



SOLOMON ISLANDS GOVERNMENT

OFFICE OF THE AUDITOR GENERAL



Corporate Business Plan 2022 - 2027

**Approved by Leadership
Team 9th March 2022**

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1. Acronyms

ADB	Asian Development Bank
AG	Auditor General
BCP	Business Continuity Plan
CPA	Certified Practising Accountant
DAG	Deputy Auditor General
DFAT	(Australian) Department of Foreign Affairs and Trade
ETA	External Technical Assistance
ICTSU	Information Communication Technology Support Unit
IDI	International Development Initiative
IFRS	International Financial Reporting Standards
INTOSAI	International Organisation of Supreme Audit Institutions
IPSAS	International Public Sector Accounting Standards
IQC	Internal Quality Control
ISSAI	International Standards for Supreme Audit Institutions
IT	Information Technology
KPI	Key Performance Indicator
LCC	Leadership Code Commission
MoFT	Ministry of Finance and Treasury
OAG	Office of the Auditor-General
OAGSI	Office of the Auditor General Solomon Islands
PAC	Public Accounts Committee
PASAI	Pacific Association of Supreme Audit Institutions
PFAA	Public Finance and Audit Act
PMF	Performance Management Framework
QA	Quality Assurance
SAI	Supreme Audit Institution
TA	Technical Assistance

2. Introduction

The Office of the Auditor-General of Solomon Islands (the Office) came into existence at the Independence of Solomon Islands in 1978. The Auditor general is tasked with the auditing and reporting annually of all public accounts of Solomon Islands, of all Ministries, offices, courts and authorities of the Government, of the government of Honiara City and of all provincial governments.

The Office of the Auditor-General is governed by the Constitution and the Public Finance and Audit Act. Section 108 of the Constitution establishes the Auditor General, the Office and the Mandate. The tenure of office of the Auditor General is provided for in section 129 of the constitution. The powers and the duties of the Auditor General are detailed in the Public Finance and Audit Act (PFAA) section 34-48.

Since its formation, the Office has had eight Auditors-General who are listed in Table 1 below.

Table 1: Auditors-General of Solomon Islands

#	Name	Period
1	Brian Freymand	Prior to 1978
2	Barry Clarke	1978-1985
3	Collin Darcy	1985-1986
4	Isaac Vula Tatapu	1987-2000
5	Floyd Augustine Fatai	2000-2007
6	Eric Muir	2007-2010
7	Edward Ronia	2011-2013
8	Robert Cohen	2013-2016
9	Peter Lokay	2016-2021
10	David Dennis	2021-Present

I have reviewed the existing Corporate Plan and have through a process involving engagement with the leadership team and all the staff of the Office updated the plan to better reflect the current challenging environment we operate in and the new agenda for the period through to 2027.

This plan sets out the broad strategies that the Office intends to implement over the next five years to achieve its Vision and Mission. It is heavily focused on capacity building with two of the five identified strategic planks centred on people and skills. The remaining three strategic areas further build on the Office's need to deliver sustainably on its core mandate

at International Standards. This plan sets out the stages then for the Office to progress from its current skills base which is represented now with zero professionally qualified local auditors (except for the Auditor General) towards a minimum of 4 professionally qualified auditors by 2027 and a framework to support the values led transformation and ongoing professionalization of the Office.

Our Vision

Building public sector accountability through independence and professionalism

Our Mission

- To develop the Office as a centre of excellence in delivery of audits of all public entities
- To deliver accessible, independent audit reports to Parliament and the People of Solomon Islands
- To champion accountability, transparency and integrity in the public service
- To commit our Office to a strong, active and devoted sense of duty to the nation.

Our Values

Excellence: We commit to building and maintaining our professional knowledge and skill at a level required to ensure the public receives competent, trustworthy, professional auditing services

Behaving ethically and professionally: We will conduct ourselves in a manner to avoid any action that discredits our Office

Respect: We have due regard for the customs and rights of others

Integrity: We act in a straight forward honest manner in all our professional relationships

Teamwork: We support each other

Trustworthy: We will not allow bias, conflict of interest or undue influence of others to override our professional judgements

Community: we care about our community

Confidentiality: We will respect the confidentiality of information acquired during the course of our work and will not disclose any such information to third parties without proper and specific authority, nor use the information for personal advantage or third parties

Making a difference: We strive to deliver evidence based reports which can inform and lead to positive change

Independent: we carry out our work freely, with integrity and in an objective manner.

3. Current Clients

Table 2: Clients of the Office of the Auditor-General

Financial Audit Clients by Sector	Number Clients
Central Government (Consolidation)	1
Central Government	59
Constitutional Agencies	14
Ministries	24
Departments	14
Special Funds	7
Local Government	11
Provincial Assemblies	9
Municipal Councils	2
Statutory Bodies	5
State Owned Enterprises	10
National Councils	5
Educational Institutions	4
Other Audits	20
Donor Funded Projects	7
Regional Organisations	0
Political Parties	13
Overall Total	114

This list excludes special audit requests including work conducted by the Performance Audit Branch. It however provides an indication of the size of the client base which will only grow in the future.

4. Physical Location and Resources

The Office of the Auditor-General is located in Mud Alley, Honiara. This building is own by OAG.

The office space has sufficient space for both the current staffing and new staff proposed in this plan. The office also has sufficient space to house its own in house IT infrastructure and other requirements to be a standalone independent institution. The audit software is in need of an upgrade and will require investment in the future.

The office is fully equipped with all standard office equipment including desktops computers linked to the SIG Government Network. This network and physical property security is managed by Ministry of Finance through ICTSU which compromises the independence requirements of the Office and will need to be addressed in the future.

