



# Final Report: Transregional Programme for the Public Debt Management Audit 2008 – 2011

*WGPD Meeting,  
Finland, September 2012*

# Agenda

- ❑ Programme Design
- ❑ Participants
- ❑ Programme Closures
- ❑ Guide for Auditing Public Debt Management 2012
- ❑ Programme Results
- ❑ Lessons Learned
- ❑ What's next?
- ❑ Acknowledgement

# Transregional Programme on Public Debt Management Audit Programme Design

## Objective :

To enhance both professional staff development and organisational capacity of target SAIs in public debt management audit

International Standards of Supreme Audit Institutions (ISSAIs)

2008

1. Planning Meeting
2. Needs Assessment (e-Survey)

2009

3. Curriculum & Design Meeting
4. e-Course on PDMA

2010

6. On-line audit plan
7. Audit Planning Meetings
8. Pilot Audit Supports

2011

9. Audit Review Meetings
10. PDM System Training
11. Closure Activity

## Outputs

1. Web based course on PDMA in 2 languages
2. SAI Audit teams trained
3. Completed PDM Pilot Audit
4. PDMA guidance adapted and adopted

## Outcomes

1. Institutionalisation of PDMA system
2. Acceptance of audit recommendations
3. Enhancement of the PDM
4. Similar programmes by regional bodies
5. Other SAIs request for and use the materials

Financed by Norwegian Government, contribution from EUROSAI and in kind contribution

# Participants

- ❖ 29 SAIs completed the Programme Activities
  - ❖ 23 SAIs finalised audit reports at the end of the Programme
  - ❖ 6 SAIs have not finalised audit reports yet
- ❖ 69 (29 Female and 40 Male) of 80 participants completed entire activities, entitled for the IDI Diploma and established a pool of public debt auditors in AFROSAI-E, AFROSAI-F, ASOSAI, EUROSAI, ARABOSAI and PASAI regions



# Programme Closures (1)

- ❑ All 11 programme activities successfully completed
- ❑ Activities 1 – 10 already reported at the previous WGPD meetings
- ❑ Activity-11 Closure Activities:
  - ❑ SAI Action Plan
  - ❑ Wrap-up Meeting
  - ❑ Exit Meeting

# Programme Closures (2)

## ❑ SAI Action Plan

- ❑ Following the completion of the programme, participating SAIs prepared an action plan consisting of activities to implement the results of the programme for their internal capacity building in the next 1-2 years
- ❑ Activities include:
  - ❑ Conduct in-house training for other auditors
  - ❑ Adopt the PDMA Guide
  - ❑ Conduct another public debt audit topic
  - ❑ Etc

# Programme Closures (3)

## Wrap-up Meeting, Portugal, September 2011

### Objective:

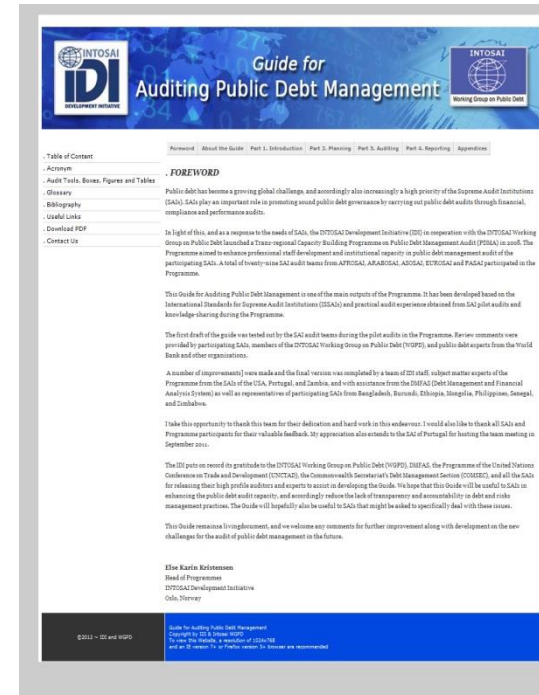
Finalise the PDMA Guide based on feedback from members of WCPD, audit teams and participating SAIs

### Participants:

- Subject matter experts
- Representatives of audit teams from ASOSAI, AFROSAI-E and AFROSAI-F regions
- IDI

### Output:

Final Draft ready to be reviewed by lead SME and IDI



# Programme Closures (4)

## ❑ Exit Meeting, Geneva, November 2011

### ❑ Objective:

- ❑ Closing the programme
- ❑ Sharing lessons learned

### ❑ Participants:

- ❑ WGPD's SMEs
- ❑ DMFAS, UNITAR
- ❑ Representatives of SAI audit teams
- ❑ IDI

## ❑ Participation in the Inter-regional Debt Management Conference



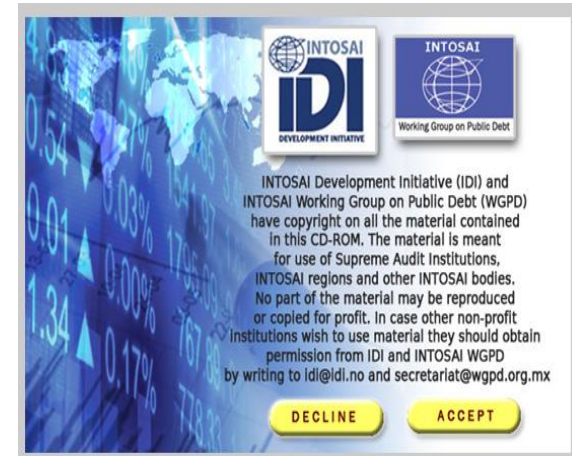


# Guide for Auditing Public Debt Management (1)

The *Guide* aims to provide practical procedures to conduct audits on nine specific public debt management topics:

- (1) public debt legal framework,
- (2) organisational arrangement,
- (3) determination of public borrowing needs,
- (4) public debt management strategy,
- (5) borrowing activities,
- (6) public debt information systems,
- (7) debt servicing,
- (8) debt reporting, and
- (9) contingent liabilities, with emphasis on loan guarantees.

