



# **Strategic Plan**

**2015-19**

**Department of the Auditor General of Pakistan**

**Audit House, Constitution Avenue,**

**Islamabad**

## Foreword

The Department of the Auditor General of Pakistan (DAGP) has been playing its role in ensuring public accountability and transparency, and promoting good governance by adding value to national resources. To honour these responsibilities in a befitting manner, the DAGP has been striving to upgrade its capabilities. Various initiatives, from time to time, included the defining of Vision, Mission and Core Values of the DAGP; aligning of audit independence, legal mandate, organizational and financial independence with Lima and Mexico Declarations; upgrading the DAGP audit methodologies; and improving human resources.

The effort has to be integrated, coordinated and continued for a sustained impact. That is what this Strategic Plan aims at. Therefore, a comprehensive review exercise was undertaken in the backdrop of current and future challenges. The challenges come from ever changing complex governance environment including the growing reliance on information and communication technologies (ICTs) employed in the public sector. Besides, privatization, public debt management, disaster management, energy management, gender issues, public private partnerships, enhanced accountability demands, etc. needed to be considered for the meaningful audit. The third important factor is the improvement or introduction of new cost effective auditing techniques and technologies that produce better results.

The review has been conducted in accordance with the INTOSAI's Strategic Planning Handbook framework that suggests needs assessment by a Supreme Audit Institution (SAI) before strategic planning.

The DAGP completed needs assessment, according to the detailed road map given in INTOSAI's Capacity Building Needs Assessment (CBNA) 2009. This included taking stock of the prevailing situation and identification of gaps with the involvement and participation of all tiers of DAGP.

The current strategic plan may be viewed as a continuation of previous efforts but devised in the light of recently completed Needs Assessment Report. The Strategic Plan aims at:

- (i) Improving provisions of the AGP Ordinance to align them with the INTOSAI standards and Constitutional Articles as amended vide 18<sup>th</sup> amendment.
- (ii) Upgrading the capacity of staff to cope with emerging and future needs.
- (iii) Enabling all staff members to utilize updated procedures, methods and manuals of the DAGP.

The strength of the planned strategy lies in participative approach. A commitment to continued participation and effective implementation shall be the key to success.

I would like to express my gratitude to all the officers specifically officers of HRM Wing who contributed valuable suggestions and inputs in preparing this plan. I am also obliged to acknowledge and appreciate the technical assistance extended by USAID in preparation of the plan.



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## **1. Introduction**

### **1.1 Background**

The DAGP is the Supreme Audit Institution of Pakistan, entrusted under Constitutional provisions, with the audit of all the revenues, receipts and expenditures of Federal and Provincial Government departments, autonomous bodies, corporations, institutions, etc., financed by or working under their administrative control. After the 18<sup>th</sup> Constitutional amendment, Auditor General of Pakistan is empowered to determine the nature and extent of audit. The details of functions and powers of AGP are described in the Auditor General's (Functions and Powers) Ordinance 2001.

The DAGP conducts the audit and presents its reports to the President and the Governors of the Provinces in case of Federal Government, and Provincial Governments respectively, who cause them to be laid before respective Assemblies. The Reports of the Auditor General are discussed/deliberated upon by the respective Public Accounts Committees.

The AGP-led accountability gives confidence to the public that their resources are rightfully utilized and assets are well guarded. The donor organizations, countries and international development partners also repose their trust in the AGP for the accountability of their loans and grants.

The DAGP used to plan its activities in the form of Annual Plans. Such plans mainly focused on auditorial duties but contained provisions of man-days for other activities including capacity building and training.

### **1.2 Scope**

This Strategic Plan covers a period of four years from 2015-19. The scope includes efforts for improving in legislation; organizational and financial independence; communication with stakeholders; developing sustained professional capacity in deficient, emerging and future areas through outsourcing and in-house training including delineating the Audit Manuals, field audit guidelines and reporting guidelines already developed through workshops and trainings. Intra-departmental procedures, interactions and SoPs will be streamlined and strengthened. The DAGP

would also consider other areas identified in the needs assessment including better salaries and staff welfare subsequently.

## **2. Vision, Mission and Core Values**

### **2.1 Vision**

A model supreme audit institution adding value to national resources.

### **2.2 Mission**

Serving the nation by promoting accountability, transparency and good governance in the management and use of public resources.

### **2.3 Core Values**

The cherished Core Values of the DAGP are described as under:

**INTEGRITY:** is the Way of Life at DAGP; integrity is ensured by:

- Conforming to ethical standards and code of conduct
- Compliance of professional standards in our work
- Honesty and objectivity in carrying out our work

**QUALITY:** is the Way of Doing Business at DAGP; it is ensured by:

- Producing Relevant, Timely and Reliable Reports
- Meeting audit objectives in a Cost Effective manner
- Applying Quality principles and Quality standards in audit planning, execution and reporting processes
- Providing quality support for efficient implementation of Government policies

**PARTNERSHIP:** is the Way of Interaction; DAGP officers interact with beneficiaries, it is promoted through better relationship with stakeholders by:

- Aligning our goals with the Government's reform agenda
- Understanding our clients
- Improving communication with stakeholders
- Working as partners, help clients achieve their objectives economically, efficiently and effectively.

### **3. Strategic issues**

Capacity building needs assessment conducted in 2012 identified gaps that impact the performance of the DAGP, and pinned down their causes. A SWOT analysis was also conducted. Gaps and related causes were clustered as per guidance in Capacity Building Needs Assessment (CBNA). Many common causes were behind a single gap and vice versa. The Strategic Issues that emerged out of entire exercise are listed below:

- Issue of improving Organizational and Financial Independence
- Issue of Developing Professional and Institutional Capacity
- Issue of developing communication and cooperation with internal and external stake holders
- Issue of using modern audit techniques and technologies
- Issue of improving Internal Governance

#### **4. Prioritized Issues and Goals for the Strategic Plan 2015-19**

The findings and recommendations of the Needs Assessment Report were given due consideration. After careful deliberations and discussions, it was noticed with satisfaction that the DAGP was already making progress on some of the strategic issues. It included the issues of Organizational and Financial Independence which has been taken up by the department for required improvements. A lot of work has been done in-house, and the proposed legislation is being pursued with the Federal Government. Therefore, under this plan, the DAGP officers may continue to exert influence to get the revised legislation passed. Major emphasis, during the strategic plan period 2015-19 would be on the capacity building and institutional development. Goals and corresponding objectives formulated for the Strategic Plan 2015-2019 are as under:

##### **4.1. Goal 1: Improving financial and organizational independence**

To achieve the goal of organizational and financial independence, it would be necessary to align the Auditor General's (Functions, Powers and Terms and Conditions of Service) Ordinance 2001 with the Constitution and the INTOSAI standards; accordingly, regulations and rules would be framed after the passing of the above mentioned legislation, within the strategic plan period. Moreover, efforts would be made to secure approval of Federal Government for the appropriate changes in the Rules of Business 1973 to upgrade the status of the DAGP and enhanced financial/ administrative powers for AGP, to meet the INTOSAI recommendations on organizational and financial independence.

