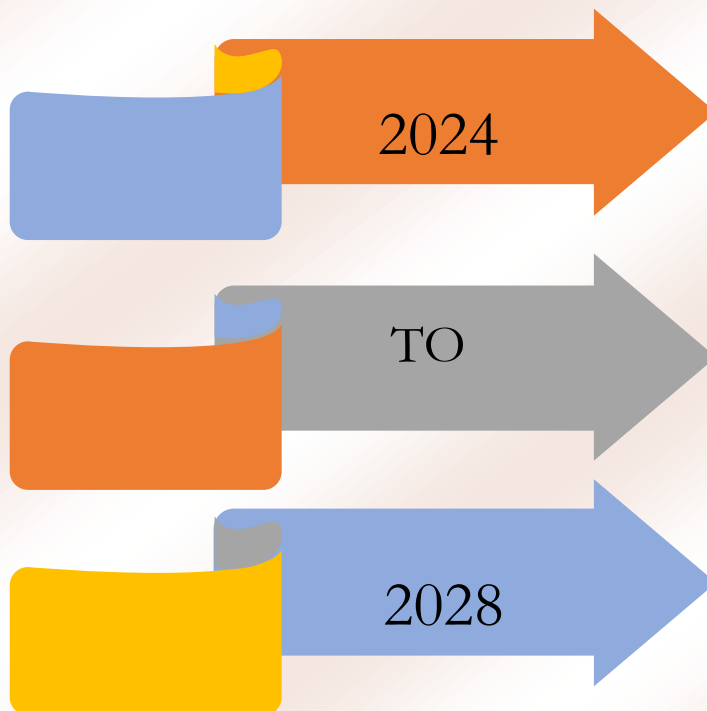


AUDIT OFFICE OF GUYANA



STRATEGIC DEVELOPMENT
PLAN

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INTRODUCTION

The Audit Office of Guyana (AOG), formerly the Office of the Auditor General, was established by the Audit Act 2004. This Act came into operation on 27 April 2005 with the enactment of the Audit Act 2004 Commencement Order. Subsequent to this, enabling regulations for the Audit Act 2004 were made and passed by the National Assembly on 21 July 2005.

In accordance with the Regulations made under the Audit Act 2004, the Audit Office's Executive Management Committee shall prepare a Strategic Development Plan (SDP) for the Audit Office and update it annually. The Regulations further states that the SDP shall be discussed with the Chairman of the Public Accounts Committee.

As the Supreme Audit Institution, we provide assurance on the use of public resources, its accuracy and recording to ensure transparency and accountability.

This is the fifth SDP and it covers a five-year the period 2024-2028. This SDP is designed to help achieve the objectives as set forth in the Office's Mission Statement. It is meant to more clearly articulate the objectives of the Office as the National Assembly's principal financial oversight organ.

This SDP has been prepared taking into account the achievements and progress of the AOG through the years and in keeping with budgetary forecasting requirements . It focuses on the four core developmental areas with the aim of developing strategic initiatives to enhanced the organizational structure, work processes and achieving the Office's mandate.

This SDP addresses issues necessary for full and timely accountability of all public institutions and funds by outlining strategies to accomplish these objectives along with their outcomes and risks. In order to attain its general objectives and ensure the efficient functioning of a fully staffed Office, the SDP sets its goals to be achieved according to the following four strategic direction:

- ✦ Strengthening our Capability and Capacity
- ✦ Adapting, Modernizing and Innovating
- ✦ Financial Stewardship and Effective Administration
- ✦ Demonstrating Excellence and Delivering Results

In addition, this SDP includes the risks assessed and associated with each expected outcome and our mitigation strategies to address these risks and an implementation matrix detailing responsibility for assignments and annual milestones.

I. THE AUDIT OFFICE'S MANDATE

The Constitution:

Article 223 of the Constitution provides for an Auditor General of Guyana whose office shall be a Public Office; and an Audit Office, comprising the Auditor General and the officers and employees appointed thereto.

The Auditor General shall be the external auditor of the public accounts of Guyana and, in the discharge of his functions, shall have complete discretion in examining and reporting on the receipt, disbursement, and control of public moneys and on the economy, efficiency and effectiveness in the use of such moneys.

