

Words from the Chair



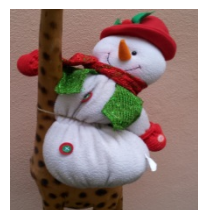
Another year has nearly passed, and a new one is about to start. The year 2013 has been demanding with a lot of activities going on.

I have just had a long and interesting talk with Mr. Khalid Hamid from the United Arab Emirates. After SAI of Sweden resigned from the position, the United Arab Emirates has taken on the chairmanship for the subcommittee of Financial Audit (FAS). We both believe that international auditing standards are among the most important instruments for a SAI to assess its current practices, recognize challenges and opportunities, and develop the audit institution to deliver high quality work that can make a difference to the political and administrative development of our countries. We also share the idea that implementation and development must be seen together, and that much attention must be given to the situation on the ground; how the international standards can be rendered meaningful in the daily work of the auditors, through manuals and training.

Having excellent relations with SAI Brazil, Chair of PAS, and with Mr. Hamid on board, the three subcommittees should be in position to play a coordinated role in addressing crucial issues, developing new strategies, and support IDI and INTOSAI regions in the implementation of the standards.

Looking back, 2013 has been a prosperous year for international standards and CAS, with the adoption of level 3 and ISSAI 400 as tremendous achievements. Thanks to each of you for your active participation. Thanks for taking part in the CAS maintenance groups, for promoting good audit practices in you SAI and region, and for sharing experiences and learnings at seminars and courses.

And where would we be without our excellent secretariat that always sees the big picture and leads us safely to the next milestone? Thanks to Mona, Ingvild and Frederikke.



I wish you all a merry Christmas and peaceful new year.

Best regards

Jens Gunvaldsen

CAS harmonization team evaluation in Bratislava



The CAS harmonization team discussing and evaluating their work in Bratislava together with the CAS Chair, from the left in the picture Mona Paulsrud, Jens Gunvaldsen (Chair), Nils Erik Brokopp, Vladimír Tóth and Maria Kysucka.

The CAS harmonization team has been working on behalf of the committee in the harmonization project of the PSC from 2011–2013. The team has consisted of the SAIs of Norway (team leader), Slovakia and the European Court of Auditors. The team has been responsible for the development of ISSAI 400 and substantial contributions to ISSAI 100. The team started its work with a common meeting in Bratislava in February 2011 and decided to sum up and evaluate the work by going back to Bratislava in November 2013. The Bratislava meeting was addressed by the vice president of the SAI of Slovakia, Mr. Vladimír Tóth, who highlighted the importance of new ISSAIs for professional, efficient and high quality audit work and appreciated the excellent work done by the CAS harmonization team. The team evaluation focused on what were the crucial factors that contributed to the results achieved and how the lessons learned from the CAS harmonization team could be used for future work of the committee. The evaluation was conducted by the committee chair, Mr. Jens Gunvaldsen.

During its first meeting in Bratislava in 2011, the CAS harmonization team developed a discussion paper and designed a model of how the work of CAS could contribute to a common understanding of public sector auditing as a whole on level 3. The team members could recognize most parts of their initial concepts and ideas from Bratislava 2011 in the

final level 3 ISSAIs. The model developed was discussed with the committee, and the CAS harmonization team continued this way of working, by consulting with all committee members on important issues, throughout the project.

The continuous involvement both of the team members and the committee as a whole has been a crucial factor in order to find solutions. The starting point of a common model and common conceptualization of the possible solutions in the project has been guiding the team in order to provide continuous input to challenging issues. Still, the main key to success has been the trust created between the team members, the ability to use different competencies and roles for different tasks, hence mobilizing the strength of the group as a whole through unpredictable work processes. This was combined with a most structured team planning. The team has also invested a lot of time, energy, patience and stamina in successfully communicating its ideas through various means throughout the project.

As for the lessons learned, the CAS harmonization team would highlight the combination of working with common ideas and concepts at an early stage, combined with investment in relations and ownership. A professional project management where the push of the deadline is creating group energy is crucial to reach a final result. Of equal importance is the ability to have sufficient trust between the members of a team to be able to cope with the unpredictable circumstances of international cooperation and never cease looking for options and opportunities to reach a common goal.