##### **4.2. Goal 2: Development of professional and institutional capacity**

The professional capacity would be developed to address current, emerging and future audit challenges; to build in-depth understanding of departmental audit methodologies, manuals, guidelines and quality assurance mechanism across all the tiers. For the officers inducted into Inter Departmental Cadre, a course (curriculum) will be devised as recommended in the Needs Assessment Report. The 'culture, attitude and ethics of DAGP also need to be improved in order to improve institutional capacity.

### **4.3. Goal 3: Developing communication and cooperation with internal and external stake holders**

Communication and cooperation with other SAIs will be addressed through higher level exchanges of delegations on mutual basis and by arranging conferences and workshops for parliamentarians, media, donors, auditee organizations, etc., during the plan period.

Communication within department will be improved through popularization of the DAGP values, codes of ethics, methodologies, manuals, strategies, etc. Latest bulletins and new initiatives will also be communicated to all through circulars and DAGP website. Channels for two-way communication, already available within department, would be strengthened.

### **4.4 Goal 4: Use of modern audit techniques and technologies**

DAGP has been striving to introduce modern audit techniques and technologies; it has upgraded its audit manuals, field audit and reporting guidelines, and introduced Audit Command Language (ACL). The procurement of Audit Management Information System (AMIS) was planned under PIFRA but that initiative could not materialize. The same can be procured or developed during this plan period followed by user training at all levels under the Strategic Plan. These two initiatives will radically change the core auditing processes. Therefore, the entire audit processes would be built around modern techniques and technologies. The second major objective of widespread use of these techniques/ technologies would be achieved by imparting trainings at grass root level during the plan period.

### **4.5 Goal 5: Improving internal governance**

Internal governance initiative comprises quality management, workplace environment and establishment of institutional memory.

In this plan period, three major aspects of internal governance will be improved. The capacity building and trainings will enable the staff to perform high quality work. Quality control

mechanism already in place will be improved to segregate the contributions / areas of responsibility of quality assurance and quality control committees.

Work place environment will be improved by better repair and maintenance of buildings, furniture and fixtures, equipment and machinery, etc.

The institutionalization of remembrance (institutionalized memory) shall be taken up after the completion of AMIS initiative.

## 5. Implementation Matrix

### Goal 1: Improving Financial and Organizational Independence

Objectives	Key activities	Output indicators	Time frame	Funding source	Responsibility	Critical success factors
Putting in place enabling legislation and related regulations / rules	<p>Major activity: Aligning the AGP Ordinance with Constitutional Articles and INTOSAI Standards</p> <p>Sub-activity: Re-writing and enactment of proposed AGP Act; Bringing change in the Rules of Business (Pursuing the changes already proposed to government ( or alternately such changes may be included in the enactment)</p> <p>Enhanced financial and administrative powers or delegation of such powers [Pursuing the changes already proposed to government ( or alternately such changes may be included in the enactment)]</p> <p>Revision of MSO to bring</p>	<p>Enactment passed. Rules of Business changed.</p> <p>Appropriate delegation of financial and administrative powers.</p> <p>Rules / regulations notified.</p>	2 years (2015-2017)	GoP/ Donor Assistance	<p>Accounting Policy and HRM Wings</p> <p>Accounting Policy, Audit Policy and HRM Wings</p> <p>B&amp;A and HRM Wings.</p> <p>B&amp;A and HRM Wings</p>	<p>Cooperation of the Finance, Establishment and Law Divisions.</p> <p>Support of the PAC and Parliamentarians.</p> <p>Effective lobbying.</p> <p>Cooperation and Coordination between Policy and Operational Wings.</p> <p>Cooperation and Coordination amongst all Wings.</p>

Objectives	Key activities	Output indicators	Time frame	Funding source	Responsibility	Critical success factors
	it in line with changes in recruitment and other administrative rules, framing of rules and regulations under the AGP Act for internal management and external working relationship management.					



Objectives	Key activities	Output indicators	Time frame	Funding source	Responsibility	Critical success factors
	<p>under use in DAGP Devising of curriculum for DC officers inducted into IDC. The sub-activities of ‘Implementing HR Strategy’ include: Rationalize and align human resource needs to present day needs, balancing of staff deployment, career development Building and maintaining an HRMIS</p> <p>Build capacity in current, emerging and future areas Build capacity in audit methodologies; manuals, IT/IS Auditing; guidelines; Code of Ethics, etc., already developed and under use in DAGP Devising of curriculum for DC officers inducted into IDC.</p>	<p>Redeployment of staff on rational basis, defined career path. HRMIS in place. Capacity building plans comprising courses / trainings / educational programs implemented.</p> <p>Approved curriculum; Induction courses put in practice.</p>	<p>January 2016 to June 2017 for current, future and emerging areas for master trainers, January 2016 to December 2018 for all others.</p>			<p>Cooperation of all wings. Funding / Government approval. Availability of funds; identification of capacity building opportunities.</p>

### Goal 3: Development of Communication and Cooperation with Internal and External Stakeholders

Objectives	Key activities	Output indicators	Time frame	Funding Source	Responsibility	Critical success factors
Devising and implementing of Communication Strategy with internal and external stakeholders and providing an enabling environment	<p><b>Major activities:</b> The objective includes two key activities: (i) <b>Devising of Communication Strategy with internal and external stakeholders;</b> (external stakeholders include parliamentarians specially PAC, media, auditees, general public, donors, etc; internal stakeholders include employees of the department); and (ii) <b>Implementing of Communication Strategy and providing an enabling</b></p>	<p>Strategy Document</p> <p>Workshops, conferences, etc, held for varied audiences; e-Communication environment put in place; informed internal and external stakeholders.</p>	April 2016 to June 2016.	GoP/ Donor Assistance	HRM and APP&SS Wing with the involvement of all DAGP wings.	<p>Cooperation of all Wings and availability of funds.</p> <p>Enabling of e-Communication System.</p>

Objectives	Key activities	Output indicators	Time frame	Funding Source	Responsibility	Critical success factors
	<p><b>environment</b>            (implementation may be through e-communication facilities like internet and AMIS, workshops, conferences, media, peers, etc- the strategies would identify appropriate medium for audiences concerned)</p>					

**Goal 4: Use of Modern Audit Techniques and Technologies**

Objectives	Key activities	Output indicators	Time frame	Funding Source	Responsibility	Critical success factors
Integrated auditing, improving communication with auditee organizations, PAC, audit reporting and monitoring within DAGP and record keeping.	Development and implementation of AMIS and user training; preparation of user manuals	Functional AMIS; user orientation ; user manual prepared / approved; Trainings held. Changed methods and ways of interaction between the various Wings of DAGP and the way they transact business amongst themselves and with their auditee organizations and respective PACs.	3 years: 2016-2019, Acquisition, customization and deployment during the first year; Orientation and mass utilization in the subsequent years.	GoP/ Donor Assistance	All Audit Wings, Audit Policy Wing, Accounting Policy Wing and HRM	Procurement of AMIS and customization Conversion of manual records and paper based communications to electronic records and communications User training material

