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WISHING YOU A CHRISTMAS  
FILLED WITH

*love, peace and joy.*

MAY THE NEW YEAR BE  
FULL OF MANY BLESSINGS.



PASAI  
SECRETARIAT  
TEAM

Congratulations to all on all the important advances and achievements made during 2019, and here's to many more in the year to come.



*Tiofilusi Tiueti  
Chief Executive*



## PASAI's 22<sup>nd</sup> Congress - Collaboration. Cooperation. Creating positive change for the people of the Pacific region.



PASAI's 22<sup>nd</sup> Congress was held between 13 - 16 August 2019 in Natadola, Fiji - hosted by the Fiji Office of the Auditor-General. The theme was 'SAIs' Contribution to Sustainable Development Goals' (SDGs). Over 60 participants gathered for a four-day event to share ideas and resources in formal and informal settings. Attendees included representatives of 19 member SAIs, development partner organisations and subject matter experts on global issues and initiatives such as climate change, gender equality and the UNDP SDG implementation.

Building on the July 2019 submission of the global Cooperative Audit on Preparedness to the United Nations (UN) in New York City, PASAI's Congress was the ideal platform to discuss priorities and recent developments related to the UN 2030 Agenda.

A key area of interest was how SAIs can move forward from preparedness to implement the SDGs to auditing their implementation. The Speaker of the Fijian Parliament, the Honourable Ratu Epeli Nailatikau, emphasised how the implementation of the 2030 Agenda relies on good governance along with the qualities underlined by SDG 16 – openness, transparency and inclusivity: "It relies on the whole community having the resources and unwavering will to implement change. It is no longer business as usual."

Attendees heard from organisations, innovators and SAIs from around the region on the many initiatives being undertaken to implement far-reaching SDG strategies, particularly those relating to the region's biggest challenges – Gender Equality (SDG 5) and Climate Change (SDG 13).

Key challenges were acknowledged, in particular how the implementation of the 17 SDGs represent cross-flowing issues that may require innovative and collaborate cross-government audit approach. SAIs also recognised the issues of fitting in SDG audits with current SAI priorities, as well as difficulties in accessing and obtaining data that is held in multiple forms and locations and with different stakeholders.

PASAI's efforts to help its member SAIs to meet these challenges was highlighted. Archana Shirsat, Deputy Director-General of INTOSAI Development Initiative (IDI) offered the IDI SDG Audit Model (ISAM) - as a tool to use, emphasising the need for a collaborative approach. SAI Heads offered suggestions for adaptations and improvements.



Progress in SAIs ability to manage and improve their performance was also highlighted - SAI Performance Management Framework and the IntoSAINT integrity self-assessment model. All agreed that great progress had been made with the roll-out of these and other regional initiatives.

The PASAI Secretariat presented ‘Survivor Fiji’ – a forum to discuss SAI-specific capacity-building needs in readiness for SDG implementation and other audits. SAI needs will be delivered via PASAI’s new approach for the second half of its 2014- 2024 Strategic Plan, offering ‘the right support, at the right time, in the right way.’

Participants enjoyed a motivational speech from the Fiji 7s coach (Gareth Baber) on how to lead a world-class team while honouring all their local and personal cultural influences, and a traditional dinner with the citizens of Sanasana village.

Congress closed to the beautiful singing of a choir made up of Sanasana village members and Fijian attendees from the Secretariat and Fiji’s Office of the Auditor-General. PASAI’s 23<sup>rd</sup> Congress will hosted by SAI Palau in August 2020.

**Communique:** <https://static1.squarespace.com/static/57019a6db6aa607cbb909ab2/t/5d59fe856e0d4f00012a0a50/1566178952169/Communique+22nd+PASAI+Congress+fd.pdf>

**YouTube video:** <https://youtu.be/LuvokJBc-6w>



## XXIII-INCOSAI 2019 – Moscow, Russia

The XXIII-INCOSAI 2019 Congress was hosted by the Supreme Audit Institution (SAI) of Russia in Moscow, from 23 – 29 September 2019. The Congress is the supreme organ of the International Organisation of Supreme Audit Institutions (INTOSAI) and meets every three years. INCOSAI was attended by more than 600 delegates from all over the world representing the 194 country members of INTOSAI and their stakeholders. Seven heads of SAIs from the Pacific representing Fiji, Cook Islands, Samoa, Kiribati, Tonga, New Zealand and Australia National Audit Office attended the meeting, three of them for the first time.

The PASAI Report was presented to the 72<sup>nd</sup> INTOSAI Governing Board by the Head of SAI for Samoa, Fuimaono Camillo Afele, and by the PASAI Secretary-General, John Ryan, to the Congress. At the margin of the Congress, PASAI conducted a bilateral meeting with the Comptroller of the U.S. Government Accountability Office (GAO), Mr. Gene Dodaro to discuss any support such twinning arrangement that GAO can provide to PASAI members from the North Pacific who operates under the Congressional system of government. PASAI team was led by the Secretary-General, John Ryan and also included the PASAI Chairman, Ajay Nand, Auditor-General of Australia, Grant Hehir. The outcome of the meeting is that the GAO international officer will work with the PASAI Secretariat on a way forward to make these proposed activities happen. This work is currently progressing.

Further, there was also a meeting with IDI Director-General, Einar Gorrissen, and the Deputy Director-General, Archana Shirsat on the appropriate approach for PASAI to effectively participate in IDI programs in the future.

PASAI booth was also set up and managed by the PASAI Secretariat and member SAI staff who were also attending INCOSAI. The booth displayed the activities of PASAI in the past years including a video of PASAI Congress, slide show of events, a kit for independence journey, highlights of achievements, etc.