In partnership with the Institute of Solomon Islands Accountants (ISIA), the office also houses the country's only internationally accredited Pearson Vue examination center and sufficient training space to co-host training events for the professional development of both staff and aspiring accountants in both private and public sector.

The office space downstairs is not yet configured for a standalone office or shared facilities and will require further renovation in the future. Recent developments in public service removing housing benefits also exposes staff and will require a retention strategy to ensure capacity not compromised.

Office logistics support is dated and inadequate. Current budget and capacity constraints limits scope of audit outside of Honiara precinct.

These challenges are addressed in the strategic plan which follows.

Reform initiatives to meet Vision, Mission and mandate

The key reform initiatives (referred to as planks) are split into five headings. Each of these are presented under each plank by firstly by setting out the key objectives aiming to achieve, then key current issues or challenges we face and seek to address, before then setting out the key strategies to both deliver on the objectives and addressing the issues raised.

These planks are:

1. People
2. Independence
3. Professionalism
4. Accessibility
5. Enablement

This then is followed by appendices which provide past studies in support of the core strategies adopted in this paper. These include:

- Appendix 1: Excerpt from the Structure and Staffing Plan submission in support of the proposed restructure which outlines rational and professional capabilities alignment with international standards required to deliver on office statutory audit expectations and bring staff capacity and quality closer to its regional peers. This excerpt supports Plank 1 and 3 which are people centric strategies.
- Appendix 2: Excerpt from the SAI Performance Report Parliament Paper No 3 of 2019 which sets out that OAGSI does not have independence in setting of its operational budget or staffing levels, and provides basis for the need for new OAG legislation. This excerpt supports Plank 2.
- Appendix 3: Excerpt from Stakeholder Engagement Strategy 2020-2024 which sets out the need for improving accessibility, communication and community engagement to improve audit impact. This excerpt supports Plank 4.
- Appendix 4: Operational Implementation Plan which timelines the specific strategies, identifies the support required if any and who is responsible. This also prioritizes the significant amount of identified strategies to ensure effective outcomes are achieved. This supports Plank 5.

Finally, the corporate plan concludes with an external assistance needs summary.

5. Key Strategies

People

Objectives:

- Build staff structure and capacity which enables the Office to deliver on its strategic goals and core statutory mandates including an independent standalone entity.
- Develop a retention plan through proper role sizing and scheme of service.
- Implement a new succession plan for professionally qualified staff to fill executive roles supported by relevant training.
- Implement new professional CPA qualification requirements for all audit executive roles.
- Implement new annual targets for individual staff supported with a recognition scheme.
- Empower staff and build culture of trust and family.

Key Issues:

- No local professionally qualified staff below AG level
- Recruitment freeze
- Limited budget
- Large back log and insufficient capacity for both core and new performance audit deliverables
- Insufficient free time to study whilst working
- No measure of staff engagement and leader performance
- No staff succession plan for executive roles
- No recognition scheme
- Financial hardship faced by staff

Key strategies:

- Restructure office with support from donors (refer appendix 1)
- Lobby Government to allow audit fee margins to be applied to OAG costs.
- In collaboration with ISIA, implement new scheme of service for professional auditors
- Secure donor support for new leadership development program
- Develop and implement new succession plan
- Develop and launch new staff engagement annual survey
- Develop new role based targets for all audit staff.
- Implement new time tracking initiative when new Teammate is launched.

Independence

Objectives:

- Pursue the implementation of new Auditor-General Act and Audit Regulations
- Engage with PASAI on ongoing work and support needed to meet International standards on Independence
- Ensure robust internal controls to manage conflicts of interest and code of conduct.
- Ensure all staff comply with LCC and internal standards of behaviour

Key Issues:

- Limited appetite for new legislation
- Political interference
- Lack of public awareness
- Not enough staff training on standards of professional behaviour and LCC expectations

Key strategies:

- Engage with Cabinet and Attorney Generals Chambers for progress on new Act.
- Engage with PASAI on addressing Independence gaps pursuant to 2016 SAI report. Ensure proposed Act addresses identified gaps.
- Develop training on what constitutes conflict of interests, professional behaviour including use of social media, inappropriate public practices and declaration of outside interests.
- Undertake public awareness programs to build OAG profile and community trust.
- Refresh code of ethics training.
- Develop/adopt system that monitors compliance with the code of conduct and independence.

Professionalism

Objectives:

- Develop training plans for auditors which are based on specific role skillset requirements.
- Build a culture of excellence through mandatory regular coaching and robust supported professional training regime which are aligned with INTOSAI's new auditor competence framework.
- Implement new mandatory training from external contracted firms available for all audit staff.

- Longer term implement an executive leadership development program supported by donor funding and regional partners, to help deep development of identified talent for future leadership roles.
- Support cross department training plans and soft skills development
- Implement new financial, compliance and performance audit (which includes special investigations) manuals to help train and guide all audit staff in the undertaking of their duties.
- Update operational guidelines and checklists with a master copy stored securely.
- Implement new internal and external quality control aimed at ensuring our office maintains the highest standards of professionalism and excellence.
- Implement mandatory minimum training targets and professional standards (including ethical standards) through annual attestations.
- Build a secure central repository for printed books, reports, relevant research and study material. Ensure trusted website register for accessing latest international standards and relevant audit information.
- Implement an effective quality assurance framework for testing quality control framework
- Build a culture where staff maintain their professionalism at all times in their actions both during official and unofficial hours.

Key Issues:

- No local professionally qualified audit staff
- Significant backlog making opportunities to learn limited
- Not all staff on supported study engage with office during their breaks as expected
- No documented individual development plans in place
- No one set of manuals and operational checklists available
- Lack of budget
- Public service rules have limited recognition or reward for exemplary work
- Not enough knowledge sharing
- Lack staff motivation driven by poor accountability in public service
- There are time constraints when having work and study commitment at the same time.

