

# ARABOSAI NEWSLETTER



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## **Strengthening International Cooperation for Enhanced Public Audit Performance**

In an ever-evolving global landscape, Supreme Audit Institutions (SAIs) play a critical role in ensuring transparency, accountability, and good governance. As the world faces unprecedented financial, environmental, and technological challenges, SAIs must adapt by fostering stronger international cooperation, embracing innovation, and reinforcing their institutional capacities.

The latest engagements highlighted in this edition of our newsletter demonstrate the commitment of SAIs across the Arab and international auditing community to enhancing their collaborative efforts. The exchange programs, training workshops, and high-level meetings held over the past year reflect a shared vision: leveraging collective expertise to enhance audit practices, strengthen institutional capacities, and ensure that public funds serve the common good.

One of the most significant advancements has been the growing partnership between ARABOSAI and regional organizations such as AFROSAI-E, ASOSAI, and EUROSAI. These collaborations have enabled cross-regional knowledge sharing in areas such as digital transformation, cybersecurity risks in public auditing, and strategies for combating corruption. The increasing engagement with INTOSAI's working groups further solidifies the role of SAIs as key players in shaping global governance policies.

Furthermore, the ARABOSAI training initiatives, including programs on IT audit, public financial management, and sustainable development goals (SDGs), demonstrate a firm commitment to strengthening the professional skills of auditors. By embracing modern methodologies, SAIs can better assess the effectiveness of public policies, ensuring that

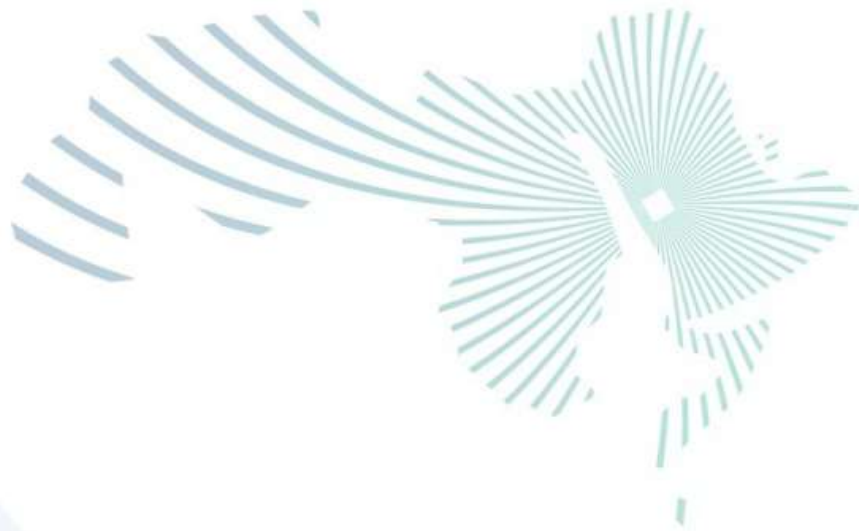
governmental institutions remain accountable and responsive to the needs of citizens.

The discussions held at major gatherings, such as the 68th Meeting of the Governing Board of ARABOSAI, reaffirm the importance of audit standardization, knowledge sharing, and continuous professional development. In a time when artificial intelligence, big data, and digital finance are transforming public administration, SAIs must stay ahead of the curve by integrating these technologies into their audit methodologies.

Moving forward, the role of SAIs in fostering good governance will continue to expand. As economic pressures and societal demands increase, public institutions must remain vigilant in safeguarding public trust. Enhanced international cooperation, continuous professional training, and technological integration will be the pillars of a future-ready audit community.

By strengthening partnerships, promoting innovation, and upholding ethical audit practices, SAIs can continue to be a driving force for integrity, transparency, and accountability in public finance.