More information on INCOSAI can be found on this link [https://www.intosai.org/fileadmin/downloads/about\\_us/IJGA\\_Issues/2019/EN\\_2019\\_v46n4.pdf](https://www.intosai.org/fileadmin/downloads/about_us/IJGA_Issues/2019/EN_2019_v46n4.pdf)



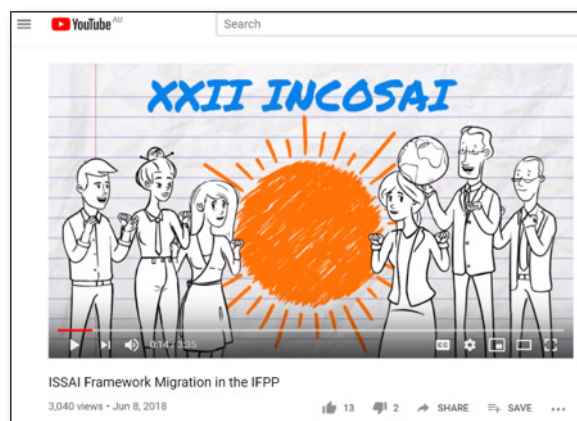


## ISSAI Framework migrating into the IFPP

The ISSAI Framework is migrating into the IFPP - the INTOSAI Framework of Professional Pronouncements. The new framework was approved at the XXII INCOSAI (Abu Dhabi) in 2016 and was endorsed at the XXIII INCOSAI (Russia).

The IFPP draw on collective professional expertise of INTOSAI's members and provide INTOSAI's official statements on audit-related matters. Refer to the link to the YouTube video about it:

<https://www.youtube.com/watch?v=vetBdpNCIM0>



IFPP		Formerly know as	
INTOSAI P	1	ISSAI	1
INTOSAI P	10	ISSAI	10
INTOSAI P	12	ISSAI	12
INTOSAI P	20	ISSAI	20
INTOSAI P	50	NEW	
ISSAI	100	ISSAI	100
ISSAI	130	ISSAI	30
ISSAI	140	ISSAI	40
ISSAI	300	ISSAI	300
ISSAI	400	ISSAI	400
ISSAI	3000	ISSAI	3000
ISSAI	4000	ISSAI	4000
GUID	1900	ISSAI	5600
GUID	3910	ISSAI	3100
GUID	3920	ISSAI	3200
GUID	5090	ISSAI	5000
GUID	5091	INTOSAI GOV	9300
GUID	5100	ISSAI	5300
GUID	5200	ISSAI	5110
GUID	5201	ISSAI	5120
GUID	5202	ISSAI	5130
GUID	5203	ISSAI	5140
GUID	5259	ISSAI	5450
GUID	5260	INTOSAI GOV	9160
GUID	5270	ISSAI	5700
GUID	5290	NEW	
GUID	9000	ISSAI	5800
GUID	9010	INTOSAI GOV	9200
GUID	9020	INTOSAI GOV	9400
GUID	9030	ISSAI	11
GUID	9040	ISSAI	21

All the pronouncements are organised and numbered according to their status and purpose in a single framework and contains 3 categories of professional pronouncements:

- The INTOSAI Principles (INTOSAI-P)
- The International Standards of Supreme Audit Institutions (ISSAI)
- The INTOSAI Guidance (GUID)

You can find more information in the website

<https://www.issai.org/>

PASAI will be updating its manuals and resources in due course, to reflect the new IFPP.

Should you have any queries, please do not hesitate to contact Director Technical Support at

[agnes.aruwafu@pasai.org](mailto:agnes.aruwafu@pasai.org)

## Regional Workshop for Parliamentary Oversight of Public Finances

The Regional Workshop for Parliamentary Oversight of Public Finance was held in Auckland, New Zealand from 31st October-1st November 2019. This workshop was delivered as part of the Strengthening of Public Finance Management and Governance in the Pacific Project (PFM) funded by the European Union (EU) and Implemented by the United Nations Development Programme (UNDP).

The PFM programme aims to strengthen oversight over public financial management in the Pacific region - through improving the budgetary scrutiny, public financial oversight and accountability capacities of Parliaments, SAIs and civil society within the region, aligning with international public financial oversight and accountability standards, and fostering citizen engagement and oversight.

Through partnership with PASAI, the PFM programme focuses on SAI's independence, performance assessments and delivery of core functions. A key strength of this project is a focus on individual institutions, as well as processes and relationships between the key stakeholders. Within this framework, UNDP and PASAI work closely to reinforce the communication channel and bridges between Parliamentary Account Committees and Supreme Audit Institutions.

The workshop provided SAIs with a platform to engage with Parliamentary Account Committees (PACs) to discuss their roles, functions and processes and agree on way forward to strengthen Public Finance Management in the Pacific region. Twenty participants from 10 SAIs attended this workshop. Attendees also included Parliamentarians, representatives from the Anti-Corruption Committees and PASAI Secretariat members.

Topics discussed included: an overview of PFM and current practices in the budgetary cycle; good practice oversight of Public Finance, Anti-Corruption and Integrity Frameworks in the Pacific; SAI audit mandate, internal work and outreach; audit report review, formulation of recommendations and follow up. Parallel Tracks for PACs, SAIs and Anti-Corruption Committees were held for participants to familiarize PAC members and other participants with the basic criteria for a PAC to function effectively, and for SAIs to discuss experiences on impact ways of working with PACs.

PASAI acknowledges the support of UNDP and UN-PRAC in the coordination and delivery of this workshop, and looks forward to further integrate its work with the parliamentary program of the UNDP.



