Strategic Business Plan

Financial Years 2022-2025

AUDITOR GENERAL'S DEPARTMENT
accountability | transparency | efficiency | integrity

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DOCUMENT APPROVAL AND SIGN OFF

This document has been approved as the official Strategic Business Plan and Budget of the Auditor General's Department (AuGD) for the four-year period 2022/2023 – 2025/2026. The Strategic Business Plan and Budget has been prepared in consideration of the various relevant policies, legislation, and other mandates for which the Department is responsible.

Prepared by	Signature	Date
Mr. Owen McKnight Director Corporate Services Corporate Services Division		2022/8/12

Approved by	Signature	Date
Mrs. Pamela Monroe Ellis Auditor General		2022/08/12

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"The AuGD sought the need to assess its business environment, by undertaking an evaluation of its strategies and objectives, leading to the creation of three (3) new strategic objectives".

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- Strategic Objective 2: Promote and engender change the public serv through effect stakeholder engagament
- Strategic Objective 3: AuGD is a model public entity with an inclusive and engaging culture

1. Introduction

1.1. Message from the Auditor General

I am pleased to present to you, the Auditor General's Department's (AUGD) Strategic Business Plan for the 2022/2023-2024/2025 FY period. In developing this plan, extensive reviews of the AuGD's performance were conducted over the first six (6) months of the 2021/2022 FY, relative to the similar period for the three (3) previous financial years. The AuGD sought to assess the need to reposition its business environment, by undertaking an evaluation of it strategies and objectives, leading to the creation of three (3) new strategic objectives-two (2) being outward focused, and the third inward focused. This was also facilitated by incorporating the views of our key stakeholders, in an effort to properly effect change and improve the way in which we execute our audits.

We can agree that the presence of Covid-19 is unparalleled, and it has wreaked havoc on life as we know it, with the auditing field being no exception. On numerous occasions, mandatory government lockdown measures were enacted, aimed at containing the spread of the virus. This meant that our employees would where possible, have to work within the confines of their homes. This brought about a plethora of challenges in obtaining information required from our auditees, as we were at times no longer in a position to visit their premises, which consequently led to the heavy reliance on technology, and conducting our audits remotely. The AuGD has seen this misfortune as an opportunity to further the digitization of its operations and processes, a journey that it had embarked on in years passed. The benefits in using technology to improve the timeliness and effectiveness in executing our audits has proven to be unsurmountable. Though this may increase the probability of cybersecurity threats and attacks, the AuGD in acknowledging this has put various strategies in place, specifically, the restructuring and reinforcement of its Information Communication Technology (ICT) Unit to mitigate these risks accordingly.

The Department over the years has been plagued with a backlog of financial statements and appropriation accounts for a number of Ministries, Departments and Agencies (MDAs). The untimely submission of statements as well as inadequate human resources to clear the backlog has prompted the development of a project, exclusively dedicated to clearing some two hundred and sixty-one (261) statements over the next two (2) to three (3) years. The backlog is limited primarily to Municipal Corporations (Parish Councils), ten (10) Statutory Bodies, and seven (7) Executive Agencies. These activities and key deliverables will be reviewed by our Quality Assurance Unit with the project personnel being managed by our senior management team.

Continued focus will be placed on high-risk operational areas of Government entities, in keeping with the strategic direction of the AuGD when conducting our audits. In addition, a mixture of thematic based audits and cross-cutting sector-based audits coming from the Strategic Audit Plan will be considered for the life of this plan. A key point emerging from our stakeholder discussions is the need to examine service delivery in the public sector, and the AuGD intends to use this lens in its audit approach in improving government financial management, accountability, and transparency.

We will also continue the modernisation of our Records Information Management Unit as well as the full adoption and integration of MyHR+ as a means of better managing the day-to-day human resource management activities allowing for our HR matters to be approached in a more strategic manner in support of the overall goals of the Department. This strategic business plan, therefore, looks at how best to maximise the resources available within the AuGD, through the leveraging of technology and our quality management system in realising our vision – A better country through effective audit scrutiny.

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Mrs. Pamela Monroe Ellis, Auditor General

1.2. Accountability Statement

This Strategic Business Plan for the three-year period, commencing April 1, 2022, was prepared under my direction in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act. The Plan outlines the Departments strategies that contribute to the achievement of the Government's agenda, and specifically, the programmes for which appropriate monitoring and evaluation mechanisms are being deployed to ensure their timely and cost-effective implementation. The Departments priorities outlined in this Business Plan were identified in context of the Government's medium-term priorities and fiscal targets. I am, therefore, committed to achieving the planned results laid out in this Business Plan.

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Mrs. Pamela Monroe Ellis, Auditor General

1.3 Vision, Mission and Core Values

Vision
- A better country through effective audit scrutiny

Mission
- To conduct and make public, high-quality audit and produce recommendations that are relevant to our Auditees, the Parliament and the Citizens

Core Values

- **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.
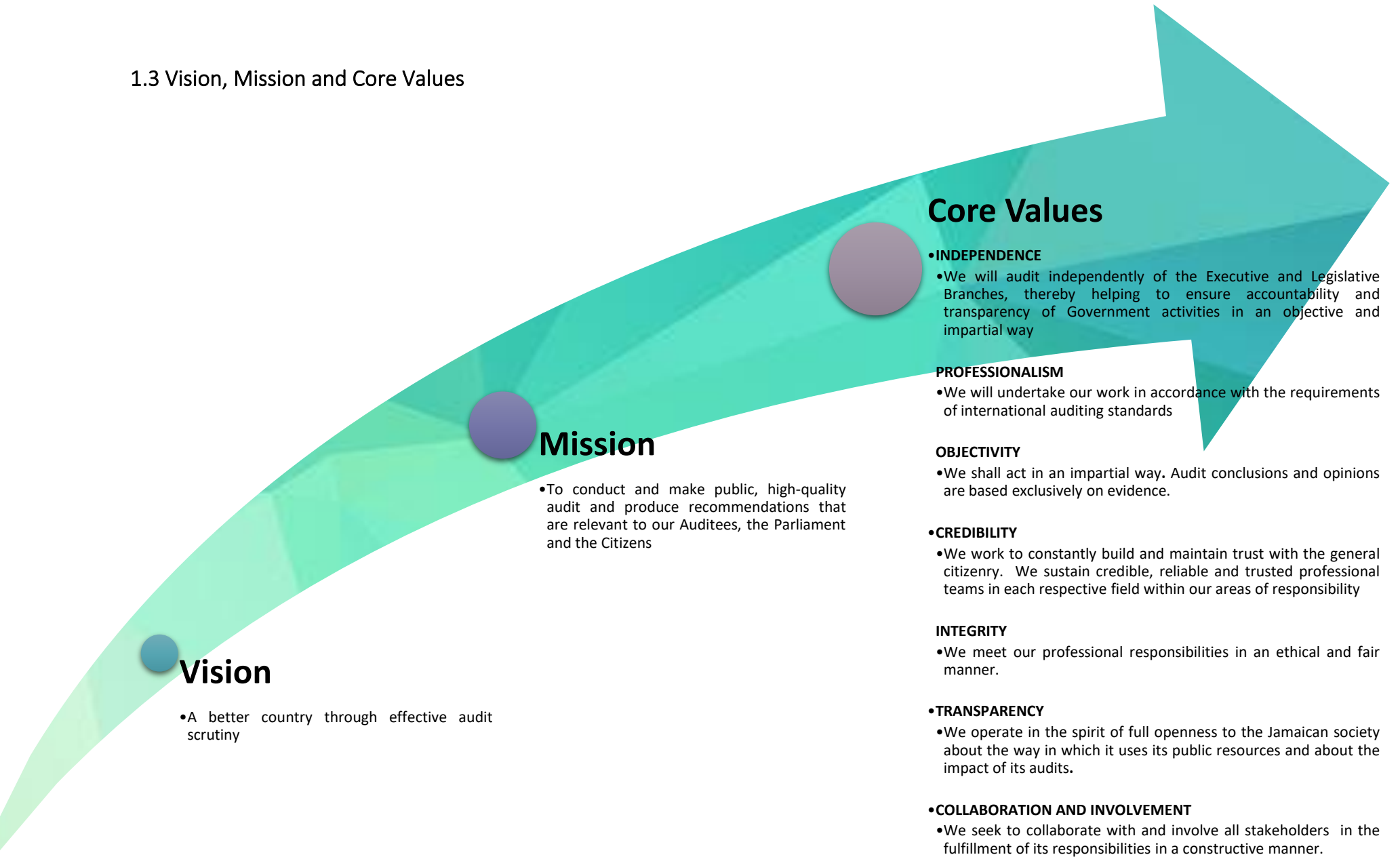
Figure 1: AuGD's Vision, Mission & Core Values

1.4 Quality Policy

The Auditor General's Department (AuGD) is committed to producing independent high-quality assurance and performance audit reports of public sector entities and economic assessments of Government's fiscal policy papers, consistent with legislative requirements and international auditing standards. The AuGD is committed to continual improvement in meting or exceeding customer expectations through a highly efficient, motivated, diverse, and performance-driven team.

1.5 Strategic Objectives

Strategic Objective 1

Independent and high-quality audits to improve Public Financial Management & Governance

Sub-components

1. Execution of Assurance and Non-Assurance Audits to strengthen accountability and promote transparency in the public sector.

2. Provision of actionable recommendations beneficial to citizens of Jamaica.

3. Keeping in mind the complexity of government efforts needed to support the achievement of national priorities (NDP-Vision 2030) and Sustainable Development Goals (SDGs).

Strategic Objective 2

Promote and engender change in the public service through effective stakeholder engagement

Sub-components

1. Taking into consideration emerging risks and stakeholder concerns to maximize the impact of our work.

2. Enhanced partnerships with key stakeholders to improve use of public resources.

3. AuGD can increase its positive impact by establishing productive interactions with auditees and enhancing cooperation and communication with Stakeholders.

Strategic Objective 3

AuGD is a model public entity with an inclusive and engaging culture

Sub-components

1. Our staff act in accordance with our core values and demonstrate strong professional and ethical conduct.

2. A multifunctional and adaptable human resource cohort.

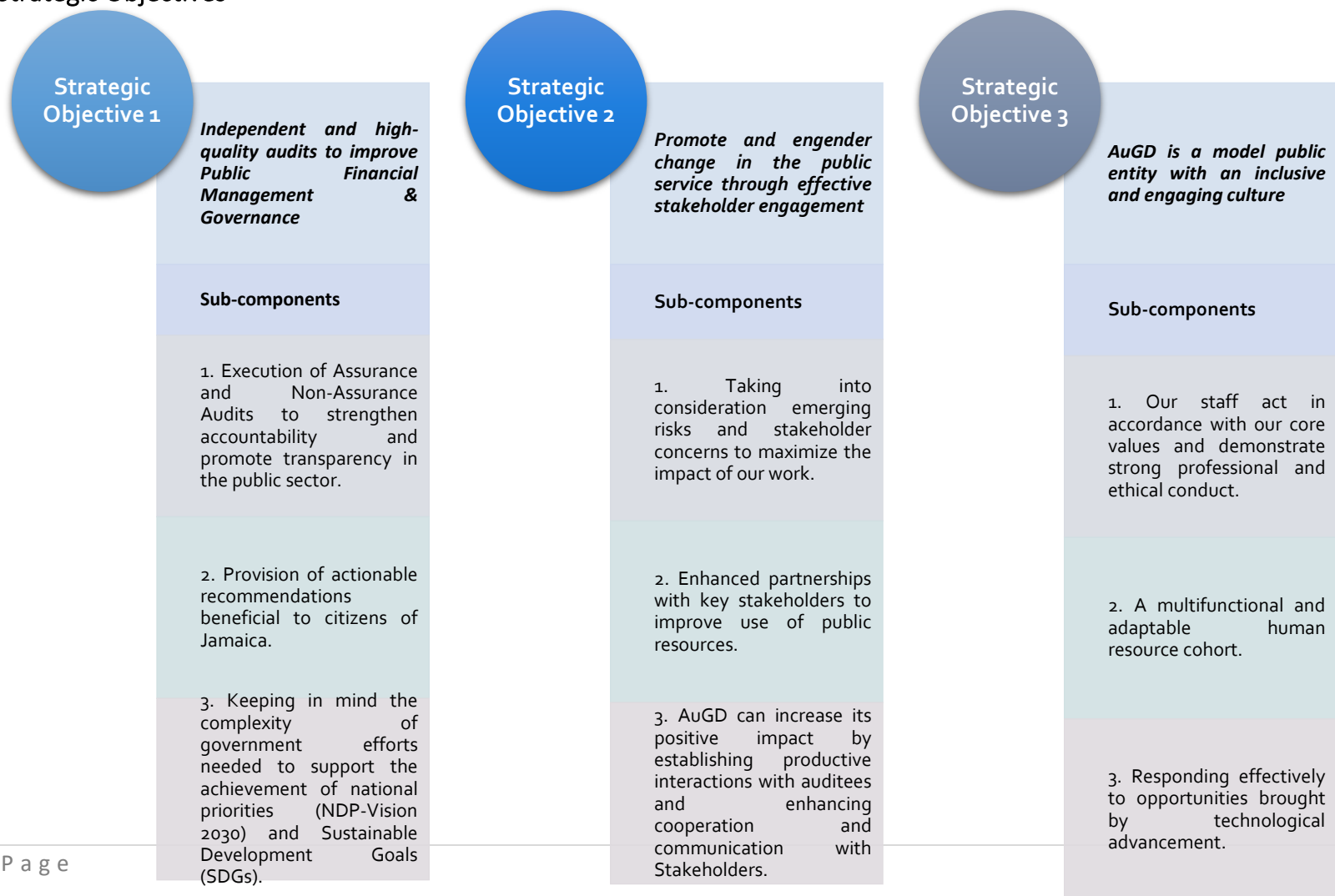3. Responding effectively to opportunities brought by technological advancement.

