2020/2021
<b>Total Executive Office</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Audit Divisions</b>								
<b>Total Audit Staff Complement</b>	<b>169</b>	<b>121</b>	<b>3</b>	<b>124</b>	<b>133</b>	<b>139</b>	<b>146</b>	<b>150</b>
<b>Corporate Services</b>								
<b>Corporate Services</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total Corporate Services</b>	<b>33</b>	<b>26</b>	<b>0</b>	<b>26</b>	<b>33</b>	<b>32</b>	<b>33</b>	<b>33</b>
<b>Temporary/Casual</b>								
<b>Grand Total Staff Complement</b>	<b>211</b>	<b>153</b>	<b>3</b>	<b>156</b>	<b>173</b>	<b>178</b>	<b>186</b>	<b>190</b>



## Situational Analysis

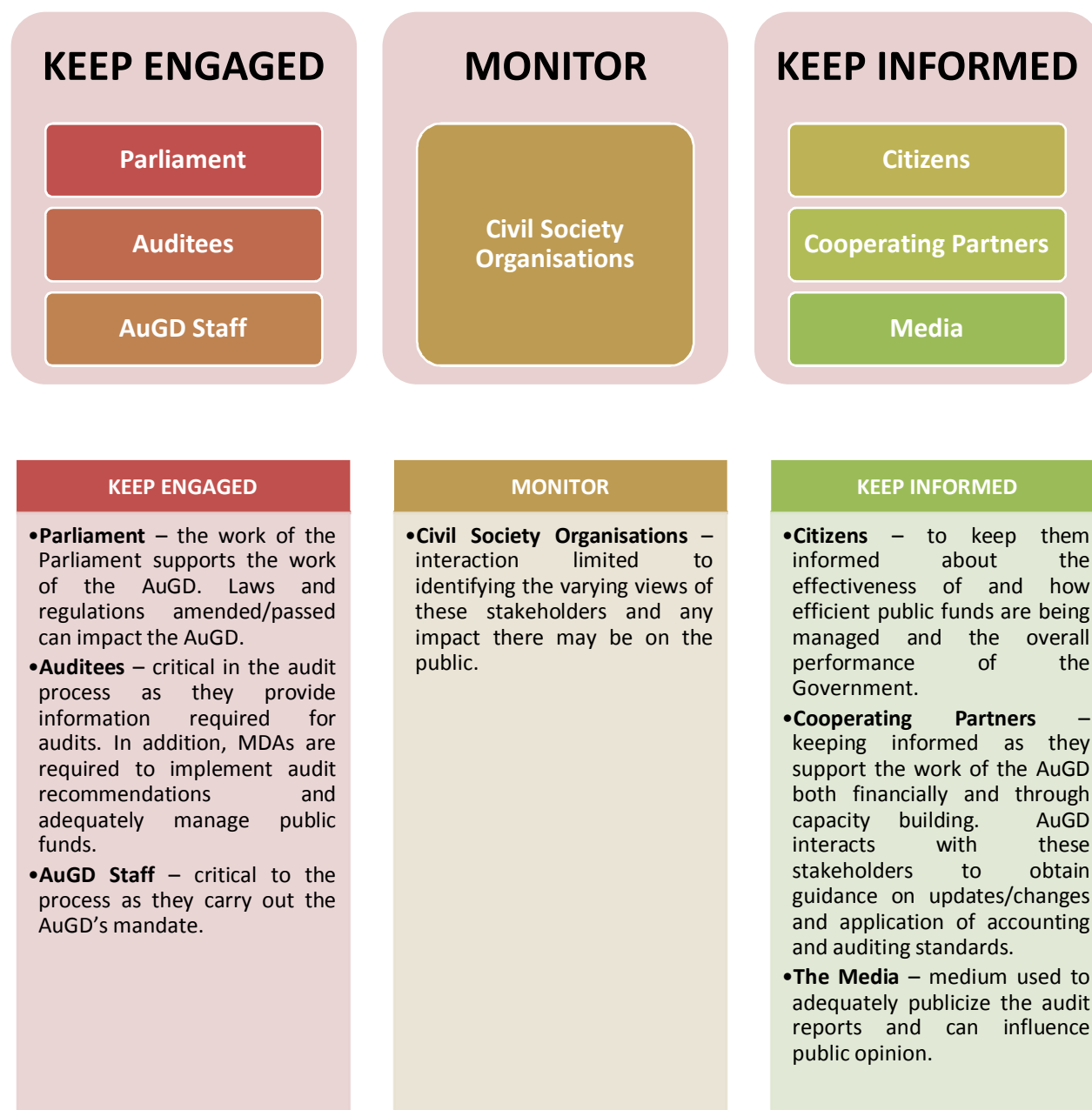
As part of its environmental scan, the AuGD drew heavily on the results of the SAI PMF as well as its annual SWOT and stakeholder analysis. The following represent the complete situational analysis of the AuGD.

### SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Internal organisational structure</li> <li>• Relationship with PAC</li> <li>• Cadre of professional team members</li> <li>• Viewed as impartial and objective</li> <li>• Good reputation and credibility</li> <li>• Good relationship with stakeholders</li> <li>• Communication strategy and policy</li> <li>• Active website allowing feedback</li> <li>• Quality of audits and user friendly reports</li> <li>• Internal organizational structure</li> <li>• Approachable and accessible</li> <li>• Incorporating technology in our work</li> <li>• Timely submission of reports to Parliament</li> <li>• Qualified staff and low staff turnover</li> <li>• Training opportunities</li> <li>• Quality control and assurance process</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistent use of the audit management software</li> <li>• Reporting and communicating of compelled reports to the general public of Assurance audits</li> <li>• Engagement with stakeholders</li> <li>• AuGD not fully independent</li> <li>• Inadequate follow-up of audit recommendations</li> <li>• Delays in completing audits</li> <li>• Inefficiencies in the audit process and use of resources</li> <li>• Lack of full staff commitment</li> <li>• Limited public awareness of AuGD's role</li> <li>• Limited use of social media</li> <li>• Limited engagement of citizens and media</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a more cooperative and effective relationship with the GoJ Executive</li> <li>• Reinforcement of relationship with PAC</li> <li>• Focus resources on those areas where an audit can have most effect</li> <li>• Utilize the Regional support of INTOSAI communities</li> <li>• Strong legislative framework</li> <li>• Existence of CSO dealing with transparency and accountability</li> <li>• Strong media presence and influence</li> <li>• Strong press freedom</li> <li>• Training and financial support through collaborative efforts</li> <li>• Demand and interest of AuGD's products from stakeholders</li> <li>• Increased use of technology</li> <li>• Greater use of social media</li> <li>• Improve website features</li> <li>• Stable political environment</li> </ul>	<ul style="list-style-type: none"> <li>• Limitations on independence of AuGD</li> <li>• Imbalance between resources available to the AuGD and demands to meet statutory responsibilities</li> <li>• Delay and backlog in preparing and submitting appropriation accounts by MDAs</li> <li>• IT infrastructure downtime and cyber security</li> <li>• Insufficient financial resources</li> <li>• Imbalance between available human resources and demands to meet statutory responsibilities</li> <li>• Selective and sensationalized media coverage</li> <li>• Unwillingness of Auditees to implement audit recommendations</li> <li>• Delays in finalizing reports</li> <li>• PAC members may lack relevant expertise</li> <li>• Delays or non-submission of information from Auditees</li> <li>• Unacceptable/ unsuitable working condition for staff at auditees</li> <li>• IT infrastructure downtime and cyber security</li> <li>• Inactive PAC leading to delays in deliberating audit reports</li> </ul>