The Audit Act:

The Audit Act of 2004 sets out the responsibilities and authority of the Auditor General; to strengthen Parliamentary oversight over the work of the Auditor General; to provide for the establishment and administration of an independent Audit Office; and to regulate such other matters connected with or incidental to the independent auditing of the finances of Guyana.

The National Assembly

Section 25 of the Audit Act requires the Auditor General to report annually, and within nine months of the end of each fiscal year, on the results of his audit of the consolidated financial statements and the accounts of budget agencies in relation to that fiscal year.

The Auditor General shall in accordance with Article 223 (3) of the Constitution submit reports to the Speaker of the National Assembly, who shall cause them to be laid before the National Assembly.

The Public Accounts Committee

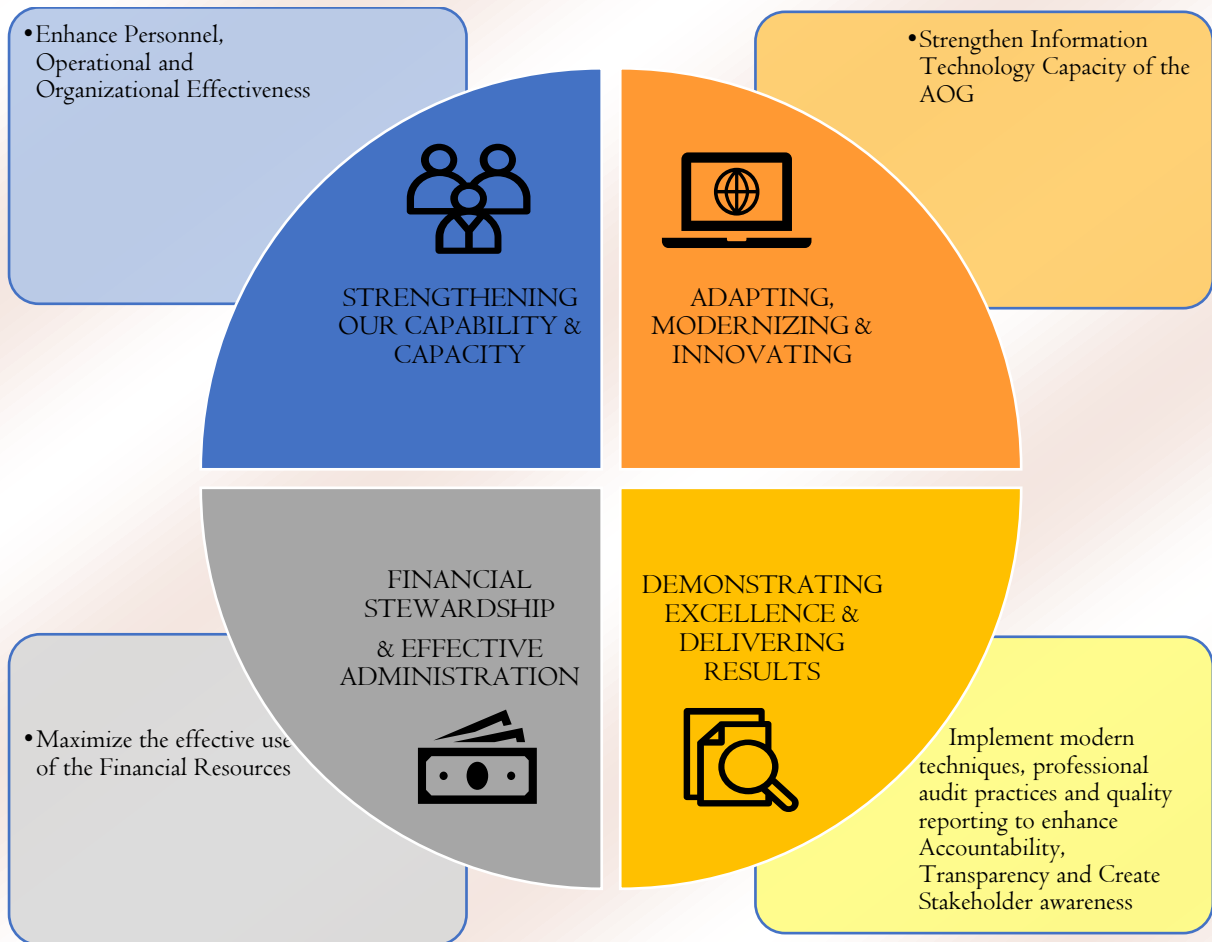
The Audit Office recognizes its responsibility to account to the Public Accounts Committee. In accordance with Article 223 of the Constitution, the Public Accounts Committee will exercise general supervision over the functioning of the Audit Office including the functions of the Auditor General, in accordance with the Rules, Policies and any other law.