Implementation of ISSAI 4000 series

The 3i Programme of the IDI

The 3i Program of ISSAI implementation, launched by the IDI in order to assist developing SAIs in implementing the ISSAIs, has been introduced at the last two CAS meetings, in Vilnius 2012 and Brasília 2013. The program is an impressive effort in making the ISSAIs come alive as audit practice within our audit institutions. In 2014 there will be a major focus on Compliance Audit within the 3i Program. The CAS secretariat will engage in the development of an ISSAI implementation handbook on Compliance Audit and an e-course of seven weeks to be conducted in the first half of 2014. We hope many CAS members and experts will engage in the e-course and 3i activities related to Compliance Audit in their regions and on the 3i Community Portal accessible to all SAIs. It has also been decided that the 3i program will be launched both in Spanish and in Arabic during 2014. Hence, CAS member experts working in those languages will be asked to contribute.

EUROSAI GT 2

Maria and Cristina attended the 3rd meeting of the Euro Sai Goal Team 2 "Professional Standards" on the 11th and 12th of November 2013 in Budapest, arranged by the SAI Hungary. Representatives from the following SAIs were present: Azerbaijan, Belgium (also member of ICS), Denmark (chair of PSC), Germany, Hungary, Latvia, Lithuania, Portugal, Romania (also member of CAS), Russian Federation, Slovakia (also member of CAS), Ukraine and 2 representatives of the European Confederation of Institutes of Internal Auditors.

The main points in the meeting were the new ISSAI and INTOSAI GOV endorsed by the XXI INCOSAI in Beijing, implementation status of GT 2's Operational Plan, the need for reviewing certain ISSAIs. The representative of the INTOSAI Internal Control Subcommittee from the SAI of Belgium informed of two accomplished surveys on risk management and reporting on internal control. The representative of EUROSAI GT4 from the SAI of Portugal made a presentation on the activity carried out by the Task Force Audit & Ethics.

A full text report is available at the closed web site of CAS.

A seminar on the use of the compliance audit guidelines and best practice

On 28–29 October 2014, the National Audit Office of Lithuania as part of the operational plans of the EUROSAI Goal Team 2 “Professional Standards” and Goal Team 3 “Knowledge Sharing”, will host a seminar “Compliance Audit: Use of the Compliance Audit Guidelines (ISSAI 400 and 4000–4999) and Best Practice”. It is aimed at sharing experiences in implementation of ISSAI on compliance auditing and exchanging practices for conducting compliance audits within EUROSAI members. The target groups of the seminar are auditors, involved in compliance audit and methodology staff. There are planned parallel workshops:

- Workshop for methodology staff. Exchange of experiences in implementation of ISSAIs.
- Workshops for auditors. Case studies and exchange of experiences in planning, conducting and presenting compliance audits with the help of ISSAIs in practice.

The National Audit Office of Lithuania invites every EUROSAI member to come and exchange the best practise. We hope it will be useful for every member.

Maintenance of level 4: We are on the way to a new Compliance Audit Standard of INTOSAI

At the committee meeting in Brasília in September CAS agreed upon a maintenance strategy and a way forward in developing the level 4 ISSAIs on Compliance Audit into an authoritative standard based on the principles of level 3. The committee decided that the present ISSAI 4000, 4100 and 4200 is to be developed into one document, an ISSAI 4000 Compliance Audit Standard of INTOSAI. The committee also set as its aim to develop a first draft of such a document to be discussed at the CAS meeting in 2014 and to present a project proposal to the PSC steering committee by March 2014.

In order to reach this ambition the committee has been organized into three maintenance groups, and the CAS secretariat will be responsible for coordinating the process, drafting the document and provide the administrative support for the groups to work efficiently through telephone conferences and sharing documents at the closed forum for CAS members on the CAS webpage.

The professional strength of the committee comes to light when seeing how committee members have engaged in the work of the maintenance groups and how several SAIs have shown interest in taking the lead of the group process. Hence, the maintenance groups of CAS in developing the new ISSAI 4000 Compliance Audit Standard of INTOSAI are the following:

CAS maintenance group # 1: Technical issues of standard setting

Group members: Tunisia, South Africa, India, Portugal, Norway

Group process leader: Norway (CAS secretariat)

CAS maintenance group # 2: Assurance and the audit process leading to a compliance audit opinion

Group members: Romania, Namibia, ECA, China and Brazil

Group process leader: Romania

CAS maintenance group # 3: Authorities, propriety and how to identify the subject matter and criteria

Group members: India, ECA, Lithuania, Slovakia, Hungary, China and Saudi-Arabia

Group process leader: India

Both the CAS Chair and secretariat is impressed by the effort and interest of committee members in partaking in the maintenance process, and we look forward to engage in this work with you in 2014.