*Regional Workshop for Parliamentary Oversight of Public Finance – delegate group photo*



*PASAI Chief Executive, Tiofilusi Tueti*



*Eroni Vatuloka, PASAI PFM consultant facilitating a discussion on how the work of SAIs can have the greatest impact on public sector performance*





# Implementing SAI Performance Measurement Framework (SAI PMF) in PASAI

PASAI continues to roll out the implementation of the INTOSAI measurement tool – SAI Performance Measurement Framework, in collaboration with the IDI, by delivering a regional program in which five SAIs participated. The five SAIs were Chuuk, the Commonwealth of the Northern Mariana Islands (CNMI), Fiji, Kiribati and Vanuatu. In the last four months, SAIs Chuuk, CNMI and Kiribati’s performance were assessed. All assessments were based on the SAI PMF methodology where the SAI’s core functions, legal framework, internal governance and ethics and communications both internally and with external stakeholders were reviewed.

This programme has adopted a regional coordinated approach where staff of participating SAIs were trained on the SAI PMF methodology covering all phases of the assessment process, from planning to the reporting phase, to enable them to conduct the assessment they were allocated to carry out. Details on the three assessments are summarised in Table 1.

Table 1: Assessment Details

SAI to be Assessed	Assessment Team	Date of Assessment Fieldwork
Kiribati Audit Office	Staff from SAI Fiji and Vanuatu led by PASAI Director of Practice Development	23 August - 4 September 2019
Chuuk Office of the Public Auditor	Staff from SAI Pohnpei led by PASAI Director of Practice Development	9-18 September 2019
CNMI Office of the Public Auditor	Staff from SAI Chuuk and Tonga led by PASAI Chief Executive	9-20 September 2019

The second and final workshop for the programme was conducted in Port Vila, Vanuatu on 11-15 November 2019 which brings together members of the assessment teams for the five SAIs whose performance were assessed. The workshop involved developing the performance report to describe a holistic and accurate picture of the SAI’s performance. This included providing guidance to participants on writing the report and participants analysing the results of performance assessed, identifying root causes of the performance and integrating factors that are within the SAI’s control as well as those factors beyond the SAI’s control, that may influence their performance.

It is the first time that these three SAIs’ performance have been assessed in a comprehensive manner and the assessment is embraced by the Heads of SAIs as the results will identify areas for improvements and determine how the SAI is performing against international auditing standards and best practices. The assessment could not have come at a better time for Heads of SAIs for Kiribati and Chuuk who have been in Office for seven months and 18 months respectively, when the assessment was conducted. They are looking forward to

the assessment results as a basis for development and seeking financial and technical support to strengthen their capabilities.

In addition to rolling out SAI PMF in the region, the PASAI Secretariat staff are also upskilling themselves with the SAI PMF methodology to ensure they are capable and competent to support the SAIs on this important regional initiative.



*SAI PMF Independent Reviewer Workshop facilitators and participants*

PASAI's Director of Practice Development participated in the SAI PMF Independent Reviewer workshop held in Oslo, Norway on 23-25 September 2019. This training is very critical in building the Secretariat's capabilities to understand the main purpose of the independent review of a SAI PMF report and the independent review process. IDI delivered the workshop which was attended by representatives from the various INTOSAI regions and donor community. SAI PMF is one of the key programmes in the PASAI region, which provides objective information about the SAI's capacity, capabilities and performance against ISSAIs. The information will assist PASAI in determining relevant support for each SAI, developing appropriate interventions to support the SAIs and monitoring SAIs' performance and progress towards achieving continuous improvement so that they can deliver value and benefits for all.

In recognition of the significant benefits to the region in adopting the INTOSAI SAI PMF tool, PASAI is committed to roll out the tool to all its 20 developing SAIs (excluding Australia, New Zealand and French-Court model SAIs) and seize training opportunities on SAI PMF methodology offered and delivered by the IDI to strengthen both SAI and Secretariat staff's capabilities, to enable them to carry out high quality SAI PMF assessments and provide confidence to users and readers that decisions taken by SAIs and stakeholders as a result of the SAI-PMF are based on a dependable and evidence-based assessment.

## **OAG Fiji Contributes to the Conservation of the Environment**

The Office of the Auditor-General, Republic of Fiji has been involved in a number of activities to help conserve the environment. The Office Environment Committee in

light of giving back to the environment wishes to plant back the number of trees that were used as paper by the Office.

The Ministry of Forestry joined in the initiative by providing free seedlings to be planted at the Colo-i-Suva Forest Reserve. The activity was overseen by an Officer from the Ministry.

During November 2019, Two Financial Audit Groups were involved with this initiative and planted 50 seedlings. There are plans to have the planting of seedlings carried out every quarter and this will involve all the staff on a rotational basis.

In September 2019, the OAG Environment Committee successfully facilitated the recycling of plastic bottles and cans used, by the Office. More than 209 plastic bottles and cans were transported to the Mission Pacific Fiji for recycling.



*OAG staff at the Colo-i- Suva Forest Reserve for the tree planting initiative*

## **Deputy Auditor General – Secondment to Solomon Islands Office of the Auditor General**

In an innovative peer-to-peer arrangement to support the growth of the Solomon Islands Supreme Audit Institution (SAI), Auditor General Peter Lokay, together with Pacific Association of Supreme Audit Institutions (PASAI) and the New Zealand and Australian Governments have worked closely together to coordinate a one year secondment for direct support in the Office.

PASAI advertised an Expression of Interest in December 2018 and received an overwhelming response. An assessment of all applications were made and finally Rachel McKechnie - an Associate Director, Specialist Audit and Assurance Services from the Audit NZ Office - was selected.