II. MISSION STATEMENT

As the Supreme Audit Institution of the State we are committed to the promotion of good governance including openness, transparency and improved public accountability through:

1. The execution of high-quality audits of the public accounts, entities and projects assigned by the Audit Act
2. Timely reporting of the results to the legislature and ultimately the public
3. Ensuring that the independence, integrity and objectivity of the Audit Office is recognized
4. The provision of cost-effective service by the implementation of the most up-to-date Audit Practices
5. The recruitment and retention of the best qualified personnel to achieve set targets, on a sustained basis
6. Developing professional relationships with our clients, and producing reports which facilitate improvements in their operations

III. STRATEGIC GOALS



1.Strengthening our Capability and Capacity

People are the most valuable asset of any institution. Sound Human Resources Management (HRM) and Practice are essential in enhancing the capabilities of employees, motivating and rewarding their success and output. To achieve this, HRM is required to establish policies and procedures for recruiting, training, motivating, promoting, professional development, appraising and communicating.

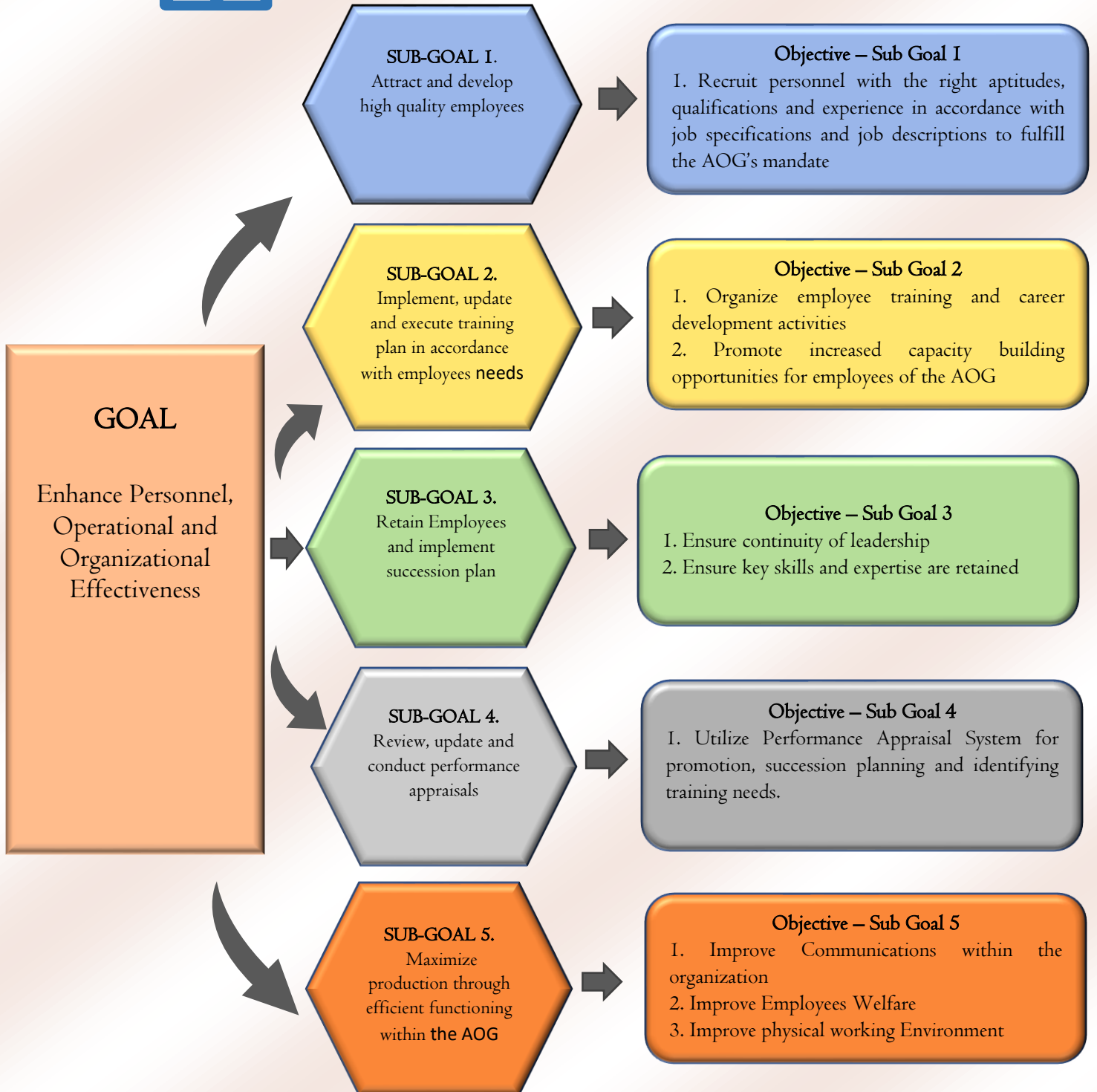
The management and monitoring of our Human Resources within the office continue to be a challenge. The Human Resources Department needs to modernize and update its operations to effectively manage the office. Time keeping and performance management will be automated in order to optimize output and productivity.