**The ARABOSAI General Secretariat (GS)**



# **INSIDE ARABOSAI**



## Meetings of the Organization's Working Groups

As part of the preparations for the 68th session of the Governing Board, the ARABOSAI working groups held the following meetings:

- The working group responsible for developing a vision for the structure, composition, and functions of the organization's committees held its final in-person meeting in Riyadh from September 8 to 10, 2024.
- Regular coordination meetings between the Presidency of the

Governing Board and the General Secretariat: Following consultations between the General Secretariat and the SAI of the Kingdom of Saudi Arabia, the first periodic coordination meeting of 2024 between the Presidency of the Governing Board and the General Secretariat was held in Riyadh on September 11. The second meeting took place on the sidelines of the Governing Board meeting on November 24–25, 2024.

## Meetings of the Organization's Committees

As part of the preparatory work for the 68th meeting of the Governing Board and at the invitation of the General Secretariat, the ARABOSAI committees held their annual meetings according to the following schedule:

- Information Technology audit Committee: The fifth periodic meeting and the second annual gathering were held in Doha from September 30 to October 3, 2024.
- Committee for the Audit of the Sustainable Development Goals: The tenth meeting was held in the Hashemite Kingdom of Jordan from October 1 to 3, 2024.
- Professional and audit Standards Committee: The twenty-third meeting was held at the headquarters of the General Secretariat in the Republic of Tunisia from October 15 to 18, 2024.
- the Institutional Capacity Building Committee: The twenty-fourth meeting was held in the Kingdom of Saudi Arabia from November 3 to 5, 2024.
- the Strategic Plan Committee: The twenty-first meeting was held at the headquarters of the General Secretariat in the Republic of Tunisia from November 12 to 15, 2024.





## The 68th Meeting of the Governing Board of the Organization

The SAI of the Kingdom of Saudi Arabia, in its capacity as President of the Governing Board, hosted the 68th meeting of the Governing Board on November 27–28, 2024.

During the meeting, attendees discussed the agenda items, including the review of reports from the committees, the working groups, the General Secretariat, and the Presidency of the Governing Board. Other key topics included the examination of the organization's final

accounts and budget, preparations for the 15th General Assembly, and various other matters.

The meeting was attended by the members of the Governing Board: Their Excellencies, the heads of the SAIs of the United Arab Emirates, Algeria, the Sultanate of Oman, Iraq, Qatar, Kuwait, Lebanon, Libya, Morocco, and Mauritania, in addition to a delegation from the General Secretariat.



## Activities and events at the headquarters of the General Secretariat

- Visit of a Delegation from the General Secretariat of AFROSAI-E to the General Secretariat of the ARABOSAI: In response to the exploratory visit conducted by a delegation from ARABOSAI's General Secretariat to the headquarters of AFROSAI-E's General Secretariat in March 2024, the General Secretary of AFROSAI-E, accompanied by a delegation, visited the headquarters of the ARABOSAI General Secretariat in the Republic of Tunisia on June 25, 2024. During the visit, joint cooperation programs were outlined, with a particular focus on auditing the Sustainable Development Goals and quality assurance reviews.
- Visit of the President of the Libyan SAI to the General Secretariat's headquarters in Tunisia: On the sidelines of his visit to the SAI of the Republic of Tunisia on November 1, 2024, His Excellency Mr. Khaled Ahmed Shukshuk, President of the Libyan SAI, visited the headquarters of the General Secretariat. During the visit, he met with the working team of the General Secretariat and was briefed on aspects of its activities and operations.



## **Workshops and Training**



## The 2024 ARABOSAI training program

During the second half of 2024, ARABOSAI completed its training program, with the General Secretariat coordinating with host

institutions to implement the remaining sessions, which included:

- Scientific seminar on "Modern Methods for Auditing Information Systems", hosted by the SAI of the Arab Republic of Egypt from July 7 to 11, 2024



- Training session on "Transition from Cash Basis to Accrual Accounting", hosted by the SAI of the Kingdom of Saudi Arabia from September 1 to 5, 2024.







- Training session on "Financial Analysis", hosted by the SAI of Kuwait from October 20 to 24, 2024.