### Goal 5: Improving Internal Governance

Objectives	Key activities	Output indicators	Time frame	Funding Source	Responsibility	Critical success factors
Improving Quality Management Framework (QMF) and Ensuring proper implementation of QMF	<p>Improving QMF to clearly segregate the responsibilities of various committees involved in the process.</p> <p>Implanting quality consciousness / quality culture amongst staff to plan, conduct and report quality audit through training and mentoring.</p> <p>Enabling QMF committees to conduct proper review through training.</p> <p>Putting in place a mechanism for monitoring and follow up of QCC year after year.</p>	<p>Revising of QMF.</p> <p>Training Workshops held.</p> <p>Mentoring activity institutionalized.</p> <p>QCC monitoring and follow up mechanism put in place.</p>	<p>2016-17</p> <p>On-going activity throughout the plan period</p>	GoP/ Donor Assistance	AP Wing PA&AA and AP Wing	<p>Interest of Heads of FAOs.</p> <p>Availability of knowledgeable trainers / mentors</p>
Improving	Up-keep and	Buildings renovated.	On-going		B&A Wing and	Availability of funds

Objectives	Key activities	Output indicators	Time frame	Funding Source	Responsibility	Critical success factors
Work Place environment	renovation of old buildings.  Replacement and maintenance of old equipment.  Separate washrooms and prayer facilities for ladies.	Timely replacement and maintenance of equipment	activity throughout the plan period		Heads of FAOs	
Establishment of institutional memory & archiving of vital records.	The activity would be linked / subsequent to establishment of AMIS.  Archiving of vital records (hard copies)	Lessons learned archived – to be a guide for future; previous important decisions, SoPs, rules, regulations, case studies, properly archived and always available as reference material.  Vital records identified and archived with the involvement of librarian.	June 2016- July 2017		Audit Policy and Accounting Policy Wings.	Deployment of AMIS.

## 6. Audit Strategy

### 6.1. The DAGP Commitment and Challenges

The DAGP is committed to cover full spectrum of the public financial management. It strives to manage the challenges economically and efficiently given the resource constraints especially in the face of economy measures. The corresponding domestic auditorial activities and reports include:

- **Certification audit reports** that express opinion on financial statements;
- **Compliance with Authority reports** that comment on the public sector operations; whether they are in accordance with relevant primary and secondary legislation, and focus on deviations from regulations; rules, official norms and good practices
- **Performance audit reports** that comment on the Value For Money issues;
- **Special audit reports** which address special interest areas of certain stakeholders and governance issues;
- **Others** that include the certification and compliance with authority audit of projects, programs or operations funded out of (foreign) loans and grants;
- Presenting the audit reports to the President / Governors; discussion by respective PACs and monitoring and reporting of actions taken in compliance to the PAC's directives relating to the previous audit reports.

The DAGP plans performance and special audits keeping in view the emergent issues, demands for such audits and the public interest. While devising annual audit plan, each Wing carefully assesses the available resources and the issues. The deliberations produce annual audit strategy that ensures optimum coverage within available resources.

### 6.2. Alignment with Current and Emerging Challenges

While planning broader audit coverage, the DAGP aligns the audit plans with the government operational plans and activities as they change from year to year given the prevailing situation and the priorities of the governments. For the purpose, the DAGP would regularly assess and analyze the situation to ensure that all important aspects of current and emerging issues are considered. At present, the current and emerging challenges include:

### **6.2.1. Enhanced Audit Coverage and Responsibility**

As a result of recent amendments in the Constitution of the Islamic Republic of Pakistan, the DAGP has been entrusted with the audit of all the revenues, receipts and expenditures of Federal and Provincial Government departments, autonomous bodies, corporations, institutions, etc., financed by or working under their administrative control. Further, the Auditor General of Pakistan has been empowered to determine the nature and extent of audit. This means that the audit coverage and responsibilities have been enhanced.

### **6.2.2. Greater Demand of Accountability**

Due to greater public awareness and debates in the electronic and print media, the demands of accountability have increased. General public and the politicians are expecting more from the DAGP. Consequently, the voice for accountability of such aspects of governance is raised which were not touched earlier, such as gender issues, social justice, etc.

### **6.2.3. Expected Privatization of Public Enterprises**

The incumbent government has shown commitment to minimize the losses to public exchequer in order to utilize the precious public funds for better purposes. Thus, it has reportedly embarked upon a plan to dis-invest in sick and non-performing public owned enterprises in a transparent manner. The DAGP will have to ensure that the government has successfully completed the gigantic task in the best public interest in a transparent manner.

### **6.2.4. New Initiatives**

The incumbent government has also announced a five points program to alleviate the sufferings of masses and to enable the youth to start their own business to contribute to the economy. These include loan schemes that may involve huge disbursements of funds. The DAGP will have to cater to accountability needs of such schemes along with on-going programs.

### **6.2.5. Increased Foreign Assistance**

It is expected that more foreign assistance would be available to Pakistan given the geo-political position and goodwill of the government. Moreover, the government has already availed a huge IMF loan to ease its repayment difficulties. The donors, both in cases of grants and loans, rely on

the accountability mechanism of the DAGP. Thus, a surge in donor related audit activity is imminent.

#### **6.2.6. Audit of Non-Governmental Sector**

Government is considering audit of International Non-Governmental Organizations (INGOs) and local Non-Governmental Organizations (NGOs). This is likely to cause a strain on human resources because DAGP has little exposure of audit of this sector. Additional capacities in terms of human resources at all levels, procedures, manuals, equipments, housing facilities and financial resources may be needed for the purpose.

### **6.3 Strategy for Audit**

The DAGP aims at effective and meaningful audit which is measured by the number of assignments completed; quantification of results (outputs) like recoveries pointed out / effected at the pointation of audit i.e., benefit-cost ratio; irregularities pointed out; system improvements suggested / made like in regulations and rules, control mechanism; and reduction of wastages or minimization of mistakes. The DAGP efforts, during the Audit Years 2005-6 to 2009-10, resulted in direct financial recoveries of public money amounting to Rs.107 billion whereas the expenditure of the DAGP for the same period was Rs.5.81 billion. For the Audit Year 2011-12 to 2013-2014, the DAGP recoveries amounted to Rs.117.11 billion whereas the expenditure of the DAGP for the same period was Rs.8.5 billion. For the Audit Year 2014-15, the audit facilitated the recovery of Rs.41.19 billion, whereas the expenditure of DAGP was Rs.3.52 billion. Thus, for every rupee spent in the Audit Year 2014-15, 11.70 was recovered.

To maintain consistence performance and to cope with emerging issues, the DAGP pragmatically plans a modest increase in performance; this is exhibited by (i) audit coverage as shown in perspective audit plan 2015-19; (ii) perspective plan for emerging areas; and (iii) projected Benefit-Cost ratio in terms of recoveries during the strategic plan period.

