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Given the *Journal's* use as a teaching tool, articles most likely to be accepted are those which deal with pragmatic aspects of public sector auditing. These include case studies, ideas on new audit methodologies or details on audit training programs. Articles that deal primarily with theory would not be appropriate.

The *Journal* is distributed to the heads of all Supreme Audit Institutions throughout the world who participate in the work of INTOSAI. Others may subscribe for US\$5 per year. Checks and correspondence for all editions should be mailed to the *Journal's* administration office, P.O. Box 50009, Washington, D.C. 20004, U.S.A.

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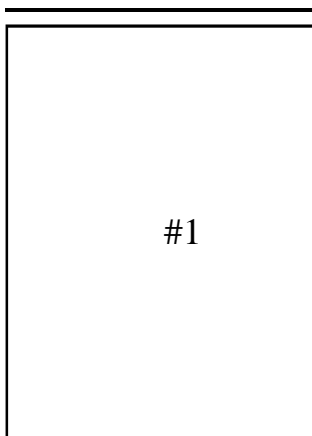
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Performance Audits, Evaluations and Supreme Audit Institutions

By Inga-Britt Ahlenius, Auditor General of Sweden



Ms. Inga-Britt Ahlenius

The organization and duties of government audit have been discussed extensively for some years in Sweden. Specifically, the debate has focused on the Swedish model for public administration, in which the supreme audit institution reports to the government rather than the parliament. A number of the issues in this debate, however, are of a more general and international interest. One in particular that I would like to discuss relates to the distinguishing characteristics between the audit — especially performance audit — and the evaluation functions, and how they differ conceptually. The focus of this editorial is on performance auditing rather than financial audit because the distinctions between financial auditing and evaluation are clear and well-established. As supreme audit institutions continue to expand their scope of audit from financial audits to performance audits and evaluations, and as demands for greater accountability and transparency in government programs increase, I thought colleagues might be interested in the Swedish experience regarding these two important functions that support public accountability.

Constitutional Role as a Distinguishing Factor

Every democracy has, as an important component of its democratic structure, an institution responsible for the independent audit of the state. As a rule and consistent with INTOSAI's requirements specified in the *Lima Declaration* and other documents, this function is established by law, often in the constitution. Independent state audit is, therefore, defined primarily by a constitutional or legal position or role. By definition, a country can only have one organization responsible for the independent state audit.

Thus, audit occupies a fundamentally different position in the democratic system than evaluations. In most countries—but not, however, in Sweden—this position is established in the constitution, giving audits a specifically defined and institutionalized independence. Audits follow generally accepted auditing standards that, among other things, codify the independence of the audit in relation to the entities being audited. Audits are based on normative issues: they report on how an activity is actually run and whether it achieves the results/effects identified in the objectives and the requirements laid down by parliament and the government.

Therefore, audit responsibility is an institutional phenomenon defined by a country's public administration structure, which gives the state audit a uniquely independent position. In contrast, there are no restrictions on the number of institutions and organizations that can be established to perform evaluations. In Sweden and other countries, many different entities have resources available to perform studies and evaluations—the cabinet and ministries, a number of private sector agencies and firms, as well as universities and colleges. Furthermore, evaluations are performed in a number of different areas—medical techniques, pedagogical methods, and reforms of various types, to name a few. Additionally, evaluations deal with a different dimension. In intellectual terms, an evaluation is concerned with methodology: what questions are asked, what methods are used, and who is approached, for example.

In Sweden, audits are carried out in accordance with government ordinances, and the ultimate purpose of the audit is to promote (1) compliance with government laws and regulations and (2) efficiency and effectiveness in government undertakings. For example, audits determine whether government agencies, programs, and activities are meeting their goals and, based on those findings, the supreme audit institutions presents proposals for improvement. In response to audits audited organizations as a rule are required to submit a report on the measures they have taken, and the results that have been achieved. In Sweden, this information is included in the annual report that the government, as part of the budget process, presents to parliament for decision-making purposes. In countries where the supreme audit institution reports directly to parliament, the government is also required by parliament to report on the measures it has taken.

In summary, then, the responsibilities and position of government audits are fundamentally different from those

of evaluations. In the private sector, the same distinction can be found in the responsibilities of those who audit businesses as compared to general evaluations or studies conducted by consultants.

Differences in Standards, Criteria and Content

By definition, auditors are independent of the entities they audit. The international terminology, as codified in INTOSAI's standards and guidelines, speaks of "organizational and functional independence." Generally accepted auditing standards are documented and established and, for government audits, INTOSAI's standards provide the norm.

The private sector has similar definitions. Furthermore, audit assignments stay within certain borders and follow specific guidelines since they are always based on a norm or standard as they strive to determine whether the entity is achieving its goals and if regulations are being followed.

An evaluation, on the other hand, need not be based on a specific issue, and its conclusions do not need to relate to norms (for example, the government's goals and objectives for a certain program or activity). The staff conducting an evaluation may or may not be independent of those who implement or run the program or activities, and they can raise issues not directly related to decision-making matters. While "generally accepted standards" do not exist, professionalism in carrying out the evaluation is an obvious goal. Further, from the audit perspective, evaluation is one instrument among many that can be used to conduct audit work, and performance audits and evaluations may use the same methods and approaches.

Differences in Professional Qualifications and Experience

An audit institution's professional expertise grows out of the institution's audit responsibilities. It includes knowledge of audit methods and examination techniques combined with relatively in-depth knowledge of the entity and activities being audited and the subject matter. Thus, it combines experience in and knowledge of various evaluation techniques with experience gained from regular audit work.

In an evaluation organization, professional expertise consists of the knowledge available in the organization at any given moment. This expertise thus primarily reflects the "market" which the organization focuses on (for example, medical evaluations or assignments commissioned by the government). A university, for example, can create its own distinctive expertise and reputation in a certain field. Sweden

has a long tradition of evaluation and the Swedish central government administration has good evaluation resources.

International Cooperation

In the evaluation field, international cooperation regarding methods is well established. The Cour de Comptes in France has provided leadership in this area for many years as the chair of the INTOSAI Working Group on Program Evaluation. Until fairly recently, my office (the Swedish National Audit Office, RRV) was responsible for the secretariat function and held the post of general secretary for the European Evaluation Society, whose members are drawn from universities, government agencies, and audit institutions throughout Europe. As part of this responsibility, the RRV organized a conference in March 1997 that participants from some 40 countries attended. The participants represented research institutions, international organizations, national governments, and audit institutions. Members of the RRV staff had the main responsibility for, and participated in, a number of different sessions on methodological issues, issues relating to the use of evaluations, the organization of evaluation activities, and the relationship between audit and evaluation activities. Additional information about the results of this conference are available from the RRV.

Concluding Thoughts

The present debate about the role of the performance audit and its methods – in Sweden and in other countries – is sometimes characterized by uncertainties in definitions of concepts and in confusion over objectives and methods in an expenditure program. When working with a performance audit, it is essential to establish and make clear to others that the scope of the audit is limited to checking the degree to which the objectives of a program have been met, and to analyzing the means that have been used to reach these objectives. The audit never questions the objectives. In an evaluation situation, you may choose also to question the objectives as a part of your study. The constitutional position of the state audit necessitates that the limitation in this regard be evident – the objectives are set by the political bodies – but also that it be made clear externally, for the benefit of the political decision makers, the media and the general public.

It is to be hoped that the observations we have made in Sweden concerning these questions may also be of use in other countries, and prove valuable in similar debates about the role of the performance audit and the limitations of its goals.

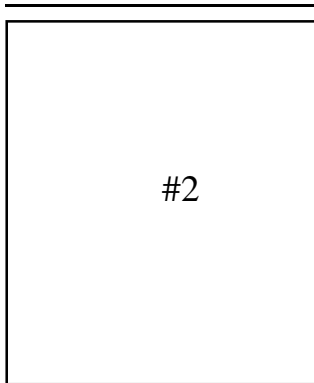
For more information, contact the author at: National Audit Office of Sweden (RRV), Drottninggatan 89, S-10430 Stockholm, Sweden (tel. 46-8-690-4000; fax: 46-8-690-4123; e-mail: int@rrv.se). ■

News in Brief

Bangladesh

New Comptroller and Auditor General

Mr. Syed Yusuf Hossain was appointed as the Comptroller and Auditor General of Bangladesh on August 8, 1999. Prior to that he was Secretary, Ministry of Defense. He comes to this position following a distinguished career that included senior positions in the public and the private sectors. Prior to his appointment to head Bangladesh's national audit office, Mr. Hossain was Secretary, Ministry of Cultural Affairs, and before that had served as Additional Secretary, Ministry of Industries.



Mr. Syed Yusuf Hossain

For much of his career he held top positions in the industrial and energy sectors. Mr. Hossain was chairman and a member of the Board of Directors of various industrial enterprise boards and multi-national companies including: British American Tobacco Company Ltd.; Liver Brothers Bangladesh Ltd.; and, International Joint Venture Companies. In addition, he was a member of the Board of Directors of Industrial Development Bank of Bangladesh.

Mr. Hossain brings considerable international experience to this new

position, having led several governmental delegations abroad on Industrial Investment and Human Resources Development. Additionally, he studied in a number of countries including the United States, Germany, and Australia. Outside his professional career, he is actively associated with the world of sports in Bangladesh at the national level. He is President of Bangladesh Table Tennis Federation, Executive Committee Member of National Sports Council, and Chairman of the National Sports Council, Sports Award Committee. He was Executive Committee Member of Bangladesh Olympic Association. He has been twice awarded as the nation's best sports organizer by the Bangladesh sports writers association and Bangladesh sports journalists association.

For more information, contact: Office of the Comptroller and Auditor General, 43 Kakrail Road, Dhaka – 1000, Bangladesh (tel.: 880-2-841-447; fax: 880-2-831-2690; e-mail: saibd@cittechco.net).

Canada

Annual Report: “Two Cheers” for the Nineties

“Public administration here and elsewhere has experienced profound reforms in the 1990s, but the job is not yet over,” Auditor General Denis Desautels said in his Report tabled in the House of Commons on November 30, 1999.

“Matters of Special Importance” is the chapter in which the Auditor General highlights particularly significant issues arising from his Office's work during the year and matters from previous years that continue to be of special importance. This year, he reviewed recent developments in the federal budgetary process, departmental management and

reporting practices, new governance mechanisms for the delivery of federal programs, and public service renewal. He says that while significant progress was made during the 1990s in all of these areas, shortcomings remain.

These shortcomings include the following: the budgetary process is not sufficiently forward-looking, the focus on short-term surplus targets is too narrow and there is no mechanism in place to encourage ongoing review of programs; departmental reporting and management remain excessively oriented toward activities rather than results; accountability provisions in new governance arrangements are weak, risking a loss of Parliament's ability to scrutinize federal public policy as reliance on such arrangements grows; and, in the public service, gaps created by years of downsizing and restructuring remain, people management practices need to be modernized, and an aging work force implies immense staffing needs in the years ahead.

This year's report also discusses sustainable development efforts in the federal government; managing Atlantic shellfish in a sustainable manner; user fees, grants and contributions programs; national health surveillance; and, the Year 2000 computer problem.