Figure 2: The Departments' Strategic Objectives & Corresponding sub-components

1.6 Executive Summary

The Auditor General's Department's (AuGD) Strategic Business Plan cycle for the 2022-2025 FY encompasses the key achievements attained over the last three years, as well as a paradigm shift in the department's strategic approach in the execution of its audits and engaging with its key stakeholders. The concept of digital governance has been at the helm of the AuGD, especially with the presence of the COVID-19 pandemic in improving the delivery of our audit services and products, encouraging citizen participation through increased stakeholder engagement, and fostering greater accountability in public sector financial management and governance.

In an effort to respond effectively to the phenomenon of economic dynamism, the AuGD seeks to continue strengthening its internal processes and procedures in maintaining a human resource cohort that is sustainable and agile. Within the context of its audit universe, fulfilling its mandate is no easy feat, given the various threats that exist. To tackle this multi-dimensional issue effectively, the AuGD must:

1. Promote greater coherence of effort with key stakeholders (internal and external)
2. Establish robust follow-up mechanisms for increased implementation of audit recommendations
3. Strengthen focus on outcomes/results while ensuring relevance

Key deliverables over the life of this plan includes:

- **Human Resource (HR) Strategic Plan**-The full implementation of the HR Strategic Plan, geared towards ensuring that adequate HR are available to meet the strategic goals and operational plans of the AuGD. It will also consider the social, economic, legislative, and technological trends that can impact HR in its business environment. Finally, it will examine the future AuGD and what is required to propel the department in the right direction.
- **Capacity Development**-Pursuant to strategic objective three (3), the AuGD will be focused on the development of its employees (internal stakeholders), through various learning and capacity building programmes that will in turn contribute to an organizational culture that is inclusive and engaging.
- **Strategic Audit Plan (SAP)-**continued execution of the SAP that outlines audits to be completed each year. This plan is of course tied to the Government of Jamaica (GoJ) National Development Plan-Vision 2030 and Sustainable Development Goals (SDGs).
- **Quality Management and Stakeholder Engagement**-the AuGD as evidenced by its quality policy, is committed to continual improvement in meeting the expectations of its stakeholders. In so doing, the Department's Stakeholder Engagement Strategy (SES) will be subsumed in the execution of its audits and other key deliverables. The timely review of its operating policies, procedures and processes will also be undertaken on a regular basis.
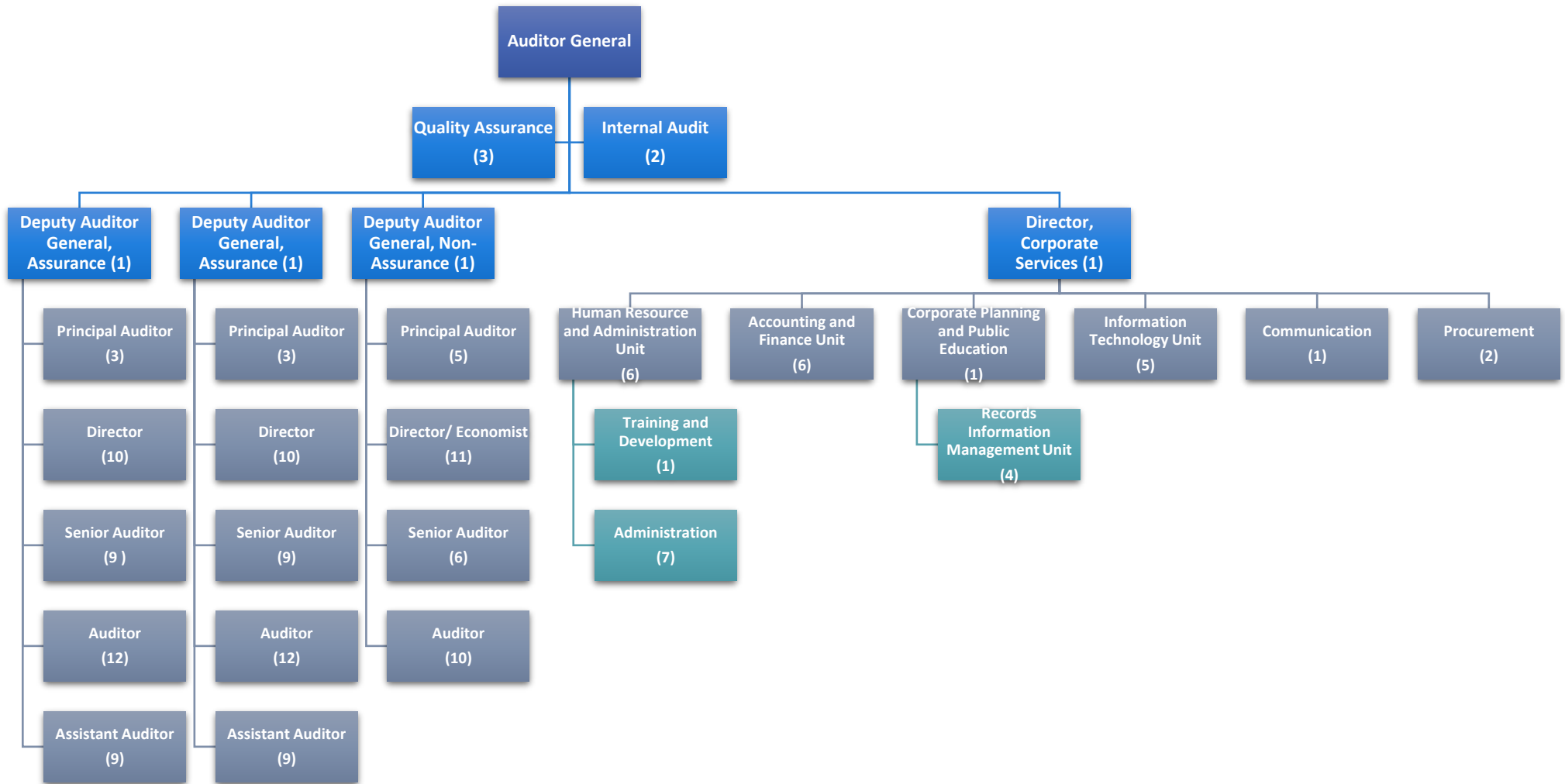
1.7 Organizational Chart

Figure 3: AuGD's Organizational Structure

1.8 Roles and Responsibility

The AuGD is legally empowered to execute/conduct statutory financial and compliance audits of government Ministries, Departments and Agencies (MDAs), 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 legalisation of the AuGD allows for the following non-mandatory activities:

- Conduct financial audits on the request of public bodies and international development partners.
- Conduct performance audits (based on the International Standards for Supreme Audit Institutions); and
- Conduct Special Audits at the request of Stakeholders on risks identified on an audit and or based on information received utilising the Protected Disclosures Act, 2011.

The Government of Jamaica's National Development Plan, specifically Outcome Number 6-Effective Governance, continues to be a key area of focus for the AuGD, coupled with the Sustainable Development Goals 2030, in aiding the development of effective, accountable, and transparent institutions.

SDG 2030	GoJ National Development Plan, Vision 2030	National Outcomes	AuGD Objectives
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Goal 2: The Jamaican society is secure, cohesive and just.	**6.1** Strengthen the process of citizen participation in governance.	Improve Public Financial Management & Governance
17 PARTNERSHIPS FOR THE GOALS		**6.5** Strengthen public instutitions to deliver efficient and effective public goods and services.	Enhanced Stakeholder Engagement
16.6 Develop effective, accountable and transparent insitutions at all levels.	National Outcome 6 - Effecftive Governance.	**6.7** Strengthen the accountability and transparency mechanisms.	Model Public Entity

Figure 4: Link between objectives, SDG, Vision 2030

2. Environmental Scan

2.1 SWOT Analysis

STRENGTHS

- The plan is aligned to GoJ NDP-Vision 2030 & SDGs
- The methodology used to identify the audits to be undertaken and the type of audit best suited
- Focus on the exposure of team members to support knowledge growth
- Transfer of staff members from one audit unit to another allowing for additional perspectives to be taken into consideration when conducting planned audits
- Ability to diversify staff profile based on the audits planned for execution
- Agility of the Department – incorporation of technology to support efficiency of processes with core and support functions
- Creation of multiple means for receiving feedback from stakeholders – internal and external
- Effective quality management system in place to manage operational processes and procedures/ Quality Assurance review function

WEAKNESSES

- Current knowledge and experience of the IT Audit Unit to support the requirements for IT based audits
- Market limitations in the pool from which recruits can be selected
- Planning and Execution of audits - Complexity of audits requiring additional time to complete further limiting available resources
- Enforcement/implementation of agreed policies and procedures
- Inconsistent use of audit software
- Inadequate follow-up of audit recommendations as well as the inability to enforce practicable recommendations outlined in audit reports issued to clients
- Inefficiencies in the audit process and use of resources

OPPORTUNITIES

- Capacity Building: Participation in INTOSAI Working Groups to increase exposure and knowledge base of team members
- COVID-19 Pandemic and adjustments to operational practices within the AuGD and External Stakeholders
- Reshape legislation to align the AuGD with international best practice
- Collaboration and cross training opportunities with anti-corruption and prosecutorial bodies in doing special audits
- Amendment to legislation to facilitate information sharing between MDAs
- Improved communication with stakeholders (citizens and relevant stakeholders) on the impact of our audits on government accountability and transparency

THREATS

- Ability of MDA's to accomodate audit teams owing to space restrictions arising from COVID-19
- Cybersecurity risks
- Delays/non-submission of documentation from auditees

Figure 5: Results of environmental scan

2.2 Stakeholder Analysis

Effective stakeholder engagement is crucial to the success of the AuGD. In recognizing this, a Stakeholder Engagement Plan was developed in 2017 with the objective of clearly outlining the devised strategies that would be utilized to increase engagement with our key stakeholders whilst achieving the Department's vision and mission. Consistent reviews of our stakeholder engagement strategy are conducted to incorporate key stakeholder opinions and insights within our operating environment in ensuring that high quality and impactful audit recommendations are provided. The revised strategies are as follows:

Stakeholder Group(s)	Objectives	Strategies
Parliament	Improved cooperation with the Public Accounts Committee (PAC) of Parliament in deliberating audit reports	• Sensitize existing and new PAC members about AuGD's work and products • AuGD's verification of entity's response to PAC for deliberation at PAC sitting • PAC Meetings
Auditees	Good communication with audited entities (ISSAI 12, Principle 3)	• Continuous communication with auditees during the audit process
Internal Stakeholders	Effective communication among internal stakeholders, which will foster greater awareness and understanding of internal processes	• Scheduled meetings to disseminate information and receive feedback • Use of Internal Surveys • Internal publications to disseminate information and promote staff awareness • Relevant external publications within the public sector to promote staff awareness • Continuous training to improve learning and development • Staff recognition initiatives • Foster trust and unity amongst teams
Citizens	Keep citizens informed of the audit results and facilitate citizen's feedback	• Public access to audit reports • Citizens' feedback mechanisms • Citizens' awareness initiatives
Civil Society Organizations (CSOs)	Involvement of CSOs to inform the audit planning process and obtain feedback on audit reports	• Identify CSOs who are experts in audit topics, for participation in focus groups • Provide greater understanding of tabled reports
Cooperating Partners (Donors, Academic and Professional bodies)	Maintain good relationships with cooperating partners	• Share information on AuGD's performance outcomes • Capacity development initiatives
Media	Promote awareness of audit reports and increased interest in AuGD's work	• Increased social media presence

Table 1: Summary of key stakeholder objectives and corresponding strategies

Between October 2020 to April 2021, a series of stakeholder consultations (focus groups) were done with the following key groups: Parliament, Our Internal Stakeholders, Auditees, Citizens, Civil Society Organizations, Cooperating Partners, and the Media. Also, in September 2021, the Department hosted its Strategic Planning Retreat, to support the development of its Strategic Business Plan and Strategic Audit Plan; the aforementioned groups, along with some of our internal stakeholders (employees) were invited to participate in fruitful discussions, focused on pertinent issues concerning public financial management that would guide us in setting our overall direction in developing the plan.