Key strategies:

- Devise new training plans to deliver on stated objectives
- Secure TA services for the writing of audit manuals and checklists
- Implement new individual minimum training targets and annual attestations
- Build and launch new virtual library repository
- Maintain relationship with supporting partners like NSW Audit office for constant training/ refresher.

- Seek a relationship with SAI and twinning partners for reciprocal staff secondments aimed at senior leaders.
- Build a culture where staffs get motivated in terms of appreciation from managers, peers and the management.
- Develop a QA manual and approach
- Having external reviewer for specific areas/projects.
- Ensure Office subscribes to trusted relevant websites. E.g. IFRS.com.
- Implement auditor job rotation program for graduates, senior and principle auditors.
- Offer secondments and bond relevant high performing staff
- Compulsory membership for all Managers and above to ISIA
- Professional office uniforms.
- Make Teammate mandatory for all audit engagements
- Longer term implement a new QA TA role.

Accessibility

Objectives:

- To improve public understanding of the role of the OAG and the numerous reports tabled at Parliament
- To develop a new annual reporting format which can be easily understood by wider community
- To collaborate in an appropriate manner with other accountability institutions to improve effective delivery of mandated roles.
- To establish a special inquiries branch including suitable anonymous whistleblower public line for sensitive tips.
- To improve branding and public profile through advertising, public events and community engagements.
- Simple and plain English reports to parliamentarian without technical term
- Members PAC have knowledge on audit and accounting reports
- Understand client reporting needs, topic of interest CDF, projects, grants that public would want to know

Key Issues:

- Poor public profile
- No community engagement activities
- Reports not understood by the community
- Poor engagement by PAC and Government in addressing audit findings
- Limited budget
- Limited capacity in this area with no dedicated resource in OAG

Key strategies:

- Update and implement the key stakeholder's engagement strategy 2024 (Appendix 2)
- Develop a comprehensive external communications strategy
- Implement a public awareness radio program on the role of the OAG.
- Create new PAC Manager and support staff role in OAG dedicated to improving quality of PAC reporting and compliance work. Initially PAC Manager role to be combined with PAB role and seek TA assistance to build.
- Develop and implement a new annual thematic governance report which summarises key risk issues by sector (eg: National Govt, Provincial Govt, SOE's and other bodies) and written in an easily understood way.
- Secure donor support for Special inquiries, PAC and communications capacity build in OAG
- Establish regular meetings with key accountability institutions like SIACC, LCC, Ombudsman and Parliament. Work towards more formal annual event for these institutions.
- Using OAG website to targeting younger generation by including audios on sensitive reports
- New community leave day policy to be developed to support increased community engagement.

Enablement

Objectives:

- To deliver suitable office environment and facilities to support a high performing audit team
- Proactive management of facilities to minimise work down time including management of stationary, vehicles, support staffing, payroll, technology needs and OHS requirements.
- Improve Information Technology (IT) capability and security through effective access controls and management of IT assets.
- All audit software to be moved to a cloud based solution which will become the single source of truth for all audit work and can be securely accessed remotely by audit staff.
- Improve level of Logistical Support:
- Invest in CAT's and IT specific audit tools to support audit engagement
- Budget permitting, renovate OAG office to be fit for purpose, and rebuild AG residence into staff quarters
- Implement in house security monitoring, property access controls and where necessary suitable trained security personnel
- Implement a system to track all admin requests
- HRM function to effectively oversight PMF and structure changes

Key Issues:

- Limited budget
- Poor tracking and monitoring of stationary and IT assets
- Lack of preventative maintenance
- Lack of operational checklist for daily, weekly and monthly activities
- New finance system not yet fully implemented
- No proper feedback systems from key Ministries like MPS and MOFT.
- Lack of effective PMF and HRM capability

Key strategies:

- Develop operational checklists and manuals for daily, weekly and monthly activities
- Engage with PASAI around upgrade on Teammate to new cloud-based version and build into single source of truth for all audits
- Build a system to ensure effective management letter follow up
- Implement new audit staff linked to audit plan with time tracking;
- Build audit templates and pro-forma reports for all standard engagements
- Install MYOB and other relevant software to allow more detailed analysis of client accounting systems
- Implement monitoring and reporting of property, security, and technology incidents
- Replace ageing motor vehicle fleet to support new staff structure and staff pickup and drop-off program
- Prepare development budget and business case for vehicle and staff quarters
- Implement staff requisition requests which are tracked and reported
- Update BCP and emergency plans for Office
- Implement robust leave planning and management
- Implement annual audit of the Office to include 100% asset existence testings
- Ensure the Office is up to date with all Public Service announcements and developments
- Implement new helpdesk software to track all admin requests.
- Update admin KRI to include timely handling of all admin requests.
- Create new Project HRM role reporting directly to AG to oversight all PMF and HR restructure need over period of two years.