After nearly a year of behind-the-scenes organisation and comprehensive recruitment activities, Rachel started her secondment at the Office of the Auditor General in the Solomon Islands (SI-OAG) on 2 September 2019. She will be working with the team as the Deputy Auditor General for the coming year to provide assistance to strengthen the capacity and sustainability of the Office. An update from her first 3 months is provided below...



I have been with the OAG in Honiara for 3 months now and have been helping the Office to progress a number of important projects. These projects are essential to the ongoing development of the Office and have been key activities outlined in our Corporate Plan for a number of years. It has therefore been a busy but exciting start to my secondment.

One of our key achievements this year is to reach a final draft of the new AG Bill and supporting financial regulations. This bill is anticipated to strengthen the independence of the Office. This draft has been many years in development and is the culmination of a lot of hard work from the AG, staff and advisors.

Another key activity for the OAG for 2019 and early 2020 is a review of the staffing and structure of the Office. This is an opportunity for us to look at how we are currently established and to refresh this to better align with the new legislation and international best practice. We had our first workshop mid-October with the Ministry of Public Service where we worked through the framework which is to be applied in the review. By early February we hope to have our first cut of the proposed revised structure which will then be implemented in the 2021 Budget.

In November the Office received some refresher TeamMate training. We hosted an event which included a number of staff from Internal Audit teams across the Solomon Island government. This allowed our TeamMate champions to meet their counterparts and share some of their experiences. We also received some detailed training on how to implement TeamSchedule and some of the TeamCentral reporting which we are keen to roll out in 2020.

As the year now comes to a close we also have some assistance from Martin Grimwood, a consultant through the EU. Martin has been assisting us over the past few years with updating our documentation. This year one of his focuses is to develop our Audit Plan for 2020 which will drive prioritisation of our activities and scheduling of staff. This is Martin's final visit after 2 years' of assistance for which we are very grateful.

Next year is looking like an equally busy year for the team. We start the year with a focus on our Provincial Government and State Owned Enterprise audits. Then in March and April we're eagerly anticipating IDI and PASAI's assistance with our audits of the national government.



*Photo: Staff attending a Teammate Training refresher course (I am the one on far right)*

PASAI acknowledges the support of MFAT, and DFAT in the implementation of this initiative.

# Environmental Audit - Plastic Waste and Climate Action

*By Jonathan Keate*

Planning is underway for the 2020 Regional Working Group on Environmental Auditing (RWGEA) meeting for ACAG and PASAI members, to be hosted by the New South Wales Audit Office from **5-7 May 2020 in Sydney, Australia**.

Based on feedback from attendees at the 10th meeting (Brisbane, 2018), the meeting will have a stronger focus on practical training, including auditing implementation of sustainable development goals (SDGs) from an environmental perspective (using plastic waste and climate action to illustrate).

The training will cover the basics of environmental auditing and SDGs. Participants will then be supported to develop a plan for auditing either efforts to reduce plastic waste or action on climate change. We chose these topics as they are two of the three work programme priorities for the INTOSAI WGEA for its 2020-2022 work programme, and because of their relevance to the PASAI region. They could also be suitable topics for future co-operative audits in the region.

There will also be time in the programme for hearing from other SAIs and external speakers, and the meeting presents a great opportunity for Australian and Pacific SAI office “twins” to work together.

We are pleased that the SAI of Finland, the new WGEA chair, will attend the RWGEA meeting to provide the training. We will send more information about the meeting to ACAG and PASAI members shortly.

## Online learning

In between RWGEA meetings we have encouraged PASAI and ACAG members to participate in online environmental auditing training courses, offered by the WGEA in partnership with the University of Tartu in Estonia. We have had very good uptake, with about 25 participants passing an introductory course on environmental auditing, followed by courses on auditing water and on environmental issues associated with infrastructure.

In September 2019, 34 participants from ACAG and PASAI completed an online course on auditing waste management practices:

OAG Western Australia	3 participants
Audit Office of New South Wales	1
ACT Auditor-General's Office	1
OAG Republic of Fiji	4
YAP State Office of the Public Auditor	5
OAG Solomon Islands	1
Samoa Audit Office	14
Tonga Office of the Auditor-General	3
OAG New Zealand	2

Participation is again very good, notably from Samoa this time around.

I reported on PASAI's uptake of these Massive Open Online Courses (MOOCs) during the WGEA assembly meeting in Bangkok, Thailand in August 2019. Tweet - below!

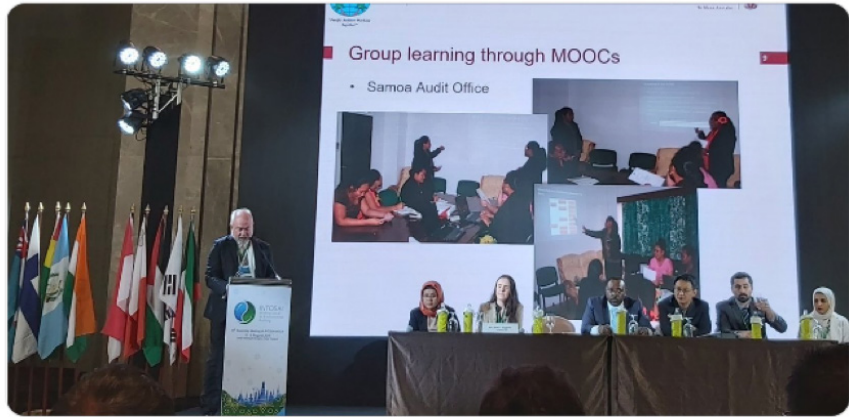


PASAI Retweeted



**Tytti Yli-Viikari** @tytliyv · Aug 8

MOOCs on Environmental Audit are well attended by the #Intosai audit community. Regional @WGEASecre commend the capacity-building and knowledge-sharing measures. @PASAI\_HQ

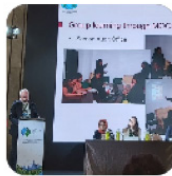


2 10



**PASAI** @PASAI\_HQ · Aug 10

Thanks to NZ @OAG's Jonathan Keate for his energetic advocacy of WGEA throughout @PASAI\_HQ and sharing it here - the MOOC results speak for themselves!