#### **6.3.1 Perspective Audit Plan**

As explained above, there are audit activities which the DAGP has to perform annually such as the certification of federal, provincial and district government accounts which are required under the Constitution of Islamic Republic of Pakistan. Secondly, audits of foreign aided projects are

required under various agreements entered into by Government. In addition to these two audit activities, the DAGP plans the following assignments over a period of four years:

**Table 1: Perspective Audit Plan 2015-19**

Audit type	Perspective Plan			
	2015-16	2016-17	2017-18	2018-19
Certification Audit	198	198	198	198
Compliance with authority	5439	5681	5869	6065
Special Audit	14	14	14	14
Performance Audit	41	42	43	43
Others	69	67	68	67

### 6.3.2 Perspective Plan for Emerging Areas

It is envisaged that officers who will be imparted training in emerging / future areas (as mentioned in the Capacity Building Plan) will conduct audit and also impart training. Therefore, during the first or second year of Strategic Plan when they will be completing their (own) training, the trained officers (master trainers) may be able to conduct at least one audit in relevant area during that year. But in the subsequent years; up to 4 audit assignments may be carried out by these officers and the officers who may be trained by the master trainers. These audits would be included in the perspective plan under Special Audits or Performance Audit. A projected plan mentioning the emerging areas is given in Table 2:

**Table 2: Emerging Areas included in Perspective Audit Plan 2015-19**

Audit type	Perspective Plan			
	2015-16	2016-17	2017-18	2018-19
Special Audit / Studies	1-2 assignment in each area of: <ul style="list-style-type: none"> <li>• Public-Private Partnership</li> <li>• Privatization</li> <li>• Energy Distribution</li> <li>• Gender Audit</li> </ul>	Up to 4 assignments in each area	Up to 4 assignments in each area	
Performance Audit				

Audit type	Perspective Plan			
	2015-16	2016-17	2017-18	2018-19
	<ul style="list-style-type: none"> <li>• IT/IS/e-Governance</li> <li>• Environment</li> <li>• Forensic</li> <li>• Debt Management</li> <li>• Project Audit</li> <li>• HR Audit</li> <li>• Youth loans</li> </ul>			

**6.3.3 Projected Cost- Benefit Ratio**

The quantified results would include such measures as Cost- Benefit ratio as exhibited in the form of recoveries effected at the instance of audit. The DAGP plans to maintain the Cost-Benefit ratio of 1:11.70 achieved in 2014-15 and maintain the same for the four subsequent planned years as projected in Table 3:

**Table 3: Projected Benefit-Cost Ratio 2015-19**

2014-15 (Completed)	Perspective Plan			
	2015-16	2016-17	2017-18	2018-19
<b>1:11.70</b>	<b>1:11.70</b>	<b>1:11.70</b>	<b>1:11.70</b>	<b>1:11.70</b>

The other quantifiable measures would include the system improvements made on the advice of audit; reduction in the instances of irregularities; wastages; frauds, thefts, etc. This may be quantified as under:

**6.4 Resource Requirement**

The DAGP is resource efficient. The budget of the department is charged but the Finance Division imposes economy measures across the government, and being one of the functionaries of the government, there is no escape. The Government has announced economy/austerity measures in expenditure across the departments during the financial year 2015-16. This is a very challenging situation; DAGP would reprioritize its audit activities to cover all important areas. The budget requirements are projected as under:

**Table 5: Budget Requirements 2015-19**

Budget Requirements 2015-2019								(Rs. Million)	
Head of Account	2015-2016		Perspective Plan				2018-2019		
			2016-2017		2017-2018				
	GoP Support	Donors Support (10%)	GoP Support	Donors Support (35%)	GoP Support	Donors Support (35%)	GoP Support	Donors Support (20%)	
Employees Related Expenses	2884.000	----	3000.773	----	3122.093	----	Not yet estimated/ budget ceiling not indicated by Finance Division.	----	
Operating Expenses	818.699	----	851.865	----	886.326	----		----	
<i>Consulting Services</i>	----	0.150	----	0.525	----	0.525		0.300	
<i>Foreign Training</i>	----	3.620	----	12.670	----	12.670		7.240	
<i>Financing of CPA/CA or Masters in Accounting</i>	----	2.72	----	9.520	----	9.520		5.440	
<i>Fellowship Program</i>	----	9.60	----	33.60	----	33.60		19.20	
<i>Seminars in Pakistan</i>	----	2.92	----	10.220	----	10.220		5.840	
<i>High level exchange program</i>	----	0.90	----	3.150	----	3.150		1.800	
<i>Joint Audits with SAIs of the Region</i>	----	1.16	----	4.060	----	4.060		2.320	
Employees Retirement Benefit (Pensioner Medical Charges & Encashment of LPR)	51.936	----	54.039	----	56.224	----			
Financial Assistance to the families of Deceased Civil Servant	20.000	----	20.810	----	21.651	----			
Entertainment	1.600	----	1.665	----	1.732	----			
Physical Assets	7.587	----	7.894	----	8.213	----			
<i>ACL Licenses &amp; support maintenance</i>	----	1.90	----	6.65	----	6.650		3.800	
<i>Investment in HRMIS</i>	----	10	----	35	----	35		20	
<i>Procurement &amp; Deployment of AMIS</i>	----	35	----	122.50	----	122.500		70	
<i>Purchase of Vehicles</i>	----	2	----	7	----	7		4	
<i>Misc Equipment &amp; Machinery</i>	----	2.50	----	8.750	----	8.750		5	
Repair & Maintenance	19.178	----	19.954	----	20.759	----			
<i>Infrastructure Repair &amp; Furniture</i>	----	25	----	87.500	----	87.500		50	
<b>Total</b>	<b>3803.000</b>	<b>97.47</b>	<b>3957.000</b>	<b>341.145</b>	<b>4117.000</b>	<b>341.145</b>		<b>194.94</b>	

**Note: The above mentioned activities of Donor Support is only possible when the DAGP has Funds in the Financial Year 2015-16 maximum by second quarter and release of funds in the first quarter of the subsequent Financial Years.**

## **7. Implementation, Monitoring & Evaluation of Strategic Plan**

The HRM Wing will be responsible for implementation of the Strategic Plan except for the AIMS. For this purpose, the HRM Wing may assign or delegate responsibilities with the approval of the Competent Authority.

The DAGP has already formed a 4-member Steering Committee. HRM Wing will submit regular monthly and bi-annual progress reports to the Steering Committee. The Committee may like to review progress any time by any mode and make recommendations to the AGP on matters that may need intervention or improvement.

The performance indicators mentioned in the implementation matrix shall form the basis for the monitoring and evaluating the strategic plan. The Steering Committee shall submit its bi-annual progress report to the AGP. Such report should cover the progress achieved and activities undertaken during the year including problems, their causes and suggestions for the improvement.

Audit strategy shall be followed by the audit wings in close coordination with Audit Policy Wing.

## **A. Situation Analysis on the basis of Needs Assessment Report**

A capacity building needs assessment has been carried out to examine all aspects of DAGP with a view to understanding prevailing scenario, identifying the gaps and their causes comprehensively by utilizing a revered framework/model so that a strategic plan could be devised. A situation analysis as described in the Needs Assessment Report is briefly given below:

### **A.I. Independence and Legal Mandate**

#### **i. Independence**

The Article 168 of the Constitution of the Islamic Republic of Pakistan provides for the appointment, manner of appointment, tenure and removal of the Auditor General of Pakistan (AGP); Articles 169-170 describe the functions and powers and Article 171 describes the reporting relationship. The Auditor General's functions, powers, terms and conditions of service, are further explained in the Ordinance 2001[as amended in 2005] in detail. The expenditure of the DAGP is charged upon the Federal Consolidated Fund (FCF) under Article 81(b) of the constitution. It has been concluded after thorough scrutiny of the Constitution of the Islamic Republic of Pakistan, AGP Ordinance, related document review and focus group discussions that the Constitution of the Islamic Republic of Pakistan or the AGP Ordinance places no constraint, restriction or check on the independence of the SAI Pakistan.