6. Appendix 1: Staffing levels and rational for proposed restructure

Current Structure

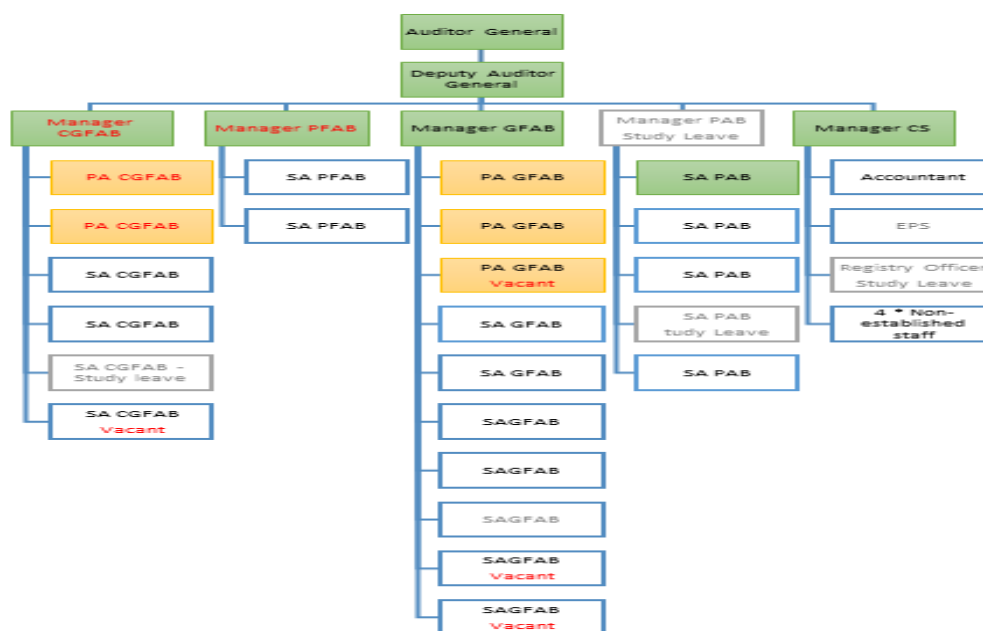
The following table depicts the staffing of OAG against the approved establishment positions at the time of preparing that report.

Table #1: Current Establishment

Department	Establishment	Filled	Vacant
Executive	2	1	1
Corporate Governance Financial Audit Branch	10	6	4
Government Financial Audit Branch	10	10	0
Performance Audit Branch	4	2	2
Provincial Government Branch	3	3	0
Corporate Services*	8	8	0
Total	37	30	7

*Not audit staff

Currently the Deputy Auditor-General is a donor funded role which is envisaged to be extended to support the professional capacity development program planned for next two years. The Deputy Auditor General role will transition to Quality Assurance and Advisor to the Auditor General in year two and remain in country to support localisation agenda. It is hoped that the new structure will develop professionally competent Solomon Islands national staff to succeed, in time, all senior posts in OAG including the role of the Auditor General and deliver on our goal to have at least four local professionally qualified accountants in the Office. The organogram contained in the PMF appears below:



Key:

GFAB: Government Financial Audit Branch
PGAB: Provincial Government Audit Branch
PAB: Performance Audit Branch
EPS: Executive Personal Secretary

CGFAB: Corporate Governance Financial Audit Branch
MCS: Manager Corporate Services

Proposed Staffing Levels

The proposed staffing levels are:

- **Executive (4 staff):** The Auditor-General, Deputy Auditor-General and two Assistant Auditor Generals; all executives must be professionally qualified at CPA or equivalent.
- **Quality Assurance and Advisor to AG (1 staff):** to be resourced externally. This role to be initially a Project HRM role.
- **Performance Audit & PAC (10 staff):** under the management of an Assistant Auditor-General:
 - **Performance Audit and Special Investigations (7 staff):** this will enable two teams to operate although, of course, these can be combined if required for more complex work or workload;
 - **Public Accounts Committee Support (2 staff):** This team will develop new systems, reporting and processes to provide guidance and support to the PAC and in time the Provincial PAC across all provinces;
 - **IT Auditor (1 staff):** A new role responsible for the analysing and assessing an organization's technological infrastructure and related risks.
- **Financial Audit (26 staff):** this will be under the management of a second Assistant Auditor-General and would comprise the following:
 - **Central Government Audit (9 staff):** teams will flex according to size of the audits;
 - **Provincial Government Audit (7 staff):** which will enable at least two provincial government audits to be undertaken simultaneously; and
 - **Commercial Audit (9 staff):** this will allow us to flex number of audit teams to deliver more timely coverage of audits;
- **Corporate Services (13 staff):** provide support to the office in view of the additional obligations as envisaged in the new legislation, in particular the increasing autonomy of the office.
 - **Communications and Public Relations Officer:** supports whole business media, communications and public relations needs.

Table 2 sets out the proposed changes in staff numbers:

Table #2: Current and Proposed Establishment

Department	Current	Proposed
Executive#	2	4
Central Government Audit (CGA)	10	9
Provincial Government Audit (PGA)	3	7
Commercial Audit (CA)	7	9
Performance Audit and Special Investigations (PA&SI)	7	7
Public Accounts Committee Support	0	2
Quality Assurance and Advisor to the AG	0	1
Corporate Services (CS)*	8	13
Total	37	52

Includes the 2 Assistant Auditors General






*Non-audit staff – established and non-established

This is a total of **39 technical staff** as opposed to the current establishment of 29 staff. Staff at level of Audit Managers and below will be expected to rotate between audit groups as part of internal governance, staff development and capacity building agenda. This in time will allow OAG to pool and shift staff around on a needs basis.