Emerging from these meetings were areas where the AuGD could improve; as well as how the AuGD can capitalize on strengthened collaborative partnerships to ensure that there is greater clarity and a shared vision between the AuGD and its key influencers.

The review indicated that our stakeholders be managed as follows:

KEEP ENGAGED	KEEP INFORMED	MONITOR
Parliament	Citizens	
Internal Stakeholders (AuGD Staff)	Media	Civil Society Organisations
MDAs (Auditees)	Cooperating Partners	

Figure 6: Stakeholder Strategies

Our stakeholder engagement activities are detailed in the Department's Stakeholder Engagement Plan and Guidelines for Managing the needs for Expectations of External Suppliers.

2.3 Conclusion

It is evident from the review of the department's SWOT analysis and Stakeholder Engagement Strategies, that a number of opportunities exist for the AuGD to make considerable and impactful strides in the audit universe within which it resides. Collaborative initiatives, capacity building, increased communication with stakeholders and continued implementation of its quality management system will be its priority areas for the life of this strategic plan. Notwithstanding, its weaknesses and threats (inherent risks) will have to be effectively monitored to ensure that its performance and key deliverables are not hindered as a result of this. Therefore, the AuGD has ensured that the risks identified be recorded in risk registers, with the Enterprise Risk Management (ERM)/Information Communication Technology (ICT) Committee, a subcommittee of the Executive Management Committee, assuming the responsibility of oversight for monitoring of said risks. With these mechanisms in place, the AuGD seeks to be a public model entity, facilitating change and maintaining its relevance by improving accountability in public sector financial management and governance.

3. Programmes and Sub-programmes

The AuGD's' programmes are being planned and developed taking into consideration the National Development Plan Vision 2030 and the SDGs; and identified emerging risks in keeping with the Government of Jamaica's (GoJ's) Medium Term Economic Programme (MEP); Medium Term Socio-Economic Policy Framework and the Medium-Term Results Based Budgeting. With these in mind the AuGD's programmes and sub-programmes are as follows:

Programme	Sub-programme	Activities	Outputs		
Executive Direction and Administration	Central Administration	Direction and Administration	Policy, Planning, and Internal Governance Mechanisms	Implementation of HR Strategic Plan	Stakeholder Engagement
		Payment of Membership Fees and Contribution	Capacity Development		
Government Audit Services	Administration of Audits	Administration of External Services	Implementation Strategic Audit Plan	Quality Assurance Review	Stakeholder Management
	Backlog Project	External Audit Services or entities that are five of more years in arrears	Current FS/Appropriation Accounts		

Table 2: Alignment of Activities with Budgetary Programmes and Sub-Programmes

4. Products and Services

The audit services conducted by the AuGD represents what is presented to its clients and the public through the issuing of its audit reports. Our audit products are issued to the respective auditees. Additionally, some are included and published in the department's Annual Audit Report presented to Parliament in December of each calendar year. The department recently undertook an extensive review of its audit units in an effort to streamline and improve the delivery of its products and services. Upon completion of the review, it was determined that there would be two (2) audit streams, namely:
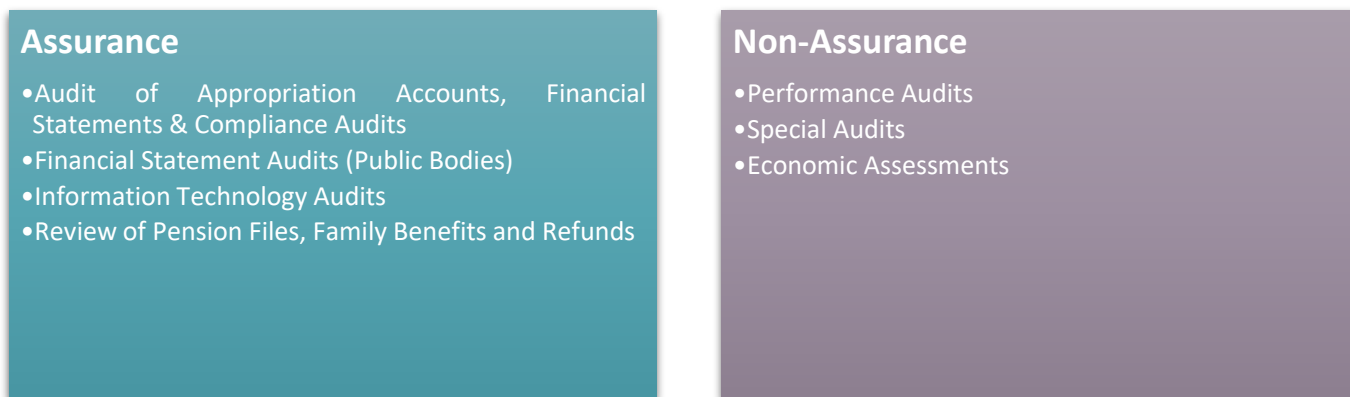
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Assurance

- Audit of Appropriation Accounts, Financial Statements & Compliance Audits
- Financial Statement Audits (Public Bodies)
- Information Technology Audits
- Review of Pension Files, Family Benefits and Refunds

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Non-Assurance

- Performance Audits
- Special Audits
- Economic Assessments

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Figure 7: Products and Services provided by the AuGD

The products and services under each are summarized below:

Figure 8: Assurance Audit Products and Services

Assurance Audits

Audit of Appropriation Accounts, Financial Statements & Compliance Audits

The Constitution dictates that the Department undertakes annual appropriation accounts audits of Ministries, Departments and Agencies

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

Financial Statement Audits (Public Bodies)

The Department certifies the statements of public bodies. A significant part of the audit capacity of the Department is allocated for this effort.

Information Technology Audits

Information Technology audits have been standardised within the operations of the Department in keeping with government entities increasing utilisation of information communication technology. Whereas IT should introduce a greater level of efficiency there are internal control risk which are difficult to identify and manage without IT audit capabilities and competence
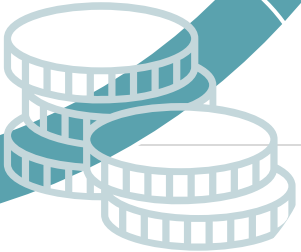
Review of Pension Files, Family Benefits and Refunds

We examine pension files to verify the computations of retirement benefits. This review is conducted to validate the accuracy of the amounts to be paid out.

Non-Assurance Audits

Figure 9: Non-Assurance Audit Products and Services

Performance Audits

Performance audits undertaken are intended to create a positive impact on public sector governance in Jamaica. These audits are selected based on emerging risks in line with the Government's National Development Plan strategies and seek to analyse whether the MDAs are achieving these outcomes economically, efficiently, and effectively

Special Audits

The Department continues to be responsive to the needs of our key stakeholders and the general citizenry. For this reason, we have deployed dedicated resources to respond to requests by the Parliament and other stakeholders; to allow for the assessment of, and probe into the use of public resources

Economic Assessments

Section 48 of the FAA Act mandates the review of the Fiscal Policy Paper. It also identifies responsibilities in relation to the Fiscal Responsibility Framework, as well as provides opinion on the risks to the 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)
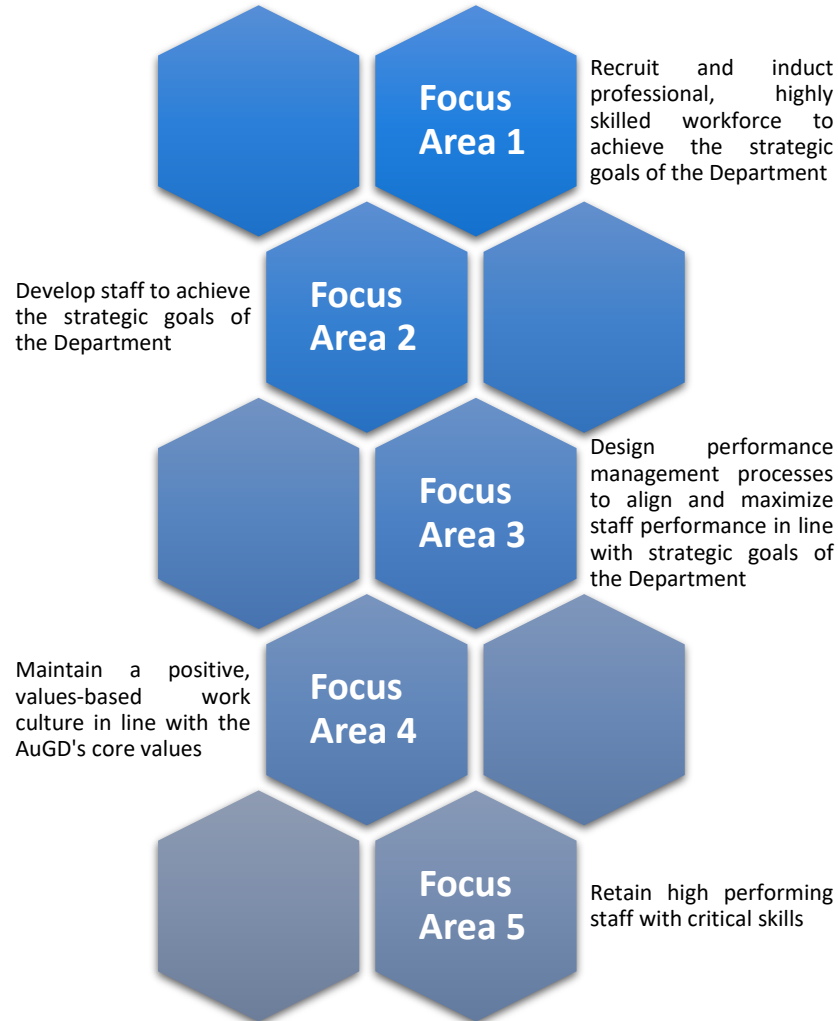Identify minimal contingent liabilities in public-private- partnerships (PPPs).

In a context of the Fiscal Responsibility Framework, public entities are required to demonstrate prudent financial management of resources per 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 Department 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

5. Human Resources Capacity Plan

The chief aim of the Departments Human Resource Management Strategy is to attract, motivate, develop, and retain a professional cadre of team members creating a culture of performance in line with the Departments core values. The unit will be finalizing its HR Strategic Plan by the close of the current financial year (FY2021/2022) for adoption and implementation commencing in April 2022.

The key components of the strategy are defined below, and will serve as the pillars of the plan:

Focus Area 1 — Recruit and induct professional, highly skilled workforce to achieve the strategic goals of the Department

Focus Area 2 — Develop staff to achieve the strategic goals of the Department

Focus Area 3 — Design performance management processes to align and maximize staff performance in line with strategic goals of the Department

Focus Area 4 — Maintain a positive, values-based work culture in line with the AuGD's core values

Focus Area 5 — Retain high performing staff with critical skills

Figure 10: Focus areas of HR capacity plan

In completing this plan, the Department will be better able to:

- Forecast its human resource demand and supply needs
- Determine gaps which may arise based on the departments methodology in determining its audit portfolio based on emerging risks. Questions such as what new competencies will be required, do our current staff complement have the required skills?
- Closing the gaps by determining if how we have organized our resources is best suited for achieving the Departments objectives. Reviewing our job profiles and implementing action plan to create the required capacity required.