## Stakeholder Analysis

Our stakeholder analysis defined our key stakeholders expectations and our planned responses to each stakeholder. The planned strategies to support the management of these stakeholders are detailed in the AuGD's stakeholder Engagement Framework.



## Current Organisational Performance

AuGD's Current performance assessment is based on the dimensions of the SAI PMF assessment and does not include an analysis of the AuGDs performance against stated targets in its previous and/or current SBP and Annual Operating Plans. The key findings and conclusions of the assessment were as follows:

### ❖ On the AuGD's Independence and Legal Framework

In line with the relevant ISSAI requirements, the AuGD's mandate, as laid down in the Constitution and the Financial Administration and Audit Act, is relatively strong and enables the AuGD to undertake financial audit, compliance audit, and performance audit. However, the scope of the AuGD's operations has important implications for the resources, both human and financial, that it requires. The mandatory audit of thirty public bodies, for example, absorbs a large part of the AuGD's resource capacity, which affects the AuGD's ability to allocate its audit resources based on assessed risks.

The AuGD was able to carry out audits in an independent manner and there was no evidence of external interference in the work of the AuGD. However, the financial and operational independence of the AuGD was constrained by the role played by the MoF and the PSC respectively in determining the resources available to the AuGD and the overall staff establishment. International standards require the AuGD to enjoy much greater operational independence than the current arrangements allow. Consequently, a key recommendation of the SAI PMF was for the AuGD to work with its key stakeholders to strengthen its financial and operational independence.

### ❖ On the AuGD's Internal Governance and Ethics

This area was identified as one of the AuGD's key strengths. The improvements made by the AuGD in its governance arrangements and structures through the implementation of the recommendations of the PricewaterhouseCoopers (PwC) review undertaken in 2012 was noted. The review concludes that the AuGD has robust processes in place for communicating and monitoring the ethical behaviour of all its officials. The organisation had strong leadership and sound processes in place for strategic planning.

The assessment however found that there is scope for improvement and further development in the way the AuGD carries out its detailed audit planning and in its arrangements for audit quality assurance and control.

### ❖ On the AuGD's Audit Quality and Reporting

- ❖ The quality of the AuGD's financial statement and performance audits was found to be generally sound and that the AuGD was making good progress towards achieving its ultimate objective of ensuring that its entire audit function is fully compliant with the ISSAIs, the framework of international standards that the AuGD works within. The Compliance Audit function however performed below the required standard, which resulted in the AuGD engaging the services of the National Audit Office of the UK to conduct an extensive training programme geared towards improving its performance. The IDB provided financial assistance through the PSEP programme managed by the Cabinet Office. The

SAI PMF review recommended that the AuGD establishes a dedicated methodology unit to act as the focal point of the AuGD's initiatives. This is aimed at the continuing improvement and professionalisation of all the AuGD's audit methods, processes and procedures. The SAI PMF also identified ways of improving the AuGD's impact and effectiveness by focusing some of its audits on strategic issues relevant to all areas of the government of Jamaica (procurement for example) and by the better presentation and reporting of the results of its audits.

#### ❖ On the AuGD's Financial Management, Assets and Support Services

The SAI PMF concluded that the AuGD operates within a strong, well-defined structure in relation to financial and asset management and support services but pointed to two key areas where change was required. To improve the AuGD's planning and management of its staff resources, the SAI PMF recommended that the AuGD should implement a staff time and cost recording system. It also concluded that the current arrangements for the external audit of the AuGD by the Internal Audit division of the Ministry of Finance was no longer tenable in the light of the requirements of international audit standards and, so, should be changed ideally by the appointment of an external auditor independent of the AuGD and the government of Jamaica.

#### ❖ On the AuGD's Human Resources and Training

The SAI PMF found that the AuGD had developed a strong Human Resource Management function. However, it concluded that the AuGD faced significant challenges in facilitating the continuing professional development of its auditors and in meeting the increasing professional demands on the organisation. Accordingly, the SAI PMF recommended that the AuGD make greater, more extensive use of the contracting out of its routine audit work so that it could focus its resources more effectively on those activities that would have a more significant impact on securing beneficial improvement in the management of government funds, programmes and activities in Jamaica. The SAI PMF also recommended that the AuGD work closely with its key stakeholders and international partners to secure more resources that could be devoted to improving the professional capacity and capabilities of its audit staff.

#### ❖ On the AuGD's Communication and Stakeholder Management

The SAI PMF concluded that, of all the aspects of the AuGD's activities it examined, the AuGD's communications and stakeholder management was the least developed. The SAI PMF recommended that as a first step to addressing the issues raised in this regard, the AuGD should give priority to preparing a comprehensive strategy for identifying the most effective methods for engaging with the full range of its stakeholders and ensuring that it communicates the results of its audits in a way that secures the impact of that the AuGD's audit findings, conclusions and recommendations.



# Plans and Priority Programmes



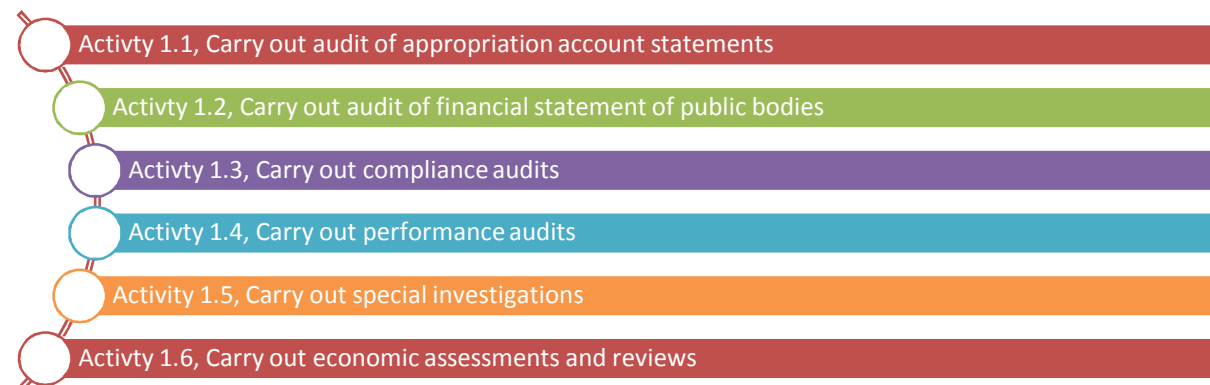
In the following sections, we have formulated objectives for each the four focal areas. For each objective, we present measurable key performance indicators, activities and activity milestones.