Comparison of staff numbers of Solomon Islands SAI to Pacific SAI

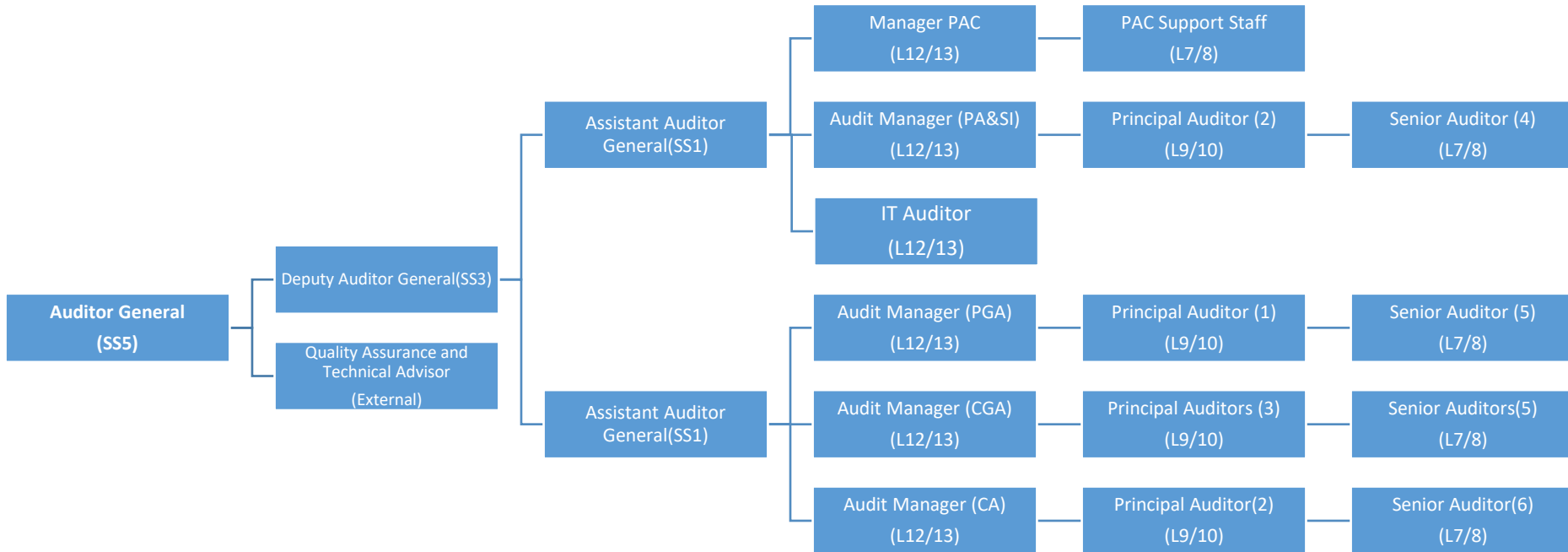
The table below compares OAG proposed staff with other PASAI countries. It is important to note that only Solomon Islands OAG is engaged with PAC. Taking this into account Solomon Islands proposed 39 technical staff sits below other smaller Pacific countries as noted below:

Table #3: Comparative Size of Audit Office

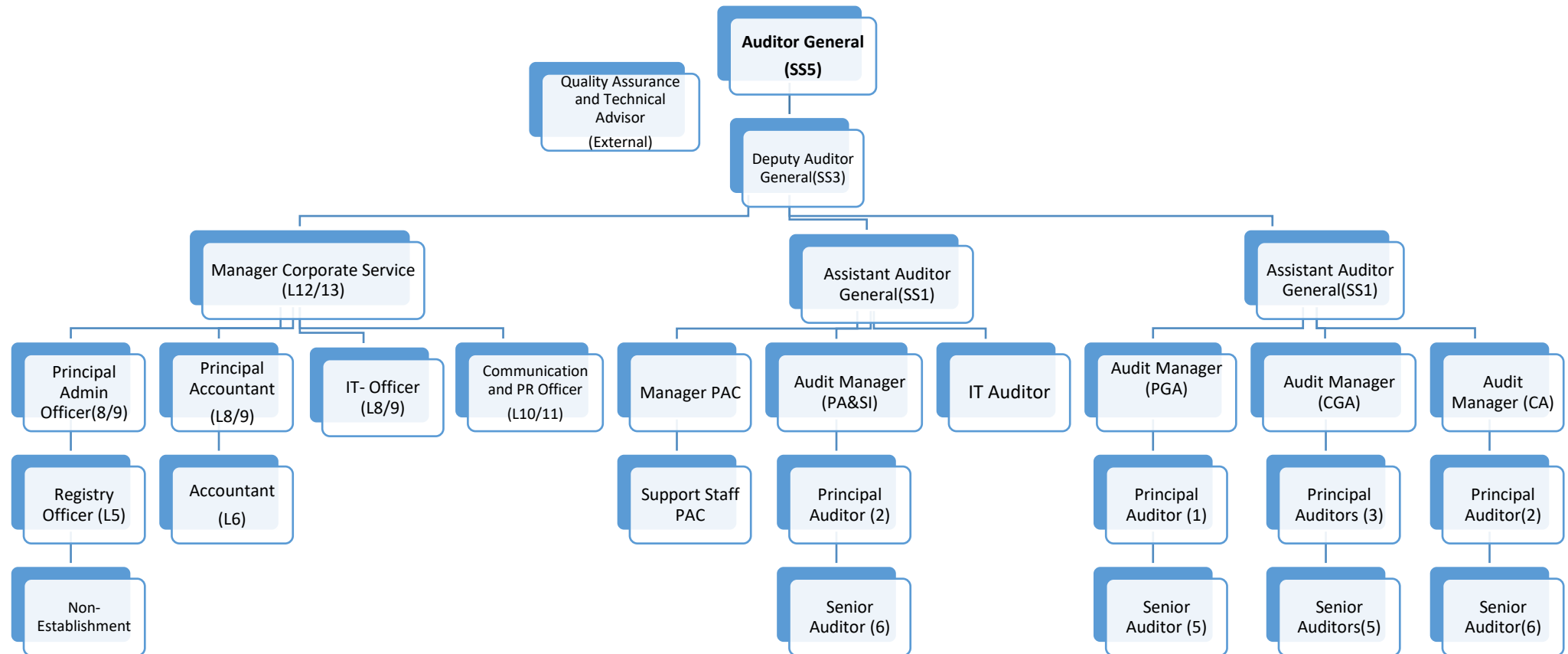
Country	Flag	Number of Auditors ¹
Papua New Guinea		155
Fiji		90
Samoa		61
Tonga		50
Kiribati		42

¹ From PASAI website

Proposed Structure (Technical)



Proposed Structure Office of the Auditor-General (Whole)



7. Appendix 2: Executive Summary from SAI performance study report 2017²

Executive Summary

The purpose of the assessment is twofold. Firstly, it will assist the Office of the Auditor General Solomon Islands (OAGSI) in the identification of target areas for development within the OAGSI so as to better align its processes and reporting with international auditing standards. Secondly it will be used to demonstrate to the OAGSI's development partners the progress that has been made to re-establish the OAGSI since RAMSI intervention in 2005 as a result of the support provided directly to the OAGSI.