5.1 Recruitment Plan

The Departments' recruitment plan for the life of this SBP is as detailed in the table blow. The planned recruitment numbers presented are in keeping with the planned reorganization of the departments audit streams in two main streams – Assurance Audits and Non-Assurance Audits. The numbers included below is not inclusive of efforts to replace staff members who have left the Department and or those who have been promoted through our recruitment and selection procedures. Planned recruitment going forward will be based on the Human Resource Management Strategic Plan currently in the development phase.

Unit/Division	Staff Complement	Anticipated Staff Compliment as of March 1, 2022	Planned 2021/2022	Planned 2022/2023	Planned 2023/2024	Planned 2024/2025	Financial Implications	Source of Funding
Executive Office	2	2	0	0	0	0	N/A	BUDGETARY ALLOCATION
Internal Audit and Quality Assurance Units	4	4	N/A	N/A	N/A	N/A	N/A	
Corporate Services	28	34	6	0	0	0	$20,666,449.44	
Assurance Audit	90	98	8	14	0	0	$53,514,106.88	
Non-Assurance Audit	29	30	1	5	0	0		
Special Initiatives								
Backlog Audit Project	10 (Phase 1) 16 (Phase 2)	10	10	0	16	0	$59,255,689.00	

Initiatives in progress

1. **A consultancy is currently in progress to conduct a review of the departments job descriptions**. The following are the key objectives of the consultancy:
   - Harmonize the different staff grades prevailing at the AuGD, by assessing job descriptions, balancing portfolios, and comparing workloads and work difficulty in view of assessing the substantive value and worthiness of staff assignments in view of optimizing human resources.

- Ensure consistency in reporting lines and subordination to the office of the Auditor General
- Ensure that there is performance delivery through a staff results framework, monitored through performance appraisals that match performance criteria with Key Performance Indicators
- Assist in enhancing the job evaluation system, to cater for areas such as resource mobilization, any Committee work, and parliamentary responsibilities. In addition, innovation and pro-activeness will form an inherent part of criteria to be assessed in job evaluation. The new system will be premised on the need to give incentives within a GOJ framework to performing staff and to retain talent, whilst ensuring that areas for improvement are consistently reviewed and monitored to derive the best performance delivery from each staff member.
- Promote performance efficiency by avoiding duplication between grades, promoting teamwork and synergy between grades, and encouraging a culture of self-driven work, with a commitment to deliver in accordance with job descriptions.
- Develop a consistent approach to measuring relative size of jobs or workloads within the Department and determining and managing job relativities.
- Ensure that the Guiding Principles and Core Values of the AuGD such as, confidentiality, honesty, and transparency be infused into the performance evaluation of staff.

2. **Recruitment of contract personnel in support of the Backlog Audit Project Phase 1 -**The Department has been actively seeking to recruit the posts following receipt of the application approvals from the Strategic Human Resource Management Division of the Ministry of Finance. The posts had been advertised three times at the time this document was being prepared. The Department is hopeful that the requisite personnel will be in place before the end of the FY. Adjustments have been made to the avenues for advertising to support the identification of suitable candidates.
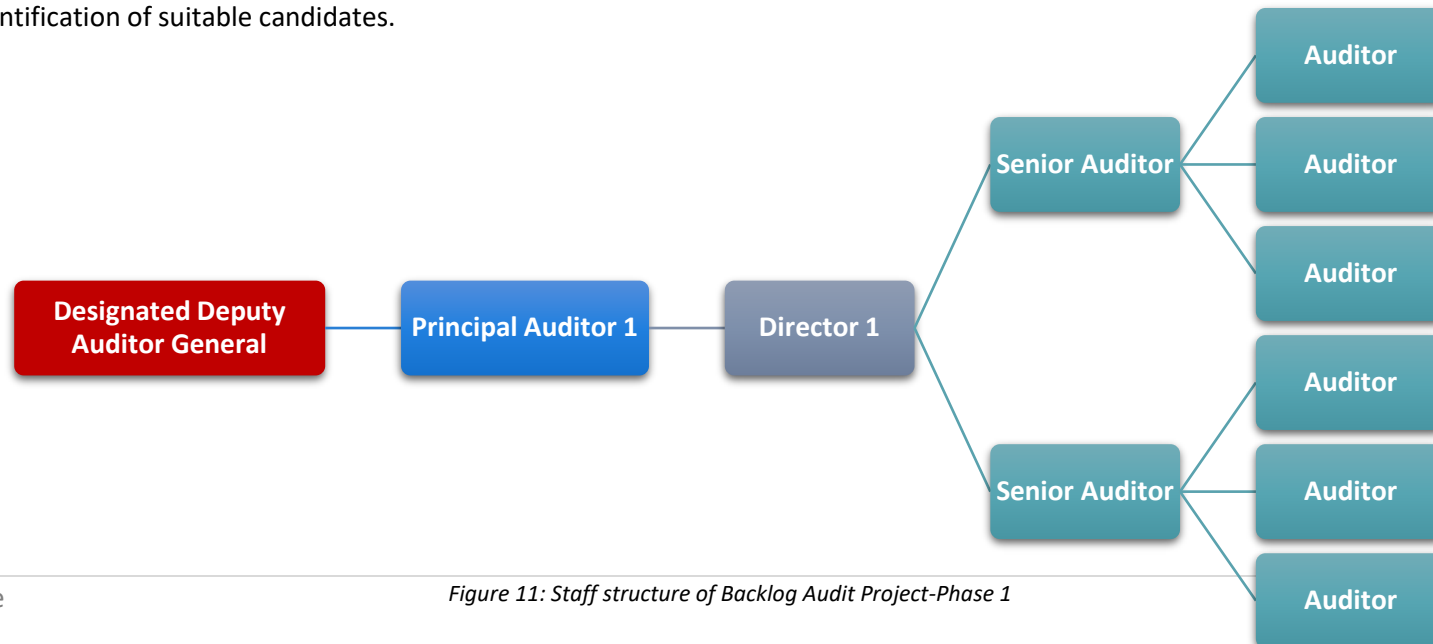
Figure 11: Staff structure of Backlog Audit Project-Phase 1

3. **Recruitment of the newly approved Information Technology Unit Structure-**The approval was received in August 2021. The recruitment process has commenced and is anticipated to be completed at the latest end of the third quarter. **It is anticipated that the operational risks and weaknesses identified in the management of applications, and increased presence of cybersecurity threats (particularly with the remote work arrangement) be effectively mitigated with the addition of two (2) new posts.**

Figure 12: Newly approved ICT Unit structure

5.2 Capacity Development Initiatives

At the core of the AuGD are its human resources. As we seek to conduct and make public high-quality audits and produce actionable audit recommendations, we must ensure that our employees are fully equipped with the required knowledge, skills, and abilities (KSAs) in meeting the demands of our stakeholders. A training plan is developed annually, aimed at addressing an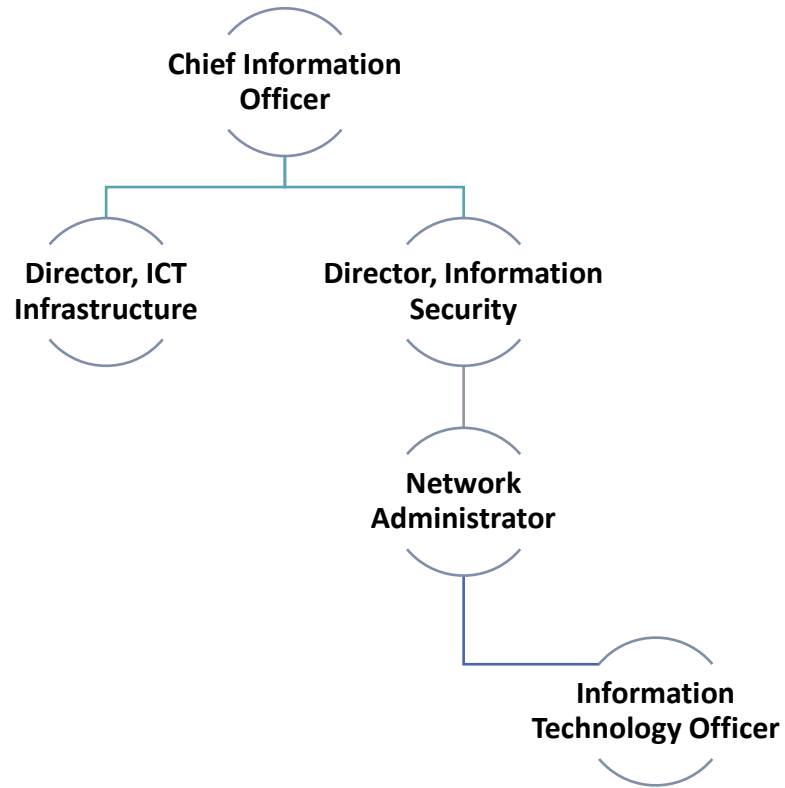y operational weaknesses that exist as evidenced by the performance evaluation reports and training needs analysis (conducted each year). The AuGD also bears in mind when developing same, the emerging trends within the business environment that could have an impact on our products and services.

Five (5) programmes have been identified as key capacity building initiatives that will be undertaken for the remainder of the 21/22 FY as well as the 22/23 FY that is on the horizon:

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┌─────────────────────────────────────┐
│          Forensic Auditing          │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│          Root Cause Analysis        │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│             Data Analysis           │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│      Evidence Collection & Analysis │
└─────────────────────────────────────┘
┌─────────────────────────────────────┐
│             Cybersecurity           │
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Figure 13: Training programmes

The prevalence of corruption has necessitated the AuGD to expand the types of audits conducted as well as the use of analytical tools in executing audits. Forensic Auditing has established itself as a dynamic and strategic tool in combating corruption, frauds, and financial crimes through investigations. As an emerging discipline, it encompasses financial expertise, fraud knowledge and understanding of the business environment; that is, the context within which it exists as well as the working legal systems that bounds it.

The AuGD has identified the need to improve its application and use of investigative skills in unearthing fraudulent activity, embezzlement and other irregularities that may be hidden in financial transactions. Additionally, with the current reliance on internet technologies, the scope of forensic auditing has expanded exponentially, as many use the internet as a medium to obfuscate illegal transactions.

In June of 2021, the AuGD (by virtue of being a member of the Caribbean Organization of Supreme Audit Institutions/CAROSAI) enrolled in a joint forensic audit training programme along with the Supreme Audit Institution (SAI) of Guyana. The programme, funded by the Inter-American Development Bank (IDB) commenced with six (6) months of "classroom" training (June 2021-September 2021). The remainder of the programme will see the execution of a pilot audit over the next six (6) months (anticipated to end by the 1st quarter of the 2022/2023 FY), where knowledge gained can be effectively applied.

To further cement the importance of learning and development, the department developed a Continuing Professional Development (CPD), policy. With this policy, employees are encouraged on a continuous basis, to improve and broaden their knowledge base, and competencies by undertaking at minimum, nineteen (19) hours of training annually at their own pace and in their own time. The AuGD will be responsible for the provision of minimum twenty (20) hours of training per year through the following programme categories

- Leadership and Development
- Communication Skill Enhancement Programmes
- Technical/Specialized Programmes
- Human Relations Programmes
- Programmes on Company Policies and Procedures

It is expected that this will promote and foster a culture of learning within the AuGD.

5.3 Hosting of the INTOSAI CBC Meeting

The AuGD in addition to its legislative framework and CAROSAI membership, operates under the umbrella of the International Organization of Supreme Audit Institutions (INTOSAI). An arm of INTOSAI-the INTOSAI Capacity Building Committee's (CBC) goal number 2 (capacity development) speaks to promoting and building the capabilities and professional capacities of SAIs. The AuGD will have the privilege of hosting the INTOSAI CBC conference in the 2023.