In order to strengthen our capability and capacity our focus in this SDP will be to Enhance Personnel, Operational and Organizational Effectiveness through:

- ↑ Attracting and developing high quality employees
- ↑ Implementing, updating and executing training plan in accordance with employees needs
- ↑ Retaining Employees and implementing succession plan
- ↑ Reviewing, updating and conducting performance appraisals
- ↑ Maximizing production through efficient functioning within the AOG



Strengthening our Capability & Capacity



Strengthening our Capability and Capacity

SUB-GOAL	OBJECTIVE	STRATEGIES
1. Attract and develop high quality employees	Recruit personnel with the right aptitudes, qualifications and experience in accordance with job specifications and job descriptions to fulfill the organization's mandate	Promote the organization as an attractive employer for talented recruits
		Review and improve, where needed, employment methodologies
2. Implement, update and execute training plan in accordance with employees needs	Organize employee training and career development activities	Identify and profile Audit Staff for training
		Implement a Human Resource Training and Development Plan
		Provide training as required
		Assess post-training performance
		Identify and train employees to serve as trainers to deliver training courses
	Promote increased capacity building opportunities for staff of the Organization	Identify external training courses for capacity building
3. Retain Employees and implement succession plan	Ensure continuity of leadership	Identify and select staff for additional responsibilities and acting in higher capacity when available
		Develop and implement a Succession Plan for the Organization Supervisory and Management Personnel
	Ensure key skills and expertise are retained	Ensure employees are remunerated in accordance with the RPPM in relation to years of service and experience
		Review and institute realistic allowances
		Maintain continuous on the job training
4. Review, update and conduct performance appraisals	Utilize Performance Appraisal System for promotion, succession planning and identifying training needs	Review & Recommend upgrades to Performance Appraisals
		Develop, communicate and agree job objectives with each staff
		Conduct Performance Appraisal in accordance with revised appraisals.
		Use Appraisals to determine training needs, acting appointments and promotions (Refer to sub goal 2)
5. Maximize production through efficient functioning within the organization	Improve Communications within the organization	Develop communication strategy for internal and external communication (refer to IT Strategy)
	Improve Staff Welfare	Conduct team building activities
	Improve physical working Environment	Implement Study Costs assistance policy
		Provide support to the Occupational Health and Safety Committee
		Continuously Assess working conditions at all audit locations
	Conduct HSSE assessments and make recommendations for improvements	