The report will be read by the Head of OAGSI, the INTOSAI- Donor Secretariat, and the Pacific Association of Supreme Audit Institutions (PASAI) and will be made available to the general public.

The OAGSI's legal mandate which provides the Office with full authority to conduct financial and performance audit without interference by any person or authority. This has allowed the SAI to freely carry out its work including the dissemination of the results of its work to the members of the public without direction and interference from the executive or other powers. However, the work of the SAI in compliance with its audit mandate has been challenged due to its lack of autonomy over access of financial resources required to carry out its operation independently of Ministry of Finance and to recruit its own personnel outside of Public Service Commission.

OAGSI does not have independence in setting of its operational budget or staffing levels (emphasis added). Although the post of Auditor-General is mandated in the Constitution, the lack of independence of the budget allocation is a potential threat to the independence of the Auditor-General in that the Auditor-General is required to negotiate with the Ministry of Finance and Treasury for the annual budget allocation, and with the Ministry of Public Service for approval to advertise, recruit and promote staff – two organisations which are subject to audit by the Auditor-General.

The lack of adequate funding and appropriate numbers of qualified and experienced audit staff, and the time taken to obtain approvals from the Ministry of Public Service and the Public Service Commission, hamper the efficiency and effectiveness of the operations of the Office of the Auditor-General and thus the fulfilment of the duties and responsibilities of the Auditor-General.

OAGSI needs a Scheme of Service for the audit staff to provide terms and conditions of employment that are more flexible than the general public sector. OAGSI continuously loses trained and experienced auditors to the private sector, which means that new graduate auditors need to be recruited and trained to replace them. A Scheme of Service

² Extract from the findings of the Supreme Audit Institution Performance Measurement Framework Assessment (SAI PMF) conducted on the Office of the Auditor General of the Solomon Islands in 2016 and 2017.

would reduce the rate of turnover of professional audit staff in OAGSI, and improve efficiency and effectiveness of the audit operations and reporting.

The assessment found that OAGSI has been performing at a satisfactory level in financial audits in terms of the number of audits completed so far; however, in terms of the quality the SAI performance is not satisfactory considering the fact that most of its auditing practices do not comply with the ISSAI.

Performance audit in the OAGSI is currently at the developing stage. In comparison to financial audits a lot of improvement is required in the development of performance audit particularly in the area of staff development.

The consolidated national accounts of government (including the 28 line ministries and departments), the provincial governments, the Honiara City council, the state owned enterprises and statutory authorities are all audited by the OAGSI. This encompassing work has allowed the OAGSI to identify several cross-cutting issues some of which includes poor report keeping, lack of internal controls, non-compliance with relevant legislations and government financial regulations and improper management of government public funds.

Further value is added by the SAI as it recognises the importance of engagement with auditees, the legislation (primarily through PAC), other Integrity Agencies which is central to anti-corruption activities in Solomon Islands, and communications through the media and its community outreach programs.

Financial audits are followed up in the subsequent year in accordance with the agreed recommended action plans. However, the existing systems weaknesses suggest that current attempts by entities to implement the action plans require improvement.

The continued lobbying of OAGSI to have the PAC conduct hearings into audit reports would foster greater accountability and transparency on the operations of public entities.

The OAGSI has initiated the development of a new legislation for the SAI which would assist in addressing aspects of its current challenges.

8. **Appendix 3: Summary of Stakeholders Engagement Strategy report 2020-2024**³

Introduction

The Office of the Auditor General Solomon Islands continuous pursuit to actively seek engagement and where relevant, involvement from the stakeholders and other interested parties, has been central to the SAIs work to generate effectiveness in its audit and provide greater SAI independence. It is a means to obtain views of stakeholder's experience in using the SAI product, gain wider community support, improve implementation of recommendations and so on.

The Governing principles for effective engagement with stakeholders is derived from the ISSAI 1 ISSAI 10, ISSAI 12 and ISSAI 20. Also the Mandate of the SAI under section 108 (5) of the Constitution and under Public Finance and Audit Act (Cap 120).

Where the SAI is now

The SAI has a wide variety of stakeholders. The SAI operates in a changing and challenging environment which includes changing political, economic, social, structure and culture that affects how we operate. During the development of the OAG Corporate Plan 2019-2024, a list of stakeholders were thoroughly reviewed and a number of key issues relating to stakeholder engagement emerged. The SAI further undertake a detailed analysis of stakeholders in developing this strategy plan. Based on the analysis, it came to light that nearly all of the stakeholders we have either, we have limited engagement or one-way engagement with them.

The analysis also revealed several contributing factors that has led to the SAI not to fully take advantage of the opportunities existing in the environment to effectively engage with the key stakeholders.

Where the SAI Wants to Be

The SAI would like to focus its engagement with SAI staff, Auditee and Media. There are 18 stakeholders identified in the list but from the detailed analysis of the SAI environment and SWOT analysis, it has decided to prioritise its engagement with SAI staff, Auditee and Media.