6. Current Organizational Performance

The performance of the Department has been in keeping with past performance parameters for the first two quarters of the FY in spite of a number of constraints, inclusive of the impact of the COVID-19. These constraints were inclusive of but not limited to:

- **Communication with our clients, MDAs.** The planned timelines for some audits had to be adjusted as the field work component required adjustments resulting from the availability of space at the clients office as well as the clients own staff operating from home in some instances.

- **Receipt of Information from Clients-** Failure to submit information requested in a timely manner has also hindered the delivery of audits within the stipulated timeline. Audit teams have had to reschedule to other quarters the tabling of reports due to outstanding data as well as time taken to receive a response from the entities for the draft reports issued to them. Effective follow-up measures will have to be included in the AuGD's strategy to reduce this occurrence. This receipt of information from clients is inclusive of instances where statements are returned to clients for correction and the client fails to return within the stipulated timeline.

- **Information Technology Resources**. The AuGD heavily relies on the use of technology for the efficient execution of its audits. Currently, the IT Unit is comprised of two (2) officers and are tasked with providing support to a staff compliment of approximately one hundred and sixty-four (164). The full adoption of MS365 alongside the significantly high demands for VPN access to allow for syncing with audit software in office, placed a significant strain on the small IT unit within the Department. This triggered a review of the unit's structure with a proposed increase from two (2) to five (5) officers, which was subsequently granted by MoFPS (recruitment expected to follow in the upcoming months). The execution of our audits is supported through the use of auditing software (CaseWare and TeamMate) and other relevant software applications for increased efficiency of tasks. With three (3) new vacancies to be filled, the unit will be better able to provide assistance to staff and management/control of ICT related risks.

- **Records and Information Management.** Operational changes within the RIM unit were required in response to the large volume of data (both hard and soft copy) being received on a daily basis. Additionally, MDAs were encouraged to submit where possible, soft copies of required and other relevant documents to facilitate timely access to records given the constraints imposed by the COVID-19 pandemic and continued implementation of the GoJ Records Management Project.

6.1 Summary of Performance-April 2021 to September 2021

6.1.1 Assurance Audits

Audit Type	Target	Certified/ Completed	Issued	Issued/ Returned to client for signature	Issued/ Returned to client for correction	WIP	Total # of Audits Actioned	% Achieved
Financial Statements	39	37	0	2	7	7	39	94.8%
Appropriation Accounts	52	30	0	0	3	22	52	57.6%
Compliance	7	N/A	2 (includes draft report issued to client)	1	0	3	6	14.28%
Accountant General Statements	7	2	0	0	4	1	7	85.7%
I.T. Audits	2	0	1	0	0	1	2	50%

Table: Breakdown of achievements for first 6 months of 2021/2022 FY-Assurance Audits

6.1.3 Non-Assurance (Performance, Special Audits and Economic Assessments)

Audit Type/ Unit	Target	# Of Reports Issued	# Of Reports Tabled	WIP	Total # of Audits Actioned
Performance	3	0	1	2	3
Special	1	0	0	2	2
Economic Assessment	2 (includes review of FPP along with execution of 2 audits)	1	1 (Execution of Interim Fiscal Policy Paper Review)	1	3

7.1 Clearing Backlog of Audits: The Backlog Audit Project

The AuGD is entrusted with undertaking audits of Financial Statements prepared by Municipal Corporations, Statutory Bodies (not all), some Internationally Funded Projects and Executive Agencies; as well as reviews of annual Appropriation Accounts of Ministries, Departments and Agencies (MDAs). Over the years, there has been a backlog of audits, which can be attributed to the low submission rate of statements by auditees, as well as lack of resources, to effectively clear the backlog within the required time. With this in mind, the department had developed a strategy aimed at reducing the number of unaudited financial statements; namely, a backlog audit project. This will be accomplished in two (2) phases. Originally, phase one (1)-Backlog of Municipal Corporations, was expected to commence by the 1st quarter of the 2021/2022 FY, however, significant delays have been experienced in identifying and recruiting suitably qualified individuals. This means that our project timelines will have to be readjusted, until the requisite personnel are found to execute the key deliverables. It is anticipated that by the 4th quarter of the 2021/2022 FY, the project will be underway. The 1st phase will last for a total of three (3) years (see detailed listing of audits to be conducted in Appendix).

Phase two (2)-Backlog of Financial Statements and Appropriation Accounts of MDAs and other Public Bodies, should begin in year two (2) of phase one (1). It is hoped that a policy decision from the Ministry of Finance and the Public Service will be granted, so entities with outstanding Financial Statements and Appropriation Accounts will have to surrender same to the AuGD to facilitate the execution of the required audits.

The achievements against stated targets and deliverables of this audit will be measured and included in the department's reporting and monitoring framework.

8. Strategy Map

Vision: A better country through effective audit scrutiny

AuGD's Medium Term Strategic Priorities

SO-1
Independent & high quality audits to improve public financial management & governance

SO-2
Promotes and engenders change in the public service through effective stakeholder engagement

SO-3
AUGD is a model public entity with an inclusive & engaging culture

Stakeholder Perspective

Improved communication with internal stakeholders; Effective communication with external stakeholders

Access to subject area specialists to support audit activities especially highly technical areas

Effective management of the Department's budgetary allocation

Improved procurement planning

Increased efficiency in collecting fees (AIA)

Public Financial Perspective

Internal Business Process Perspective

Automation of select procedures within HR & RIMU

Utilization of Technology to support continued and effective communication

Quality Management
Quality Assurance Reviews
Maintenance of QMS

Learning & Growth Perspective

Strategic approach in the development & execution of training programmes

Performance Management
Performance Evaluation & Training Needs/Gap Analysis

Core Values: Independence, Professionalism, Objectivity, Credibility, Integrity, Transparency, Collaboration & Involvement

Figure 16: AuGD's Strategy Map

9. Programme Implementation

9.1 Execution of Audits

PROGRAMME OBJECTIVE:	Description & Context:
− **Independent and high-quality audits to improve Public Financial Management & Governance** − **Promotes and engenders change in the public service through effective stakeholder engagement** − **AuGD Is a model public entity with an inclusive and engaging culture** **SUPPORTING GOJ POLICY PRIORITY:** *National Outcome #6: Effective Governance*	Execution of Audits: − **Assurance Based: Appropriation Accounts, Financial Statements, Compliance Audits, and Information Technology Audits** − **Non-Assurance Based: Performance Audits, Economic Assessments and Special Audits** **Programme Coordinator: Respective Portfolio owners**
Vision 2030 National Goal: 2, The Jamaican Society is Secure, Cohesive and Just.	Sector Outcome: N/A Budget No.:
Vision 2030 National Outcome: 6 – Effective Governance; 6-7 Strengthen accountability and transparency mechanisms.	**Contribution to GOJ Strategic Priority:** The AuGD, by the execution of audits will promote a culture of openness and accountability; improved transparency in the public service, ensuring sound public financial management is maintained.

RESULTS MATRIX													
Programme/ Subprogramme	Intended Results	Performance Indicator	Baseline FY2020/2021	2021/2022 Projected Outturn	2021/22 Estimate/ Target	Cost ($)	Projection (Forecast) & Costs ($'000)						Owner: Dept/ Div.
							2022/23	Cost ($)	2023/24	Cost ($)	2024/25	Cost	
Execution of External Audits	**Audits Executed**	**Outcome:** Number of audit reports issued; Time planned versus time actual time to complete audit	% Of Audits executed	75% of target	85% of target	**610,613,445**	Minimum 91% of target	**631,223,000**	Minimum 91% of target	**643,003,000**	Minimum 91% of target	**627,720,000**	Assurance/ Non-Assurance Audit
	QAR Executed	**Outcome:** QAR completed for 10% of all audits undertaken	57% Of QARs executed	50% of target	50% of target		QAR completed for 12% of all		QAR completed for 12% of all		QAR completed for 12% of all		QAR Unit

Programme/ Subprogramme	Intended Results	Performance Indicator	Baseline FY2020/2021	2021/2022 Projected Outturn	2021/22 Estimate/ Target	Cost ($)	Projection (Forecast) & Costs ($'000)						Owner: Dept/ Div.
							2022/23	Cost ($)	2023/24	Cost ($)	2024/25	Cost	
							audits undertaken		audits undertaken		audits undertaken		
Backlog Project	**Outcome:** 90% of GOJ entities audits are current					58,651,578	TBD	59,255,689	TBD	61,033,359	TBD		Designated DAG
Staff Costs													
Cash Grants							0		0		0	0	
Administrative Costs													

9.2-Governance and Quality Management

PROGRAMME OBJECTIVE:	Description & Context:
	Corporate Services and Internal Audit Functions
– Independent and high-quality audits to improve Public Financial Management & Governance	
– **Promotes and engenders change in the public service through effective stakeholder engagement**	**Programme Coordinator: Respective Portfolio owners**
– AuGD Is a model public entity with an inclusive and engaging culture	
SUPPORTING GOJ POLICY PRIORITY:	
National Outcome #6: *Effective Governance*	

Vision 2030 National Goal: 2, The Jamaican Society is Secure, Cohesive and Just.	Sector Outcome: N/A	Budget No.:

Vision 2030 National Outcome: 6 – Effective Governance; 6-7 Strengthen accountability and transparency mechanisms.	Contribution to GOJ Strategic Priority: To manage the governance structures and quality management systems within the AuGD

RESULTS MATRIX													Owner: Dept/ Div.
Programme/ Subprogramme	Intended Results	Performance Indicator	Baseline FY2020/2021	2021/2022 Projected Outturn	2021/22 Estimate/ Target	Cost	Projection (Forecast) & Costs ($'000)						
							2022/23	Cost ($)	2023/24	Cost ($)	2024/25	Cost	
Training & Development	Knowledge gaps addressed	Outcome: 75% of Training plan executed PDPs completed for 100% of staff	28% of training plan implemented	85% of training plan implemented	75% of Training Plan Executed	**14,000,000**	75% minimum execution of training plan	20,000,000	75% minimum execution of training plan	TBD	75% minimum execution of training plan	**TBD**	Human Resource Management & Administration
Preventative Maintenance/ Management of Network Applications/ Infrastructure/ Security	Reduced downtime Increased operational efficiencies	Outcome: Reduced downtime /increased operational efficiencies	TBD	80% completion of all defined deliverables	Restructuring of ICT Unit New SLA and purchase of infrastructure/ equipment		New SLA and purchase of infrastructure/ equipment	30,322,271.45	New SLA and purchase of infrastructure/ equipment	TBD	New SLA and purchase of infrastructure/ equipment	TBD	Information Technology Unit
Quality Management	Implementation of governing procedures/ processes within the AuGD-QMS	Outcome: Processes/ procedures reviewed/ updated and implemented	1st ISO 9001 Certification	Retention of Certification (passing requirements of the ISO Surveillance Audit)	QMS Audit and System Review	500,000.00	QMS Audit and System Review	500,000.00	QMS Audit and System Review	TBD	QMS Audit and System Review	TBD	QMS Audit Team and System Reviews
Staff Costs													
Cash Grants						0		0		0		0	
Administrative Costs													

10. Medium Term Financial Resource Plan

Prog. #	Programme	Sub-Prog. #	Sub-Programme	2020/21 Actual Outturn (J$000)	2021/22 Approved (J$000)	2021/2022 Revised (J$000)	2022/2023 Estimates (J$000)	2023/24 Forecast (J$000)	2024/25 Forecast (J$000)	2025/26 Forecast (J$000)
001	Executive Direction & Administration		Central Administration	265,060,882.80	303,038,176.00	303,080,176.00	358,046,000.00	354,721,000.00	377,339,000.00	396,038,000.00
	Government Audit Services		Administration of Audits	562,862,912.82	610,613,445.00	610,613,445.00	631,223,000.00	643,003,000.00	627,720,000.00	639,411,000.00
			Backlog Audit Project	N/A	58,651,578.00	58,651,578.00	59,255,689.00	61,033,359.00	N/A	N/A