“The 1990s have been a decade of transition in government,” said the Auditor General. “As we enter a new decade, we must aim to consolidate our achievements and continue moving forward. Building on the foundations of the past decade, we can succeed in passing on to posterity a stronger Canada.”

For more information, contact: Office of the Auditor General, 240 Sparks Street, Ottawa, Ontario K1A 0G6, Canada (tel. 613-952-0213 ext 6292; fax: 613-957-4023; e-mail: mcduffjo@oag-bvg.gc.ca; web page: www.oag-bvg.gc.ca).

Egypt

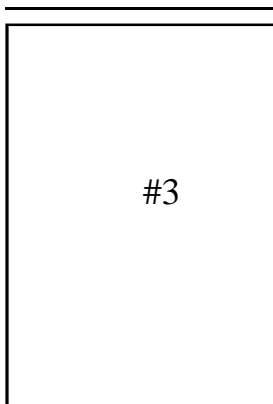
New SAI President Appointed

The President of the Arab Republic of Egypt issued Presidential Decree No. 324 of 1999, appointing counsellor Dr. Mohamed Gawdat Ahmed El-Malt as president of the Central Auditing Organization (CAO) effective October 10, 1999.

Dr. El-Malt is a distinguished jurist with many years' experience at senior levels of government, for which the President of the Republic granted him a First Class Medal of the Republic.

He earned a license of Law from Alexandria University in 1956; the following year he earned a Diploma in Public Law from Cairo University, and, in 1958, Dr. El-Malt was awarded a Diploma in political economy from Cairo University. In 1967, he earned a Ph.D. in public law with highest honors in from Cairo University. He has maintained his academic ties over the years by participating in many doctoral research projects at Cairo, Ein-Shams, and Tanta Universities.

He joined the judicial corps of the State Council in 1956. He was seconded to the United Arab Emirates in 1972, as a Legal Counsellor for the Emirate of Abu Dhabi Crown Prince Bureau for 12 years.



Dr. Gawdat El-Malt

Prior to his appointment as head of Egypt's supreme audit institution, Dr. El-Malt held the following posts in the State Council: Chairman of the Advisory Opinion Department for the Presidency of the Republic, the Cabinet and the

Governorates; President of the Disciplinary Court for Senior Administrative Staff; President of the Judicial Investigation; President of the Supreme Administrative Court; President of the Political Parties Court; Deputy of the State Council in 1986; and in 1998, President of the State Council. Dr. El-Malt was the President of the State Council Club for three consecutive years and was also elected as honorary lifetime president of the club.

He is the author of several publications such as "The Disciplinary Accountability of the Public Servant" and many legal articles published in specialized circulars. He prepared the first encyclopedia of legislation for laws, protocols, systems and decisions (1965-1980, and participated in preparing and formulating several federal and local laws.

For more information, contact: Central Auditing Organization, Madinet Nassr, P.O. Box 11789, Cairo, Egypt (tel.: 20-2-401-8301; fax: 20-2-261-5813).

Germany

Annual Report Issued

On October 12, 1999, the Bundesrechnungshof presented its 1999 annual report to the federal legislative bodies and the government. The report reflects a portion of the approximately 600 management letters issued by the supreme audit institution of Germany in the course of its annual audit and advisory work. It contains comments about federal appropriations and capital accounts for financial year 1998 and some 100 contributions on specific audit findings, most of which address highly topical issues.

The cases highlighted in the report have a one-time savings potential of over a billion deutschmarks and a recurring savings potential amounting to several hundreds of millions of deutschmarks. Apart from that the report presents audit findings regarding tax losses totaling a billion deutschmarks.

The key features of the latest report are the general financial relationship and

funding practice between the two levels of federal administration and federal state administration. The major problems found are shortcomings in the collection of tax revenues and excessive or unjustified federal funding provided towards federal state projects and programs. Another major topic is federal subsidies. In addition, the report discusses major shortcomings in the defense sector such as excess inventories, and inefficient procurement and sale procedures. As in previous years, the report looks at the high level of public debt, which is another issue of concern.

The abridged versions of the annual report (in German and English) are available at no cost by writing to: Bundesrechnungshof, Referat Pr/Int, D-60284 Frankfurt, Germany. The long form report in German is also available at the above address. In addition, it is available on the Bundesrechnungshof's web site: (<http://www.bundesrechnungshof.de>).

Hungary

10th Anniversary

The 10th anniversary of the re-establishment of the State Audit Office (SAO) of the Hungarian Republic was celebrated on October 28-29, 1999. The event featured training and professional development activities and guest lectures by international experts. Dr. Arpad Kovacs, President of the Hungarian State Audit Office, welcomed the presidents of the SAIs of the Czech Republic, Croatia, Poland, Italy, Slovakia and Romania and other distinguished visitors to the two-day celebration. Dr. Kovacs opened the two-day event by noting the importance of the re-establishment of the State Audit Office. He said that among the former socialist countries Hungary was the first to re-establish an independent national audit office as an essential element of the new democratic government after forty years.

The first day of the celebration consisted of a series of professional development activities at the State Audit Office's Training and Methodological

Center in Velence. Guest speakers included Richard Maggs representing Sir John Bourn, Comptroller and Auditor General of the United Kingdom; Mr. James Bonnell, regional inspector general of the U.S. Agency for International Development; and, Mr. Patrick Everard, member of the European Court of Auditors.

The lectures prompted a lively discussion among participants who included SAO staff and other Hungarian government officials.

On the second day, Dr. Kovacs reviewed the most important work performed by the SAO in the last 10 years, and outlined the tasks and challenges facing his office in the early years of the 21st century. A lecture was delivered by Dr. Franz Fiedler, Secretary General of the INTOSAI, in which he described INTOSAI's many programs and activities, and emphasized INTOSAI's role as a vehicle for sharing knowledge and experience among its members and thus promoting their institutional development. In recognition of the continuous support given by the Austrian Court of Audit and INTOSAI, Hungarian President Dr. Arpad Gonez conferred a high state decoration on Dr. Franz Fiedler.

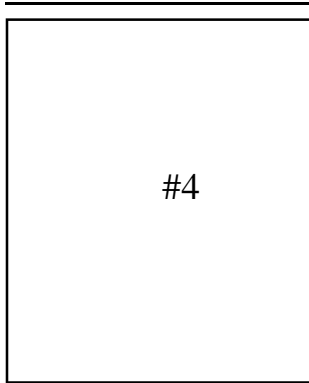
Joining President Gonez in greeting participants and in congratulating the SAO on its accomplishments were the Vice-speaker of the Parliament and the Chairman of the Constitutional Court. At the conclusion of the event, Dr. Arpad Kovacs together with Dr. Franz Fiedler laid flowers on the grave of Dr. Istvan Hagelmayer, the first President of the State Audit Office.

For more information, contact: State Audit Office, Apaczai Csere Janos U. 10, H-1052 Budapest, Hungary (tel: 36-1-318-8799; fax: 36-1-338-4710).

Japan

New President Appointed

Mr. Akira Kaneko, one of three commissioners of the Board of Audit of Japan, was appointed President of the Board of Audit on December 7, 1999.



Mr. Akira Kaneko

He succeeds Mr. Shuro Hikita who had retired on October 26, 1999.

Until his appointment as Commissioner of the Board in August 1997, Mr. Kaneko was a professor of law at Keio University specializing in the anti-trust field. He had also held many positions on various government advisory boards.

In a related move, Mr. Nobuaki Morishita was appointed a Commissioner of the Board on December 3, 1999. Mr. Morishita joined the Board of Audit in 1966 and served in many important positions within the Board. Prior to his appointment as a Commissioner, he was the Secretary General of the Board.

A commissioner serves for a term of seven years or until reaching the mandatory retirement age of 65 years old. The President of the Board is appointed by the Cabinet on the basis of peer election among three commissioners.

Korea

New SAI Chairman

Dr. Jong-Nam Lee was appointed Chairman of the Board of Audit and Inspection of Korea in September 1999. A lawyer and certified accountant by training and profession, Dr. Lee brings to his new position a wealth of experience that includes service in the private and public sectors and academic world.

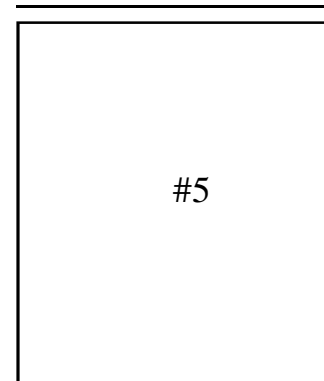
His distinguished legal career included service as Minister of Justice

(1990—1991); Vice-Minister of Justice (1985—1987); Prosecutor General (1987—1988); and, Public Prosecutor, Senior Public Prosecutor, and Chief Public Prosecutor (1961—1985). Dr. Lee earned law degrees from the Korea University in Seoul (LL.B. in 1961) and from Konkook University in Seoul (LL.D. in 1975). From 1989–90, he was a visiting scholar at Harvard University. Immediately prior to his appointment, from 1995—1999, Dr. Lee was a representative partner with the law firm of Shin and Kim.

Dr. Lee, a certified public accountant as well as a lawyer, also has been a national leader in the accounting and financial management field. From 1992-96 he served as President of the Korean Institute of Certified Public Accountants, and from 1991-92 he was Chairman of the International Fiscal Association of Korea.

In assuming his new duties as Chairman of Korea's Board of Audit and Inspection, Dr. Lee also has become a member of Governing Board of ASOSAI (Asian Organization of Supreme Audit Institutions) and First Vice-Chairman of INTOSAI (International Organization of Supreme Audit Institutions). In this capacity, he will host the XVII International Congress of Supreme Audit Institutions in Seoul in 2001.

For more information, contact: Board of Audit and Inspection, 25-23, Samchung-dong, Chongro-ku, Seoul 110-706, Republic of Korea (tel: 82-2-72-19-290; fax: 82-2-72-19-276; e-mail: gsw290@blue.nowcom.co.ko).



Dr. Jong-Nam Lee

Seychelles

1998 Annual Report Issued

The Annual Report of the Auditor General for the year 1998 was tabled in the National Assembly in early December 1999, as required by the national Constitution. The report contains significant observations made during the audits of various ministries, departments and some statutory bodies, which were earlier conveyed to organizations concerned through management letters. Part I of the report deals with comments on annual financial statements of the Republic, and Part II includes observations on ministries, departments and capital projects reviewed during the year.

Management letters issued during the year, the report notes, have received an encouraging response from organizations audited. A number of audit observations included in the last report have been satisfactorily dealt with by the authorities. Nevertheless, there are still some areas where organizations concerned are yet to implement corrective action.

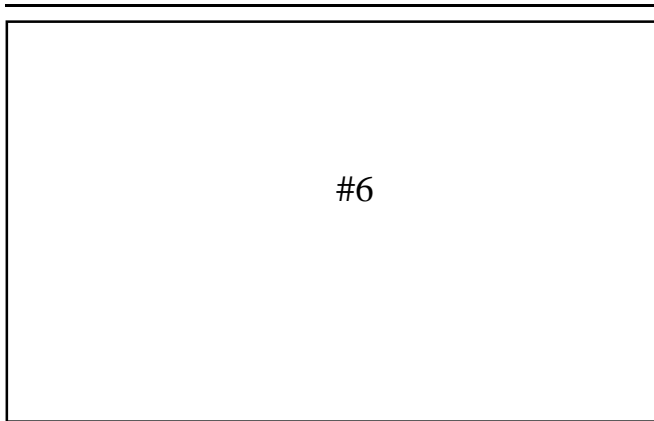
For more information, contact: Department of Audit, P.O.Box 49, Victoria, Seychelles (e-mail: seyaudit@seychelles.net).