Other stakeholders like PAC, Parliament, donors and development partners the SAI will continue to manage its relationships to achieve greater audit impact in the subsequent years.

³ Excerpt from the Office of the Auditor-General Stakeholder Engagement Strategy 2020-2024 prepared with the support of INTOSAI Development Initiative (IDI).

This strategy plan sets out the objectives for the SAI prioritized key stakeholder that will be delivered over the next 4 years. The objectives have been formulated for each key stakeholder and these are:

Priority 1: SAI staff

Objective: Enhance timely and quality reporting of SAI audit reports

Priority 2: Auditees

Objective: Auditee to understand the roles of SAI Solomon Islands and actively respond to audit issues and recommendations.

Priority 3: Media

Objective: To use the media as a medium of communication to educate the public and disseminate timely and relevant information on the SAI mandate and activities.

How will the SAI attain the objectives?

A communication plan detailing the strategies and the specific action for each strategy, performance indicators (KPIs), the timelines and the person responsible for ensuring the implementation of its action is required.

There are three key strategies included in the communication plan which if well implemented will result in the greater audit impact. The key strategies are approaching, engaging and positioning.

Approaching

The SAI will use the approaching strategy to engage with the Media. The SAI has no mandatory function to deal with the Media and currently has limited engagement with the media. The Media may have little knowledge about the role and products of the SAI, therefore the approaching strategy will best to use at this stage to engage with the Media.

Engaging

Engaging is the next strategy that the SAI will use to establish and manage a mutually beneficial relationship with the media.

Positioning

SAI Solomon Islands and Auditees will use the positioning strategy to have more support and drive from management and head of SAI on auditors' work and to establish active collaboration with the auditee during audit engagement respectively.

9. Appendix 4: Operations Implementation Matrix

#	Our People Objectives	Strategies To address	Verifiable Output	Risks	Response to Risk	Milestones	Cost	External Technical Assistance
1	Structure of the Audit Office	Draft new Structure and submit to PSC for approval	New Structure approved	PSC or Cabinet fail to approve new structure	Pursue new law with powers to manage own HR needs	In place by 30 Sept 2022	To be calculated	Two TA in line roles required.
2	Develop staff retention plan	New structure to include proper role sizing and new scheme of service in collaboration with ISIA.	New structure and scheme of service approved	PSC or Cabinet fail to approve new structure	Pursue new law with powers to manage own HR needs	Structure and scheme of service in place by 30 Sept 2022.	TBC	Two TA in line roles required.
3	Develop staff succession plan	Implement succession plan for all executive roles in new structure based on professional competency. New Leadership development program.	New succession plan in place and new leadership development program launched	New structure not approved and new professional competency not achieved	Pursue new law with powers to manage own HR needs. Ensure new external recruitment for senior roles include professional competencies	All senior roles with succession plan by 2024. Leadership development program launched July 2022 in stages.	Nil	Two TA in line roles required. New leadership program including secondment with regional OAG partners funding support required.

#	Our People Objectives	Strategies To address	Verifiable Output	Risks	Response to Risk	Milestones	Cost	External Technical Assistance
4	Incorporate new professional CPA competency into all new executive audit roles	Update Competency-based Job Descriptions	New JDD for all roles	HR do not complete or do not have skills to complete	Secure support from public service or international volunteer	In place by 1 Sept 2022	Nil	Pursue international volunteer options to supplement in country efforts
5	Implement new annual staff role based targets supported by recognition scheme	Develop new role based audit targets based off agreed annual audit work plan. Implement new Teammate time tracking. Implement quarterly recognition scheme for high performers.	New targets and recognition scheme announced by 1 April 2022 and beginning of each year thereafter. New time tracking teammate functionality enabled when version upgraded in 2022.	HR do not complete or do not have skills to complete. Teammate functionality not enabled	Secure support from public service or international volunteer Agree contract as part of PASAI supported rollout	In place by 1 April 2022.	Nil. Costs subsidised by PASAI up to 2023.	Pursue international volunteer options to supplement in country efforts
6	Empower staff and build culture of trust and family	Lobby Government for sufficient budget. Develop and launch new staff engagement survey.	Increased budget New staff engagement survey	No budget. Staff initiatives not completed.	New policies to support delivery	In place by 30 June 2022.	TBC	

#	Independence Objectives	Strategies to address	Verifiable Output	Risks	Response to Risk	Milestones	Cost	External Technical Assistance
1	Implement New Act	Pursue new Auditor General Act	New Act in place	New Act not passed	Utilise PASAI and INTOSAI global support to lobby importance of this Act	Aim for Dec 2022	Nil	Utilise PASAI and INTOSAI support
3	Develop code of ethics training and monitoring framework.	Liaise with ISIA and PASAI for annual training program. Institute annual code of ethics awareness and attestation.	Annual ethical training and attestation for all staff of OAG.	No suitable training.	Utilise existing OAG code of ethics as starting point to build awareness programs in the absence of formal training programs.	Deliver ongoing training	TBC	Utilise PASAI and INTOSAI support