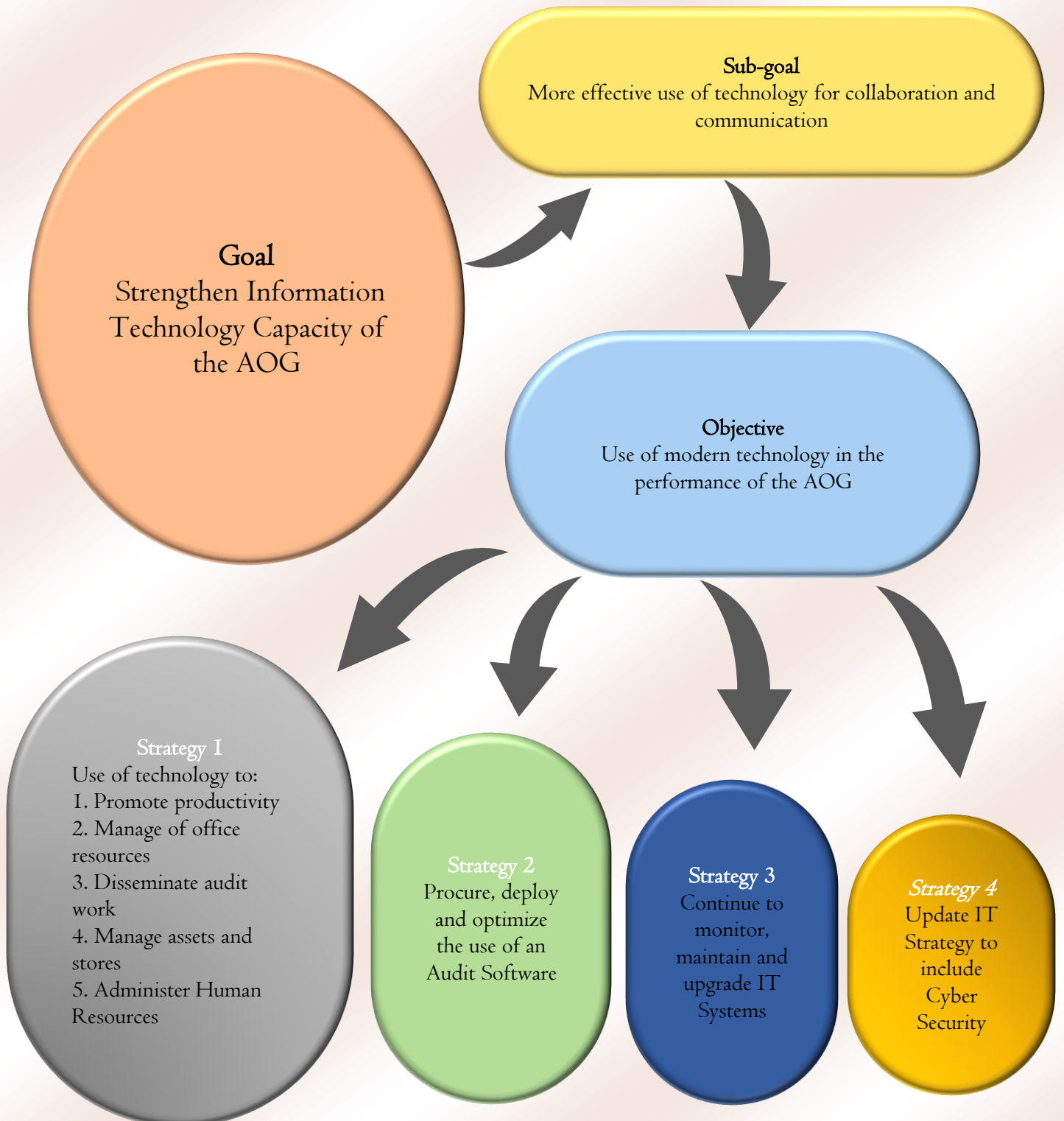
2. Adapting, Modernizing and Innovating

Information Technology plays a vital role in productivity and efficiency. Modern, secure, reliable and user friendly information systems are essential for collaboration and execution of the organization's work. Technology plays an important role in supporting our work, making it possible for auditors to access and analyze data with relative ease. With a number of our clients computerizing their Accounting records the AOG will require an Audit Management Software which will assist auditors in performing more in-depth analysis and identify trends, patterns and anomalies that may indicate potential risks or issues. In addition, for improved efficiency and optimizing the use of our Fixed Assets and Stores, an Asset Management Software will be required. Overall, the deployment of a comprehensive and integrated system will result in improved quality of work and communication which will require improved security to maintain the integrity and protect our information.

In order to Adapt, Modernize and Innovate our focus in this SDP will be to Strengthen Information Technology Capacity of the AOG through more effective use of technology.