United States of America

SAI Cooperation

Senior audit officials from four European countries - Belgium, Denmark, Norway, and the Netherlands - joined counterparts from the U.S. General Accounting Office and U.S. Department of Defense (DOD) officials and defense industry representatives for the annual conference on the international F-16 aircraft co-production program in Washington, September 16 - 17, 1999.

The two day meeting centered on discussions of each countries' contractual actions for aircraft purchases and upgrades and DOD efforts to reengineer the foreign military sales programs to address the conferees' concerns about the lack of transparency



Participants in the F-16 SAI Conference take time out of their September meeting in Washington to pose for a group photo. Conference chairman A.J.E. Havermans, Netherlands (front row, fourth from left), and meeting host David M. Walker, U.S.A. (front row, fifth from left) are joined by representatives from Belgium, Denmark, Netherlands, Norway and the U.S.A.

in contract negotiations and the slow pace of contract closeouts. For its part, GAO briefed participants on DOD's response to actions GAO recommended in its 1996 report on mid-life update contract pricing issues (GAO/NSIAD-96-232, September 24, 1996).

In 1977, the four governments entered into an agreement with the United States to undertake the co-production of 998 F-16 lightweight multipurpose fighter aircraft. The objective of the multibillion-dollar deal was to aid in the standardization of NATO weapon systems, provide a low-cost fighter, and increase industrial activity of the participating nations. As part of the pact, the supreme audit institutions of the participating nations agreed to meet annually to share experiences related to the F-16 program and jointly audit specific issues.

For more information on the F-16 SAI Cooperation Group, contact: Dr. A.J.E. Havermans, Netherlands Court of Audit, P.O. Box 20015, 2500 WAS, The Hague, Netherlands (tel: 31-70-342-4173; fax: 31-70-342-4130).

Updated Standards for Internal Control

GAO's newly revised Standards for Internal Control in the Federal Government is a tool for good government, according to Comptroller General Walker.

"Federal policymakers and program managers are continually seeking ways to better achieve agencies' missions and program results. A key factor in helping achieve such outcomes and minimize operational problems is to implement appropriate internal control. Effective internal control also helps in managing change to cope with shifting environments and evolving demands and priorities," Mr. Walker said in the foreword to the standards (GAO/AIMD-00-21.3.1, November 1999).

Issued in compliance with the Federal Managers' Financial Integrity Act of 1982, the internal control standards provide an overall framework for establishing and maintaining internal control and for identifying and addressing major performance and management challenges and areas at greatest risk of fraud, waste, abuse, and mismanagement. Internal controls can also assist managers in achieving the objectives of the Results Act, the CFO Act, and the Federal Financial Management Improvement Act.

The 1999 revision also reflects the increased role of information technology in government operations, the importance of human capital, and recently issued internal control guidance for private sector entities.

For more information, contact: U.S. GAO, Room 7806, Washington, D.C. 20548 USA (tel.: 202-512-4707; fax: 202-512-4021; e-mail: oil@gao.gov). ■

From October 10-13, 1999, auditors general from Commonwealth countries met in Sun City, South Africa for discussions on Auditing in the Next Century. Delegates included representatives from Antigua and Barbuda, Australia, Bermuda, Botswana, British Virgin Islands, Brunei Darussalam, Cameroon, Canada, Cayman Islands, Cook Islands, Cyprus, Fiji, Gambia, Ghana, India, Jamaica, Kenya, Kiribati, Lesotho, Malawi, Malaysia, Mauritius, Montserrat, Mozambique, Namibia, New Zealand, Nigeria, Pakistan, Papua New Guinea, Seychelles, Sierra Leone, South Africa, Sri Lanka, St. Kitts-Nevis, Swaziland, Tanzania, Tonga, Uganda, United Kingdom, Vanuatu, Zambia, and Zimbabwe, and observers from the INTOSAI Secretariat (Austria) and INTOSAI's *International Journal of Government Auditing* (USA).

Opening Ceremony

Mr. Henri Kluever, Auditor General of South Africa, officially opened the conference on Sunday evening. Addressing the delegates and accompanying persons, Mr. Kluever pointed out that auditing and accountability are essential to democratic governments which are based on principles of fairness and justice. He emphasized that a strong system of accountability is essential to an effective democracy regardless of the local customs, cultures, or laws.

This theme was echoed in remarks from other speakers addressing the group. The Deputy President of the Republic of South Africa, Mr. Jacob Zuma, noted that failure to exercise prudent oversight can be the biggest threat to democracy and can lead to political disasters. Mr. Trevor Manuel, Minister of Finance, continued this thought as he discussed the importance of an independent auditor general in actively promoting democracy, and, when he spoke of the balance between freedom and responsibility, he observed that auditors general play a key role in preserving this balance by ensuring accountability and improving public services. He concluded his remarks by saying that while the auditor general must be independent, "independence from government does not mean a distant relationship with government," and he urged delegates to consider their roles as key players in public sector management and reform.

Theme Discussions

In introducing the discussion sessions, Mr. Kluever observed that the conference theme, Auditing in the Next Century, had in fact encouraged participants to look back and take stock of where they had been as they prepared for where they were going. Reflecting on the remarks at the opening ceremony, he commented that it was clear that governments had high expectations for audit offices in the future, and he

expressed hope that the discussions during the conference would prepare everyone to meet those expectations. Mr. Reinhard Rath, delivering remarks on behalf of INTOSAI's Secretary General, Dr. Franz Fielder, carried this notion forward by observing that, as the traditional roles and functions of the state change, supreme audit institutions must also be prepared to accept dramatic changes in their positions and functions.

As discussions evolved, it was clear that the delegates had taken these words to heart, and the Sun City Declaration, adopted at the close of the conference, reflects the delegates commitment to preparing themselves and their SAIs to meet the challenges of the next century. The Preamble to the Declaration emphasizes that:

- *Auditing must evolve in line with a rapidly changing environment.*
- *A better-informed public expects more from its public sector and hence also from its public sector auditor.*
- *SAIs are increasingly under pressure to add value to the audit product in order to remain relevant and credible in the next century.*
- *Public accountability, the facilitation of which is the essential function of SAIs, can be effectively promoted where the audit mandate is broad and enables the SAI to conduct all forms of auditing of government (including public enterprises for which the legislature has oversight responsibility on behalf of its people).*
- *Management is primarily responsible to ensure that effective structures of internal control are in place and monitored and reviewed regularly as a means of promoting good governance and accountability.*

Theme 1—Adding Value to the Audit Product: The Role and Responsibilities of SAI's in this Regard (Presenters: United Kingdom and Fiji; Chairpersons: India and Zimbabwe; Rapporteurs: Australia and Ghana)

This discussion topic had been divided into two areas for preparation of the principal papers, and countries were invited to prepare country papers on Forensic Auditing and on Comprehensive Audits. Summary discussion papers were delivered on each topic, and discussions during the conference treated each area separately. In both areas, there were lively debates related to defining or describing the role of the SAI in conducting these types of audits, and SAIs exchanged information about their experiences in conducting these assignments. In the Sun City Declaration, each topic was given attention:

#7

Delegates and observers gathered together for the traditional group photo taken at the Sun City Hotel, one of the four hotel complexes which served as locations for conference activities.

Part 1—Forensic Audit

- *Forensic audit methodologies are not only limited to investigations of fraud and are not the sole preserve of auditors, but also part of the controls (including internal audit) available to management in order to assess and manage the risks and the adequacy of controls that address such risks.*

- *While existing mandates of SAls and the auditing standards applied by them are in most cases adequate to conduct forensic audits, audit methodologies need to be developed to encourage the establishment of pro-active and reactive controls by management to prevent and detect fraud. These controls could include the following:*

- *Control risk assessment techniques*
- *Declarations on the state of internal controls*
- *Overarching guidelines for appropriate behavior in the public sector*
- *Related codes of conduct for public servants*
- *Whistle-blowing facilities (e.g. hotlines)*
- *Information technologies*
- *Techniques such as data-mining, data-matching and CAATS*

- *Audit Committees*

- *Proper audit procedures should be put in place to ensure compliance with legislation that protects sensitive data required for forensic audit purposes.*

- *Forensic audit methodologies can be utilized in the statutory audit to identify the principal risk areas for the audit opinion and as the basis for directing the audit examination.*

- *The pro-active role of forensic audit can add value to the traditional audit role and includes:*

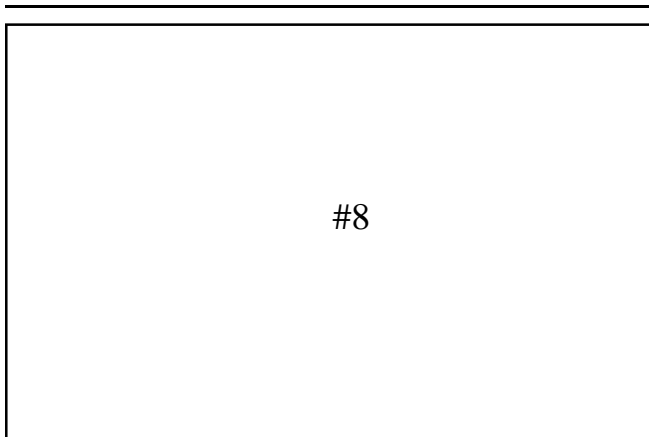
- *Carrying out high level reviews of risk areas*
- *Raising risk awareness*
- *Ensuring that identified risks are adequately managed*

- *The re-active role of forensic audit can contribute to the identification and investigation of fraud and include:*

- *Collecting appropriate evidence*
- *Using such evidence to prove or disprove allegations*
- *Working with other investigative bodies and judicial processes in general*

- Reporting publicly

- Forensic audit skills should increasingly be used in a pro-active rather than simply in a re-active way.
- Forensic audit techniques can help SAls mitigate the expectation gap which often exists between what auditors actually do in relation to fraud and corruption, and what people think they do.
- The auditor has to design appropriate audit procedures to have a reasonable expectation of detecting misstatements arising from fraud or error which are material to the financial statements.



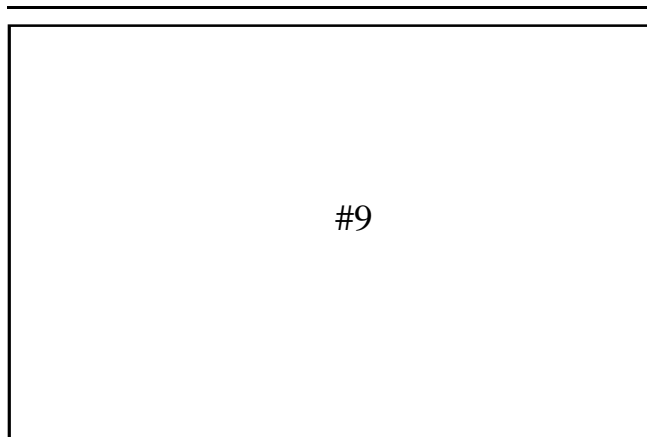
Mr. Henri Kleuver, Auditor General of the Republic of South Africa, served as the conference host.