#	Professionalism Objectives	Activities/ Strategies	Verifiable Output	Risks	Response to Risk	Milestones	Cost	External Technical Assistance
1	Develop and implement new annual training targets	Set new training targets. Track and monitor hours and	New training tracking and public reporting.	Staff fail to undertake training or meet expected standards.	Update training policy	Achieve a 10% year on year growth rate starting from 0% in 2022.	TBC	Liaise with ISIA for Professional training. Seek assistance from donors to

		pass rates. Recognise good performance.						support capacity building.
2	Seek formal relationship with peer OAG in larger countries towards building future senior talent. Seek out possibility of reciprocal secondments were possible.	Continue to deepen relationship with NSW OAG. Seek out possible capacity building opportunities with Pacific SAI's.	Access to specialist skills and training. New senior leaders development program and reciprocal staff exchanges	Borders remain closed. SAI support limited by budget constraints and staff shortages.	Consider virtual engagements where possible. Senior leaders program requires donor or PASAI support to implement effectively.	Renew NSW twinning arrangement in 2022. Liaise with NZ and other Pacific SAI's for leaders program.	TBC	Twinning's with NSW OAG; PASAI plus donor support critical for this executive talent development for future successors.
3	Delivering Professional Standards	Ensure that all audit work is undertaken to INTOSAI standards	Improved quality of work	Staff do not follow standards	More detailed training and formal QA annual spot checks. Implement new qualifications committee.	Implement QA systems to international standards.	Nil	Training course on standards run. Work with PASAI and NSW Twinning partners for QA checks and qualifications committee setup.
4	Delivering audit standards.	All audits delivered in line with annual audit plan and statutory deadlines.	Report on accounts containing certificate	Failure of clients to provide accounts; inability of staff to undertake	Development of audit plans covering interim and final accounts audits and training of staff	Full certification audit for 2022 accounts onwards	Nil	Specialist assistance as required.

				audit work in time	to work with those plans			
5	Build and launch new virtual library repository	Subscribed to key international accounting and auditing standard bodies	Annual subscription to INTOSAI and PASAI resources	Subscription too expensive or not available	Work through PASAI to obtain access	In place by June 2022	Minimal cost through PASAI	Seek PASAI support

#	Accessibility Objectives	Activities/ Strategies	Verifiable Output	Risks	Response to Risk	Milestones	Cost	External Technical Assistance
1	Develop and deliver radio awareness programs and new social media platform for OAG.	Engage expert help to develop and deliver new radio awareness programs and social media platform for OAG.	New three-month radio awareness program and new Facebook presence for OAG.	No expertise available	Engage with PASAI and donors for assistance	Program and Facebook launch.	TBC	Seek donor assistance supported by PASAI
2	Create new Public Accounts committee and performance audit staff roles.	Implement new staff structure.	New staff.	Restructure not approved.	Donor support to secure TA to build capacity within OAG.	New structure approved in 2022.	TBC	Seek donor assistance.
3	Upgrade website to improve access to	Upgrade website.	New website launched.	Website does not meet standards or	Use expert sourced under objective 1 to	Improved website accessibility to II	TBC	Same as objective 1.

	information and key external media platform.			not delivered on time.	implement to expected standards and timeframe.	key stakeholders.		
4	Implement new annual reports and engagement with key accountability institutions	All annual reports include and easy to read summary. New annual accountability institutions forum initial discussions to be investigated.	New annual report format. New accountability forum framework.	Report not delivered on time. Poor engagement from other accountability institutions.	Reports and forum to be implemented over a three year period.	New reports and annual forum in place by 2025.	Nil	Specialist assistance as required.

#	Enablement Objectives	Activities/ Strategies	Verifiable Output	Risks	Response to Risk	Milestones	Cost	External Technical Assistance
1	Develop and deliver new operational checklists for administrative functions.	Administration to map all daily, weekly and annual tasks.	New operational checklist.	Lack of expertise or lack of engagement.	Liaise with other Pacific SAI. Implement into annual KRI.	New checklist by Dec 2022.	Nil	None required.
2	Implement new TEAMMATE + and additional functionality for scheduling and time tracking.	Implement new TEAMMATE +.	New TEAMMATE + and functionality implemented.	TEAMMATE + not implemented.	Manage through PASAI project management to support effective deployment.	TEAMMATE + implemented by Dec 2022.	Funded by PASAI.	To be implemented as part of PASAI regional deployment.

10. External Technical Assistance Needs

The Implementation Matrix above indicates where Technical Assistance may be required to implement the specific Corporate Planning goals. This section of the Plan briefly summarises area where External Technical Assistance (ETA) may be required.

These areas include:

- **Deputy Auditor-General:** the secondment of a suitable officer for a period of two years to help cement the current development in the Office and work with a designated successor;
- **Adviser to the Auditor-General:** this commences as a Project role to oversight the Human Resources function reporting directly to AG. In year two the DAG role will transition to this role to oversight localisation of executive roles. This role from Year 3 to be advisor to the AG and oversight QA functions within OAG in conjunction with PASAI and agreed QA framework.
- **Short Term Experts:** a number of TA are requested in the Assistant Auditor General role to build new capability in OAG including PAC, PAB and IT. Some short term engagements in media and specialist areas as required during the plan period;
- **Training and Scholarships:** this remains a key area within OAG. In addition to the usual overseas training and attachments for which donor funding would be required, a new leadership talent development framework is required to build professional competence and credible succession within OAG in next 5 to 10 years. All investment must be bonded; and
- **Equipment and Infrastructure:** The Office will require additional equipment if more staff are recruited. In addition, the new COVID safety protocols and increased staff numbers will need logistic support and remote access solutions including suitable laptops and IT equipment.

11. Summary

This Corporate Business Plan is the key document for the development and building of capacity within my Office.

It focuses on our most important asset, People, and looks to develop an agenda to deliver audits at international standards. By achieving this we contribute to sustainable nation building through improved governance. This plan also looks to cement the independent foundations required of this Office to remain effective in delivering its expected role in Government and society.

In time the OAG should be trusted by Government, the Public and donors as an independent voice which provides balanced professional reports in line with international standards in an understandable and easy to read manner. In doing this we join the Government as an important stakeholder in delivering accountability to help achieve sustainable development to the people of Solomon Islands.

David Teika Dennis
Auditor-General of Solomon Islands
March 2022