The nine topics were those discussed in the PDMA e-learning course, and were selected as topics for pilot audits by 29 participating SAIs in the Programme.



# Guide for Auditing Public Debt Management (2)

*The primary intended users of the Guide are staff in Supreme Audit Institutions (SAIs) with little or no knowledge of, or experience in public debt auditing. SAI auditors who are completely new to public debt management auditing are advised to build their understanding of the subject of public debt prior to using this Guide. One option in this regard would be to study the IDI's training materials on public debt management auditing.*

*Focusing more in the context of a performance audit, this Guide also provides audit guidance in the context of financial and compliance audit, particularly in the audit planning and reporting phase*

# Guide for Auditing Public Debt Management (3)

- *258 pages, 4 Parts and 12 Chapters :*
  - Part-1 Introduction to Public Debt and Public Debt Audit Concept*
  - Part-2 Planning the Audit*
  - Part-3 Conducting the Audit on 9 audit topics*
    - Present audit approach, audit questions, an example of audit design matrix, audit findings and recommendations for each audit topics*
  - Part-4 Reporting the Audit*
- *Includes:*
  - *A summary of public debt audit reports from participating SAIs and others*
  - *An illustration of Public Debt Audit Case*
  - *An introduction to public debt recording systems (DMFAS 6 and CS-DRMS2000+)*
  - *Practical audit tools and examples*

# Programme Results (1)

	Expected Outputs	Achievement	Notes
1	Web-based course in 2 languages	Completed	Course materials in English and French
2	31 SAIs audit teams trained (86 participants)	29 audit teams (80 participants)	69 participants complete entire programme activities and entitled for the IDI Diploma
3	31 SAIs completed PDM Pilot Audits and tabled audit reports	29 audit teams completed pilot audits	23 SAIs submitted final audit reports 6 SAIs had not sent their final reports
4	PDMA Guide adapted and adopted	<ul style="list-style-type: none"> <li>• PDMA Guide adapted during the programme</li> <li>• Final PDMA Guide completed</li> </ul>	Two SAIs adapt the PDMA Guide for their internal use

# Programme Results (2)

Audit Topics	SAls
Public Debt Legal Framework (1)	Pakistan
Debts Strategy & Organisational Framework (2)	Senegal, Djibouti
Public Debt Reporting (12)	Albania, Bangladesh, Fiji, Liberia, Mongolia, Moldova, Philippines, Rwanda, Ukraine, Zambia, Yemen, Algeria
Loan Guarantees (1)	Kenya
Debt Servicing (2)	Malawi, Gabon
Borrowing Activities (7)	Macedonia, Romania, Indonesia, Lithuania, Vietnam, Madagascar, Burundi
Debt Management Operation (2)	Zimbabwe and Togo
Public Debt Information System (2)	Ethiopia, Uganda

# Programme Results (3)

	Outcomes Level	Achievement
1	Institutionalisation of a system for carrying out PDM audits in the SAI at regular basis	NA
2	Acceptance of audit recommendations	Recommendation from pilot audit reports accepted
3	Enhancement of the PDM systems in target countries	NA
4	Similar programmes are taken up by regional bodies to cover SAIs not covered in this programme	ASOSAI Workshop, November 2011
5	Other SAIs in the INTOSAI community request for and use the PDMA materials	ASOSAI OLACEFS WGPD members

# Lessons Learned (1)

## ✿ What worked well?

- ✿ Arrangement and organisation of the activities
- ✿ Capacity building model and interventions have successfully created an effective learning process and environment to meet the objectives
- ✿ Cooperation with programme partners (WGPD, DMFAS, UNCTAD and COMSEC), SMEs and host SAIs
- ✿ A team of experts (audit and public debt experts)
- ✿ Commitment from audit teams and SAI management, despite some participants left the programme and SAI
- ✿ Use of the technology (e-course and online support/forum)
- ✿ Different perspectives, experiences, audit system and cultures enrich knowledge sharing and learning process

# Lessons Learned (2)

- ✿ What were the challenges and pitfalls?
  - ❑ Different types of audits
  - ❑ Confidentiality issues
  - ❑ Conflict of interests
  - ❑ Language issue for non-english reports
  - ❑ Different audit periodes
  - ❑ Different time zone



# Lessons Learned (3)

- ✦ What would we do differently in the future Transregional PDMA Programme?
  - ✦ Allow more time to the planning of the audit
  - ✦ More participation of regional SMEs
  - ✦ Inclusion of a public debt system training (DMFAS and CS DRMS depending on the participating countries) before a pilot audit
  - ✦ Redraft e-course materials with the PDMA guide (combination between audit phases and audit topics)
  - ✦ Focus only on one type of audits for each capacity building programme
  - ✦ Onsite support for the least experienced audit teams

# What's next?

- ❖ Implementation of SAI action plan
- ❖ Programme evaluation by the IDI
- ❖ Public Debt Audit Discussion Forum is transferred to the pool of graduated public debt auditors

# Acknowledgement

- ✿ INTOSAI WGPD
- ✿ Subject Matter Experts
  - ✿ Mr. Jose Oyola, USA
  - ✿ Mrs. Teresa Nunes, Portugal
  - ✿ Mrs. Regina Chilupula, Zambia
- ✿ All participating SAIs and host SAIs
- ✿ DMFAS, UNCTAD
- ✿ UNITAR
- ✿ Commonwealth Secretariat
- ✿ World Bank

# Thank you for your cooperation!

*[www.idi.no](http://www.idi.no)*