11. Measurement and Evaluation of Organizational Performance

11.1 Balanced Scorecard

OBJECTIVES	MEASURES (PERFORMANCE INDICATORS)		TARGETS	INITIATIVES	MEDIUM-TERM BUDGET ($)
STAKEHOLDER PERSPECTIVE					
Improved communication with internal stakeholders **Effective communication with external stakeholders**	–	75% Of Communication and Stakeholder Engagement (SES) Strategy Plan executed	Execution of Communication Plan and SES Plan	Review of CP/ SES to devise new/ update existing stakeholder engagement strategies	2,500,000.00
	–	Number of unique visitors (website/ social media platforms)			
	–	Incremental increase from perception/ satisfaction surveys of clients			
Access to subject area specialists to support audit activities especially highly technical areas	–	# Of specialists utilized	TBD	Identification of pool of subject area specialists who can provide technical support in audit planning and analysis activities	497,211.62
FINANCIAL PERSEPECTIVE					
Effective management of the Department's budgetary allocation	–	% Budget variance	Cash flow procedures streamlined and managed in keeping with the Department's strategy	Development of SOPs/ Desk Manuals for accounting procedures Maintenance and monitoring of risk register	2,000,000.00
Improved Procurement Planning	–	% Of procurement plan implemented/ executed	75% of procurement plan executed as scheduled	Recruitment of Director, Procurement (Procurement Officer has already been acquired) for establishment of a full procurement unit	1,850,163.12
	–	Ratio of planned items procured versus items not included in procurement plan	10% reduction in the number of items procured outside of the procurement plan	Development of procurement protocols (SOPs) in relation to services accessed by the AuGD	
Increased efficiency in collecting fees (AIA)	–	Collection rate for AIA	75% of AIA collected within 30 days of invoice being issued	Re-engineering of procedures/ processes governing the issuance of invoices and final certified statements to clients via the RIMU	5,000,000.00
	–	Invoicing of clients within 3 w.d.			
	–	Average days in accounts receivables			
INTERNAL BUSINESS PROCESS PERSPECTIVE					
Automation of select procedures within HR and RIMU	–	Project implementation as per project schedule	All HR files available electronically by FY 2022/2023	AuGD paperless, with increased efficiencies in operational processes/ Digitization	TBD
	–	% Of projects completed over budgeted hours			
	–	Establish baseline for successful change implementations	Project plan and funding identified for E-RIM functions allowing for full automation FY2024/2025		
Utilization of Technology to support continued and effective communication	–	15% increase in staff satisfaction levels	Incremental increase in staff satisfaction levels	Use of various communication tools-M365 within the AuGD (Yammer, Kaizala) to support discussion boards around audit as	TBD

| OBJECTIVES	MEASURES (PERFORMANCE INDICATORS)	TARGETS	INITIATIVES	MEDIUM-TERM BUDGET ($)
			well as other matters that may impact and or affect team member	
Quality Management-Quality Assurance Reviews and Maintenance of QMS	– 100% adherence to requirements of ISO-9001:2015 QMS	Annual audit and review of QMS	Management of QMS system and continual review and improvements of procedures and processes	500,000.00
LEARNING AND GROWTH PERSPECTIVES				
Strategic approach in the development and execution of training programmes	– Execution of a minimum of 75% of annual training plan – Minimum 21 hours training per employee – Effectiveness of training programmes – Satisfaction rate in training programmes (participant and supervisor)	Fully competent and knowledgeable workforce	Enrolment of employees to learning and development programmes provided by the AuGD Structured on-the-job training to utilize coaching, shadowing, and peer-assisted learning Continuing Professional Development (CPD) Policy implementation and sensitization HR Strategic Plan	20,000,000.00
Performance Management: Performance Evaluation and Training Needs/Gap Analysis	– 95% compliance with PER completion – 15% increase in staff satisfaction rate	Increased staff satisfaction levels	Rewards and Recognition Programme Annual execution of TNA	TBD

11. 2 Monitoring and Evaluation Plan

11.2.1-Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data	Departmental-level major tasks to realize the objective of the priority policy, programme, or project	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme, or project)						Monitoring Methods
				Year (2021/2022)		Year (2022/2023)		Year (2023/2024)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Execution of External Audits	2 Special Audit, 40 Assurance (Appropriation Accounts), 40 Financial Statements Audits, 3 Performance Audits, 2 IT audits, 2 FSA and 2FPP reviews)	Reports/Certificates were issued for 34% of planned audits.	Execution of scheduled audits as per the SAP	91	Quarterly	91	Quarterly	91	Quarterly	Quarterly Performance Reports; Audit mid-point reviews and Quarterly Performance Evaluations of team members
Audit Quality Assurance Control	Hot/Cold QAR conducted for 10% of audits undertaken during the FY	40% of target achieved	Identification of high-risk audits to be QAR prior to issuance of audit reports; Identification of cold audits to be reviewed.	10%	Quarterly	12%	Quarterly	12%	Quarterly	QAR reports; Quarterly Performance Reports and Quarterly Performance Evaluation of team members
Backlog Project	261 audits completed over three years.	NA	Execution of audits	40%	Quarterly	40%	Quarterly	20%	Annually	Quarterly Performance Reports: Financial Statements submitted to DAG/AG for review as per audit plan
Training and Development	Minimum 75% of training plan executed PDPs developed for each staff member	28% of training plan executed	Execution of capacity development plan; PDPs developed for all staff members.	40% of PDPs 75% Training Plan	Quarterly	60% of PDPs 75% Training Plan	Quarterly	75% Training Plan	Quarterly	Training Evaluation Forms; Quarterly Performance Reports and Quarterly Performance Evaluation of team members
Preventative maintenance/management of network applications/infrastructure and security	Execution of SLA regarding preventative maintenance Network management logs Acquisitions, installation, and utilisation of security systems/equipment – data protection	NA	Network monitoring and management	Network monitoring and management	Quarterly	Network monitoring and management	Quarterly	Network monitoring and management	Quarterly	Quarterly performance reports; Network monitoring and management reports; ICT Steering Committee Minutes/action sheets
Quality Management	Documentation Master Listing maintained Sensitisation sessions for new/amended policies/procedures	NA	Documentation/Review of critical business procedures and procedures	Renewed certification	Annual	Renewed certification	Annual	Renewed certification	Annual	Status reports and approval and implementation status reports from process owners.

11.2.3-Evaluation Plan

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method(s)	Entity Responsible for Evaluation
Execution of External Audits	Minimum of 75% of all planned audits executed	91 audits of select MDAs executed and reports issued	Quarterly – Performance Review	Annual and Quarterly	Performance Reports, Quality Assurance Reviews, Performance Evaluation of team members and post audit surveys	Corporate Services Division with submission to EMC
Audit Quality Assurance Control	10% of audit plan undergoing a quality assurance review	Reduction in number of issues raised per PA audit work reviewed.	Annual	Annual	QAR report	Quality Assurance Unit and submitted to EMC
Backlog Project	Clearing of backlog of 261 audits	All MDAs FS/APP. Act. Are current	Quarterly – Performance Review	Quarterly	Performance Reports, Quality Assurance Reviews (Sample), Performance Evaluation of team members and post audit surveys	Project Coordinator
Training and Development	Knowledge gaps identified from PERs/Performance reviews addressed	Improvement in performance within the Department	Quarterly	Quarterly	Status report, post training evaluation forms and performance evaluations	HRMA/CSD/HREC
Preventative maintenance/management of network applications/infrastructure and security	Agile IT infrastructure to support gains in operational efficiencies	Improvements in IT infrastructure/stability	Quarterly	Quarterly	Performance report against the ICT strategic Plan; Network monitoring and management report	CSD/ICT Steering committed with submission to EMC
Quality Management	Efficient and effective procedures and policies to guide the Departments operations	Maintained QMS systems that is continually improved	Annually	Annually	Review of policies and procedures via the Policy Review committee and through process mapping	CSD/PRC/EMC
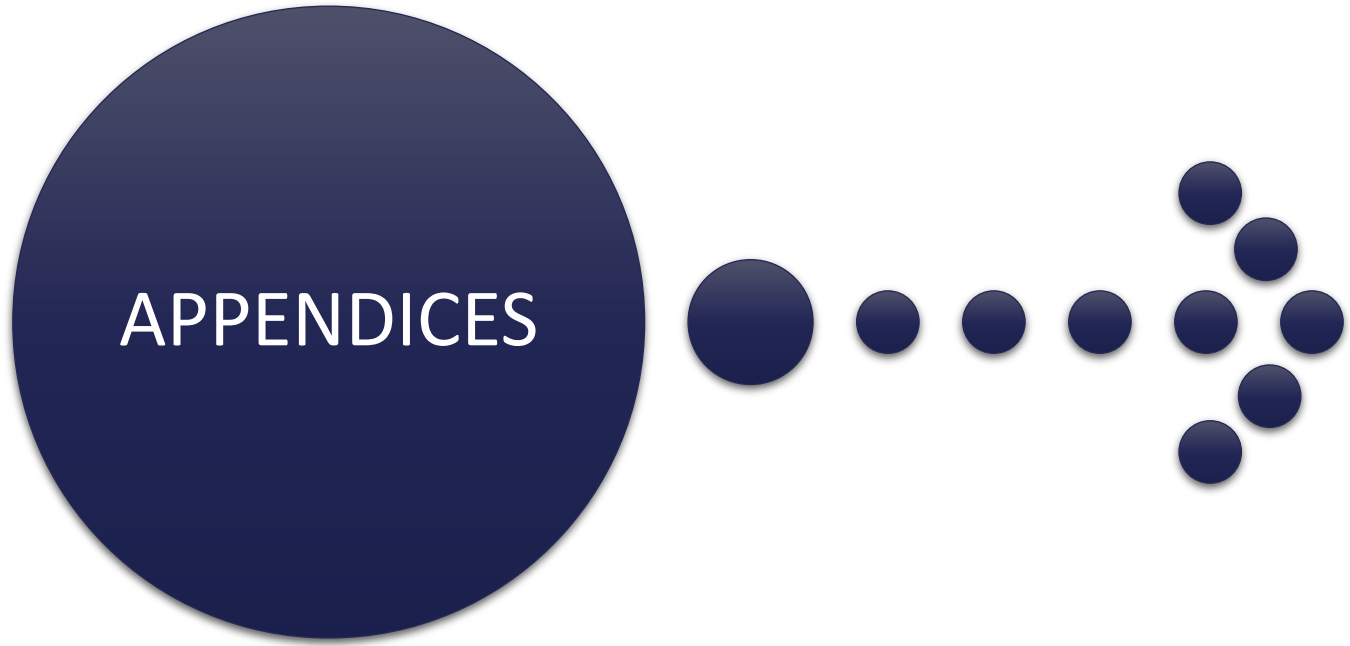
APPENDICES

12. Appendices

12.1 Risk Management Registers

Risk #	Risk Identified	Risk Description	Risk Root Cause	Current Controls	Impact/ Consequence	Likelihood/ Probability	Probability/ Impact Matrix	Risk Acceptance	Risk Response	Control Activities	Risk Owner	Status
Assurance Audit	**Poor quality outputs (poor planning templates, working papers & reports)**	The risk that reports issued are not in keeping with quality standards of the department, resulting in reputational risks and undetected issues	Inconsistency in the use of guidance/ documentation/ manuals	Audit manuals-Annual review of manuals	4	5	20			Succession planning within units. Ensuring that knowledge and experience in completing aspects of an audit are built into each assignment undertaken allowing for continuance	Principal Auditors	Ongoing
			Lack of knowledge in use of audit tools	Audit software champions								
			Inadequate training to address performance weaknesses identified	PERs/ Training Needs Assessments								
			Resistance to new methodologies									
	Failure to meet financial year targets	The risk that performance targets for the FY are not met resulting in the department failing to meet its strategic targets for the FY.	Malfunctioning/ lack of tools	Performance evaluations completed and identified weakness and or strengths of team members addressed/ supported	4	5	20	Unacceptable	Take action with highest priority	• Frequent review meetings (Teams) • Increased Coaching related to audit evidence gathering • Mid-point review Regular dissemination and sharing of information within teams/ unit and general staff where applicable	Principal Auditors	Ongoing
			Insufficient staff	Compliance with guidelines/ frameworks/ manuals by all members of the team								
			Planning Failure	Increased efficiently of review process								
			Resistance to new methodologies	Persuasion and training								
			Insufficient/ Inappropriate Audit Evidence	Adequate and timely review of audit work								