Adapting, Modernizing & Innovating



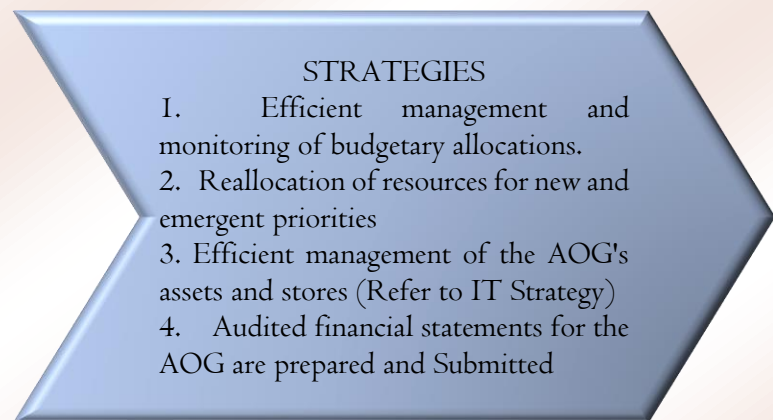
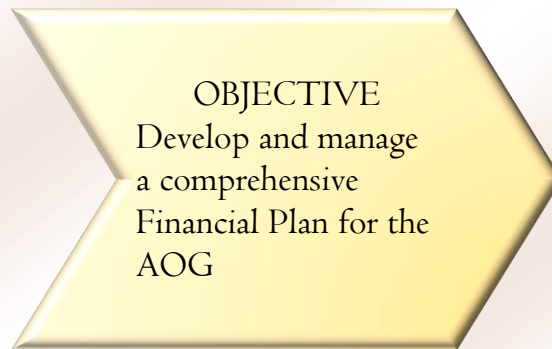
3. Financial Stewardship and Effective Administration

Good financial management is prudent for decision making. It is important to budget, plan, organize and utilize resources in an efficient manner for the benefit of the AOG. This includes monitoring and reporting of the AOG's financial resources to ensure its compliance with laws and regulations. Our Finance & Accounts Department manages our budgetary allocations for the smooth running of the Office. However, better efficiency would be realized with the implementation of an Asset and Stores Management Software and forecasting and providing for emergent priorities.

In order to have Financial Stewardship and Economic Administration our focus in this SDP will be to maximize the effective use of the financial resources.



Financial Stewardship & Effective Administration



4. Demonstrating Excellence and Delivering Results

Financial transparency is paramount, as such, auditors ensure that organizations adhere to best practices and maintain financial integrity. The AOG prides itself on the execution of high quality audits for improved transparency and accountability. Our work continues to adapt to address the changing financial climate. We also aim to identify and eliminate inefficiencies, optimize processes and improve procedures in keeping with international reporting standards. As the environment in which the AOG operates continue to evolve so too are our responses to these new developments.

The need for progressive and modern technology in the performance of the AOG's work is vital for our continued success. As such, identifying and deploying the use of an Audit Management Software will see increased productivity, improved dissemination of audit work and optimized monitoring. In addition, auditing the information system used by auditee will also be a priority in coming years, whilst embedding quality in every stage of the process continues to be essential.

In order to Demonstrate Excellence and Deliver Results our focus in this SDP will be to have Professional, Relevant and Quality Audit Reporting.



Demonstrating Excellence & Delivering Results

GOAL I
Professional, Relevant and Quality Audit Reporting

SUB GOAL I
Implement modern techniques, professional audit practices to enhance Accountability and Transparency

SUB GOAL 2
Improve Quality of Reporting

OBJECTIVE
Ensure the use of modern techniques and professional practices in execution of audits

OBJECTIVE
Ensure Compliance with ISQM I & 2 and ISSAI 140

STRATEGY 1
Update Audit Manuals in keeping with new reporting requirements and standards

STRATEGY 2
Adopt and modify as necessary the INTOSAI information system audit manual

STRATEGY 3
Implement use of audit management software

STRATEGY 4
Issue of Quality and timely audit reports

STRATEGY

To update the quality assurance manual to ensure compliance with the ISQM Standards



Demonstrating Excellence & Delivering Results



RISK MITIGATION STRATEGIES

AOG is committed to managing risks and identifying strategies to mitigate them.

The following table presents the most significant risks we have identified related to the successful implementation of this SDP, as well as associated mitigation actions. These risks and mitigation actions will be reviewed regularly to ensure they are relevant and managed effectively.