## 1. Our Audit Products

### Objective

To improve public sector financial management and governance through the provision of financial, compliance and performance audit reports on the basis of the ISSAIs resulting in actionable recommendations. We also want to maximize the impact of our audit products by reflecting emerging risks and stakeholders' concerns in the planning of our audit work and by improved communication about our audit results.

### Activities



## Financial Audits

- Form an opinion on financial statements, including appropriations accounts; assessing whether expenditure complies with the Appropriations Act and financial statements are prepared in accordance with the relevant financial reporting framework.

## Compliance Audits

- Ascertain the extent to which MDA's follow Laws, Regulations, rules, policy and established codes.

## Performance Audits

- Examine and report to Parliament if public entities, systems and activities are operating in accordance with the principles of economy, efficiency and effectiveness.

## Economic Assessment

- Conduct an assessment of the Fiscal Policy Paper (FPP) and give an opinion on the reasonableness of the assumptions and conventions and the justification for deviations from the established targets.

## Special Investigations

- Conduct audits of public bodies based on information received from the whistle blowers act, emerging risks identified on requests from the Public Accounts Committee.

## Information Technology Audits

- An examination of IT systems and related controls to ascertain whether an MDA's IT resources are protected, efficient, effective and provide the anticipated benefits.

### Summary of key activities to be undertaken

- ❖ A number of the Ministries and Municipalities have a backlog in the presentation of their accounts. This backlog is a key weakness in the accountability and transparency of the Government of Jamaica operations. To support beneficial change, we will engage with the Ministry of Finance in order to reduce the backlog and reduce the likelihood of the current situation returning
- ❖ Of the 194 public bodies in Jamaica, our audit scope is confined to thirty that we audit on an annual basis. In the period covered by this strategic plan, we want to explore with our stakeholders, including the Ministry of Finance and the PAC, how the AuGD can gradually free its resources to focus them on higher risk audits by outsourcing certain routine audits. The quality assurance assessment for these audits will remain the responsibility of the AuGD.
- ❖ During this strategic period, we will carry out a number of compliance audits and prepare the linked audit reports that will deal with government-wide themes and activities in line with our thematic approach. Our priorities include the following themes: Governance; Project management; Resource management; Procurement and contracts management; and Information and communications technology.
- ❖ Our performance audits will be completed based on government wide themes for which topics will be selected in line with the Government National Outcomes
- ❖ Special investigations will be completed based on emerging risks, concerns to the citizenry as well as information received from via the whistle-blowers act and other credible source.
- ❖ During the life span of the plan, the AuGD will seek to complete on an annual basis the review of the FPP, and the analysis of a minimum of four public sector bodies.

### Key Performance Indicators

To determine whether we are successfully meeting our objective, we will make use of two outcome KPI's (see the table below). These indicators are new and as such will see the performance of year 1 of this plan providing the baseline from which we will assess our performance in subsequent years. The means of assessing these indicators are detailed in the monitoring and evaluation sub-section of this plan.

Indicator (outcome)	Financial Year Target Level		
	2018/2019	2019/2020	2020/2021
Satisfaction of stakeholders (including the Executive, the Legislative and the media) for the work of the AuGD	Baseline measurement	Improvement against the baseline	Improvement against the baseline
% of entities with a backlog in the preparation of appropriation accounts	To be determined	To be determined	To be determined
Percentage of implemented recommendations	Baseline measurement	Improvement against the baseline	Improvement against the baseline



To monitor the implementation of our activities, we make use of the following output indicators and targets.

Activity	Indicator (output)	Financial Year Target Level		
		2018/2019	2019/2020	2020/2021
1.1	Plan for the reduction of the backlog of financial audit statements	Preparation of a comprehensive plan and implementation	Implementation	Implementation
1.2	Number of outsourced financial statement audits of public bodies	10	10	15
1.3	Number of compliance audits on government wide themes	2	3	4
1.4	Number of performance audits on government wide themes	2	3	4
1.5	Number of special investigations completed on government wide themes	5	6	6
1.6	Number of financial statement assessments completed	2	5	5

## 2. Our Internal Controls and Procedures

### Objective

Our objective is that the AuGD can be regarded as a model public entity and; that our organisational structure and business processes reflect best practice and enhance the efficiency and quality of our audit processes. This objective is geared towards increasing the controls within our internal procedures to allow for increasing efficiencies in how we carry out our objectives.

### Activities



### Summary of key activities to be undertaken

- ❖ We will move from an annual audit plan that is collated in January of each calendar year to a rolling three-year audit plan that is prepared in tandem with the strategic business plan in November of each FY. The plan will also detail the resources dedicated to each audit as well as the time allocated to the completion of the audit.
- ❖ Staff time recording system to support better management of resources and support better planning; the AuGD will adopt and implement a staff time recording system to generate reliable data on the staff costs for each audit. This will require the adoption of time sheets for all employees as we seek to demonstrate our core values relating to transparency and professionalism.
- ❖ At the end of this strategic period it is our intention to have the QA Unit conducting both 'hot' and 'cold' reviews of the AuGD's audit practice to ensure that the AuGD's audit reports comply with the ISSAIs that we have adopted as our audit standards.
- ❖ In an effort to effectively track statements received from our clients, we will revamp our registration system.

### Key Performance Indicators

To monitor the implementation of our activities in support of these objectives the following output indicators and targets will be utilised.

Activity	Indicator (output)	Financial Year Target Level		
		2018/2019	2019/2020	2020/2021
2.1	Existence of an overall audit plan	Prepare guideline on overall audit planning	Implementation	Evaluation of guideline and incorporate recommendations
2.2	Ability of AuGD to measure staff time on audits	Preparation of specifications for a software	Procurement of software	Implementation of software
2.3	Number of QA reports	3	5	7
2.4	Percentage of 'hot' reviews of audit strategies / audit plans	25%	50%	75%
2.5	% of financial statements registered in AuGD documentation system	Diagnose and correct weaknesses in business process	100 %	100 %

### 3. Ethics and Core Values

#### Objective

To ensure that all our staff, and the organisation as a whole, acts in full accord with our core values as defined in this plan. In addition, we want to be an open organisation, in which conduct that deviates from our core values can be questioned and will be corrected.