Risk #	Risk Identified	Risk Description	Risk Root Cause	Current Controls	Impact/ Consequence	Likelihood/ Probability	Probability/ Impact Matrix	Risk Acceptance	Risk Response	Control Activities	Risk Owner	Status
			Inadequate monitoring and review of audit work	Sufficient monitoring and review of audit work/ Virtual Audits								
			Delay/Lengthy review process									
			Delay in submission of documents/ response from auditee									
			Inadequate guidance									
			Changes in audit scope									
			Inadequate timeline									
Assurance Audit	**Limited audit knowledge and experience of some team members - (Not all persons recruited and or assigned to the unit have experience and knowledge in the basics of auditing)**	The risk that current staff compliment assigned to the unit do not have the experience and or requisite knowledge of auditing basics - evidence gathering and analysis, resulting in significant delays in completing audits and material control weaknesses are not identified.	Failure to comply with auditing standards.	Providing training, firm guidance and procedures, consultation processes and technical support.	4	5	20	Unacceptable	Take action with highest priority	Providing additional training and guidance on audit evidence, professional scepticism, and reliance on other auditors and the use of experts. Consider using real life case studies	Principal Auditors	Pending/ Ongoing
			Insufficient or lack of guidance from team lead.	Supervisory review at three levels						Supervision and review, including greater Audit Principal involvement in working with audit teams in the planning and execution of audits, robust review processes during the engagement, robust post-completion quality reviews, and real-time quality reviews of engagements		
			Lack of professional judgement and scepticism	Documented IT Audit Manual						Formal competency gap analysis	Principal Auditor, Director Human	
			Inadequate time being assigned to the audit phases	Peer reviews								
			Inadequate budgetary support for technical training	In-house training on audit documentation and audit evidence								

Risk #	Risk Identified	Risk Description	Risk Root Cause	Current Controls	Impact/ Consequence	Likelihood/ Probability	Probability/ Impact Matrix	Risk Acceptance	Risk Response	Control Activities	Risk Owner	Status
			Technical training not available in the time and format required	Annual assessment of training needs							Resource Development and Deputy Auditor Generals	
			Inappropriate assessment of skills and competency gaps	Capacity development through in-house training & engagement of staff with relevant skill sets								
				Coaching and interim reviews by Team Lead.								
				individualized planning meeting to discuss audit procedures and expectations.								
				The Department requires staff to complete 40 hours of CPDs per year								
Assurance	**Audit team lacks the IT skills and competencies to effectively execute audits**	The risk that current staff compliment assigned to the unit do not have the experience and or requisite knowledge of auditing basics - evidence gathering and analysis, resulting in significant delays in completing audits and material control weaknesses are not identified	Failure to comply with auditing standards	Supervisory review at three levels	4	5	20	Unacceptable	Take action with highest priority	Formal competency gap analysis Recruitment and reorganization of staff based on the required profiles for IT Audit	Principal Auditor, Director Human Resource Development,	Pending/ Ongoing
			Insufficient or lack of guidance from team lead	Documented IT Audit Manual								
			Lack of professional judgement and scepticism	Peer reviews								
			Inadequate time being assigned to the audit phases	In-house training on audit documentation and audit evidence								

Risk #	Risk Identified	Risk Description	Risk Root Cause	Current Controls	Impact/ Consequence	Likelihood/ Probability	Probability/ Impact Matrix	Risk Acceptance	Risk Response	Control Activities	Risk Owner	Status
			Inadequate budgetary support for technical training	Annual assessment of training needs.							Deputy Auditor General - for new controls	
			Technical training not available in the time and format required	Capacity development through in-house training & engagement of staff with relevant skill sets								
			Inappropriate assessment of skills and competency gaps	Coaching and interim reviews by Team Lead

Individualized planning meeting to discuss audit procedures and expectations.

The Department requires staff to complete 40 hours of CPDs per years | | | | | | | | |
| Non-Assurance | **Reduced Complement** **Staff** | The risk that the team's ability to execute the audit may be hampered in process adjustments required based on COVID-19 protocols which have resulted in changes to the working model due to remote work for the clients | Staff being infected with COVID-19 | Remote work allowances and observation of covid protocols with AUGD offices/Clients offices | 3 | 5 | 15 | Unacceptable | Take action with highest priority | Succession planning within units. Ensuring that knowledge and experience in completing aspects of an audit are built into each assignment undertaken allowing for continuance

Re-scope audit.
Frequency of staff needs assessment | Principal Auditors | Ongoing |
| | | | Resignations and reallocation of staff to other units | Continuous training of team members | | | | | | | | |

Risk #	Risk Identified	Risk Description	Risk Root Cause	Current Controls	Impact/ Consequence	Likelihood/ Probability	Probability/ Impact Matrix	Risk Acceptance	Risk Response	Control Activities	Risk Owner	Status
		as well as the AGD and in some instances has resulted in reduced efficiencies	Unavailability of clients to provide information that requires them being able to pull/retrieve physical files/information	Formal process for the reassignment of team members								
Quality Assurance	**Inadequate personnel to conduct all 'hot' audits**	The risk that the number of officers assigned to QA is insufficient to allow for the QA review of "hot" audits as required to minimise reputational risks to the department.	Insufficient number of QA personnel available to review all 'hot' audits	Selection of 'hot' audits for review is based on risk-based approach and the decision of the AG	3.5	4	14	Unacceptable	Take action to reduce risk		Senior Director	Pending

12.2 Logic Model-Execution of Audits

Programme Name:
- **Government Audit Services**

Programme Objective
- **Independent and high-quality audits to improve Public Financial Management & Governance**
- **Promote and engender change in the public service through effective stakeholder engagement**
- **AuGD is a model public entity with an inclusive and engaging culture**

Sub Programme Name
- **Administration of Audits & Backlog Projects**

Sub Programme Objective
- **Audits executed across Ministries, Departments and Agencies with increased focus on high-risk operational areas**

INPUTS

Mobilised Resources

Submission from clients

Assignment of Auditors

Identification & Contracting of Specialists

Recruitment of Project Team

OUTPUTS

Activities

Execution of Strategic Audit Plan

Execution of Backlog Audit Project

Products of Services

Assurance Audit Reports (Includes Financial Statements, Appropriation Accounts, I.T. Audits, Review of Pensions and Family Benefits)

Non-Assurance Audit Reports

(Economic Assessments/Fiscal Policy Paper Reviews, Performance Audit Reports, Special Audit Reports)

OUTCOMES

IMMEDIATE

Increased Accountability

Acceptance & Implementation of Recommendations

Backlog of audits cleared

Financial Statements & Appropriation Accounts of GoJ Entities Current

INTERMEDIATE

Systematic audit findings as defined in the Department's thematic map addressed

Increased compliance in GoJ governance mechanisms

LONG-TERM

Improved service delivery in MDAs

Effective audit scrutiny of GoJ entities, allowing for increased efficiency, effectiveness and economy

ASSUMPTIONS

Clients will make submissions within the agreed timeframe

Required competencies assigned to audit assignments supported by subject area specialists where required

EXTERNAL FACTORS

Clients will make submissions within the agreed timeframe

Required competencies assigned to audit assignments supported by subject area specialists where required
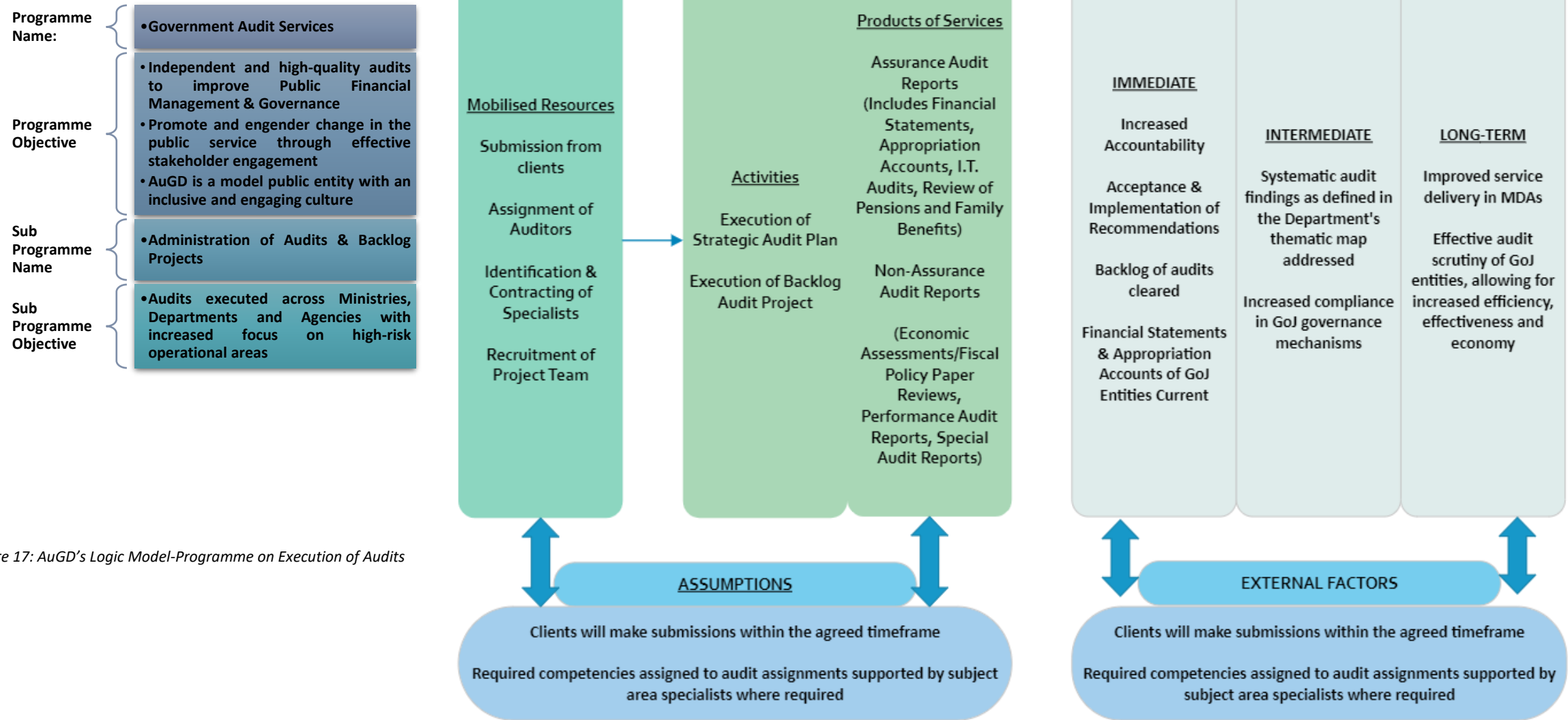
Figure 17: AuGD's Logic Model-Programme on Execution of Audits