Part 2—Comprehensive Audit

- Auditors-General play an important role in helping preserve and strengthen democracy. In turn, the democratic institutions of governance need to provide the maximum independence for Auditors-General.
- Adding value will be most effective if the audit products are in concert with the general reform directions and governance processes of the country.
- The most evident audit products are the reports generated for the use of the public and Parliament (the clients).
- Day-to-day interactions between the auditors and clients are crucial to the value-added nature of auditing.
- SAls should be characterized by independence from the organizations they audit, and an extended scope of audits and reporting to stakeholders.
- Criteria for a strong audit institution include:
 - Proper independence and accountability of audit functions
 - Enhancing the effectiveness of SAls through the appointment of competent professional staff
 - Liaison with enforcement officials in other government agencies to ensure skills and insights

are shared and that the SAls become more adept at spotting fraud and corruption

- Enforcement of financially sound procedures and adequate follow-up on audit reports
- Audit reports should be technically correct and communicated in a clear, easily understandable manner.



New applications for technology were used extensively during this conference. In addition to the hard copies of the papers, all delegates received a CD-ROM disk with the principal, country and summary papers. During the concluding sessions, delegates worked “on screen” to draft the Sun City Declaration. As shown here, a draft of the document was projected onto the screen and, as delegates made suggestions for revisions, the changes were made “in real time” -- in this way, a final copy of the Declaration was produced in record setting time.

Theme 2—Environmental Audit: The Future Importance and Role of SAI's to Encourage this Practice (Presenters: Canada and New Zealand; Chairpersons: Namibia and Fiji; Rapporteurs: Zambia and Pakistan)

Noting that environmental auditing is a relatively new but essential field, delegates agreed that SAls must give attention to the issues raised during the discussions in order to meet their current and future responsibilities to the public. As noted in the Sun City Declaration, delegates agreed that:

- SAls recognize the expectations on the part of stakeholders and the public that they should audit and report on environmental issues.
- SAls regard external studies and audits of environmental and sustainable development issues, as an important aspect in encouraging public accountability with regard to the environment and sustainable development.
- SAls can contribute to creating an awareness of the need to address environmental issues and policies at all levels.
- Environmental auditing can typically be accommodated within the regularity and performance audit mandate of SAls.

• *Environmental auditing undertaken by SAIs can provide assurance to stakeholders on compliance with national environmental policy and legislation as well as with international environmental accords.*

• *SAIs should consider commencing with environmental audits within their existing capabilities and develop a strategy to build resources over a period of time.*

• *INTOSAI has been active in researching and developing guidance on environmental auditing. Commonwealth SAIs should take note of these guidelines where applicable and should consider participating in their respective regions.*

• *Commonwealth SAIs express support for INTOSAI in furthering research into environmental auditing and recommend the establishment of a dedicated fund for research and training in this regard.*

• *Commonwealth SAIs recognize the need to support one another with regard to environmental auditing in such areas as capacity building, training, research and practical experience. Joint or coordinate environmental audits may be considered with regard to environmental matters of mutual interest.*

• *SAIs may find it appropriate to recognize and promote various environmental initiatives by a wide spectrum of role-players. Important environmental issues in this regard may include the following:*

- *Public awareness programs*
- *Environmental management systems*
- *Natural resource accounting*
- *Environmental reporting*
- *Development of accounting and disclosure standards*
- *Environmental auditing policies and guidelines*

Theme 3—Computer Auditing (Presenters: India and Zimbabwe; Chairpersons: Canada and New Zealand; Rapporteurs: Antigua and Barbuda and South Africa)

As governments become increasingly involved in the electronic “e” world (email, e-commerce, electronic tax filing, electronic transfers of payments, etc.) SAIs must continue to expand their capacity to audit in this new and rapidly changing environment. A true sense of cooperation and a commitment to working together clearly emerged during the discussions about the SAI’s role in assessing Y2K readiness, issues related to evaluating internal controls in an EDP environment, and strategies for addressing training needs and updating staff competencies. In the conference Declaration, delegates agreed that:

• *Rapid and continuing changes in the field of information technology have far reaching effects on the way or-*

ganizations (including our clients/auditees) work and conduct their business. These changes should be recognized by SAIs to enable them to:

- *focus computer auditing on the risk of irregularities and fraud;*
- *utilize computers in the auditing process for regularity, value-for-money (performance), environmental and forensic audits;*
- *develop strategic plans and approaches for computer audits for the new millennium, which include recognizing the impact’ of electronic commerce on government and assessing how well governments manage the introduction of new computer systems and the audit ability of these new systems;*
- *evaluate information system security and controls including internet security where appropriate;*
- *ensure maximum access to information and premises of private sector providers of computing services;*

• *Commonwealth SAIs should note that the objectives of auditing do not change in a computerized environment but audit techniques undergo a change. For example during the planning phase, knowledge of the auditee’s business and its IT system is essential.*

• *SAIs should target the recruitment, training and retention of computer literate audit staff as part of a long-term strategy, particularly as the current limitations on the availability of sufficient trained and experienced computer auditors requires prioritization of IT audit tasks.*

Conference Conclusion

Delegates agreed that the Sun City Declaration contained many important concepts which should be recognized by a broader audience. They decided a delegation headed by South Africa and including Namibia and Lesotho should present the Declaration at the next scheduled meeting of the Commonwealth Heads of Government. They also agreed that each participant would present a copy of the Declaration to their national representatives who would be attending this Heads of Government meeting.

In his closing remarks, Mr. Kluever noted that the transparency in government which results from work of the SAIs represents the backbone of democracies. He expressed his appreciation to the delegates for their commitment and dedication to ensuring the success of the conference, and he observed that the Sun City Declaration reflects the challenges facing SAIs and also sets forth an agenda and agreements that will support SAIs as they work to add value to their governments in the 21st century.

For additional information about the conference, contact the Office of the Auditor General, 271 Veale Street, New Muckleneuk, Pretoria, South Africa. ■

AFROSAI 8th General Assembly Held in Burkina Faso

By Alberta E. Ellison, U.S. General Accounting Office

Representatives from the supreme audit institutions (SAIs) of Algeria, Benin, Botswana, Burkina Faso, Cameroon, Cape Verde, Cote d'Ivoire, Egypt, Ethiopia, Gabon, Gambia, Ghana, Guinea Bissau, Lesotho, Libya, Mali, Mauritania, Morocco, Nigeria, Senegal, Sudan, Togo, Tunisia, Uganda and Zambia attended the AFROSAI 8th General Assembly. The meeting was held in Ouagadougou, Burkina Faso, from October 2 – 9, 1999, and also in attendance were observers from the Office of the Auditor General of Canada and Norway representing IDI; the INTOSAI Secretariat; the Cour des Comptes of France representing EUROSAL, and this *Journal*.

Opening Program

The Prime Minister and Head of Government, his Excellency Kadre Desire Ouedraogo, formally opened the 8th General Assembly. In his remarks to the delegates he said “AFROSAI has now come of age with ideals aimed at establishing the principles of transparency, efficiency and effectiveness. The culture of excellence you have established helps put into practice the principles of good governance which are essential for the success of economic development policies in our countries.”

The Prime Minister's remarks highlighted the issue of integrated development of African countries in the context of globalization that would be discussed further and reinforced during the 8th General Assembly.

In concluding the opening program, Leopold A. J. Ouedraogo, Inspecteur General d'Etat of Burkina Faso and host of the 8th General Assembly, introduced the three topics that would be addressed during the meetings. He also reinforced the group's need to continue to work together and to share information.

Technical Program

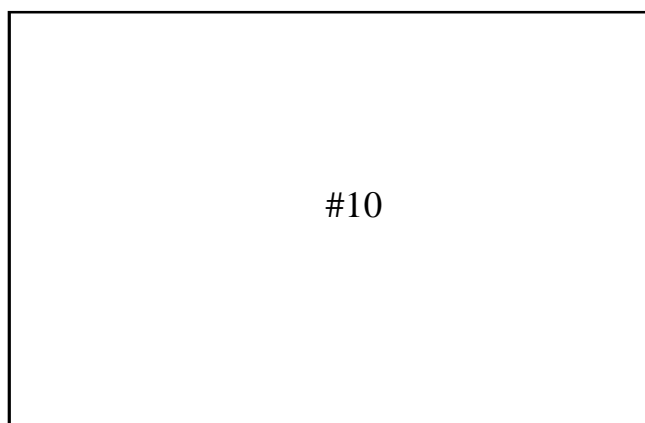
The technical program focused on principal and country papers prepared by the SAIs before the Congress. During the discussion sessions, the rapporteurs presented summaries of the papers and guided discussions on the topics. The three topics discussed are summarized below.

Topic 1: Review of Public Health Services (Chairperson—Nigeria; Rapporteur—Libya; Secretariat—Zambia)

The lead papers discussed a topic of concern to all audit institutions in AFROSAI: the review of public health services.

Delegates noted that public health is a vital factor because it is a sector that involves a major part of state funds, and the audit of these funds is instrumental in maintaining a healthy public.

Delegates concurred that public health is important because there is awareness that public health projects directly relate to the well-being of the people. One delegate stated “at one time, emphasis was placed on material wealth but now it is becoming apparent that public health is important—it is the way to political and economic stability.” Delegates emphasized that national health systems are considered an indicator of the social and economic development in each country.



#10

His Excellency Kadre Desire Ouedraogo, The Prime Minister and Head of Government, officially opening the 8th General Assembly meeting.

The delegates proposed the following recommendations in the area of auditing public health institutions:

1. *Promote better organization of public health establishments through establishing adequate means for sound management of equipment and drugs, and by creating data banks to measure the quality of their services.*
2. *Work toward establishing and strengthening internal control systems by encouraging the development of audit standards and criteria, which guarantee objective and relevant appraisals by management.*
3. *Encourage SAIs to use experts in the areas audited to ensure the development of standards and criteria of evaluation.*
4. *Promote exchanges of information between SAIs and consider a training seminar on the audit of public health establishments as a priority.*

#11

Formal photo of delegates attending 8th General Assembly.

Topic 2: Review of Public Works (Chairperson—Cameroon; Rapporteur—Egypt; Secretariat—Lesotho)

Delegates agreed that public works play an important role in the economies of all developing countries. Public works absorb a major portion of public resources, and the infrastructures financed by the government are essential for the economic development of a country. In view of the nature and extent of public works, the role of SAIs in auditing them is challenging and difficult.