**Tytti Yli-Viikari** @tytliyv

MOOCs on Environmental Audit are well attended by the #Intosai audit community. Regional @WGEASecre commend the capacity-building and knowledge-sharing measures. @PASAI\_HQ

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### New WGEA chair

The Auditor-General of Finland, Tytti Yli-Viikari, took over as WGEA Chair from the SAI of Indonesia at the August 2019 WGEA meeting in Bangkok, Thailand. In her remarks about taking on the role, she talked about her impressions from visiting a marae (while in New Zealand for a Global Audit Leadership Forum meeting) and the importance of tupuna/ancestors. She recalled a Māori carving that depicted standing on the shoulders of ancestors – to acknowledge their wisdom and to see further. She built

her speech around this, saying that Finland would stand on the shoulders of previous leaders of the WGEA – Indonesia, Estonia, Canada, and the Netherlands, and build on all the work and knowledge that has gone before.

Tytti Yli-Viikari Retweeted



**Eurosai2017** @EUROSAL\_OP · Aug 9  
CONGRATs to @tytliyv

SAI Indonesia handed over @WGEASecre Chairmanship to SAI Finland @VTV\_fi during 19th INTOSAI WGEA Assembly Meeting

We wish success in the new responsibility of the National Audit Office of Finland.

[eurosaiop.org/news\\_detail/10...](https://eurosaiop.org/news_detail/10...) [twitter.com/TurkishSAI/sta...](https://twitter.com/TurkishSAI/sta...)



For more information or if you have any questions about the RWGEA 2020 meeting please contact: [jonathan.keate@oag.govt.nz](mailto:jonathan.keate@oag.govt.nz)

# Guam OPA Hosts 30<sup>th</sup> APIPA Conference

*Record Breaking Conference Featured Four Tracks in Auditing and Finance*



Hagåtña, Guam -- The Association of Pacific Island Public Auditors (APIPA) held its 30th annual conference on Guam, August 26-30, 2019. The conference was hosted by Guam's Office of Public Accountability (OPA) and provided conference participants the opportunity to receive up to 40 hours of continuing professional education (CPE) credit. The week's courses were held at the Dusit Thani Hotel's Guam Conference Center. Twenty (21) courses were provided during the conference in four training tracks: Audit, Audit Supervisory, Finance, and Advanced Finance and Management.

This year's APIPA was the largest conference in its 30-year history with 444 participants coming from American Samoa, Australia, Chuuk, Colorado, the Commonwealth of the Northern Mariana Islands, Fiji, Guam, Kosrae, the Marshall Islands, Palau, Pohnpei, Samoa, Washington DC and Yap. The largest delegation came from the FSM National Government, followed by Guam, RMI and Palau, respectively.

The opening plenary session and keynote address featured Colorado State Auditor Dianne Ray, who delivered a session highlighting "Opportunities in an Evolving Audit Environment." Ms. Ray emphasized ways in which audit offices can present results to improve accountability. The closing plenary focused on recent audits by eight island governments, presented by fourteen public auditors and staff. These audits included important oversight work by insular offices on topics ranging from the performance of street paving projects to contract and grant audits.

In his first full year as Guam's Public Auditor, Benjamin J.F. Cruz served as host for the 30<sup>th</sup> annual conference. *"Our office was honored to host the pearl anniversary of the annual APIPA conference. We could not have pulled it off without the great partnerships of my fellow Public Auditors from APIPA, the United States Department of Interior's Office of Insular Affairs, Office of the Inspector General, and the Pacific Islands Training Initiative,"* said Cruz.

This was Guam's fifth time hosting the APIPA conference since its inception in 1989, having previously hosted in 1996, 2002, 2009, and 2015. The annual conference is rotated among its ten-member nations.







# Workshop on Advocacy Strategy for Supreme Audit Institution (SAI) Independence

(Pohnpei Office of the Public Auditor)



*Freddy Ndjemba of IDI with participants from the SPMR workshop*

Pohnpei, FSM. On November 18-21, 2019, a Workshop on Advocacy Strategy for Supreme Audit Institution (SAI) Independence was held in Pohnpei, FSM. The workshop was facilitated by Mr. Freddy Ndjemba, Manager of Capacity Development of International Organization of Supreme Audit Institution (INTOSAI). It was attended by participants from SAI Papua New Guinea, SAI Republic of Marshall Island, SAI Pohnpei, SAI Yap, SAI Kosrae and Office of the National Public Auditor Office.

The workshop is part of INTOSAI Development Initiative (IDI) program called Strategy, Performance Measurement and Reporting program (SPMR) which aimed at supporting SAIs to better plan, monitor and manage their performance throughout an entire strategic management cycle, through the implementation of a sound strategic and operational planning process, as well as the establishment of an effective monitoring and reporting framework.

The program's rationale is that SAIs should develop and maintain a strategic planning and management process that enables them to achieve strategic outcomes and deliver value and benefits to the citizens. The program's global

objective is to have strategically managed SAIs leading to higher performance.

The highlight of the workshop is the presentation of each SAI on how they are going to frame the issue on how to develop advocacy strategy for greater independence. The Strategic and Management Operational Plan (SMOP) developed by each SAI will help support the advocacy for SAI Independence.