No gap has been identified as far as the characteristics of independence are concerned in the context of conditions and requirements of Pakistan. But certain areas of financial and organizational independence as detailed in the Auditor General's (Functions and Powers) Ordinance 2001 and other rules like Rules of Procedure 1973 and orders / delegation of powers may be improved in the light of ISSAI 1 (The Lima Declaration), ISSAI 10 (The Mexico Declaration) and ISSAI 11.

The points that need attention include indemnity against any act in the discharge of official business. Reportedly, to-date no audit staff in Pakistan has ever been prosecuted by courts for any act arising from discharge of their duties, yet the absence of a clear indemnity clause in the

legislation constitutes a gap. Further, the budget of the DAGP is subject to review by the Federal Government and is also subject to adjustments. This impedes the financial independence of the SAI and has been identified as a gap. Moreover, the DAGP is structured as an attached department of the Ministry of Finance which affects the organizational independence. DAGP would suggest appropriate amendments in the Rules of Procedure 1973 and delegation of financial powers to the Government of Pakistan to fill in the gaps.

The auditors of DAGP do not depend upon or avail any facility of the auditee but given the poor availability of transport; communication; hotel services etc., in some areas, and because of the fact that meager TA/DA remains insufficient to support daily travel in certain cases where one has no choice but to hire a taxi, audit staff at times may have no choice but to depend upon the facilities of the auditee departments. Such situations are susceptible to lead to compromises. Thus the resource constraint faced by the DAGP may be contributing to compromise on independence.

## **ii. Legal Mandate**

The mandate of the AGP has been described in Articles 169-171 of the Constitution of Islamic Republic of Pakistan. The details of duties and functions have been described in the Auditor General's (Functions, Powers and Terms and Conditions of Service) Ordinance 2001[as amended in 2005]. A thorough analysis of AGP's mandate shows that no major gaps exist when prevailing situations are compared with ISSAI 1 (The Lima Declaration), ISSAI 10 (The Mexico Declaration) and ISSAI 11. The Article 170(2) mandates the AGP to audit the accounts of the federal and provincial governments and the accounts of any authority or body established by, or under the control of, the federal or a provincial government. The Auditor-General shall determine the extent and nature of such audits. Thus the DAGP has an all-embracing mandate to conduct the audits.

DAGP would propose to the Federal Government to bring the AGP Ordinance (may be called the proposed AGP Act) in line with the Constitution of Islamic Republic of Pakistan as amended vide the 18<sup>th</sup> Constitutional Amendment.

Certain matters have not been mentioned explicitly, and thus can be construed as excluded from the mandate. Thus, some officers of the auditee organizations feel confused and contest the

jurisdiction of audit. In the face of such challenges wherein some officers of the auditee organizations contest the authority of the audit mandate, considerable time and effort is being wasted by the audit staff to emphasize the inexplicit provisions underlying AGP's mandate.

These include free and timely access to documents; information in all forms including access of the audit staff to electronic records and information systems; the empowerment of DAGP to make the reports public; non-disclosure of any findings or matters by the AGP in the Annual Report when convinced that non-disclosure would be in the public interest or is warranted by a legislation; obligatory compliance / response by the Principle Accounting Officers (PAOs) of the auditee formations or their subordinate officers to comply or respond to audit findings conveyed to them by audit offices and PAC directives within a timeframe decided by the AGP; cooperation in joint / international exchange programs with other SAIs, international bodies and professional organizations; nomination of any of DAGP officers to participate or attend trainings anywhere and the mandate to adopt international standards and best practices.

## **A.II. Human Resource Management:**

### **i. Recruitment**

The Inter-Departmental Cadre (IDC) officers (BPS-17) are recruited through competitive examination of the Federal Public Service Commission (FPSC) which hires multi-disciplinary candidates. These officers are then imparted common training alongside other professional civil services groups at the Civil Services Academy (CSA) and Specialized Training Program at the Pakistan Audit and Accounts Academy (PA&AA), Lahore. The recruitment of Departmental Cadre (DC) officers is also done through the FPSC as per government rules more than 2/3 of which qualify Pakistan Institute of Public Accountants (PIPFA) examination for career progression. The number of personnel and levels of entry for recruitment are determined by the DAGP with the approval of the federal government. The DAGP also enjoys a say in recruitment policy /criteria and therefore, indirectly controls the recruitment.

The DC officers are inducted into IDC each year which change their role and nature of duties. But no induction course or orientation is arranged for them. The absence of orientation programs / courses constitutes a gap.

But both IDC and DC perform auditorial duties. At present, there is no service structure for IT/IS and other professionals hired on contract. The AGP has never outsourced an audit; no rules have ever been framed for hiring / engagement of experts. Going forward, such rules may be required to facilitate augmentation of capacities of the AGP to perform his duties as per stakeholders expectations.

## **ii. Retention**

The DAGP officers receive salaries and allowances at par with majority of government servants but not equal to many institutions like FBR, FIA, NSPP, Police, and Supreme Court etc. which are receiving special pay packages almost 100% more than others attributed to the specific nature of work they are performing. Thus there is a gap in the pay structure commensurate to the job requirement. The attrition is not high but it causes low morale; secondly, officers opt for deputations because of low pay packages. Moreover, high caliber personnel may not be attracted. The DAGP would propose to the government; to establish the AGP performance fund which would be used to reward the good performers and meet the above challenges.

The poor infrastructure and provisioning for equipments are handicaps due to resource constraints. DAGP is struggling to overcome but it is likely to take some time.

## **iii. Staff Development**

The routine training plans are developed and implemented annually. Efforts are made to assess training needs to include important identified requirements based on the input / responses received from field offices which always remain poor. The Research and Development is non-functional, therefore, unable to identify trainings in emerging or future areas. Secondly, the PIFRA upgraded technical facilities and professional development has taken many years to trickle down to the officers/staff performing in the field. Even now, a lot more needs to be done to disseminate audit manuals, guidelines, quality assurance mechanisms and CAATs across total hierarchy. Thirdly, some fresh areas such as public speaking, presentation skills, social skills, communication skills etc. are yet to be added to the existing list of trainings being imparted in the DAGP. Fourthly, trainings in emerging areas such as Debt auditing, IT auditing, Environmental auditing etc. and research techniques are to be included as well to meet the current and emerging challenges of the future.

The management of the HR is not professionally institutionalized. Decisions regarding development and placement depend upon management compulsions rather than long term career planning of officers and their development. Career advancement and succession planning are dependent on availability of the officer, his seniority, and the number of posts available at a certain point of time, rather than planning a specific placement for a particular individual. However, government rules, regulations and instructions are followed, and promotions are made on the basis of seniority-cum-fitness.