### Training activities scheduled under ARABOSAI's operational plans for 2024

- Training session on "Human Resources Management Systems Based on the INTOSAI HR Management Guide": Organized under the operational plan of the Institutional Capacity Building Committee, this session was held in Tunisia from July 22 to 26, 2024.







- Training session on "Audit Documentation in Accordance with ARABOSAI's guide": scheduled under the operational plan of the Professional and audit Standards Committee, this session took place in Tunisia from September 24 to 28, 2024.



- Training session on "Public Financial Management (PFM) Framework in Relation to the Implementation of Sustainable Development Goals": Conducted under the operational plan of the Committee for the Audit of the Sustainable Development Goals, in collaboration with AFROSAI-E, this session was held in Tunisia from September 24 to 27, 2024.





- Training session on "ARABOSAI's Guide to public policy evaluation": Hosted by the SAI of the People's Democratic Republic of Algeria from November 10 to 13, 2024.



- Training workshop on "The Role of SAISs in auditing Government Efforts to implement SDG 16": Hosted by the SAI of the Sultanate of Oman from December 15 to 19, 2024.





- International Forum on "Leading Experiences and Best Practices in Auditing the Sustainable Development Goals": Organized under the activities of the Committee for the Audit of the Sustainable Development Goals, this forum was hosted by the SAI of the Kingdom of Morocco on December 16–17, 2024.



- Implementation phase meeting of the mission of model audit on "Financial audit of economic units according to ARABOSAI's financial audit Guide": Held at the headquarters of the General Secretariat in the Republic of Tunisia from December 23 to 27, 2024, with in-person participation from representatives of the SAI of Algeria and remote participation from the SAI of Iraq. The SAI of Syria was unable to participate.





## The Fourteenth Scientific Research Competition of the Organization

The Governing Board approved the list of winners of the fourteenth scientific research competition. The prizes will be awarded during the Fifteenth General Assembly session after

the winners translate their research for publication on the organization's website. Below is the list of winners, categorized according to the five competition themes:

### Theme No.1 Winners: Audit of Information Systems and Cybersecurity

- First Place: Professor Amhamed Mahmoudi from the SAI of Algeria, who scored 85.80 points.
- Second Place: Professor Abeer Mustafa Zaraq from the SAI of the Syrian Arab Republic, who scored 81.40 points.
- Third Place (Joint Research): Professor Ahmed Omar Ahmed Bakoudah and Professor

Hanan Salem Saleh Faraj from the SAI of the Republic of Yemen, who scored 80.20 points.

- Fourth Place: Dr. Sami Ali Mohamed Zaghloul from the SAI of the Arab Republic of Egypt, who scored 78.40 points.
- Fifth Place: Professor Fatima Nabil Jaafar from the SAI of Kuwait, who scored 77.60 points.

### Theme No.2 Winners: Modern Scientific Methods and Innovation in Audit Work

- First Place: Dr. Ali Abdul Wahid Khalaf Kazem from the SAI of the Republic of Iraq, who scored 85.95 points.
- Second Place: Dr. Zoubida Samroud from the SAI of the People's Democratic Republic of Algeria, who scored 85.60 points.
- Third Place (Joint Research): Professors Fayrouz Ben Rehhab and Kenza Hayresh from

the SAI of of the People's Democratic Republic of Algeria, who scored 85.20 points.

- Fourth Place: Professor Abu Bakr Abdullah Mohamed Al-Akroum from the SAI of Libya, who scored 83.90 points.
- Fifth Place: Professor Ammar Jabbar Moussa Al-Nadawi from the SAI of Supreme Audit of the Republic of Iraq, who scored 83.60 points.

### Theme No.3 Winners: Evaluation of Public Programs and Policies – "Best Experiences and Practices"

- First Place: Professor Hala Belhouchat from the SAI of the People's Democratic Republic of Algeria, who scored 82.40 points.
- Second Place: Professor Salah Eddine Boukabache from the SAI of the People's Democratic Republic of Algeria, who scored 81.40 points.

- Third Place: Professor Hassan Amer from the SAI of the Kingdom of Morocco, who scored 78.80 points.