The audit of public works projects is an important element for helping to ensure that these projects are managed economically, efficiently and effectively, and in compliance with sound financial management principles. In that context, the delegates proposed the following recommendations in the area of auditing public works:

1. *Work towards improving the regulation of public contracts to ensure the application and strict compliance with the rules of competition in order to avoid fraud and corruption.*
2. *Ensure the existence of financing to guarantee implementation within fixed deadlines and to avoid cost overruns caused by extension of deadlines.*
3. *Plan the implementation of public works projects as part of sustainable development in order to ensure effective social usefulness.*
4. *Reinforce effective and permanent internal control mechanisms within public works.*
5. *The SAIs working in the area of public works should be allowed to obtain external experts when needed.*

Topic 3: Review of Technical Assistance Projects (Chairperson—Senegal; Rapporteur—Morocco; Secretariat—Ghana)

Technical assistance helps create and transfer knowledge and experience, strengthen human resource development, and modernize public agencies involved in project execution.

These projects occupy an important place in the policies and programs designed to help developing countries in numerous sectors. Therefore, technical assistance is a means and method which international organizations use in order to provide developing countries with expertise and experience.

Technical assistance projects involve large sums of money from international organizations, and these donors should be provided with assurance that the recipient has a capacity to monitor the proper use of these funds. The audit of technical assistance projects serves as a commitment to ensuring the success of the project because the audit will provide assurances that the funds have been used efficiently and reliably.

The delegates proposed the following recommendations in the area of technical assistance:

1. *Facilitate the SAIs' access to technical assistance projects by removing all forms of contractual, administrative and legislative obstacles.*
2. *Strengthen operational capacities of SAIs to enable them to fulfill their audit mission.*
3. *Help promote links of cooperation and exchange between AFROSAI member states, sister agencies, and other international organizations.*
4. *Provide SAIs with copies of signed agreements and entrust to them the audit and evaluation of projects—(bilateral ones as well as those relating to actions undertaken by specialized international or regional organizations).*
5. *Consider the necessity of preserving the ecosystem balance in countries when technical assistance agreements are being prepared.*

AFROSAI Business Meeting

During the 8th General Assembly, a day was set aside for conducting the ongoing business of AFROSAI. The report issued by the President, Mrs. Gwanmesia, Cameroon, summarized AFROSAI's recent activities: 10 IDI workshops were held; the Board of Governors met twice with the Training and Scientific Research Committee; a delegation met with representatives of Southern African SAIs in Namibia to exchange viewpoints and to encourage their participation in AFROSAI; and, a facsimile machine was procured in an effort to enhance communication between all member states and external organizations.

The General Assembly also received applications from Guinea Bissau and the Central African Empire requesting admission into AFROSAI. Both countries were admitted as members.

AFROSAI's auditors, the SAIs of Lesotho and Cote d'Ivoire, presented their audit report on the financial statements. Discussions followed the presentation, and the budget was accepted after several revisions and clarifications were added to the final report.



#12

Delegates discuss topics during the 8th General Assembly meeting.

The General Assembly announced that Togo will remain as Secretary General; Cameroon and Morocco will continue to represent AFROSAI on the INTOSAI Governing Board; and the 2002 AFROSAI General Assembly meeting will be hosted by the General People's Committee for Popular Control in Libya.

The meeting concluded with remarks from the Secretary General who expressed his sincere thanks and appreciation to the audit office of Burkina Faso for hosting this meeting. He expressed his appreciation for their willingness to work together toward AFROSAI's common goals.

For more information regarding the AFROSAI General Assembly please contact: Mr. Leopold A. J. Ouedraogo, Inspecteur General d'Etat, 01 B.P. 617, Ouagadougou 10, Burkina Faso (tel: 226-113-12598; fax: 226-113-11980). ■

OLACEFS Celebrates IX General Assembly in Paraguay

By Venecia Rojas Kenah, U.S. General Accounting Office

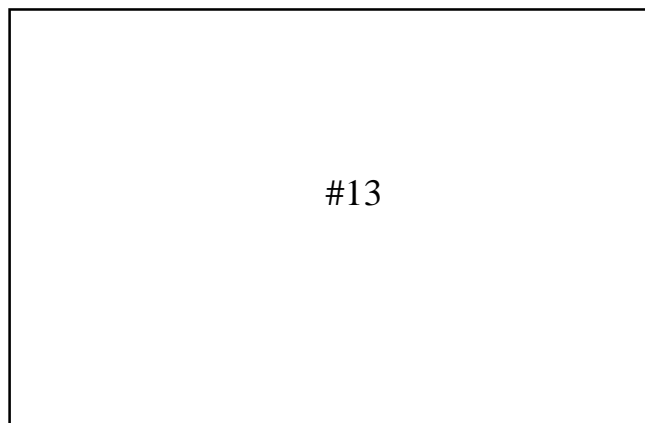
The Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS) held its IX General Assembly in Asuncion, Paraguay, from October 4—8, 1999. Over 100 delegates from 26 countries attended the conference, including 11 heads of SAIs, two deputy comptrollers general, eight representatives of heads of SAIs, and 76 accompanying officials. Also participating were representatives from the INTOSAI General Secretariat, the INTOSAI Development Initiative (IDI), the World Bank, the Inter-American Development Bank (IDB), The United States Agency for International Development (USAID), the European Court of Auditors, and this *Journal*. Also in attendance were members of Paraguay's Supreme Court, the Minister of the Treasury, and other senior Paraguayan government officials.

During the conference's inaugural ceremony, Mr. Juan Ernesto Villamayor, General Secretary to Paraguay's President, welcomed the conferences' delegates and other invited guests to Paraguay. He embraced the conference's general theme of anti-corruption by urging ethical and accountable behavior for all government officials and, in particular, by calling on the heads of SAIs to lead by example.

Dr. Daniel Fretes Ventre, Comptroller General of Paraguay and conference host, also spoke on the theme of corruption at the conference's inauguration. In his speech, Dr. Fretes Ventre said that Paraguay had two dimensions. One is "formal", characterized by institutional corruption, and the second dimension was "real", as exemplified in "citizens in civil society" who enjoy good moral health. He emphasized that the "formal" dimension — the government and business areas — was where corruption took place.

Dr. Fretes Ventre also said that international development and financial organizations had been accomplices to Paraguay's official corruption, as different government administrations had benefited from foreign assistance more than the public. In addition, he said that the international organizations had failed to put in place the necessary checks to ensure that the assistance was used as intended.

Mr. Victor Caso Lay, President of OLACEFS and Comptroller General of Peru, also spoke during the inaugural ceremony, and called for more international cooperation regarding the prevention and detection of fraud. He also called for international cooperation in the area of environmental audits, as well as in audits of public resources and entities closely connected to the banking systems. At the conclusion of the inaugural speeches, Asuncion's Municipal Chamber Orchestra presented a concert.



Heads of delegations and other official delegates to the IX General Assembly of OLACEFS pose for formal photo during a break from the technical sessions in Asuncion, Paraguay.

Keynote Speech on Public Ethics

An address on public ethics by Mr. Hiram Morales Lugo, Executive Director, Office of Governmental Ethics of Puerto Rico, opened the technical part of the conference, and helped set the stage for the theme discussions. In his address, Mr. Hiram remarked that the effects of corruption are devastating for the stability of democratic systems. However, he noted that the democratic expansion throughout the Latin American continent had created the conditions for greater transparency. He went on to say that the role of control and oversight was not exclusive to government institutions. Equally important, he said, was citizen participation following empowerment, and he emphasized that the mature democracies enjoyed strong public support. Mr. Morales Lugo further noted that social pressure was fundamental and decisive in helping determine the public agenda, and indeed was essential in reaching and maintaining high ethical standards.

Technical Theme Discussions

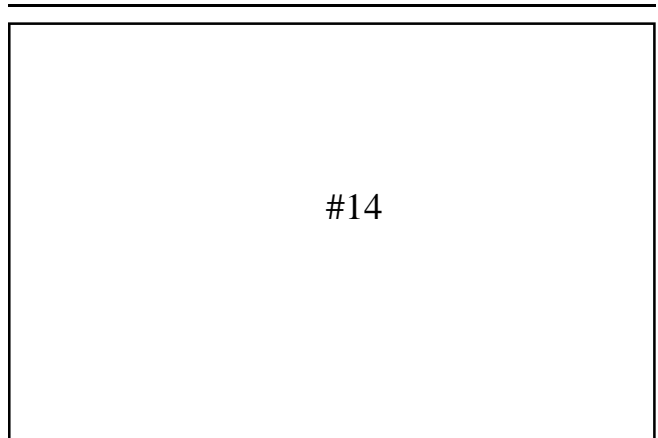
The technical discussion sessions took place from October 4 - 6, with three themes presented and debated: (1) public ethics and government oversight as fundamental to the democratic system; (2) environmental auditing; and (3) globalization and the challenges it poses to SAIs. These themes were discussed and analyzed by the working groups formed for that purpose. Conclusions and recommendations arrived at were presented to the General Assembly on the last day of

the conference, October 8, where they were unanimously approved. A summary of theme conclusions follows; for a complete text of the recommendations, please contact OLACEFS General Secretariat, c/o Contraloria de la Republica, Jr. Camilo Carrillo No. 114, Jesus Maria, Lima, Peru (fax: 51-1-330-3280; e-mail: caso@condor.gob.pe; web site: ekeko.rcp.net/pe/CONTRALORIA/).

Theme I – Public Ethics and Government Oversight as Fundamental to the Democratic System

Of concern throughout the presentations and debate of theme I, presided over by Venezuela, was the need for strong ethical standards and effective oversight throughout government. Delegates agreed that this is fundamental to a democracy. In addition, cooperation among the institutions of the different countries was viewed as essential. For example, close cooperation with the judicial system is seen as necessary in order to establish and implement effective strategies for the prevention and detection of fraud. Such strategies will lead to an open and concerted struggle against administrative corruption, and will contribute to making everyone in government accountable.

A series of concluding recommendations on this theme were directed at OLACEFS as a regional body, as well as at individual member SAIs as government institutions. Examples of recommendations for OLACEFS included developing a Public Code of Ethics which would serve as paradigm for a code in each one of the member countries; and, creating a training course on ethics and democracy where trainees could be any government official including those from the SAIs. Regarding recommendation for SAIs themselves, delegates stressed the importance of SAIs preserving their complete functional and technical independence and autonomy, and maintaining an adequate level of human and economic resources, so that together with the tools provided by the judicial system, SAIs can be an important player in the struggle against corruption.



#14

Observers attending the OLACEFS General Assembly represented the INTOSAI General Secretariat, IDI, this Journal, as well as the European Court of Auditors and other bodies.

Theme II - Environmental Auditing

The second theme, chaired by Paraguay, focused on environmental auditing. This is a relatively new area of audit which is nonetheless recognized as very important work in order to ensure compliance with environmental protection programs. Delegates noted that this is an audit area which SAIs have slowly been adopting as part of their work, and that SAIs are viewing performance auditing as a useful tool for conducting audits environmental programs. In this regard, OLACEFS has formed a Special Technical Commission to study the scope, nature and methodology of environmental performance auditing.

As a result of the discussions in Asuncion, delegates concluded that the environment constitutes a public resource which must be managed following the criteria of legality, efficiency, effectiveness and economy. For SAIs, they agreed that it is appropriate to adopt the characteristics defined in 1995 by XV INTOSAI which defined the environmental auditing as follows: “Environmental auditing does not differ in any significant way from the usual audit carried out by the SAIs, as it encompasses all of the types of audits: financial, compliance, and performance. With respect to performance audits, these include the ‘3 Es’ – economy, efficiency and effectiveness. The adoption of the ‘4th E’ - environment - depends in great measure on the legal mandate of the SAI and the corresponding administrations’ environmental policies.