#### **iv. Welfare**

The DAGP staff enjoys welfare and health facilities at par with other government employees in general. Employees have their own self-managed housing societies and their membership is open to all. Many employees enjoy transport / pick and drop facility. No special arrangements exist for disabled women or nursing mothers. The women do not have separate toilets or a place for offering prayers (as required under the prevailing social norms). The DAGP do not have any welfare organization like several government organizations have, e.g. Mezan Foundation of Supreme Court of Pakistan, Postal Foundation of Pakistan Post and Police Foundation of Police Departments. The absence of such welfare outfits is attributed to lack of initiative and resource constraints.

#### **v. Performance Management**

Performance Appraisal is conducted through annual Performance Evaluation Report (PER) in the DAGP which are not designed to measure professionalism objectively. Only below average PERs are conveyed to staff members. Thus the individuals seldom know about their performance appraisal or what has been recommended by their bosses. Besides, whatever recommendations are made by evaluators, those are seldom considered for trainings, postings, career planning or promotions. The Quality Management Framework (QMF) and Quality Control Framework (QCF) are meant for quality assurance and control throughout the audit but its understanding and implementation in letter and spirit is lacking. Thus, systematic and implementation gaps exist.

### **A.III. Audit Methodology and Standards**

#### **i. Methodology and Standards**

The DAGP has adopted the INSTOSAI auditing standards. It has developed and put in place the Financial Audit Manual (FAM) and associated Working Papers Tool Kit; the Field Audit

Guidelines; the Quality Management Framework and the Quality Control Framework. Besides, Guidelines on Audit Command Language (ACL) has also been developed and adopted. As per DAGP's policy, all audit assignments are to be conducted by its staff in compliance with the relevant manuals (e.g. FAM, Performance Audit Manual) and guidelines which are based on the INTOSAI standards and guidelines. After the implementation of QMF in September 2010, periodic review of FAOs for compliance with quality standards has become a regular practice. The Quality Control Reviews examine the compliance with standards / methodologies and document deviations for rectification.

Thus, there is no gap pertaining to auditing standards and methodologies. But the QC reviews have reported problems of compliance and documentation to these guidelines blamed at inadequate understanding and inability of application.

#### **ii. Tools**

A Tool Kit has been provided along with FAM. ACL has been provided for computer assisted auditing and more is being planned for its widespread use. The audit staff was given trainings on the use of these kits and techniques. However, very few execution files are being prepared by the FAOs in accordance with FAM as found during the Focus Group discussions. This gap persists as the Working Paper Tool Kit and ACL are not widely mastered. Therefore, such know-how needs to be ensured through compulsory trainings.

#### **iii. Quality Assurance**

Quality Management Framework, which is based on ISSAI 40 and ISQC 1, has been developed at the DAGP and is in place. Assurance for compliance is being gathered at a limited level by staff working with each DAG, besides peer review is also in place within the DAGP. The exercise of QA has recently been introduced and its impact is expected in times to come. The QA function in its reports identifies the extent of compliance with procedures / manuals and makes recommendations for improvement. QA review reports are submitted to the top management. But the QC recommendations are not being implemented across the board. Several of its components were looked after by PIFRA paid contractual experts who are not available after the Project has been closed/completed. Therefore, there is a need of sustainable arrangements for implementation of FAM and the QMF.

#### **iv. Manuals and other Guidelines**

DAGP has its own manuals such as the Financial Audit Manual; Working Papers Tool Kit; Performance Audit Manual; Field Audit Guidelines and Manual of Standing Orders (MSO). DAGP would issue the requisite instructions to FAOs to use the revised FAM only and update the MSO.

The audit staff is not well versed with audit methodology / guidelines and related documentation provided in manuals and the working papers kit. Low capacity to apply the audit methodology, standards and use of modern auditing tools are jointly causing non-compliance and non-observance of these newly introduced audit practices and methodology.

#### **A.IV. Leadership and Internal Governance**

##### **i. Strategic Planning**

Without a formal Strategic Plan, the DAGP has achieved significant progress with reference to constitutional provisions relating to audit. Certain proposals have been forwarded to improve the terms and conditions relating to the head of DAGP. Achievements have been witnessed vis-à-vis field audit guidelines issued in the recent past, incorporation of a quality management framework in the DAGP to ensure quality of the product, and the review of the audit methodology to make it more efficient. These efforts were made to meet the functional needs of the DAGP and to keep them aligned with the ISSAIs.

Operational audit plans are prepared every year by the DAGP to execute audit in a planned manner. Under the annual audit plan, the annual audit goals are identified and suitable approaches are adopted to accomplish these goals. The performance measures are put in place to assess achievements and approved audit methodologies are followed.

However, PIFRA was a kind of strategic intervention leading to planned strategic operations in the DAGP. PIFRA was a long term program /project having shared objectives with the Ministry of Finance, Ministry of Planning, Provincial Governments and the office of the CGA. PIFRA's main objectives included the availability of reliable and timely information for financial managers and planners at national and provincial levels. The audit component was mainly geared to ensure the reliability and timeliness of audits and related reporting. The enabling tools like Financial Audit Manual (FAM), computer equipment, audit related trainings etc. have been

delivered. Subsequently, field audit guidelines have also been developed and FAM has been reviewed but AMIS could not be procured.

Further improvements are required in infrastructure, equipment, technology and tools for improved auditing and implementing state-of-the-art methodologies to overcome the gaps caused by un-integrated efforts.

## **ii. Operational planning**

Annual Audit Plans are prepared, approved, executed and monitored each year. To achieve the objectives set out in these plans, strategy is devised, available resources are committed, and responsibilities for carrying out, monitoring and supervision are assigned and conveyed through established communication channels. The audit methodology, quality assurance and control systems are in place but issues relating to implementation of these systems need to be reviewed.

## **iii. Gaps in Operational planning**

The annual plans are prepared and executed according to the goals and objectives set annually. The capacity building, placements, career planning, R&D activities, institutional and organizational development etc. are not part of these plans.

In the absence of a strategic plan, there could be no corresponding alignment of operational plans which is a major causal factor behind inefficiencies. The efforts for improvement in many sectors have not generated the desired outcomes because of absence of coordinated strategies.

## **iv. Internal Communication**

The structure and processes i.e. organizational hierarchy and instructions / established channels of communication are in place in the DAGP on the pattern of other government departments. Prevailing structures and processes have yet to be aligned with organizational needs. The electronic communication facilities are not utilized optimally for dissemination of professional knowledge / developments widely. The periodic monitoring system with reference to internal communication is not in place. The system of two-way communication and feedback exists only to the extent of introducing guidelines through workshop / circulation of hard copies.

Remedial actions required to be taken by field offices on the feedback received as a result of quality reviews is not being monitored. Generally, field audit officers receive feedback during meetings between the middle management and field audit teams.

There is no communication policy or strategy identifying the roadmap for optimizing internal communications within the DAGP.

#### **v. Accountability**

The accountability of the DAGP staff may be divided into two distinct areas of (i) financial and administrative accountability and (ii) professional operations / performance accountability.

DAGP ensures accountability of financial and administrative operations / control through a system of internal checks / inspection. The performance measures are the same as for other government departments. There are no rules or requirements for separate financial statements. The same is true of independent financial attestation or any other external audit or review.