#### Activities



#### Summary of key activities to be undertaken

- ❖ AuGD will embark on deliberate strategies geared towards effective stakeholder management as a means of supporting the producing of impactful audits that provide value to the general citizenry and other key stakeholders.
- ❖ We will review the structure, content and presentation of our annual report and our other reports to ensure that the reports have the impact they should.
- ❖ We will implement a programme of on-going monitoring of compliance and on-going reinforcement to staff of the responsibilities imposed on them as defined in our core values and our ethics policy. As a new activity, we will develop a new training programme on integrity that will fully sensitize all of our staff to the issues involved.
- ❖ The AuGD will be seeking to utilise the Into-SAINT (Self-Assessment Integrity) tool to assess our vulnerability and resilience to integrity violations or to develop a specific policy to safeguard integrity.

#### Key Performance Indicators

To determine whether we are successfully meeting this objective, we will make use of two outcome KPI's (see the table below). Both indicators are new indicators and as such, year 1 of this plan will serve as the baseline year. The progress of this indicator will be assessed using quarterly performance reports as well as the timely publication of the audit report in a manner that is easily understood by our stakeholders. To monitor the implementation of our activities, we make use of the following output indicators and targets.

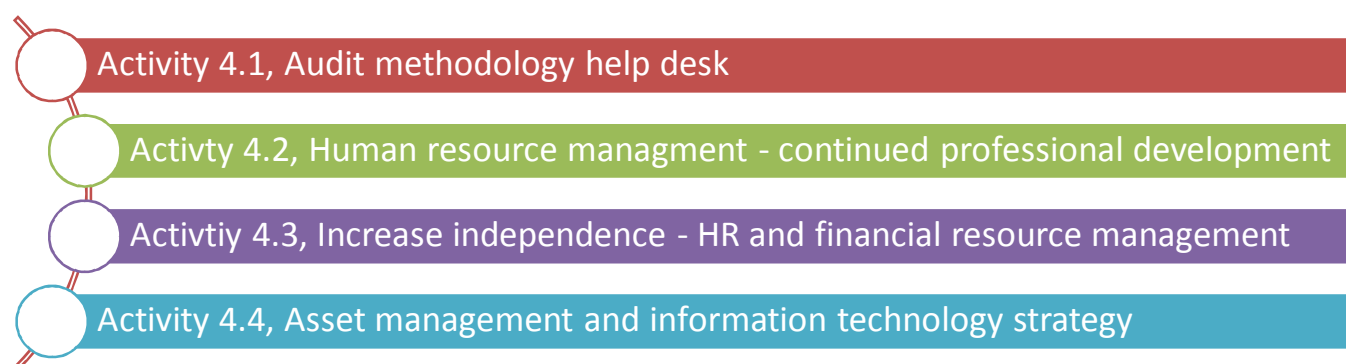
Activity	Indicator (output)	Financial Year Target Level		
		2018/2019	2019/2020	2020/2021
3.1	Communication strategy	Preparation of the strategy	Implementation of strategy	Review/evaluation and incorporation of recommendations
3.2	% of all our audit reports published	Develop guideline on publication of audit reports	100 %	100 %
3.3	Training on Integrity and Values	Develop training for audit staff and 100 % of staff is trained	Develop training for management staff and 100 % trained	Develop training for support staff and 100 % trained
3.4	INTOSAI assessment	Preparation for the assessment	Implementation of assessment	Implementation of recommendations

## 4. Resource Management

### Objective

Our objective is to ensure that we have in place a multifunctional and adaptable human resource cohort by continuous developing and maintaining the professional competence of its staff and supporting them with adequate facilities and IT infrastructure and support.

### Activities



### Summary of key activities to be undertaken

- ❖ The organisation of training and sensitisation sessions for auditors on new methodologies will be coordinated from this unit, in addition to the monitoring of AuGD's audit manuals and audit guidance documents to ensure that they are kept up to date at all times.
- ❖ Building on current developments within the wider INTOSAI community where the professionalization of Audit Office staff is an issue of growing importance, the AuGD will prepare a strategy aimed at supporting the continued professional development of team members.

- ❖ The AuGD will initiate discussions with the Ministry of Finance and the Public Services Commission about securing greater operational independence for the AuGD in managing resources and allocating the resources it requires to discharge the full range of its responsibilities as economically, efficiently and effectively as possible.
- ❖ The AuGD plans to carry out a detailed, comprehensive review of its IT requirements.

### Key Performance Indicators

To determine whether we are successfully meeting our objective, we will make use of two outcome KPI's (see the table below). The AuGD last conducted an employee satisfaction survey in 2016. The survey found that 56% of team members were generally satisfied with their employment and the conditions of their employment within the Department. This survey was administered again in October 2017 and saw a slight decline in this satisfaction rate; it is the intention of the AuGD to put in place strategies to improve by a minimum of 5% against its established baseline.

Indicator (outcome)	Financial Year Target Level		
	2018/2019	2019/2020	2020/2021
Employee satisfaction rate	Improvement of 5% against baseline	Improvement against the baseline	Improvement against the baseline

To monitor the implementation of our activities, we make use of the following output indicators and targets.

Activity	Indicator (output)	Financial Year Target Level		
		2018/2019	2019/2020	2020/2021
4.1	Audit methodology unit	Collation and review of audit methodology within one designated area		
4.2	Human resource management	Development of a three-year professional development plan for all team members  Identification of partners to support programmes	Implementation of professional development plan	Continued implementation of professional development plan
4.3	Personal development plans (PDPs)	Development of the format and content of AuGD personal development plans (PDPs).	Implementation of PDP scheme in tandem with professional education and development scheme.	PDP scheme fully implemented.

Activity	Indicator (output)	Financial Year Target Level		
		2018/2019	2019/2020	2020/2021
4.4	IT Strategy	Preparation of new, comprehensive IT strategy.	Start of implementation of AuGD IT strategy including pilot exercises.	IT strategy fully implemented.

## Financial Model

The preparation of the financial model set out in this section has been informed by the findings of the SAI PMF in five areas that will be crucial to improving the operational efficiency and effectiveness of the AuGD in the period covered by this Strategic Business plan. These are as follows.

- ❖ First, it reflects the ongoing need of the AuGD for support in the continuing implementation of the recommendations of the 2012 PwC review report.
- ❖ Second, the AuGD requires more resources to improve the efficiency and effectiveness of its audit activities through a dedicated programme of in-house professional education and development.
- ❖ Third, investment in its IT infrastructure to be better support the automation of critical processes related not only to its auditing functions but also to its general operating functions. This investment will also require the provision of annual subscription fees for current software as well as additional software acquisition to support time management.
- ❖ Fourth, the AuGD will require GoJ to allocate additional resources to Public Bodies and Agencies to finance the audits that it contracts out. The cost of auditing services provided by private accounting firms is significantly higher when compared to AuGD's costs. Outsourcing more of the routine financial statement audits, will free resources available to the AuGD for higher value added audits (for example, in producing reports that deal with high level strategic issues affecting the whole of the government of Jamaica) while at the same time enabling the AuGD to deal with continuing problems such as auditing the backlog of accounts.
- ❖ Fifth, the acquisition of a permanent home for the AuGD in the long term. However, in the short term the lease of additional office space to effectively house the staff of the Department in keeping within international Office Health and Safety Regulations (OHSR).