Theme III—Globalization and the challenges it poses to SAIs

The third theme, chaired by Mexico, dealt with the challenges which globalization presents to the SAIs. The presenters discussed methodologies that would enable SAIs to audit the public revenue systems within their respective countries, and to audit the use of public resources to rescue and capitalize banking systems, most of which are now global in nature.

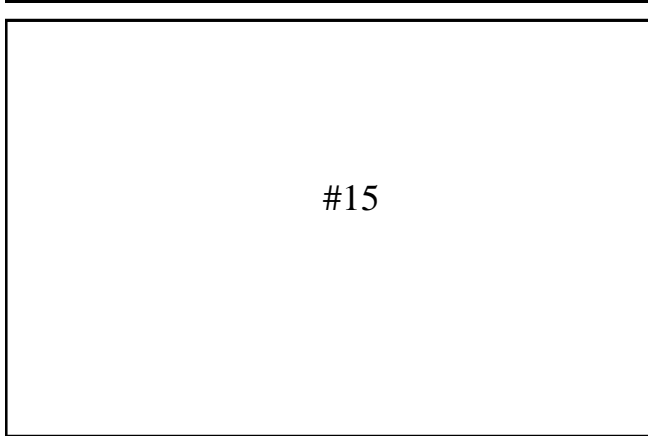
In this regard, delegates concluded that the ever increasing demands of the global economy have made it necessary for all the SAIs of the region to exchange experiences and methodologies. Citing the financial sector again, delegates agreed that such cooperation will help prevent inadequate management of financial resources, especially those aimed at banking rescue and capitalization measures which, while necessary to guarantee the functioning of the financial system, can also hinder the ability of governments to develop priority social sectors such as health, housing, and education.

Strategic Planning and General Business Issues Also Addressed

During the General Assembly, SAI members also participated in a workshop to develop a strategic plan for OLACEFS. The objectives of the workshop were to 1) define the principal challenges (internal and external) that the SAI members of OLACEFS will face within the next 10 years,

including the role which OLACEFS can play to address those challenges; and, 2) to identify OLACEFS' principal clients. SAI members divided into small working groups in order to answer those questions and later reported on them and debated them in plenary. A strategic plan for OLACEFS should be completed in early 2000 and presented to the next OLACEFS General Assembly for its consideration and approval. That General Assembly is scheduled to be held in Brasilia, Brazil, in October, 2000.

New Board of Directors members were elected during the conference, and the OLACEFS' Board now consists of the following countries: Peru, Nicaragua, Ecuador, Paraguay, and Brazil.



Participants enjoyed an educational visit to the hydro-electric plant of Itaipu on the Parana River at the border between Paraguay and Brazil.

Other Activities

In addition to the busy technical and business program, the conferees enjoyed an evening reception hosted by the city of Asuncion in a restored colonial part of the city, with performances of folkloric music and dances of Paraguay performed by local dancers and musicians. The Comptroller General's Office of Paraguay also hosted two evening receptions as well as a field trip to the hydro-electric plant of Itaipu, on the Parana River, which constitutes the border between Brazil and Paraguay. The Itaipu plant is jointly owned and operated by Paraguay and Brazil. The heads of delegations and special invited guests also visited with the President of Paraguay, Dr. Luis Angel Gonzalez Macchi, at the Presidential palace.

To commemorate the closing of the IX OLACEFS General Assembly, the delegates and distinguished visitors were treated to an enactment of a campaign created by Paraguay's SAI and performed by a group of children with the theme "For a More Transparent World." The overall goal of the campaign is to enhance and publicize the importance of transparency as a tool to prevent corruption.

For more information about the OLACEFS General Assembly, including the complete text of theme recommendations, contact the OLACEFS General Secretariat, c/o Contraloria de la Republica, Jr. Camilo Carrillo No. 114, Jesus Maria, Lima, Peru (fax: 51-1-330-3280; e-mail: caso@condor.gob.pe; web site: ekeko.rcp.net/pe/CONTRALORIA/). ■

Audit Profile: The Auditor General Department, Sierra Leone

By Abdul Aziz, Auditor and Division Head

Sierra Leone is a diamond-shaped country on the western “bulge” of the African coast. It is bordered by the Republic of Guinea on the north, the Republic of Liberia on the south, and the Atlantic Ocean on the west.

History of the Supreme Audit Institution

The Audit Act of 1962 established Sierra Leone’s Auditor General Department shortly after the nation gained its independence in 1961. The department replaced the Colonial Audit Service. Since that time, the department has increased in size, and additional legislation has been enacted to enable it to meet governmental needs. The Auditor General’s current legislative authority and responsibilities are derived from the 1978 constitution, as amended by the 1991 constitution; the Public Budgeting and Accounting Act of 1992; and the recently enacted Audit Service Act of 1998.

Mission of the SAI

In accordance with section 119 (1—4) of the 1991 constitution of the Republic of Sierra Leone and section 63 - 69 of the Public Budgeting and Accounting Act of 1992, the Auditor General’s mission is to audit all government financial activities and operations in an independent manner and to submit timely reports to the auditees and to Parliament. Monitoring bodies, including the President’s office and the Ministry of Finance, are also informed so that they can take appropriate action. Cases of deliberate negligence and misappropriation of government property are referred to the Justice Department.

Because the government spends a significant amount of money each year to purchase goods and services, the Auditor General Department has a moral obligation to assure the public that monies allotted to the government have been spent in the most judicious manner and to give assurances and report on the effectiveness and adequacies of controls.

Legal Framework and Independence

Under section 119 of the 1991 constitution of Sierra Leone, the Auditor General holds office from the date of appointment until age 65, when he/she retires from office. Since the Auditor General’s position is a statutory one, he/she can only be

removed from office by the president on the grounds of proven misconduct or inability to carry out official duties. The decision of the President must be ratified by a two-thirds majority of members of Parliament. Section 119 (6) of the 1991 constitution states that the Auditor General shall not be subject to the direction and control of any person or authority in the exercise of his/her functions. To further strengthen the Auditor General’s independence, a new act was passed in 1998 setting up an Audit Service. (Under the new Act, the Office is referred to as the Audit Service. Before the Audit Service Act of 1998— it was called the Audit Department.) Although the Audit Department is a public office, it is not part of the public civil service and is supervised by an audit service board.

Organization of the Audit Department

The Audit Department comprises about 150 staff, 80 percent of whom work as auditors of government departments and ministries and agencies funded by government.

In addition to the headquarters office, there are eight divisional branches in the western area of the country and three regional offices in the provincial headquarters. The Auditor General is the head of the department. Four deputies responsible for Finance and Administration, Pensions, Parastatal (same as corporations), and Training and Research assist her. Principal auditors head the branch offices under the deputies and senior auditors head the three regional offices. Other staff includes auditors, examiners, and clerical staff.

The Work of the Audit Department

The Auditor General’s mandate is delineated in Section 134 of the 1978 constitution, section 119 of the 1991 constitution, and the Public Budgeting and Accounting Act of 1992. The department is required to audit the public accounts of Sierra Leone and all public offices. This includes the courts; central and local governments; universities and other similar public institutions; and any corporation, company or other organization established by an act of parliament, statutory mandate or otherwise set up partly or wholly out of public funds.

The department’s main task is helping the legislature monitor and assess the implementation of government policies by determining how taxpayers’ monies are being spent and reporting to the public through Parliament.

Reporting

As a quality control mechanism, all reports issued by various divisional branches are reviewed by the training division before being finalized. The Audit Department issues reports first to the auditees, and all unanswered questions are then submitted in the annual report to Parliament. A second volume of the annual report presents comments, views, and certification on the country's Annual Statement of Accounts as presented by the Accountant General.

The Audit Department has developed its own auditing standards, which have proved to be a useful and practical reference document providing professional guidance to staff members. INTOSAI Auditing Standards formed a valuable reference document in preparing this document. In line with the auditing standards, divisional work programs and progress charts are also prepared and form the basis of the overall departmental program and progress chart.

As the department develops its expertise in economy and efficiency auditing, it will need to develop similar auditing standards for these audits. It is planning to develop these standards in the near future.

Future Prospects

Strategic planning has become a vital task for the Audit Department as it plans for the future. The department faces the following challenges:

- providing for full administrative, financial and organizational independence,
- developing adequate logistical support,
- obtaining an additional mandate to do economy and efficiency audits and setting standards for this work,
- training and general staff development,
- improving cooperation with the public accounts committee,
- developing awareness and public trust for the service,
- combating fraud and corruption, and
- improving its information technology setup.

For more information, please contact the Auditor General Department, Freetown, Sierra Leone; telephone: 011-232-22-242148; facsimile: 011-232-22-242148. ■

Reports in Print

Issues concerning fraud, accountability, transparencies and globalization continue to be of interest to the INTOSAI community, and several publications examining these areas may be of interest to Journal readers. Expanding beyond financial management issues, The International Consortium on Governmental Financial Management's (ICGFM) Summer 1999 *Public Fund Digest* offers several articles on globalization, combating Corruption, and ethics in the public sector. To obtain copies of the ICGFM's *Public Fund Digest*, available in English only USD\$10 for members and USD\$15 for non-members, contact: **The ICGFM, P.O. Box 8665, Silver Spring, MD 20907, U.S.A. (tel++(301)681-3836, fax++(301)681-8620; email <icgfm@erols.com>.)**

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The United Nations Development Program (UNDP) has published a booklet on the *Programme for Accountability and Transparency (PACT)* describing its work in Bratislava and the activities of the office since its establishment in 1997. Financed by contributions from donor governments to promote transparency, accountability and effective management through support to SAIs and related national financial control and management institutions, the UNDP/PACT is one part of a broader UNDP program for Democracy, Governance and Participation (DGP) helping the countries of Eastern and Central Europe and the CIS in their move towards democratic institutions and free-market economics. To obtain copies of the PACT publication, available in English only, contact the **RBEC Regional Support Centre UNDP Grosslingova 35, 811 09 Bratislava, Slovak Republic (tel++(421-7)59337-432,-421; fax++(421-7)59337 450).**

* * * * *

The International Monetary Fund (IMF) Survey has published a Working Paper entitled "*Is Corruption Inbred in the Kleptocratic State?*" Corruption is widely viewed as individual acts that undermine the efficient functioning of a society, but the authors, Joshua Charap of the IMF African Department and Christian Harm of the University of Munster, challenge this view. Their paper argues that corruption is an integral part of the political system from which it springs. Their study focuses on the organization and activities of the state and examines the role of the bureaucracy and corruption in the state. **Copies of the IMF Working Paper No. 99/91, *Institutionalized Corruption and the Kletocratic State*, are available for USD\$7.00 from IMF Publication Services. 700 19th Street, NW, Washington, DC 20431, USA (tel++(202) 643-7430; fax ++(202) 623-7201).**