STRATEGIES OUTCOMES	RISK	MITIGATION
STRENGTHENING OUR CAPABILITY & CAPACITY		
Improved web site and social media presence	Refer to Audit Operations (Create Stakeholder awareness)	
Outreaches conducted at schools and other institutions		
Up-to-date interview score sheets and procedures	Not employing the most suitable candidates	Ensure employment methodologies are up-to-date
All developmental needs are identified and documented	Training is not conducted according to the needs of the employees	Ensure a Training and Development Plan is in use and updated
Produced Human Resource Development Plan		
Training plan executed		
Feedback obtained from responsible personnel	Unable to assess employees benefit from the training and improve where necessary	Ensure feedback is obtained after every training course
Having trained personnel to conduct training programmes	Unable to conduct sufficient training programmes	Ensure a 'train the trainers' program is active
Training courses selected for employees to attend	Limited capacity in various disciplines	Ensure relevant training courses are selected and offered to staff
Employees trained in various disciplines		
Employees acting in higher capacities where there are vacancies to gain experience	Staff lack necessary experience to perform at a higher level	Ensure staff are selected to act in vacant positions in keeping with succession planning
A succession plan is created	Loss of expertise, leadership and knowledge within the organization	Have a functional succession plan
Employees motivated and committed to the organization	High turnover rate if employees are dissatisfied	Ensure employees are remunerated in accordance with the RPPM and receive relevant training in execution of the job
Up-to-date performance appraisals are available	Unable to identify performance for improvement, succession planning and training needs	Ensure Human Resource Department is competent to assess and update the policies

STRATEGIES	RISK	MITIGATION
A communication strategy for internal and external communication	Ineffective communication resulting in poor productivity, quality of work and dissemination of information	Ensure the communication strategy is operational
Staff retreats and motivational team building activities	Demotivation and disinterest by employees	Keep staff engaged and motivated
A Study Costs Assistance Policy exists	Budget constraints to ensure implementation of Policy	Proper assessment needs to ensure adequate budgetary allocation
The Occupational Health and Safety Committee is effective	Time constraints of staff could lead to an inactive Committee	Ensure Occupational Health and Safety Committee members are available for meetings and the recommendations implemented
The working environment is in keeping with guidelines and recommendations are implemented		
ADAPTING, MODERNIZING & INNOVATING		
Comprehensive strategy for the management of Information Systems within the organization	Lack of adequate funding to support a comprehensive strategy	Ensure adequate budgetary allocation
Improvement in productivity		
1. Increased number of audits undertaken and monitored 2. Efficient use of resources 3. Improved data access between field offices and the organization 4. Proper management of assets and stores 5. Improvement of Human Resources procedures with regards to time keeping, leave management, staff allocation, etc	1. Lack of adequate skilled staff 2-3. Staff may be hesitant to adopt new ICT Tools and poor connectivity between field offices 4-5. ICT System could malfunction and lose critical data	1. Provide continuous training 2-3. Provide training on ICT tools emphasising time saving benefits 4-5. Back up data regularly and investing in proper IT Infrastructure
FINANCIAL STEWARDSHIP & EFFECTIVE ADMINISTRATION		
Financial Resources utilized to execute the annual work plan	Lack of competent staff to ensure financial resources are efficiently utilized	Conduct regular training
Adequately addressing priorities as they arise		
Assets and stores management software are operational and up-to-date	Reference to IT department Risk 4-5	
The organization is fully compliant with the financial reporting standards		

STRATEGIES	RISK	MITIGATION
DEMONSTRATING EXCELLENCE & DELIVERING RESULTS		
Updated audit manuals for use in execution of audits (Financial and Compliance, Performance and Forensic Audits) along with updated audit plans to include detailed procedures on identifying irregularities and corruption	Lack of documentation and Poor quality of audit reports	Ensure audits are conducted with updated manuals
Train staff to become ISSAI compliant in Financial, compliance and Performance audits	Budget constraints to ensure adequate technical training	Adequate training budget and Prioritize in-house training
Audit manual adopted and modified to execute IT Audits	IT Audits may not be considered for inclusion in the annual work plan	Annual Work Plan to include IT Audits
Increased productivity and monitoring of audits	Reduce productivity and delayed audit reports (Refer to IT 2-5)	
Recommendations are implemented	Lack of interest in implementation of recommendations	Effective follow up on audit findings and recommendations
Quality reviews of audits are done in keeping with the prescribed standards	Poor quality audit reports are issued	Strengthen the quality review process to ensure all audits are properly reviewed before issued
Public awareness conducted in all ten administrative regions	The media and other stakeholders may be unaware of the organization role and functions	To continue engagement with all stakeholders
Increased public knowledge of the organization's role and function		

IMPLEMENTATION MATRIX

The following table presents how our strategic priorities will be implemented in practice, including responsibility assignments and annual milestones.