For accountability of the performance of professionals and DAGP operations, quality management and control mechanisms are in place. There are guidelines and a system of periodic monitoring and reporting against targets set out in the annual audit plans. The performance is disseminated to stakeholders through Annual Reports. Other than this, there is no guiding legislation or regulations in place for accountability of the DAGP. The performance of many important functions like HR, finance, administration, policy, internal inspections, trainings, assets management, IT, other support services etc. are seldom reviewed internally. There has never been an SAI peer review because there is no policy on SAI peer review neither there are any provisions in the legislation. The gap is attributed to absence of legal requirements and lack of initiative.

#### **vi. Code of Ethics and Conduct**

The DAGP has issued a Code of Ethics based on the “INTOSAI Code of Ethics”. The officers / supervisors, who monitor audit activities / execution of audit, also monitor the ethical aspects. Many staff members are unaware of its contents as it has not been systematically disseminated.

### **vii. Internal Controls**

Like accountability, the internal controls of DAGP can be divided into two areas: internal controls for (i) financial and administrative operations and (ii) core functional areas such as audit.

The DAGP relies on internal controls as established by the government for other departments for financial and administrative operations. There is a system of documented monitoring with reference to expenditure, disciplinary cases, vacancy position, etc. But there are no reports available with reference to effectiveness and efficiency of operations etc.

For the core functional areas, field audit guidelines and methodologies serve as measures of internal controls. The responsibilities and authorizations are assigned and awarded in annual audit plans and controlled through periodic monitoring. The audit methodology is augmented with QMF and QCF which are used for quality assurance and control of both, the processes and the product. There are implementation issues with internal controls. This is evident from reported instances of misappropriations / frauds reported in years subsequent to audit year.

### **viii. Continuous improvement**

The matters relating to continuous up-gradation of organizational capacity and competence of personnel have been dealt with in the HRM domain. There is no research and development activity or policy for continuous improvement at organizational level although there is continuity of efforts in several important sectors e.g. the audit policy wing updates audit methodologies, quality mechanisms etc.

## **A.V. Administrative Support**

### **i. Monetary resources**

Monetary resources available with the DAGP have, most of the time, been less than desired because the demands for funds are examined and approved by the Finance Division independent of DAGP. Major chunk has been going to pay and allowances. The little remains for operational purposes and improvement activities. The monetary resource utilization, however, has been good.

### **ii. Material Resources, Technology and Physical Infrastructure**

There is a mix of good and poor buildings, the same is true of ICT facilities and equipment especially up-keep and maintenance mainly attributed to lack of monetary resources.

### **iii. Support Services**

Support services such as secretarial assistance, security, transportation and event management had been good due to availability of staff and capacity.

## **A.VI External Stakeholders**

### **i. Communicating with External Stakeholders**

Appropriate communication with stakeholders would benefit an SAI in furthering its objectives provided it is consistent at all levels. The DAGP has yet to develop such a plan. The causes may be poor awareness and lack of initiative.

### **ii. Key External Stakeholder Expectations**

SAI's stakeholders include donors, peers, audited entities, legislative bodies, general public, media and academic institutions. An SAI needs to identify expectations and accordingly manage the same. The DAGP has no formal communication policy hence weak communication.

## **A.VII. Results**

### **i. Outputs (Quality and Quantity) of SAI's Reports and Services**

Audit reports are generally clear and concise in presenting the results of audit but not always because of inadequate quality control and because the attempted standardization in the shape of templates developed and circulated to the field offices was found complicated and thus was not adopted in letter and spirit by the field audit offices.

**ii. Impacts (Longer term impact of SAI's Products and Services)**

Impact analysis has not been conducted. Follow-up of compliance to PAC directives and audit recommendations is in place but a wholesome picture has not been taken.

## B. Brief of the SWOT analysis

CBNA conducted in 2012 on the basis of seven domains encompassed the entire framework and working of the DAGP. The consultative / participatory approach helped produce a lucid SWOT analysis; the same is presented as under:

### B.I. Strengths

- The office of the AGP is a constitutional body,
- The budget of the AGP is a charged budget,
- The AGP is appointed by the President in accordance with the Constitutional Articles,
- The AGP can be removed in a manner a judge of Supreme Court is removed under Constitutional Articles,
- The tenure, terms and conditions of the AGP are protected under Constitutional Articles,
- The audit is a Constitutional function and requirement,
- The AGP is required to audit all the revenues, receipts and expenditures of the Federal Government, the Provincial Governments and the departments, corporations, institutions, autonomous bodies, financed by or under their administrative control,
- The AGP is empowered to determine the nature of, and extent of audit under the Constitutional Articles,
- The AGP enjoys access to all the records in any form and at any time,
- The Department of the AGP has developed the financial audit manual; performance audit manuals; field audit guidelines and quality assurance mechanism,
- The AGP formulates his own audit plans to ensure comprehensive coverage, he however, may conduct the audit on the request of the Parliament, or auditee organizations,
- The Annual Report is published each year on the activities carried out during that year,
- The executive /managerial cadre mostly belongs to Central Superior Service, a large number of officers are foreign qualified, the field audit staff is PIPFA qualified,

- The Performance of audit is assessed by audit plans completed, recoveries effected, contributions to system / rules and regulations improvement and performance audits,
- Large in-house training facility
- Reports of the AGP are presented to the President in case of Federation and to the Governors in case of Provinces, who cause them to be laid before respective Assemblies / PACs,
- The PACs discuss the audit reports, the AGP and his staff assist the PACs in the conduct of their business, and AGP staff monitors the compliance of PAC directives and reports regularly to respective PACs.

## **B.II. Weaknesses**

There are some internal weaknesses which are described as under:

- Impaired financial and organizational independence,
- Non-integrated improvement and capacity building efforts,
- Inadequate efforts to popularize the departmental audit manuals and methodologies especially CAATs,
- Insufficient ICT facilities,
- Poor mentoring and the system of monitoring and reporting,
- Inadequate emphasis on emerging and future challenges / areas,
- No external peer review,
- Poor physical infrastructure and work environment especially for women,
- Poor Research and Development facility,
- Poor human resource management.
- Lack of initiative for staff welfare.