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Several new publications by the U. S. General Accounting Office (GAO) may be of interest to *Journal* readers. In July 1999, the GAO issued the second amendment to the 1994

edition of the *Government Auditing Standards* (commonly referred to as the "yellow book"). This second amendment, *Amendment No. 2, Auditor Communication (GAO/A-GAGAS-2)*, adds a field work standard and amends a reporting standard for financial statement audits to improve auditor communication concerning the auditor's work on compliance with laws and regulations and internal control over financial reporting. In November 1999, the GAO published *Standards for Internal Control in the Federal Government (GAO/AIMD-00-21.3.1)* which gives greater recognition to the increasing use of information technology to carry out critical government operations, recognizes the importance of human capital, and incorporates, as appropriate, the relevant updated internal control guidance developed in the private sector. Although GAO's report on *INFORMATION SECURITY RISK ASSESSMENT: Practices of Leading Organizations (GAO/AIMD-99-139)* does not present specific suggestions for agencies to determine how to secure systems from cyber-attacks, it identifies seven critical factors of a successful ongoing security risk-assessment program, including defining and documenting procedures and results. The report also includes diagrams detailing the risk-assessment process for each organization and a description of how they made their decisions. Printed copies of these three GAO publications, in English only, are available through the **U. S. General Accounting Office, Office of International Liaison-Room 7806, 441 G Street NW, Washington, DC 20548, USA (fax:++202-512-4021; email oil@gao.gov; <www.gao.gov>).**

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Spain's Tribunal De Cuentas publishes a journal, *Revista Espanola De Control Externo*, and the May 1999 edition of this periodic publication offers a variety of articles on Privatization issues, external auditing of international organizations, public administration of the European System of Accounts and public funds and accounting liability. Copies of this publication, in Spanish (with abstracts in English), can be ordered from the **Tribunal de Cuentas, Fuencarral, 81. 28004 Madrid, Spain (tel++91 447 87 01- extension: 576y128, or fax:++91 446 41 31).**

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The Canadian Comprehensive Auditing Foundation's (CCAF) current publications and products can now be ordered through the Internet. The CCAF offer a wide array of publications in three general categories—Governance, Management, and Audit Assurance. All publications are available in English and French, and two publications are available in Spanish. **Contact CCAF at 55 Murray Street-Suite 210, Ottawa, Ontario K1N 5M3, CANADA (telephone: ++613-241-6713, fax: ++613-236-2150, <www.ccaf-fcvi.com>).** ■

Privatization Working Group Meets in Warsaw

The sixth meeting of INTOSAI's Working Group on the Audit of Privatization met in Warsaw on October 5–6, 1999, to follow up on recommendations made at the last INTOSAI Congress in Montevideo. Mr. Janusz Wojciechowski, President of the Supreme Chamber of Control of Poland, welcomed representatives from 20 of the 29 SAIs who are members of the Working Group, as well as observers from four other national audit offices. Sir John Bourn, Comptroller and Auditor General of the United Kingdom and Chairman of the Working Group, responding to the President's welcome, noted that since Montevideo, seven SAIs had joined the Group. This underlined, he said, the continuing importance of privatization to SAIs in their work.

A special feature of the meeting was a valuable presentation on the role of parliament in the privatization process by Mr. Tomasz Wojcik, Chairman of the Privatization Committee of the Lower House of the Polish Parliament. Mr. Wojcik stressed the importance of ensuring parliamentary oversight of these important privatization transactions which have such profound implications for the future direction of the economy. He underlined the role that SAIs can play in encouraging the executive to act responsibly, in the interests of the state, taking a broad and well-informed view of value for money.

Following up on Congress Recommendations

INCOSAI XVI invited the Group to undertake three activities in the years leading up to the next Congress in Seoul in 2001: (1) monitor the effectiveness of the comprehensive guidelines on best practice for the audit of privatizations adopted in Montevideo; (2) facilitate the further exchange of information between SAIs about privatizations and their audit; and, (3) to develop audit guidance in two areas of particular importance for the development of public services and the protection of the consumer, namely, public/private partnerships and concessions, and economic regulation.

Using the Privatization Guidelines

The Working Group took stock of the extent to which the privatization audit guidelines are being used and whether any gaps or inadequacies exist. Many members had reported that the guidelines are helpful because they offer a structured approach to planning and conducting audits. As a result of using the guidelines as a check against audit plans, SAIs are identifying a number of important issues on a series of sales

which should also help the audited entities to improve the way they handle sales negotiations in future. With this in mind, many SAIs are sharing the guidelines with those responsible for carrying out sales, and report that practitioners see them as a helpful way of disseminating lessons of good practice. On the other hand, as the introduction to the guidelines said, they were concerned with the sale process which is only one aspect of privatization. While SAIs do not intervene in policy, there are issues relating to the choice and timing of sales and the post-sale performance of privatized companies that are amenable to evaluation. These could be addressed in the further guidance being developed by the Group and in further exchanges of information on actual cases.

Further Exchange of Information Among SAIs

In considering how to address questions arising on privatizations, SAIs find it very helpful to draw on the experience of other audit offices carrying out similar studies, and so the Group also reviewed arrangements for the exchange of information on completed privatization audits between members of INTOSAI. They encouraged members to provide information on lessons from their audits for inclusion on the Group's website on the Internet: <<http://www.open.gov.uk/nao/intosai/home.htm>>.

Public/Private and Concessionary Finance

The Group reviewed the role of public/private and concessionary finance in the provision of public services. In all regions, governments are increasingly turning to the private sector to supply public services, often related to the provision of a major asset such as a road or a hospital or a computer system, for which the private sector partner is reimbursed either by the taxpayer or customers (e.g., toll bridges) over a period of years. And in many countries governments are granting concessions to private sector companies to operate state-owned assets such as factories or hotels. The Group noted that a number of members are already carrying out appraisals of such contracts and reporting on the outcome of these examinations to parliament and the public.

In that regard, the Group agreed to refine the draft audit guidelines on private, public and concessionary finance for consideration at their next meeting, scheduled for Buenos Aires, September 18–19, 2000. Following that meeting, they will be submitted to the INTOSAI membership for comment, and a final text submitted to the subsequent Group Meeting (Hungary, June 12–13, 2001) with a view to the guidelines being offered for adoption by XVII INCOSAI in Seoul later that year.

Economic Regulation

As regards economic regulation, the Group considered a draft report on the survey of economic regulation and its audit. Sixty-seven SAIs had replied to the questionnaire produced by the Group, so that the report gives the most comprehensive account so far of the work of SAIs in relation to the operation of a wide range of economic regulatory bodies across the world. It sets out details of how the regulators operate, to whom they are accountable, how they are funded, what they are seeking to achieve, what have been the results for consumers and industries, and the role played by SAIs in examining their effectiveness. It is clear from the report that developing economic regulation is a feature in a growing number of countries, with SAIs making notable contributions to the assessment of the effects of regulation. The Group approved the report for circulation to all SAIs for information.

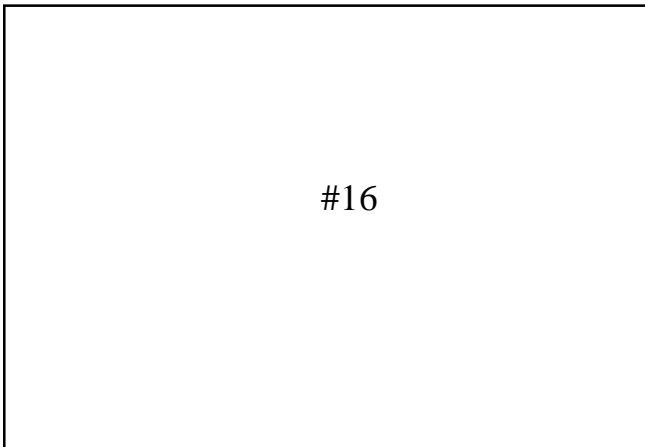
The Group decided to take the results of the survey into account in developing audit guidelines on key issues relating to economic regulation and to aim to produce draft guidelines for consideration by the Group at its Buenos Aires meeting.

Link to 2001 Congress Theme

The Group noted that its remit is of particular relevance to one of the two themes to be examined at XVII INCOSAI (Seoul, November 2001), namely the contribution of SAIs to administrative and government reforms. The issues facing SAIs in seeking to respond to these far-reaching reforms were addressed in a keynote presentation by Mr. Pat Barrett, Auditor-General for Australia, on Accountability and Audit - Post Privatisation. Mr. Barrett underlined the major changes taking place in the way public services are delivered, and the challenges these changes pose for auditors. Privatization and its offshoots are a key element in these reforms, and the Warsaw meeting was important in identifying what questions the Working Group are aiming to cover and what products to recommend to INTOSAI in the period leading up to the XVII Congress.

For more information, contact: INTOSAI Privatization Working Group, c/o National Audit Office, 157-197 Buckingham Palace Road, Victoria, London SW1W 9SP, United Kingdom (tel: 44-1-71-798-7000; fax: 44-1-71-798-7466; e-mail: international.nao@gtnet.gov.uk).

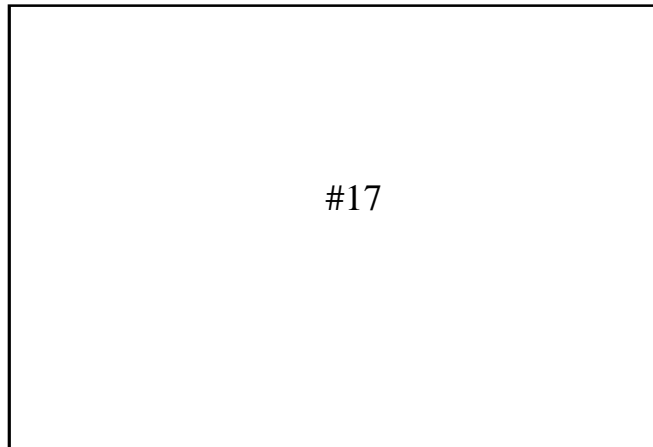
XVII INCOSAI Officers Meet to Plan Program



#16

On November 22-23, 1999, the INTOSAI Secretariat hosted a XVII INCOSAI planning meeting at the Vienna International Center. Delegates representing the theme and subtheme chairs (Austria, Germany, Hungary, Korea, Norway, and the United States) met to discuss the logistics related to the congress preparation and officers for the theme discussion sessions. For more information on plans for the XVII INCOSAI scheduled for Seoul in 2001, contact: INCOSAI Secretariat, Board of Audit and Inspection, 2-26 Samchung-dong, Chongro-ku, Seoul 110-230, Republic of Korea (tel: 82-2-72-19-290; fax: 82-2-72-19-276; e-mail: gsw290@blue.nowcom.co.ko).

Internal Control Committee to Hold International Conference



#17

In its capacity as chair of INTOSAI's Internal Control Committee, the State Audit Office of Hungary will host the Second International Conference on Internal Control from May 8-11, 2000. To finalize the program, a special committee sub-group with representatives from Austria, Belgium, the Czech Republic, Hungary, Lithuania, the Russian Federation, the United Kingdom, and the United States met in Budapest in November 1999. For more details about the conference, please contact: Dr. Peter Gantner, Allami Szamvevoszek, Apaczai Csere Janos U. 10, H-1052 Budapest V, Hungary (tel: 36-1-318-8799; fax: 36-1-338-4710).