- Fourth Place: Dr. Alaa Eldin Hassan Moussa Hassan from the SAI of the Arab Republic of Egypt, who scored 78.20 points.
- Fifth Place: Professor Mourad Bouraya from the SAI of the People's Democratic Republic of Algeria, who scored 75.00 points.





#### **Theme No.4 Winners: The Role of SAIs in the Development of Risk Management Systems in Government Entities**

- First Place: Professor Faisal bin Hussein bin Mahmoud Mani from the Court of Audit of the Republic of Tunisia, who scored 84.90 points.
- Second Place: Dr. Abdul Rahman Ahmed Al-Mukhizeem from the State Audit Bureau of Kuwait, who scored 79.60 points.
- Third Place: Professor Amal Abdul Rahman Mohamed Al-Osayfer from the Audit Bureau of Libya, who scored 78.00 points.
- Fourth Place: Dr. Abdullah Ahmed Jaber Abdul Qader from the Central Auditing Organization of the Arab Republic of Egypt, who scored 76.20 points.
- Fifth Place: Professor Alaa Omar Abdullah Nabhan from the Central Organization for Control and Auditing of the Republic of Yemen, who scored 75.20 points.

#### **Theme No.5 Winners: The Role of Professional Qualification of the Auditor in Increasing the Efficiency and Quality of Audit Reports**

- First Place (Joint Research): Professor Abdelbaki Madani and Professor Rima Cheikhi from the Court of Accounts of the People's Democratic Republic of Algeria, who scored 84.80 points.
- Second Place: Professor Jihad Mustafa Al-Haddad from the Central Agency for Financial Control of the Syrian Arab Republic, who scored 84.60 points.
- Third Place: Professor Taghreed Elias Alam from the Central Agency for Financial Control of the Syrian Arab Republic, who scored 84.40 points.
- Fourth Place: Dr. Mohamed Moataz Mustafa Kamel Abdel Razek from the Central Auditing Organization of the Arab Republic of Egypt, who scored 83.20 points.
- Fifth Place: Professor Ezzeddine Ramadan Ezzeddine from the Audit Bureau of Libya, who scored 81.20 points.

Additionally, within the same decision, the Governing Board approved the appointment of the winner of the Best Article Award published in the Financial Audit Journal since the Fourteenth General Assembly. The award was

granted to Dr. Hisham Zaghloul from the SAI of the Arab Republic of Egypt for his article titled: "Remote Auditing in Exceptional Circumstances: Opportunities and Challenges» which received a score of 82.20 points.



# **COOPERATION AND PARTNERSHIP**



## **Workshop on "Mediation to enhance support for SAIs in the ARABOSAI Region"**

Hosted by the SAI of the Kingdom of Morocco in Rabat from June 5 to 6, 2024, this workshop was organized by the IDI and the ARABOSAI. The event aimed to strengthen strategic

partnerships between development partners (donors) and SAIs to enhance coordination and advocacy for the role of the SAI.

## **Workshop on "The Role of SAIs in combating desertification"**

As part of the cooperation activities between ARABOSAI and ASOSAI, the General Secretariat participated in a workshop on "The Role of SAIs in combating desertification," held in the People's Republic of China from June 11

to 13, 2024. A working paper on the topic was presented during the workshop.

## **Participation in Meetings on "Capacity Building and Donor Cooperation"**

The General Secretariat, along with the Chair of the Institutional Capacity Building Committee, participated in the meetings of the INTOSAI Capacity Building Committee, the

Steering Committee for Donor Cooperation, and the International Federation of Accountants (IFAC), held in Romania from September 16 to 20, 2024.



**News from ARABOSAI  
Members**





## JOINT NEWS

### • **21st Meeting of Their Majesties and Excellencies, the Heads of SAIs in the GCC**

The SAI of Qatar hosted the 21st Meeting of Their Majesties and Excellencies, the Heads of SAIs in the Gulf Cooperation Council "GCC" on Monday, October 7, 2024.