## **B.III. Opportunities**

This is a great time to take strategic initiatives to bridge the legal and financial capacity gaps. The country has witnessed the first ever transition of democratically elected governments. The previous Government has amended the Constitution of Islamic Republic of Pakistan to bring the auditorial functions and AGP's powers very much in line with the Lima and the Mexico Declarations. The next step is to align the sub-ordinate legislation i.e., the Auditor General's (Powers and Functions) Ordinance 2001 with the Constitutional Articles. Similarly, the rules and

regulations under the said ordinance are to be framed. The following opportunities are noteworthy:

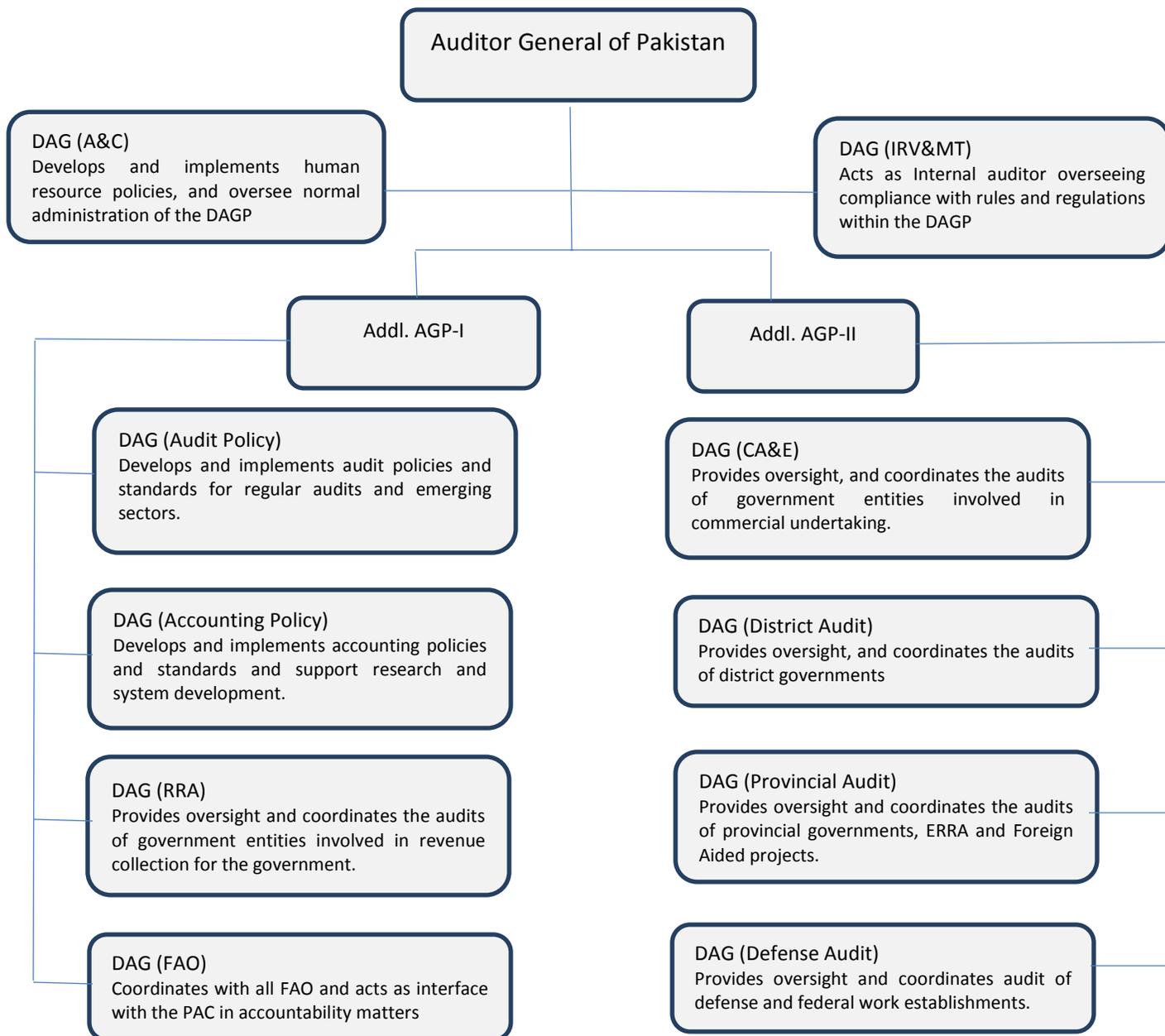
- Highly committed and visionary top management
- Commitment of the Government to accountability,
- Supportive PACs and the Parliament,
- Supportive donors and international community,
- Enhanced voices and demands for public accountability,
- Positive response of development partners and international organizations to build the capacity.

#### **B.IV. Threats**

There are certain threats which continue to over-shadow high ideals and dreams. These include,-

- Less than expected / desired cooperation of the auditee organizations,
- Ignorance of the auditee organizations / executives of the auditorial functions and related Constitutional Articles,
- Delayed taking up of the AGP reports by the PAC and marginal interest of executives towards the PAC recommendations,
- Economy cuts on the expenditure of the AGP office due to financial crunch,
- Inadequate proficiency of the users in the department to benefit from Financial Audit Manual, Field Audit Guidelines and Quality Assurance Mechanism,
- Low morale due to non-competitive salary packages,
- Non-sustainability of professional capacity of officers and staff.

**Organizational Chart of the DAGP**  
ORGANIZATIONAL CHART OF THE SAI PAKISTAN



<i>Addl. AGP</i>	<i>Additional Auditor General of Pakistan</i>
<i>DAG</i>	<i>Deputy Auditor General</i>
<i>FAO</i>	<i>Field Audit Offices</i>
<i>CA&amp;E</i>	<i>Commercial Audit and Evaluation</i>
<i>RRA</i>	<i>Revenue Receipt Audit</i>
<i>APR&amp;SD</i>	<i>Accounting Policy Research and System Development</i>
<i>A&amp;C</i>	<i>Administration and Coordination</i>
<i>AP&amp;SS</i>	<i>Audit Policy and Special Sectors</i>
<i>DRAPP</i>	<i>Draught Recovery Assistance Programme Project</i>
<i>IRV&amp;MT</i>	<i>Inspection, Regulations, Vigilance, Monitoring and Training</i>

## List of Acronyms & Abbreviations

ACL	Audit Command Language
AGP	Auditor General of Pakistan
AMIS	Audit Management Information System
CAATs	Computer Assisted Auditing Techniques
CBNA	Capacity Building Needs Assessment
DAG	Deputy Auditor General
DAGP	Department of the Auditor General of Pakistan
DC	Departmental Cadre
DG	Director General
ERRA	Earthquake Rehabilitation and Reconstruction Authority
FAM	Financial Audit Manual
FAO	Field Audit Office
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IDC	Inter Departmental Cadre
IDI	International Development Initiative (of INTOSAI)
INTOSAI	International Organization of Supreme Audit Institutions
IS	Information System
ISSAI	International Standards of Supreme Audit Institutions
IT	Information Technology
MSO	Manual of Standing Orders
NAM	New Accounting Model
NAO	National Audit Office
PA&AA	Pakistan Audit & Accounts Academy
PAC	Public Accounts Committee
PAOs	Principle Accounting Officers
PER	Performance Evaluation Report
PIFRA	Project to Improve Financial Reporting and Auditing
PIPFA	Pakistan Institute of Public Finance Accountants
QA	Quality Assurance
QC	Quality Control
QCF	Quality Control Framework
QMF	Quality Management Framework
R&D	Research and Development
SAI	Supreme Audit Institutions
TA/DA	Travelling Allowance / Daily Allowance
VFM	Value for Money Audit
WAPDA	Water and Power Development Authority

### **Core Committee**

1. Mr. Imran Iqbal, Deputy Auditor General (ACCOUNTING POLICY)
2. Mr. Ghulam Anbia, Deputy Auditor General (AP & SS)
3. Syed Imtiaz Ali Bokhari, Deputy Auditor General (FAO)

### **Consultant**

4. Mr. Muhammad Anwar, Deputy Auditor General (Retired)

### **Technical Assistance**

5. Assessment and Strengthening Program (ASP)