To support its operational activities for the life of this plan for the Department, the budget request is detailed in the table overleaf.

### Special request

The AuGD, in serving as the Secretariat for the Caribbean organisation of Supreme Audit Institutions (CAROSAI), was approached to host two major meetings in the 2018/2019 financial year for which some budgetary support from the GoJ will be required; in addition to support for participation in INTOSAI regional meetings. The budgetary support required is J\$4.0 million.

#### ❖ CAROSAI 30<sup>th</sup> Anniversary (August 2018)

SAI Jamaica currently serves as the Secretariat for CAROSAI and was asked to host the body's 30<sup>th</sup> anniversary celebrations. The event will be funded through support from donor stakeholders such as the Inter American Bank (IDB) and World Bank (WB) and CAROSAI member SAIs. The event is estimated to cost SAI Jamaica Two Million Jamaica Dollars (or US\$16,000.00). This amount is expected to cover expenses such as ground transportation, conference facilities, personalised tokens and an excursion.

#### ❖ WGVBS Conference (September 2018)

Jamaica as Project Lead for the Working Group for the Values and Benefits of SAIs (WGVBS), Project Group No. 4; developed a Guideline for enhancing SAIs' effectiveness through cooperation with the Legislature, Judiciary, and Executive. The Project has been an extremely difficult one because of the diversity of the SAI community and systems of government in the respective countries. The need for the development of this guideline was identified at the XX INCOSAI in Johannesburg, South Africa in November 2010.

The members of INTOSAI recognized that the effectiveness with which SAIs fulfil their role of holding government to account for the use of public money not only depends on the quality of their work, but also on how effectively they are working in partnership with the accountability functions of the legislature as well as the executive arm of government in making use of audit findings and enacting change. The guideline was endorsed at the XXII INCOSAI in Abu Dhabi. A critical component of the guideline is the enrichment of the guideline with examples of good practices of SAIs. The guideline will be finalized in the first quarter of 2018. The completed guideline will be disseminated to the SAI community later in that year after being presented at the 2018 WGVBS meeting.

SAI Jamaica was asked by the Chair of the WGVBS to host the 2018 meeting. We successfully hosted the 2011 meeting in Montego Bay and are of the view that this city should be the venue for the next meeting.

This event which is planned over two days, is anticipated to see a minimum of 30 participants from 23 countries in addition to representatives from international donor Corporation's and professional bodies. The AuGD is responsible for the cost of the venue, preparation and printing of the conference materials, ground transportation and the hosting of an official dinner where the Prime Minister or his designated representative will be invited to address the group. The estimated cost of the event to the GoJ is J\$2.0 million (US\$16,000.00).



**Table 6: Budget Request**

Item & Programme	Actual Expenditure 16/17 (J\$ 000)	Actual Expenditure (Year to Date) October 2017 (J\$ 000)	Estimates of Expenditure 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)
RECURRENT					
<i>Department/Agency</i>					
Programme Name & No.					
0005 Direction & Administration	184,965,504.39	114,900,542.90	236,096,610.00	254,984,338.80	275,383,085.90
0357 Central Government Auditing Services	213,845,222.30	163,482,500.63	262,209,742.00	283,186,521.36	305,841,443.06
0358 Local Government Auditing Services	49,417,651.43	24,862,397.30	45,839,074.00	49,506,199.92	53,466,695.59
0359 Statutory Audits & Special Investigations	146,682,416.33	64,234,687.90	110,938,494.00	119,813,573.52	129,398,659.40
Sub-total Recurrent (Department/Agency)	594,910,794.45	367,480,232.06	646,998,000.00	707,490,633.60	764,089,883.95
CAPITAL A					
<i>Department/Agency</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
Sub-total Capital A (Department/Agency)	000	000	000	000	000
CAPITAL B					
<i>Department/Agency</i>					
Programme Name & No.					
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
Sub-total Capital B (Department/Agency)	000	000	000	000	000
APPROPRIATIONS IN AID					
<i>Department/Agency</i>					

Item & Programme	Actual Expenditure 16/17 (J\$ 000)	Actual Expenditure (Year to Date) October 2017 (J\$ 000)	Estimates of Expenditure 18/19 (J\$ 000)	Projections 19/20 (J\$ 000)	Projections 20/21 (J\$ 000)
<b>0005 Direction &amp; Administration</b>	13,146,737.99	4,688,165.47	10,000,000.00	10,000,000.00	10,000,000.00
	000	000	000	000	000
	000	000	000	000	000
	000	000	000	000	000
<b>Sub-total Appropriations in Aid (Department/Agency)</b>	4,688,165.47	4,688,165.47	<b>10,000,000.00</b>	<b>10,000,000.00</b>	<b>10,000,000.00</b>
<b>TOTAL FUNDING REQUIREMENT</b>					
Total Recurrent	<b>594,910,794.45</b>	<b>367,480,232.06</b>	646,998,000.00	707,490,633.60	764,089,883.95
Total Capital A	000	000	000	000	000
Total Capital B	000	000	000	000	000
Total Appropriations in Aid	13,146,737.99	4,688,165.47	10,000,000.00	10,000,000.00	10,000,000.00
<b>Total Funding Requirement</b>	<b>581,764,056.46</b>	<b>362,792,066.50</b>	636,998,000.00	706,490,633.60	<b>754,089,883.95</b>

# Measurement and Evaluation of Organisational Performance

## Risk Mitigation Strategies

The implementation of this Strategic Business Plan is conditional upon a conducive environment. We have identified various factors that may pose risks to the achievement of our objectives. The table below details the risks we have identified and the mitigating actions to be taken to address these risks:

Our Audit Products	Risks Identified	Risk Likelihood	Risk Impact	Activity/Risk Mitigating Activity	Risk Likelihood	Risk Impact
<b>Objective 1:</b> To improve public sector financial management and governance through the provision of financial, compliance, information technology and performance audit reports on the basis of the ISSAIs resulting in actionable recommendations.  <b>Objective 2:</b> To maximize the impact of our audit products by reflecting emerging risks and stakeholder's concerns in the planning of our audit work and by improved communication about our audit results.	Timely receipt of relevant information and complete information from clients	H	H	<ul style="list-style-type: none"> <li>Communicate clearly to client, the request for documents and remind them of their responsibilities to provide the requested information.</li> <li>More effective audit planning which allows for the early request of required documentation with follow-up prior to start of audit.</li> <li>Timely review of preliminary/documents upon receipt from client to determine completeness of documents received (preliminary survey process)</li> </ul>	M	H
	Absence required tools to do EAU reviews/assessments	M	M	<ul style="list-style-type: none"> <li>Acquisition of relevant tools (software), ISO standards etc.</li> <li>Acquisition of software: LME Data, PLATTS, etc. COBIT</li> </ul>	L	L
	Unrealizable IT Infrastructure to support operational demands within the Department (Frequent system failure and software failure with inadequate support systems)	H	H	Development and implementation of an IT Strategic Plan that clearly defined: BCP, Disaster Recovery, Documentation of System Procedures, Infrastructure Management and Maintenance.	M	M
	Capability of client staff to complete documents that are required to support the completion of the audit.	H	H	<ul style="list-style-type: none"> <li>Outside of our control - discussions can be had with entity regarding need for training etc. to support the preparation of the required statement.</li> <li>Policy decision on whether or not more time should be allocated or a qualified opinion given.</li> </ul>	H	H
	Late start to audit planning process resulting in required synchronization with auditees not be realized. (The same	M	M	Long term planning to allow for entities to cooperate to understand roles/needs of audit	M	M

Our Audit Products	Risks Identified	Risk Likelihood	Risk Impact	Activity/Risk Mitigating Activity	Risk Likelihood	Risk Impact
	entity being audited twice in a short time with two different audit teams)					
	Inadequate human resources in regards to the competency of persons recruited. Inability to attract and retain highly skilled auditors.	M	H	<ul style="list-style-type: none"> <li>Headhunting/recruitment of appropriate staff members to address diversity of audit types.</li> <li>Create a pool of experts to secure audit experts when required.</li> </ul>	M	M
	Inadequate knowledge of subject matter/emerging issues resulting in not selecting the correct auditable subject matter	M	H	<ul style="list-style-type: none"> <li>Allot sufficient time for research on the area.</li> <li>Better use of stakeholder focus groups</li> <li>Create a pool of experts to secure audit experts when required.</li> </ul>	M	M
	Timeliness of developing risk-based audit plans to capture new requirements (cross-cutting audits)	M	M	<ul style="list-style-type: none"> <li>Allot sufficient time for research on the area.</li> </ul>	M	M
	Difficulties in benchmarking industry standards to support execution of audit	M	M	<ul style="list-style-type: none"> <li>Acquisition of ISO standards and industry guidelines such as, but not limited to JEF</li> </ul>	L	L
	Poor traction from failure to effectively engage with the Departments stakeholders	H	H	<ul style="list-style-type: none"> <li>Implement a stakeholder management plan complete with an active public education and sensitization programme</li> </ul>	M	M

Our Internal Controls and Procedures	Risks Identified	Risk Likelihood	Risk Impact	Activity/Risk Mitigating Activity	Risk Likelihood	Risk Impact
<b>Objective 3:</b>  AuGD's organisation can be regarded as a model public and; that our organisational structure and business processes reflect best practice and enhance the efficiency and quality of our audit processes.	Delay in posting information/documentation to TeamMate reduces access to QA team in conducting reviews	M	H	<ul style="list-style-type: none"> <li>Retraining in the use of TeamMate for staff members to support full use of solution</li> </ul>	M	M
	Failure to consistently utilize agreed audit processes across all units/audits	M	H	<ul style="list-style-type: none"> <li>Active monitoring by Senior Officers to ensure that audit procedures are being complied with</li> </ul>	M	M

Ethics and Core Values	Risks Identified	Risk Likelihood	Risk Impact	Activity/Risk Mitigating Activity	Risk Likelihood	Risk Impact
<b>Objective 4:</b>  To ensure that all our staff, and the organisation as a whole, acts in full alignment with our core values as defined in this plan. In addition, we want to be an open organisation in which conduct that deviates from our core values can be questioned and will be corrected if necessary.	Inconsistent reinforcement of core values and code of ethics in operational activities	L	L	<ul style="list-style-type: none"> <li>Production of notices to remind staff of core values and code of ethics circulated on a monthly basis</li> <li>Installation of poster boards detailing core values throughout the AuGD's office</li> </ul>	L	L
	No disciplinary committee currently exists to all for the effective monitoring and follow-ups relating to non-compliance with HR policies etc.	M	M	<ul style="list-style-type: none"> <li>Establishment of a disciplinary committee</li> </ul>	L	L

#### Objective 5:

To ensure that have in place a multifunctional and adaptable human resource cohort by continuous developing and maintaining the professional competence of its staff and supporting them with adequate facilities and IT infrastructure and support.

Resource Management	Risks Identified	Risk Likelihood	Risk Impact	Activity/Risk Mitigating Activity	Risk Likelihood	Risk Impact
<b>Objective 5:</b>  To ensure that have in place a multifunctional and adaptable human resource cohort by continuous developing and maintaining the professional competence of its staff and supporting them with adequate facilities and IT	Inability to attract and retain suitably qualified personnel	L	M	<ul style="list-style-type: none"> <li>Review of JDs and compensation packages for "specialist" areas of audit.</li> <li>Development of Development plans for all staff members</li> <li>Establishment and implementation of a rewards programme</li> </ul>	L	L
	Lengthy recruitment process, ineffective selection process	M	H	<ul style="list-style-type: none"> <li>Revamp recruitment process to ensure that persons selected for posts are competent and a good fit for the organization</li> </ul>	L	L

Resource Management	Risks Identified	Risk Likelihood	Risk Impact	Activity/Risk Mitigating Activity	Risk Likelihood	Risk Impact
infrastructure and support.	Inadequate performance management of team members	M	H	<ul style="list-style-type: none"> <li>Reorientation of team members in performance management requirements</li> </ul>	M	M
	Improper organizational structure to support effective performance management	M	M	<ul style="list-style-type: none"> <li>Review organizational structure to ascertain areas of weakness and make recommendations for adjustments where required</li> </ul>	M	M

## Monitoring and Evaluation Plans

The focus of the monitoring and evaluation plan is to collect and report actual performance data on the various KPIs presented in this strategic plan. The table below highlights the critical KPIs geared at addressing current operational weaknesses within the AuGD.