Overall, the workshop hosted by Pohnpei Office of the Public Auditor and Office of the National Public Auditor was a success. The workshop was full of brainstorming, inspiration from different challenges and strategies that each SAI was experiencing and most of all laughter and crazy stories from participants. When asked about their learning and experienced from the workshop, everyone shared that they learned from each other; through the workshop they were able to think new approach on how to implement their strategy and how to constantly change and update their strategy. As Mr. Freddy emphasized during workshop, "level up SAI ambition on what you can achieve based on the resources available on your organization" and always remember that "Accountability is the price we paid for Independence".



## Compliance Investigation Division (CID) Advisor completes Master of Fraud and Financial Crime



Kolonia, Pohnpei- The Pohnpei Office of the Public Auditor (POPA) is pleased to announce that Ms. Sophia H. Pretrick, a Certified Fraud Examiner (CFE) has completed her Master of Fraud and Financial Crime on May 10, 2019 at the Charles Sturt University (CSU) which is based in Australia through Distant Education. She finally received her degree on August 20, 2019. The Master of Fraud and Financial Crime aims to meet the educational needs of those with responsibility for fraud and financial crime deterrence, prevention, detection and investigation in the public, corporate and law enforcement sectors. For her

case, Sophia enrolled in the CSU's Online Program and it took her through three (3) phases to complete it.

Sophia wants to share not only her achievements but also what she learns from her journey. She pursued her Master's Degree because she wants to challenge herself to attain higher education and to continue learning so she can do her job right for the people of FSM. Due to the changing environment and fast-pace technology, the complexity of her work make it vital to continue learning and upgrade her knowledge to make sure she's one-step ahead in order to do anti-corruption

work in the public sector. Completing her Masters was a challenge for her, she has to balance time with family, her studies and office workload. She was able to overcome all the challenges because of the support of her family and the work management.

She wants to encourage the young generation to follow their dreams and always take opportunities that will come their way especially when it comes to enhancing their skills and knowledge. "She shared that it is never too late to pursue Higher Education or any of our dreams". Her late mother, who was her teacher/mentor encouraged her to finish what she started. With the right support system, determination and faith in God, anything is possible. Reaching your dreams should not be the destination, your achievements should always inspire others and always share your skills and knowledge to motivate others". Currently, she is mentoring Auditors/Investigators from the Public Auditors offices to pursue in becoming Certified Fraud Examiner. Her journey in completing her Master's degree end but she is now entering a new journey by pursuing other certification programs in the future. As C.S Lewis said "*You are never too old to set another goal, or to dream a new dream.*"

Sophia assisted in establishing the Compliance Investigation Divisions within the Yap, Kosrae and Pohnpei State Office of the Public Auditors. Previously, she worked at the FSM Office of the National Public Auditor for over 12 years. She attained a Bachelors in Criminal Justice Administration during her under-grad studies.



## SAI Staff Achievements 2019

PASAI celebrates the achievements of our colleagues in the Pacific region. Please join us in congratulating April Rosales - CPA Australia and Ezaaz Hasan – Masters in Professional Accounting (USP) from the Cook Islands Audit Office. And Asau Leuma – Masters of Commerce (USP) and Vaieli M Tumua – Bachelor of Commerce (USP) from the Tuvalu Office of the Auditor-General.

### Recent Independence Activities

Promoting the independence of our members is a cornerstone of PASAI's ten-year strategic plan. It is no accident that the independence pillar is the first (SP 1) of the plan's strategic priorities.

#### *Re-setting our support for SAI independence*

At the 2019 mid-point of the strategy, the Governing Board considered how best PASAI can support its member SAIs, and their heads, on their independence journeys. There are strong international principles supporting independence – most notably the 2007 Mexico Declaration. PASAI's web-based independence resource kit brings together a treasure-trove of materials on independence. Most SAIs have now assessed their independence under the SAI PMF, and many have progressed reforms of their legal frameworks to modernise their legislation and strengthen their statutory independence. The resource kit contains a number of "success stories" from around the Pacific to illustrate these achievements (see [www.pasai.org/shared-learnings-intro](http://www.pasai.org/shared-learnings-intro)).

But each country's circumstances are different. Independence is more than just a set of rules and principles. The real challenges for the head of a SAI are to be independent in mind, and build their independence through earned respect and strong relationships with other players in the accountability system. In this respect, independence is a matter of strategy and aspiration rather than something to be "achieved". Each SAI head can be supported in their endeavours, by resources and in-country assistance that include advocacy support when it is needed. This support is available from PASAI as a regional body, as well as the IDI through its global independence support program.

The Governing Board decided to embrace this approach as the foundation for SP 1 activities in the coming 5-year period. The presentation on this "re-set" by PASAI's legal consultant, Robert Buchanan, at the 2019 Congress was well received. As the first step in implementing the new approach, the Secretariat has recently engaged another consultant, Marco Bini (formerly of the SAI of Victoria), to review the resource kit and ensure it can support SAI heads in their own independence journeys. The kit will include updated resources for a SAI head to assess strengths, challenges, and potential threats to independence, and develop strategies to overcome them during their term of office. PASAI will also actively support a number of SAIs in the coming year to carry out this work.

#### *Ongoing legislative modernization*

In the meantime, our members continue to seek support with modernizing their legal frameworks, so their governing legislation reflects the realities of modern public sector auditing – including the international independence principles. Robert Buchanan has been active in this work with several SAIs over the past six months.