CAS meeting 2014

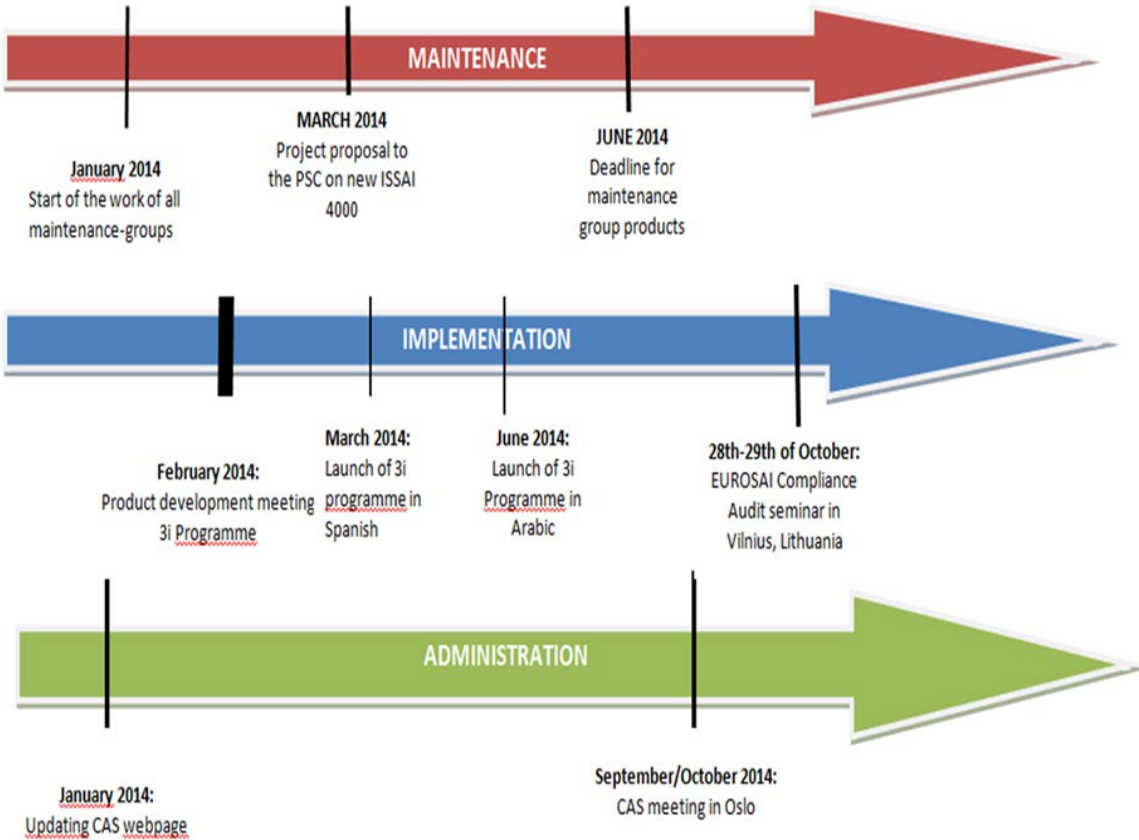
In order to discuss and decide the further path of the new ISSAI 4000 Compliance Audit Standard of INTOSAI, an annual committee meeting will, as always take place. In 2014 the CAS Chair and secretariat are happy to announce that we will be welcoming you all to our capital Oslo, Norway. Further information on the meeting will be provided when the time approaches.



Oslos new Opera hall

CAS work plan 2014

In order to reach the committee goals in 2014, the following work plan is developed:



Main committee activities in 2014

Month	Maintenance	Implementation
January	First telephone conference of all maintenance groups	
February		CAS secretariat in 3 weeks of product development for the 3i Programme: Compliance Audit handbook and e-course
March	<p>Early March: Common meeting of all maintenance group leaders</p> <p>Deadline 1: Project proposal to the PSC</p>	
April	1 st CAS newsletter 2014	
May		7 weeks of e-learning course on the Compliance Audit handbook in the 3i Program
June	Deadline 2: Final product from all maintenance groups	
July		
August	CAS secretariat summing up all maintenance group products into issue papers and an ISSAI document for the committee meeting	
September	CAS meeting	
October		28 th –29 th : EUROSAI Compliance Audit seminar in Vilnius, Lithuania
November		
December	2nd CAS newsletter 2014	

Christmas and winter in Norway?

As you all see the flowers are still alive here in Oslo, our snowman has no snow to play with and has to sit on a giraffes back not to lose weight. Have a nice and peaceful Christmas holiday for those that are celebrating Christmas. The CAS secretariat will soon take some days of for Christmas holidays. See you in 2014.