The meeting covered several key topics, including:

- The General Secretariat's report on the findings and recommendations of the

winning research papers in the competition.

- The plan to enhance cooperation and partnership with the IDI.
- A proposal to strengthen regulatory cooperation within the GCC framework.

Participants also discussed global challenges faced by SAIs, particularly those arising from developments in the auditing profession, including cybersecurity risks and the integration of artificial intelligence applications.

The meeting emphasized that joint GCC audit efforts are the most effective way to tackle these challenges, requiring increased cooperation and strengthened collaboration in the future.

The meeting concluded with the approval of several key recommendations:

- Endorsement of the draft Financial Audit Manual (general guide).

- Approval of the draft Audit Guide on Disaster and Crisis Management.
- Selection of theme for the 3rd Gulf Symposium: "Adopting Modern Technologies in Auditing."





- **Meeting of the INTOSAI Working Group on Public Debt Audit**

The SAI of Qatar and the SAI of Kuwait participated in the annual meeting of the INTOSAI Working Group on Public Debt Audit, which

was held in Baku, Azerbaijan, starting on Wednesday, June 5, 2024, and lasted for three days.

- **Meeting of the Task Force on Strategic Plan Implementation and the Training & Building Committee of the GCC SAIs**

The SAI of Qatar and the SAI of Kuwait, along with other SAIs from the GCC countries, participated in the second meeting of the Task Force on the Implementation of the Strategic Plan for SAIs of the GCC. This meeting was held in Doha on Tuesday, July 16, 2024. Additionally, they attended the 36th meeting of the Training & Building Committee for

employees of the GCC SAIs, which took place on Wednesday, July 17, 2024. During the meeting, the SAI of Kuwait was assigned to prepare a study on the experiences and systems of audit institutions regarding the qualification of their employees for obtaining specialized professional certifications in the field of auditing.

- **Meeting of the Working Group on Audit Standards for SAIs in the GCC**

The SAI of Qatar and the SAI Kuwait, along with other audit institutions from the GCC countries, participated in the meeting of the Working Group on Audit Standards for SAIs in the GCC. The meeting was held remotely

on August 12, 2024, and focused on discussing the unified draft study on the current state of issued guidelines, their utilization, and potential future developments.

- **25th Meeting of the Undersecretaries of SAIs in the GCC**

The SAIs of the GCC countries participated in this meeting, which was held remotely on September 10, 2024. The discussions focused on the plan to enhance cooperation and partnership with IDI, as well as the updated the financial audit manual (general manual). Additionally, the meeting reviewed the recommendations from the 36th meeting of the Training &

Building Committee for GCC audit institutions. One of the key recommendations approved was the proposal by the SAI of Kuwait to issue a comprehensive audit guide tailored for GCC countries, considering their shared auditing characteristics and the need to protect public funds during crises and disasters.



- **Workshop on Digital Change Leadership under the PICTURE Initiative:**

The SAIs of Oman and Egypt participated in the Digital Change Leadership Workshop held in Spain from September 16 to 20, 2024. This workshop was part of the PICTURE Initiative which supports capacity-building of SAIs in the field of information and communication technology (ICT) under the IDI.

The workshop covered several key topics related to digital change leadership, including:

- The impact of emerging technologies on auditing.
- ICT governance and core processes.
- Leading change management.
- Knowledge management and sharing.
- Innovation: from ideas to services.
- The power of networks in aligning SAIs policies, practices, and processes.
- Auditors and leaders in the digital world.

- **Annual Meeting of the EUROSAI IT Working Group**

The SAI of Qatar participated in the annual meeting of the EUROSAI IT Working Group, held in Oslo, Norway, from September 24 to 25, 2024. Qatar's participation was in its capacity as the Chair of the ARABOSAI IT Audit Committee.

Representing the SAI of Qatar, Mr. Khalid Abdelqader Al-Amari, Head of

Information Systems Audit at the IT Audit Department, delivered a presentation during a seminar on AI applications and challenges for SAIs. He also highlighted ARABOSAI's experience in this field. Additionally, member SAIs from Egypt, Sudan, and Kuwait participated remotely in the meeting.