Reference	Strategies	Responsibility	Milestones				
			2024	2025	2026	2027	2028
	Promote the organization as an attractive employer for talented recruits	HRD	√	√	√	√	√
	Reviewing and improve, where needed, employment methodologies	HRD		√			
	Identify and profile audit staff for training	HRD	√		√		
	Implement a Human Resource Training and Development Plan	HRD	√				
	Provide training as required	HRD	√	√	√	√	√
	Assess post-training performance	HRD	√	√	√	√	√
	Identify and train employees to serve as trainers to deliver training courses	HRD		√		√	
	Identify external training courses for capacity building	HRD	√	√	√	√	√
	Identify staff to participate in Training Courses	HRD	√	√	√	√	√
	Identify and select staff for additional responsibilities and acting in higher capacity when available	HRD	√	√	√	√	√
	Develop and implement a Succession Plan for the organization supervisory and management personnel	HRD	√				
	Ensure employees are remunerated in accordance with the RPPM in relation to years of service and experience	HRD	√	√	√	√	√
	Review and institute realistic allowances	HRD	√	√	√	√	√
	Maintain continuous on the job training	HRD	√	√	√	√	√
	Review & Recommend upgrades to Performance Appraisals	HRD	√				
	Develop, communicate and agree job objectives with each staff	HRD	√	√	√	√	√

Reference	Strategies	Responsibility	Milestones				
			2024	2025	2026	2027	2028
	Conduct Performance Appraisal in accordance with the RPPM.	HRD	√	√	√	√	√
	Use Appraisals to determine training needs, acting appointments and promotions	HRD	√	√	√	√	√
	Develop communication strategy for internal and external communication (refer to IT Strategy)	HRD/IT		√			
	Conduct team building activities	HRD	√	√	√	√	√
	Implement Study Costs assistance policy	HRD	√				
	Provide support to the Occupational Health and Safety Committee	HRD	√	√	√	√	√
	Continuously Assess working conditions at all audit locations	HRD	√	√	√	√	√
	Conduct OHS assessments and make recommendations for improvements	HRD	√	√	√	√	√
	Update IT Strategy to include Cyber Security	IT		√			
	Continue to monitor, maintain and upgrade IT Systems	IT	√	√	√	√	√
	Procure, deploy and optimize the use of an Audit Software	IT/Finance/MC		√			
	Use of technology to:	1. Promote productivity		√	√		
		2. Manage office resources		√			
		3. Disseminate audit work	IT/Finance/MC		√	√	
		4. Manage assets and stores		√	√		
		5. Administer human resources			√	√	
	Efficient management and monitoring of budgetary allocations	Finance	√	√	√	√	√
	Reallocation of resources for new and emergent priorities	Finance	√	√	√	√	√
	Efficient management of the organization's assets and stores	Finance	√	√			

Reference	Strategies	Responsibility	Milestones				
			2024	2025	2026	2027	2028
	Audited financial statements for the organization are prepared and Submitted	Finance	√	√	√	√	√
	Update Audit Manuals in keeping with new reporting requirements and standards	MC/EC		√	√		
	Adopt and modify as necessary the INTOSAI information system audit manual	MC/EC		√	√		
	Implement use of audit management software	MC/EC		√	√		
	Issue of Quality and timely audit reports	MC/EC	√	√	√	√	√
	To update the quality assurance manual to ensure compliance with the ISQM Standards	QA/EC		√	√		
	Organize public awareness sessions with all stakeholders	MC/EC	√	√	√	√	√

ACRONYMS & ABBREVIATION

AOG.....	Audit Office Of Guyana
EC.....	Executive Committee
HRD.....	Human Resources Department
HRM.....	Human Resources Manual
INTOSAI.....	International Organisation of Supreme Audit Institutions
ISQM.....	International Standard on Quality Management
IT.....	Information Technology
MC.....	Management Committee
OHS.....	Occupational Safety and Health
PAC.....	Public Accounts Committee
QA.....	Quality Assurance
RPPM.....	Rules, Policies, Procedure Manual
SAI.....	Supreme Audit Institution
SDP.....	Strategic Development Plan