In the Solomon Islands, a long-overdue reform of the Auditor-General's existing legislation (Part VI of the Public Finance and Audit Act) is now progressing towards reality. Robert has been providing remote support to the SAI to prepare the new Auditor-General Bill for introduction to Parliament. The bill will clarify the SAI's mandate and establish the Office of the Auditor-General as a distinct entity, as well as confirming the constitutional independence of the Auditor-General as the head of the SAI.

The Audit Act of Fiji is also overdue for reform. The Act dates originally from 1969. Although it has been amended several times since then (most recently following the adoption of the current Constitution, which strengthened considerably the Auditor-



General's independence), the SAI's mandate remains unclear in some respects and the Office of the Auditor-General still lacks separate institutional status. Robert travelled to Fiji in August this year, just before the PASAI Congress, and spent time with the SAI and its senior staff to identify key areas for reform. With his support, a set of further amendments to the Act was developed and was able to be discussed with the Attorney-General's advisers before being submitted to Cabinet. When enacted, the amendments will align SAI Fiji's mandate with its existing audit practices (including environmental and IT auditing). They will also clarify the SAI's responsibilities in other areas – for example, its powers to access auditee information that exists in digital form, and the SAI's responsibilities (contemplated by the Constitution) to review audits completed by entities other than the SAI.

Robert then travelled to the north Pacific in early October to work, first, with the Public Auditors of the Federated States of Micronesia to identify needs for reform in their jurisdictions and, then, with SAI Republic of Marshall Islands to support its push for modernizing legislation in that country.

In FSM, the national and state Public Auditors were able for the first time to workshop their respective governing laws and identify areas for improvement which include better alignment. The SAI PMF assessments carried out in 2017 had identified a number of areas of difference. The differences are a reflection of the highly devolved nature of the Micronesian federation. But experience shows that a lack of alignment can be problematic, especially in the area of fraud investigation which is a strength of all the north Pacific SAIs (fraud often being a cross-jurisdictional problem).

Interestingly, the workshop revealed that each jurisdiction's legislation (i.e. National and the states) has areas of particular strength, which others could draw on, as well as gaps and weaknesses which need to be filled through modernizing reforms. For example, the Pohnpei state legislation has an audit follow-up provision which can be highly effective in ensuring that entities are held to account in implementing audit recommendations. Other Public Auditors expressed strong interest in having similar provisions in their Acts.

Robert was able to meet with the Attorneys-General of both FSM National and Pohnpei state, each of whom was supportive of the need for a strong and effective SAI with modern legislation that reinforces its independence. As a result of the mission, each Public Auditor is now armed with a set of modernizing proposals which they will discuss with their respective Governors and Congresses in coming months. Stronger alignment between the national and state legislation will, if it eventuates, strengthen the ability of the offices to work together.

In the Marshall Islands, the Auditor-General has constitutional independence but lacks the financial independence and operational autonomy envisaged by the Mexico Declaration. The purpose of Robert's visit to RMI was to help the Auditor-General socialize the importance of these dimensions of independence with other organs of the state (including the Public Service Commission), and to prepare law reform options which will give stronger statutory recognition to the constitutional position. Those options are now under discussion, with the hope that modernizing legislation can be introduced in 2020 following the recent national elections and government formation process.

Soon after Robert's mission, Freddy Ndjemba of IDI presented a workshop in Palikir, FSM on the strategic dimensions of independence. This will serve as a fitting prelude to PASAI's ongoing strategic independence support program in 2020.

The Secretariat continues to receive requests from SAI heads to help in this area. Slowly but surely, the region's public auditing legislation is being reformed in line with global best practice. SAIs of course depend on the support of their governments and legislatures to introduce, and then enact, such reforms. Their endeavours will continue to be a key element of the self-enabling, strategic approach to independence which PASAI will continue to promote.



*Robert Buchanan with FSM National Public Auditor Haser Hainrick*



*Robert Buchanan with Haser Hainrick*



*Robert Buchanan with RMI Auditor-General, Junior Patrick and senior staff*



## Condolence Message

Deepest condolences from the PASAI family to the Papua New Guinea Auditor-General's Office on the passing of the Late Mr Andy Vui Tungal. Andy was a highly respected and valued member of the Office. During 35 years at the Office, Andy served as Deputy Auditor-General for the National Government Audit Division and Statutory Audit Division respectively. He will be remembered for his simplicity, humility, friendliness and honesty.



*Late* **MR. ANDY VUI TUNGAL**

## PASAI Secretariat – Staff Updates

### **Congratulations to Sarah Markley for her new role (Director – International Engagement)**

The New Zealand Office of the Auditor-General (OAG) has been undertaking a restructure made possible due to a substantial funding increase from Parliament. As a result of this, Sarah has been appointed into the newly created role of Director – International Engagement. This role enables Sarah to be available to contribute more time to support both the Secretariat and PASAI’s work programme. She also remains responsible for the audits of the Government of Niue and Tokelau and is responsible for leading and coordinating other international work for the New Zealand OAG. In the new year Sarah will recruit another person to assist her in her new role. Sarah now reports directly to the Auditor-General and is a member of the Executive team.