SAI's E-Mail Addresses

In support of INTOSAI's communications strategy, each issue of the Journal will publish the e-mail/internet addresses of SAIs, INTOSAI programs, and related professional organizations. Also listed are homepage addresses on the worldwide web (www). SAIs are asked to notify the Journal as they acquire these addresses. The addresses printed in **bold** type are the new addresses.

INTOSAI General Secretariat:
<intosai@rechnungshof.gv.at>; and
<http://www.intosai.org>

International Journal of Government Auditing:
<chases@gao.gov>

INTOSAI Development Initiative: <IDI@oag-bvg.gc.ca>

INTOSAI Committee on EDP Audit:
<cag@giasd101.vsnl.net.in> and
<www.open.gov.uk/nao/intosai_edp/home.htm>
Arabic language website:
<http://www.sgsa.com/intosai_edp>

INTOSAI Committee on Environmental Auditing:
<http://www.rekenkamer/ea>

INTOSAI Committee on Privatization:
<http://www.open.gov.uk/nao/intosai/home.htm>

ASOSAI: <asosai@ca.mbn.or.jp>

EUROSAI: <eurosai@tsai.es>

OLACEFS: <caso@condor.gob.pe>

SPASAI: <steveb@oag.govt.nz>

SAI of Argentina: <agn1@interserver.com.ar>

SAI of Australia: <ag1@anao.gov.au> and
<http://www.anao.gov.au>

SAI of Bahrain: <audit@mofne.gov.bh>

SAI of Bangladesh: <saibd@cittechco.net>

SAI of Belgium: <ccrel@ccrek.be> and
<http://www.courdescomptes.be>

SAI of Bermuda: <auditbda@ibl.bm> and
<http://www.oagbermuda.gov.bm>

SAI of Bolivia: <cgr@ceibo.entelnet.bo>

SAI of Brazil: <sergiofa@tcu.gov.br> and
<http://www.tcu.gov.br>

SAI of Canada: <desautld@oag-bvg.gc.ca> and
<http://www.oag-bvg.gc.ca>

**SAI of Chile: <aylwin@contraloria.cl> and
<http://www.contraloria.cl>**

SAI of China: <cnao@public.east.cn.net>

**SAI of Colombia: <CTExterna@contraloriagen.gov.co>
and <http://www.contraloriagen.gov.co>**

**SAI of Costa Rica: <inforcgr@cgr.go.cr> and
<http://www.cgr.go.cr>**

SAI of Croatia: <colic@revizija.hr>,
<opcal@revizija.hr> and <http://www.revizija.hr>

SAI of Cyprus: <cao@cytanet.com.cy>

SAI of Czech Republic: <michael.michovsky@nku.cz>

SAI of Denmark: <rigsrevisionen@rigsrevisionen.dk> and
<http://www.rigsrevisionen.dk>

SAI of El Salvador: <cldr@es.com.sv>

SAI of Estonia: <riigikontroll@sao.ee> and
<http://www.sao.ee>

SAI of European Union: <euraud@eca.eu.int> and
<http://www.eca.eu.int>

SAI of Fiji: <audit@itc.gov.fj>

SAI of Finland: <kirjaamo@vtv.fi>

SAI of France: <dterroir@ccomptes.fr> and
<www.ccomptes.fr>

SAI of Georgia: <chamber@access.sanet.ge>

SAI of Germany: <BRH_FFM@t-online.de> and
<http://www.Bundesrechnungshof.de>

SAI of Hong Kong: <audaes2@aud.gen.gov.hk> and
<http://www.info.gov.hk/aud/>

SAI of India: <cag@giasd101.vsnl.net.in>

SAI of Indonesia: <asosai@bpk.go.id> and
<http://www.bpk.go.id>

SAI of Ireland: <webmaster@audgen.irlgov.ie> and
<http://www.irlgov.ie/audgen>

SAI of Israel: <www.mevaker.gov.il>

SAI of Italy: <bmanina@tiscalinet.it>

SAI of Japan: <asosai@ca.mbn.or.jp> and
<http://www.jbaudit.admix.go.jp>

SAI of Jordan: <audit-b@amra.nic.gov.jo>

SAI of Korea: <gsw290@blue.nowcom.co.kr> and
<http://www.bai.go.kr>

SAI of Kuwait: <aha@audit.kuwait.net>

SAI of Kyrgyzstan: <whl@mail.elcat.kg>

SAI of Latvia: <http://www.lrvk.gov.lv>

SAI of Lebanon: <President@coa.gov.lb>

SAI of Lithuania: <alvydas@vkontrolle.lt>

SAI of Luxembourg: <chaco@pt.lu>
 SAI of Macedonia: <usdt@nic.mpt.com.mk>

SAI of Malaysia: <jbaudit@audit.gov.my>

SAI of Mali: <papa.toyo@datatech.toolnet.org>

SAI of Malta: <nao.malta@magnet.mt>

SAI of Marshall Islands: <tonyowe@ntamar.com>

SAI of Mauritius: <auditdep@bow.intnet.mu>

SAI of Mexico: <cmhsecrpart@compuserve.com.mx>

SAI of Micronesia: <FSMOPA@mail.fm>

SAI of Nepal: <oagnp@mail.com.np>

SAI of the Netherlands: <bjz@rekenkamer.nl> and <http://www.rekenkamer.nl>

SAI of New Zealand: <oag@oag.govt.nz> and <http://www.netlink.co.nz/%7e.oag/home.htm>

SAI of Nicaragua: <continf@lbw.com.ni>

SAI of Norway: <riksrevisjonen@riksrevisjonen.no>

SAI of Oman: <sages@gto.net.om>

SAI of Pakistan: <saipak@comsats.net.pk>

SAI of Palau: <palau.public.auditor@palaunet.com>

SAI of Panama: <omarl@contraloria.gob.pa>

SAI of Papua New Guinea: <amrita@online.net.pg>

SAI of Paraguay: <director@astcgr.una.py>

SAI of Peru: <dc00@condor.gob.pe> and <http://www.rcp.net.pe/CONTRALORIA>

SAI of Philippines: <catli@pacific.net.ph>

SAI of Poland: <http://www.nik.gov.pl>

SAI of Portugal: <dg.tcontas@mail.telepac.pt>

SAI of Puerto Rico: <ocpr@coqui.net>

SAI of Qatar: <qsab@qatar.net.qa>

SAI of Russia: <sjul@gov.ru>

SAI of Saint Lucia: <govtaudit@candw.lc>

SAI of Singapore: <ago_email@ago.gov.sg>

SAI of Seychelles: <seyaudit@seychelles.net>

SAI of Slovakia: <hlavac@controll.gov.sk>

SAI of Slovenia: <vojko.antoncic@rs-rs-si> and <http://www.sigov.si/racs>

SAI of South Africa: <debbie@agsa.co.za> and <http://www.agsa.co.za>

SAI of Spain: <TRIBUNALCTA@bitmailer.net>

SAI of Suriname: <http://www.parbo.com>

SAI of Sweden: <int@rrv.se> and <http://www.rrv.se>

SAI of Switzerland: <sekretariat@efk.admin.ch>

SAI of Thailand: <oat@vayu.mof.go.th>

SAI of Trinidad and Tobago: <audgen@hotmail.com>

SAI of Turkey: <saybsk3@turnet.net.tr> and <http://www.sayistay.gov.tr>

SAI of Ukraine: <rp@core.ac-rada.gov.ua>

SAI of United Arab Emirates: <saiuae@emirates.net.ae>

SAI of the United Kingdom: <international.nao@gtnet.gov.uk> and <http://www.open.gov.uk/nao/home/htm>

SAI of the United States of America: <oil@gao.gov> and <http://www.gao.gov>

SAI of Uruguay: <tribinc@adinet.com.uy> and <http://www.tcr.gub.uy>

SAI of Yemen: <coca@y.net.ye>

SAI of Venezuela: <crojas@cgr.gov.ve> and <http://www.cgr.gov.ve>

Canadian Comprehensive Auditing Foundation: <http://www.ccaf-fcvi.com>

Institute of Internal Auditors: <iia@theiia.org> and <http://www.theiia.org>

International Consortium on Governmental Financial Management: <http://financenet.gov/icgfm.htm>

International Federation of Accountants: <http://www.ifac.org>

2000 Calendar of INTOSAI Events

January

*Auditing Standards Committee Meeting
London, United Kingdom
January 17-18*

February

March

*UN/INTOSAI Seminar
Vienna, Austria
March 27-31*

*ARABOSAI Congress
Cairo, Egypt
(date to be determined)*

April

*Environmental Auditing Committee Meeting
Cape Town, South Africa
April 10-12*

May

*Internal Control Conference
Budapest, Hungary
May 8-11*

*INTOSAI Governing Board Meeting
Seoul, Korea
May 23-25*

June

*Accounting Standards Committee Meeting
Port-of-Spain, Trinidad and Tobago
June 15-16*

July

August

September

*Privatization Committee Meeting
Buenos Aires, Argentina
September 18-19*

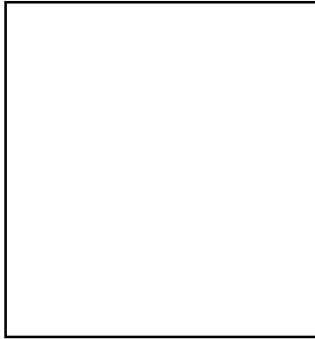
October

November

December

Editor's Note: This calendar is published in support of INTOSAI's communications strategy and as a way of helping INTOSAI members plan and coordinate schedules. Included in this regular Journal feature will be INTOSAI-wide events and region-wide events such as congresses, general assemblies, and Board meetings. Because of limited space, the many training courses and other professional meetings offered by the regions cannot be included. For additional information, contact the Secretary General of each regional working group.

Logo of the 17th INTOSAI Congress



The logotype of the 17th INTOSAI Congress visualizes the image of INTOSAI and Korea, the host country, by combining the acronym INCOSAI in a special lettering style and Namdaemun (meaning the South Gate of Seoul), a symbol of Korea. In line with the tradition of the previous congresses, the logo also includes the denomination of the Congress, XVII INCOSAI 2001.

Namdaemun, which is designated as the Korean National Treasure No. 1, has long symbolized not only Korea but the capital city of Seoul as well. Namdaemun is placed in the middle of the logo to deliver a message that the host of the 17th INCOSAI welcomes each and every participant from the member SAIs by fully opening the gate to Korea.

The arc over Namdaemun carries the image of member SAIs taking their seats in a circle. It symbolizes equal and cooperative relationship among member SAIs which facilitates information exchange, among others. The gradation of the arc expresses the dynamics of the rising sun of the new century, and at the same time denotes the first INCOSAI in the new millenium.

Overall, the logo was designed to represent the significance and meaning of the Congress in a balanced visual.

For further information about the XVII INCOSAI, please contact: Secretariat of the XVII INCOSAI 2001, Board of Audit and Inspection, Samchung-dong, Chongro-ku, Seoul 110-707, Korea, Telephone: 82-2-721-9296, Fax: 82-2-721-9297, E-mail: <kksong@koreasai.go.kr>.