12. 3 Logic Model-Executive Direction and Administration

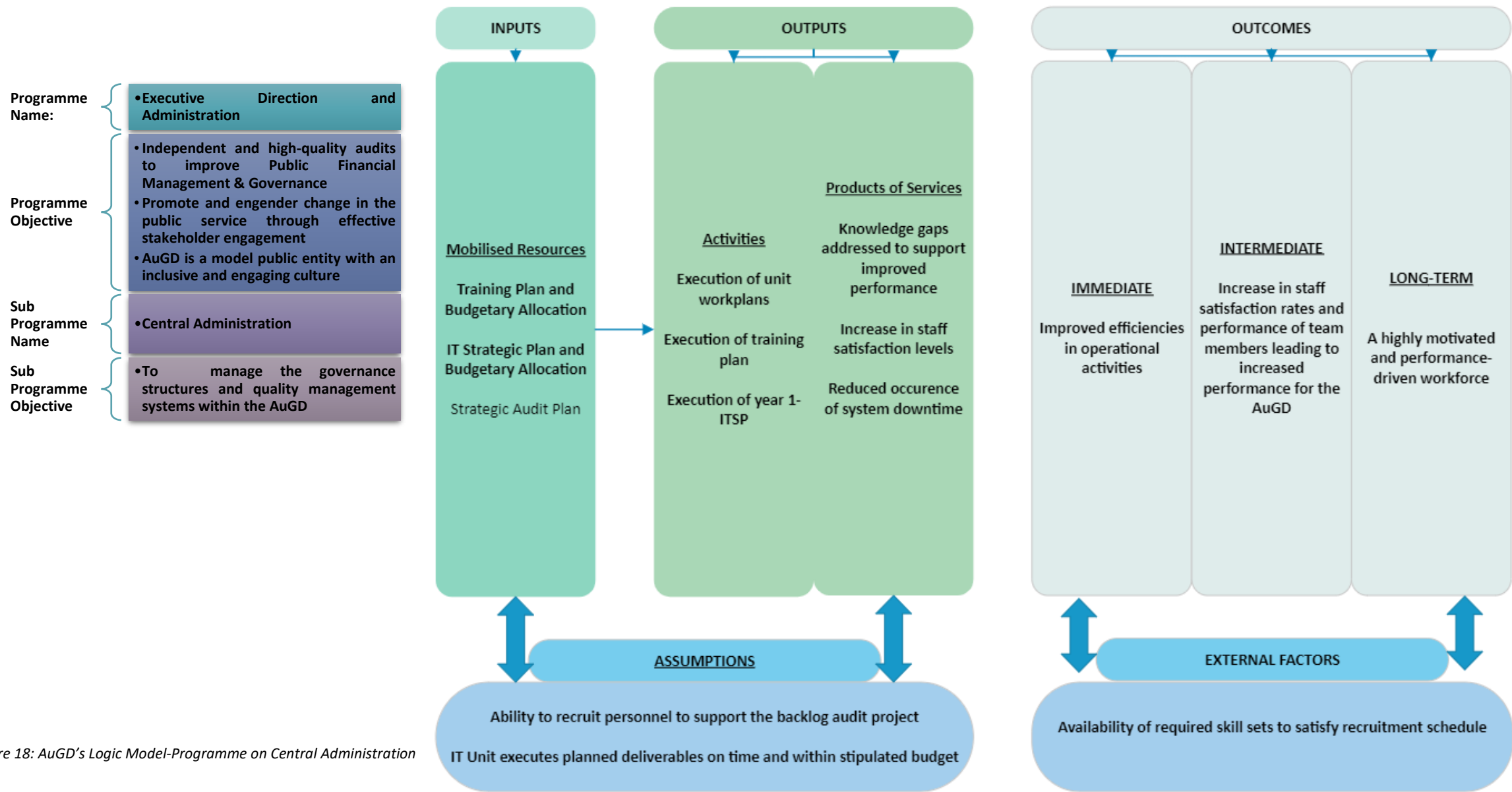Figure 18: AuGD's Logic Model-Programme on Central Administration

Label	Content
Programme Name:	• Executive Direction and Administration
Programme Objective	• Independent and high-quality audits to improve Public Financial Management & Governance • Promote and engender change in the public service through effective stakeholder engagement • AuGD is a model public entity with an inclusive and engaging culture
Sub Programme Name	• Central Administration
Sub Programme Objective	• To manage the governance structures and quality management systems within the AuGD

INPUTS

Mobilised Resources

Training Plan and Budgetary Allocation

IT Strategic Plan and Budgetary Allocation

Strategic Audit Plan

OUTPUTS

Activities

Execution of unit workplans

Execution of training plan

Execution of year 1- ITSP

Products of Services

Knowledge gaps addressed to support improved performance

Increase in staff satisfaction levels

Reduced occurence of system downtime

OUTCOMES

IMMEDIATE

Improved efficiencies in operational activities

INTERMEDIATE

Increase in staff satisfaction rates and performance of team members leading to increased performance for the AuGD

LONG-TERM

A highly motivated and performance-driven workforce

ASSUMPTIONS

Ability to recruit personnel to support the backlog audit project

IT Unit executes planned deliverables on time and within stipulated budget

EXTERNAL FACTORS

Availability of required skill sets to satisfy recruitment schedule

12.4 Backlog Audit Listing

Audits included in the backlog exclude statements which have not been submitted for the FY2019/2020. The total backlog as of November 2020 amounts to two hundred and sixty-one (261).

Head	Ministry, Statutory Bodies and Executive Agencies	Type of Statement	Years	Number of Years
	Forestry Department (*)	Accrual basis	2017/2018 - 2018/2019	2
	National Environment and Planning Agency (*)	Accrual basis	2018/2019	1
	Jamaica Custom Agency (*)	Accrual basis	2017/2018 - 2018/2019	2
	National Commission on Science and Technology	Cash basis	2014/2015 to 2018/2019	5
	Passport, Immigration and Citizenship Agency (*)	Accrual basis	2018/2019	1
	Fisheries Management and Development Fund	Cash basis	2015/2016 - 2018/2019	4
	Capital Development Fund	Accrual basis	2017/2018 to 2018/2019	2
	Pesticides Control Authority	Accrual basis	2016/2017 to 2018/2019	3
	Anti-Dumping and Subsidies Commission	Accrual basis	2018/2019	1
	Financial Investigations Division	Accrual basis	2018/2019	1
	Institute of Jamaica	Accrual basis	2017/2018 to 2018/2019	2
	Jamaica National Heritage Trust	Accrual basis	2008/2009 to 2018/2019	11
	Jamaica Veterinary Board	Cash basis	2018/2019	1
	Land Administration Management Programme	Accrual basis	2015/2016 to 2017/2018	3
	National Council on Drug Abuse	Accrual basis	2011/2012 to 2018/2019	8
	National Gallery of Jamaica	Accrual basis	2016/2017 to 2018/2019	3
	National Youth Services	Accrual basis	2013/2014 to 2019/2020	6
	Pharmacy Council of Jamaica	Accrual basis	2018/2019 to 2019/2020	1
	Export Division	Accrual basis	2014/2015 to 2019/2020	5
	Clarendon Municipal Corporation	Modified Accrual Basis	2013/2014 to 2019/2020	6
	Hanover Municipal Corporation	Modified Accrual Basis	2016/2017 to 2019/2020	3
	Kingston & St. Andrew Municipal Corporation	Modified Accrual Basis	2015/2016 to 2019/2020	4
	Manchester Municipal Corporation	Modified Accrual Basis	2016/2017 to 2019/2020	3

Head	Ministry, Statutory Bodies and Executive Agencies	Type of Statement	Years	Number of Years
	Portland Municipal Corporation	Modified Accrual Basis	2016/2017 to 2019/2020	3
	Portmore Municipal Council	Modified Accrual Basis	2017/2018 to 2019/2020	2
	St. Ann Municipal Corporation	Modified Accrual Basis	2009/2010 to 2019/2020	10
	St. Catherine Municipal Corporation	Modified Accrual Basis	2016/2017 to 2019/2020	3
	St. James Municipal Corporation	Modified Accrual Basis	2013/2014 to 2019/2020	6
	St. Mary Municipal Corporation	Modified Accrual Basis	2013/2014 to 2019/2020	6
	St. Thomas Municipal Corporation	Modified Accrual Basis	2014/2015 to 2019/2020	5
	Westmoreland Municipal Corporation	Modified Accrual Basis	2012/2013 to 2019/2020	7
	Parochial Revenue Fund	Accrual basis	2018/2019 to 2019/2020	1
02000	Houses of Parliament	Appropriation Account	2018/2019 to 2019/2020	1
06000	Office of the Services Commission	Appropriation Account	2011/12, 2014/15 to 2019/2020	6
15000	Office of the Prime Minister	Appropriation Account	2018/2019 to 2019/2020	1
15000B	Office of the Prime Minister	Appropriation Account	2018/2019	1
15020	Registrar General's Department (*)	Appropriation Account	2014/2015, 2015/2016 & 2019/2020	2
16000	Office of the Cabinet	Appropriation Account	2018/2019	1
16000B	Office of the Cabinet	Appropriation Account	2018/2019	1
17000	Ministry of Tourism	Appropriation Account	2018/2019	1
19000	Ministry of Economic Growth and Job Creation	Appropriation Account	2018/2019	1
19000A	Ministry of Economic Growth and Job Creation	Appropriation Account	2018/2019	1
19000B	Ministry of Economic Growth and Job Creation	Appropriation Account	2018/2019	1
19046	Forestry Department (*)	Appropriation Account	2013/2014 to 2018/2019	6
19047	National Land Agency (*)	Appropriation Account	2010/2011 to 2018/2019	9
19048	National Environment and Planning Agency (*)	Appropriation Account	2018/2019	1
19050	National Works Agency (*)	Appropriation Account	2011/2012 to 2018/2019	8
20000	Ministry of Finance and the Public Service	Appropriation Account	2018/2019	1
20000A	Ministry of Finance and the Public Service	Appropriation Account	2018/2019	1

Head	Ministry, Statutory Bodies and Executive Agencies	Type of Statement	Years	Number of Years
20000B	Ministry of Finance and the Public Service	Appropriation Account	2015/2016 & 2018/2019	2
20011	Accountant General	Appropriation Account	2013/14, 2015/16, 2016/17, 2018/19	4
20018	Public Debt Servicing (Interest Payments)	Appropriation Account	2013/2014 to 2018/2019	6
20019	Pensions	Appropriation Account	2013/2014 to 2018/2019	6
26022	Police Department	Appropriation Account	2018/2019	1
26024	Department of Correctional Services	Appropriation Account	2016/17, 2018/19	2
26057	Institute of Forensic Science & Legal Medicine	Appropriation Account	2017/2018 to 2018/2019	2
28000B	Ministry of Justice	Appropriation Account	2017/2018 to 2018/2019	2
28027	Resident Magistrates' Courts/Parish Courts	Appropriation Account	2013/14 to 2015/16, 2017/18 to 2018/2019	5
28029	Supreme Court	Appropriation Account	2013/2014 to 2015/16	3
28031	Attorney General	Appropriation Account	2018/2019	1
28032	Trustee in Bankruptcy	Appropriation Account	2014/2015 to 2015/2016	2
28054	Court Management Services	Appropriation Account	2010/11, 2018/19	2
40000	Ministry of Labour & Social Security	Appropriation Account	2011/12 to 2012/13	2
40000A	Ministry of Labour & Social Security	Appropriation Account	2012/2013	1
40000B	Ministry of Labour & Social Security	Appropriation Account	2011/2012 to 2012/2013	2
41000	Ministry of Education, Youth & Information	Appropriation Account	2012/13, 2014/15 to 2018/2019	6
41000A	Ministry of Education, Youth & Information	Appropriation Account	2014/2015 to 2018/2019	5
41000B	Ministry of Education, Youth & Information	Appropriation Account	2014/2015 to 2018/2019	5
41051	Child Development Agency (*)	Appropriation Account	2017/2018 to 2018/2019	2
42000	Ministry of Health	Appropriation Account	2015/2016 to 2018/2019	4
42000A	Ministry of Health	Appropriation Account	2015/2016 to 2017/2018	3
42000B	Ministry of Health	Appropriation Account	2015/2016 to 2018/2019	4
42034	Bellevue Hospital	Appropriation Account	2015/2016 to 2018/2020	4
42035	Government Chemist	Appropriation Account	2017/2018 to 2018/2019	2
46000	Ministry of Culture, Gender, Entertainment & Sport	Appropriation Account	2018/2019	1

Head	Ministry, Statutory Bodies and Executive Agencies	Type of Statement	Years	Number of Years
46000A	Ministry of Culture, Gender, Entertainment & Sport	Appropriation Account	2018/2019	1
46000B	Ministry of Culture, Gender, Entertainment & Sport	Appropriation Account	2018/2019	1
50000	Ministry of Industry, Commerce, Agriculture & Fisheries	Appropriation Account	2015/16, 2018/19	2
50000A	Ministry of Industry, Commerce, Agriculture & Fisheries	Appropriation Account	2015/16, 2018/19	2
50000B	Ministry of Industry, Commerce, Agriculture & Fisheries	Appropriation Account	2015/16, 2018/19	2
5300	Ministry of Industry, Investment & Commerce	Appropriation Account	2014/2015 to 2015/2016	2
5300B	Ministry of Industry, Investment & Commerce	Appropriation Account	2014/2015	1
50038	Companies Office of Jamaica (*)	Appropriation Account	2016/2017 to 2018/2019	3
56000A	Ministry of Science, Energy & Technology	Appropriation Account	2018/2019	1
56000B	Ministry of Science, Energy & Technology	Appropriation Account	2018/2019	1
56039	Post & Telecommunications Department	Appropriation Account	2018/2019	1
72000A	Ministry of Local Government & Community Development	Appropriation Account	2018/2019	1
TOTAL				261