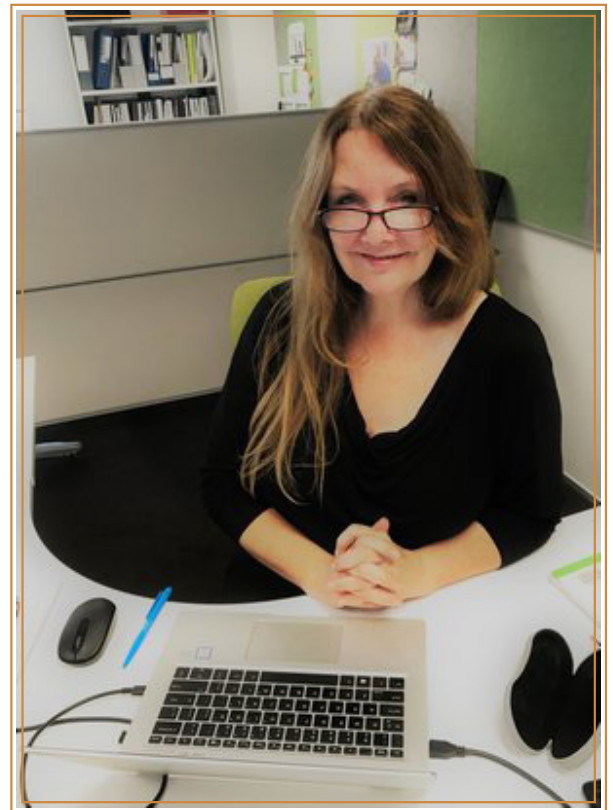
Sarah has worked to support PASAI since the formation of the Secretariat in 2009. Taking over from Bruce Robertson as the Deputy Secretary-General in 2015, Sarah has provided the day-to-day support to the Secretariat on behalf of the Office of the Secretary-General. During this time Sarah has also had a primary role at the New Zealand OAG as Manager in the Local Government team, working to support the appointed auditors and the interests of the Auditor-General across a wide range of public sector entities. This has involved a lot of work assisting to develop best practical materials for local government finance and planning managers related to the audits of long-term plans and completing reports to Parliament and briefings to select committees. Over the last 8 years Sarah’s work has been mainly focused on the audit of Auckland Council which serves over a third of NZ’s population and other projects in the Auckland area.





### **Farewell to Ms. Jill Marshall, Communications Advisor**

In early October 2019, PASAI farewelled Ms. Jill Marshall who had been the Communication Advisor since June 2018. Jill made a tremendous contribution in improving the quality of PASAI reporting, increasing the visibility of PASAI through its website and social networks, enhancing PASAI's publications with new ideas and approaches. At the global level, Jill was recognised for her report writing skills and worked with IDI to produce the Global Report on the Cooperative Performance Audit on SDGs preparedness. Her departure is a great loss to PASAI and the work of the Secretariat. PASAI wishes Jill well in her future endeavour.



### **Welcome to Annie Subactagin-Matto, Director – Monitoring, Evaluation and Reporting (MER)**

PASAI new Director of Monitoring, Evaluation and Reporting, Ms. Annie Subactagin-Matto, assumed duty at the PASAI Secretariat office on Tuesday, 29th October 2019.

Annie comes to us from Auckland UniServices Limited (a subsidiary of the University of Auckland) where she was the Head of Evaluation and Quality in the Future Learning Services business unit. She has held several related roles at UniServices over the past 2 years. Prior to that, she has a wealth of experience at a range of government agencies in project management, evaluation and reporting roles. We welcome Annie to the PASAI family and looking forward to working with her to integrate high-quality MER practices into all PASAI activities going forward.





## Monsieur Jean-Luc Le Mercier, Chambre territoriale des Comptes de la Polynesie Francaise



Monsieur Jean-Luc was appointed Head of the PF Accounts Chamber on 1 October 2019. A graduate of the National School of Administration, he has 20 years of experience as a Chamber of Accounts Counselor and Financial Prosecutor in monitoring the accounts of municipalities, departments, regions and other local government agencies. He has also completed a range of anti-corruption missions, especially in Africa (Niger, Algeria, Morocco). Key areas of focus in his current role

include the environment and gender equality. The PASAI family wish Monsieur Jean-Luc a very warm welcome and look forward to working with him.

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## PASAI Calendar of Events: January - June 2020

<b>6 to 17 January 2020</b>	PASAI/IDI SAI Level Support for FSG Audits compliance with ISSAIs – Tuvalu SAI
<b>2 to 13 March 2020</b>	PASAI/IDI SAI Level Support for FSG Audits compliance with ISSAIs – Solomon Islands SAI
<b>16 to 27 March 2020</b>	SAI Level Support – Quality Assurance System – Vanuatu SAI
<b>30 March to 10 April 2020</b>	PASAI/IDI SAI Level Support for FSG Audits compliance with ISSAIs – Tonga SAI
<b>4 to 15 May 2020</b>	PASAI/IDI SAI Level Support for FSG Audits compliance with ISSAIs – Samoa SAI
<b>8 May 2020</b>	Design meeting for the Regional Human Resource Management workshop in Auckland
<b>8 to 12 June 2020</b>	QA Refresher workshop [QA Reviewers – Tuvalu, Samoa, Solomon Islands, Kiribati]
<b>6 to 10 July 2020</b>	Regional Workshop – Customisation of Manuals (Financial, Performance, Compliance and Quality Assurance)
<b>April, May, June Sept 2020</b>	EU Funded Technical Assistance to SAIs with FSG Backlog (Vanuatu, PNG, Nauru and Solomon Islands)

WISHING YOU A CHRISTMAS  
FILLED WITH

*love, peace and joy.*

MAY THE NEW YEAR BE  
FULL OF MANY BLESSINGS.



PASAI  
SECRETARIAT  
TEAM



See you next  
year with a  
packed PASAI  
calendar for  
2020!

Note: The PASAI Secretariat Office will close for the Christmas holidays from Monday 23 December 2019 until Friday 3 January 2020. The office will resume on Monday 6 January 2020.



For further information, please contact us:

Email: [secretariat@pasai.org](mailto:secretariat@pasai.org) Telephone: +64 9 304 1893 Fax: +64 9 307 9324

(If you no longer wish to receive this newsletter, please email [secretariat@pasai.org](mailto:secretariat@pasai.org))