### Monitoring Plan for Critical Performance Indicators

INDICATOR OUTCOME	BASELINE DATA (2017/2018)	DEPARTMENTAL MAJOR TASK TO REALIZE THE OBJECTIVE OF THE PRIORITY POLICY	MONITORING FREQUENCY						MONITORING METHOD(S)
			YEAR (2018/2019) TARGET	MONITORING TIMELINE	YEAR (2019/2020) TARGET	MONITORING TIMELINE	YEAR (2020/2021) TARGET	MONITORING TIMELINE	
Percentage of audit reports published	Baseline to be defined	Develop guidelines on publication of audit reports	100% of audit reports published  FS. Appropriations and compliance audits published quarterly	Quarterly	100% of audit reports published  FS, Appropriations and compliance audits published quarterly	Quarterly	100% of audit reports published  FS, Appropriations and compliance audits published quarterly	Quarterly	Annual report  Quarterly media reports  Website analytical data
Percentage of financial statements registered in AuGD documentation system	Baseline to be defined	Diagnose and correct weaknesses in business process	100% of FS and appropriation accounts logged	Quarterly	100% of FS and appropriation accounts logged	Quarterly	100% of FS and appropriation accounts logged	Quarterly	Analysis of logs against agreed implementation timeline
Percentage of recommendations implemented by MDAs	Baseline to be defined	Incremental increase in implementation of recommendations	Incremental change to be determined following	Annual	TBD	Annual	TBD	Annual	Analysis of log

INDICATOR OUTCOME	BASELINE DATA (2017/2018)	DEPARTMENTAL MAJOR TASK TO REALIZE THE OBJECTIVE OF THE PRIORITY POLICY	MONITORING FREQUENCY						MONITORING METHOD(S)
			YEAR (2018/2019) TARGET	MONITORING TIMELINE	YEAR (2019/2020) TARGET	MONITORING TIMELINE	YEAR (2020/2021) TARGET	MONITORING TIMELINE	
		accepted by MDAs	defining of baseline						
<b>Employee satisfaction rate</b>	August 2016	5% increase in satisfaction levels by employees	Incremental increase in satisfaction rate	Biennial	Incremental increase in satisfaction rate	Biennial	Incremental increase in satisfaction rate	Biennial	Analysis report from survey conducted

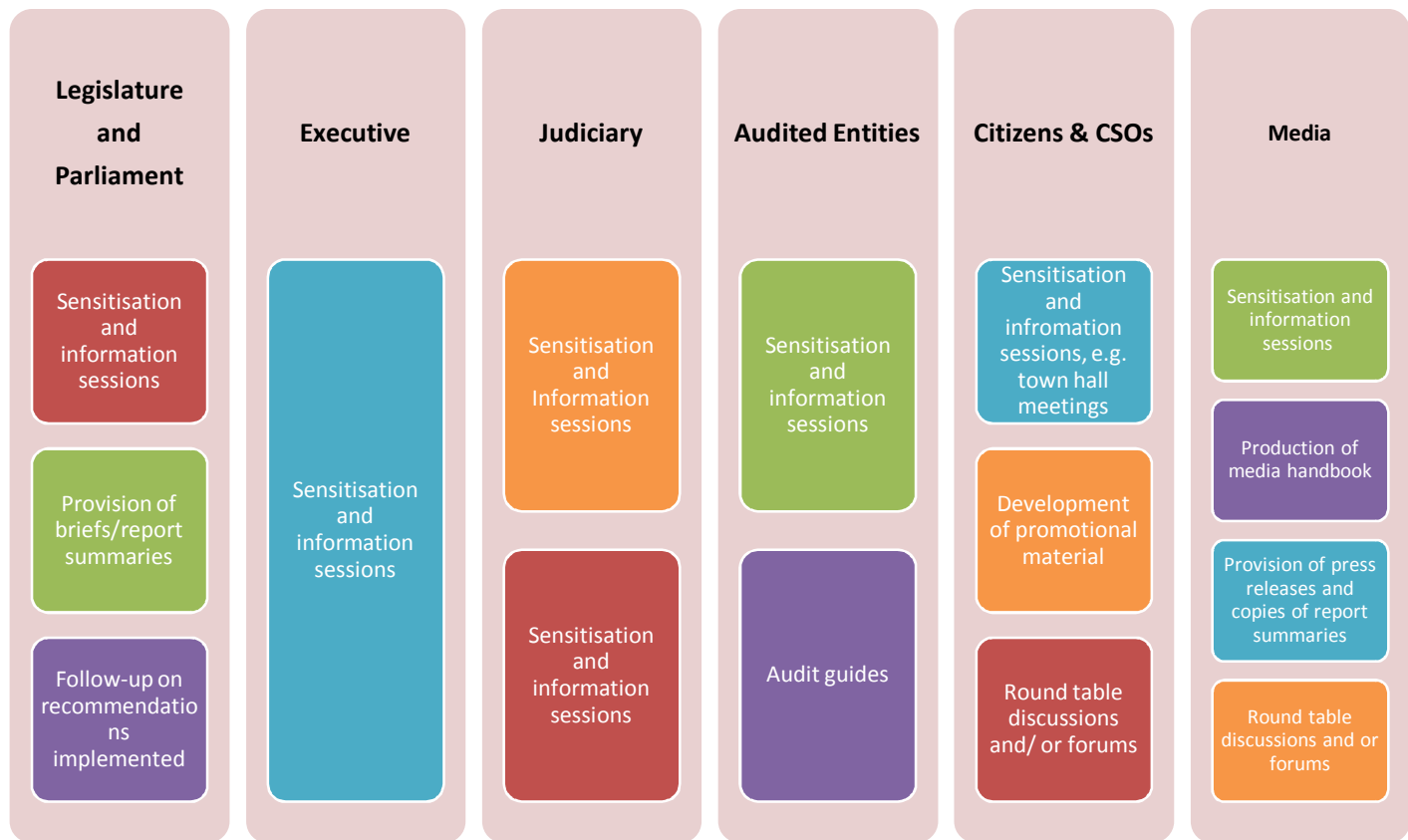
### Evaluation Plan for Critical Performance Indicators

The AuGD plans to seek the support of its international partners to carry out (i) an interim review of its response in implementing the recommendations of the 2017 SAI PMF in 2019; and (ii) a second full SAI PMF in 2021.

### Communication strategy

In recognising, the need to effectively engage its stakeholders, the AuGD will be implementing the following key activities, in accordance with established framework controls such as the GoJ Communication Policy, the AUGD's Communication Policy and ISSA 12. The full implementation of the Departments communication policy and communication plan will be implemented during the lifespan of this plan. The AuGD will seek to undertake the continued engagement with our defined stakeholders through an increase presence on social media, through the provision of information and avenues for feedback utilising our website and through face-to-face discussions, where feasible. The key activities of this communication plan are defined for the target groups identified:





# Appendices

## Appendix 1 – Detailed three year recruitment Plan

Units/Divisions/Projects	Approved Complement	Complement as at April 1, 2016	Net Addition (Exit)	Complement at March 31, 2017	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020	Planned 2020/2021_
<b>Auditor General/Executive Office</b>								
AG Office	4	2	0	2	2	2	2	2
Internal Audit Unit	2	2	0	2	2	2	2	2
Quality Assurance Unit	3	2	0	2	3	3	3	3
<b>Total Executive Office</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Audit Divisions</b>								
Economic Assessment Unit	8	6	0	6	6	6	6	6
<b>Total Audit Staff Complement</b>	<b>169</b>	<b>121</b>	<b>3</b>	<b>124</b>	<b>133</b>	<b>139</b>	<b>146</b>	<b>150</b>
<b>Corporate Services</b>								
Corporate Services	1	1	0	1	1	1	1	1
Human Resources & Admin	22	17	0	17	20	19	20	20
Accounts and Finance	6	5	0	5	6	6	6	6
Information Technology	2	2	0	2	4	4	4	4
Corporate Planning & Public Education	2	1	0	1	2	2	2	2
<b>Total Corporate Services</b>	<b>33</b>	<b>26</b>	<b>0</b>	<b>26</b>	<b>33</b>	<b>32</b>	<b>33</b>	<b>33</b>
<b>Temporary/Casual</b>								

<b>Grand Total Staff Complement</b>	<b>211</b>	<b>153</b>	<b>3</b>	<b>156</b>	<b>173</b>	<b>178</b>	<b>186</b>	<b>190</b>
---	------------	------------	----------	------------	------------	------------	------------	------------

## Appendix 2: Training Plan for FY 2017 – 2020

### PRIORITY TRAINING FOR FISCAL YEAR 2017/2018, 2018/2019 & 2019/2020

TRAINING PROGRAMME	TARGET DATE	PARTICIPANTS	PLACE OR VENUE	TIME	COST/PERSONNEL	TOTAL COST	REMARKS
<b>IT (Technical) Training</b>							
Microsoft Office 2016	2018-2019	2 persons	Vantage Point			170,000.00	Dates to be determined
VMWare vSphere 6.0 with ESXi & VCenter1	2018-19	1 person				139,000.00	
COMPTIA A+	2018-19	1 person	Vantage Point			40,000.00	Dates to be determined
Preventative Maintenance	2018-19	1 person	Vantage Point				
					Total	\$349,000.00	
<b>Compliance and Performance Audit Training</b>							
Procurement & Contract Audits	2018/19					100,000.00	
Team Mate	2018-19 Qtr 1	Entire Compliance Audit Unit					
Critical Thinking	2018/19	Entire Compliance Audit Unit					
In-house courses ( see listing attached)	2018-2019					Refreshment	
<b>Special Investigations (SI)</b>							
Strategic & Corporate Planning	2019-20 Qtr 1	1 person	MIND			55,000.00	
<b>Financial Statements Audit</b>							
Internal Training – see list attached	2018-19					Refreshments	
External training – to be determined by the AUGD et al							

TRAINING PROGRAMME	TARGET DATE	PARTICIPANTS	PLACE OR VENUE	TIME	COST/PERSONNEL	TOTAL COST	REMARKS
IFRS Workshops	2018-19					150,000.00	
<b>Economic Assessment</b>							
Fiscal Frameworks (FF)	2018-2019 Qtr 1/Qtr2	1 person				IMF sponsored travelling to be covered	
Fiscal Programming & Policies 1&2	May – Oct 2018	2 persons				IMF sponsored – on line	
Macroeconomic Diagnostics	2018-19	1 person				IMF sponsored – on line	
Debt sustainability & debt management	2018-19	2 persons				IMF sponsored – on line	
Fiscal Policy analysis	2018-19	1 person				IMF sponsored – on line	
<b>Corporate Services</b>							
Aligning HR Strategies with Org strategies	2018-19 Qtr 1	1 person	JEF			30,000.00	
Training Impact Evaluation	2018-19 Qtr 3	1 person	MIND			16,000.00	
Occupational Safety & Health	2018-19 Qtr 3	Identified persons	MOF JEF Local trainers			<b>50,000.00</b>	Caribbean Polytechnic Institute \$40,000
Minute Writing and Note Taking	2018-19 Qtr1	2 persons	MIND Caribbean Polytechnic			50,000.00	
Procurement Training		Identified persons					Awaiting information from MOF
Strategic & Corporate Planning	2018-19 Qtr 1	2 persons	MIND			100,000.00	
General Office Protocol, Managing the portfolio,	2018/19 Qtr 1	Ancillary Staff + Interested parties	IWED			\$175,000.00	

TRAINING PROGRAMME	TARGET DATE	PARTICIPANTS	PLACE OR VENUE	TIME	COST/PERSONNEL	TOTAL COST	REMARKS
Customer service & Professional conduct							
Records Management	2018-2019	2 persons					Dates to be Determined
General Training for all Staff							
Report Writing/Critical Thinking	2018/19	Identified persons				\$300,000.00	
Public Speaking & Presentation	2018/19 Qtr 1 & 2019/20 Qtr. 1	Identified persons				\$500,000.00	
Negotiation skills	2019/20						On hold
Stress Management	2018/19 Qtr 2	ALL STAFF				\$350,000.00	
Project Management		Identified Staff					On hold
Performance Management Training	2018/19 Qtr. 1	All Staff		16 hours		In house + Cabinet Office / MOF	
Executive Management – Leadership (incl Communication, Team bldg.)	2018/19 Qtr 3 2020/21	DAG, Principals / HOD, Directors				\$1,000,000.00	
Customer Service (incl Communication, Protocol & Ethics & Team bldg.)	2018/19 Qtr 3/4	All Staff				\$750,000.00	
Supervisory Management	2018/19 Qtr 1	Identified Staff				\$1,000,000.00	
					Total	\$3,900,000.00	
Government Accounting							
Government Accounting - Level 1	April 2018 – March 2019	4 persons	MIND			\$700,000.00	

TRAINING PROGRAMME	TARGET DATE	PARTICIPANTS	PLACE OR VENUE	TIME	COST/PERSONNEL	TOTAL COST	REMARKS
Government Accounting - Level 2	April 2018 – March 2019	4 persons	MIND			\$900,000.00	
Government Accounting - Level 3	April 2018 – March 2019	4 persons	MND			\$200,000.00	
<b>Audit Fundamentals</b>							
Level 1	April 2018 – March 2019	3 persons				\$420,000.00	
Level 2	April 2018 – March 2019	3 persons				\$420,000.00	
Level 3	April 2019- March 2020	2 persons					
IT Technology Audit (Mod 1-7)							
					<b>Total Cost 2018-19</b>	<b>\$7,041,000.00</b>	
						\$8,000,000.00	
<b>In-house</b>							
Salaries						Refreshment to be provided	Topics to be selected and done on a monthly basis
Direct Payment							
Fixed Assets							
Interviewing techniques							
Time management							
Risk Management							
Team Mate - scheduling							

TRAINING PROGRAMME	TARGET DATE	PARTICIPANTS	PLACE OR VENUE	TIME	COST/PERSONNEL	TOTAL COST	REMARKS
Retirement Planning							