- **16th ASOSAI General Assembly and 9th ASOSAI Symposium in India**

SAIs from Jordan, Kuwait, Qatar, Palestine, and Oman participated in the 16th ASOSAI General Assembly and the 9th ASOSAI Symposium on "Digital Public Infrastructure and the Gender Gap – Issues of Inclusion and Accessibility." The meetings were held in New Delhi, India, from September 23 to 27, 2024, with the participation of 48 SAIs from Asian countries.

The discussions focused on enhancing cooperation and mutual support within ASOSAI, fostering public audit forums, and contributing to various initiatives aligned with ASOSAI's commitment to gender equality, in line with the Sustainable Development Goals (SDGs).

Participants also explored the importance of electronic identity and the role of SAIs in proactively auditing



data. Additionally, they emphasized the need for national inclusivity in development plans to ensure that no one is left behind in accessing services. During the meeting, new members of the ASOSAI Governing Board were

elected for the 2024-2027 term, including Azerbaijan, Kazakhstan, Korea, Malaysia, Pakistan, the Philippines, and the UAE, with the Indian SAI serving as the chair. It was also agreed that the next ASOSAI meeting will be held in Saudi Arabia.





## **Member SAI Activities**

### ***SAI OF JORDAN***



- **Participation in ASOSAI Meetings:**

The Jordanian SAI participated in the election of ASOSAI's Governing Board during the 16th General Assembly in New Delhi, India. The President of the SAI, Dr. Radi Al-Hammadin, held

discussions with SAIs from Japan, South Korea, Saudi Arabia, Kuwait, and Singapore on collaboration and training with a particular focus on IT audit and data analysis.



- **MoU with Poland's SAI(NIK)**



On October 23, 2024, an MoU was signed in Warsaw to enhance cooperation, including peer review evaluation and training in SDG auditing, climate change, AI, and risk management.



- **Participation in Saudi Arabia's Annual Symposium**

Dr. Al-Hammadin presented a paper on accrual accounting and financial planning at a symposium held by the

SAI of the Kingdom of Saudi Arabia on October 20, 2024.

- **Academic Collaborations**

The SAI signed agreements with the German Jordanian University and Princess Sumaya University for joint

research, training, and student internships in finance, accounting, and IT audit.

- **New Internal Audit Evaluation Model**



On October 13, 2024, the SAI launched a training program for 285 internal audit officials from 167 government entities to introduce a new evaluation model.

- **Training for Parliament's Financial Committees**

In collaboration with Adam Smith International, the SAI trained financial

committee staff on best practices in audit reporting on October 21, 2024.

- **Workshop on Political Party Financing Audit**



A virtual workshop was held on July 28, 2024, in collaboration with the OECD and the EU, emphasizing transparency and best practices from Georgia and the SIGMA program.



- **MoU with ISACA Amman Chapter**

On August 1, 2024, an agreement was signed to provide specialized training

for SAI staff in IT governance, cybersecurity, AI, and data analytics.

- **MoU with UAE SAI**



On December 5, 2024, an agreement was signed with UAE SAI to enhance cooperation in financial and performance auditing.



### *SAI of Bahrain*



- **MoU with the SAI of India**



On August 27, 2024, the Bahrain SAI signed an MoU with the Indian SAI to strengthen cooperation in auditing, accounting, and technological advancements. The agreement also includes professional development for employees and coordinated efforts in international audit meetings. Additionally, Bahraini auditors will have access to training programs conducted by Indian institutions.

- **Leading INTOSAI Standards Terminology Reform Group**



On October 16, 2024, the Bahrain SAI chaired the first coordination meeting of the INTOSAI Standards Terminology Reform Group. This initiative, part of INTOSAI's 2023-2028 strategic development plan, aims to refine terminology used in drafting and translating international audit standards. Bahrain's proposal to ARABOSAI regarding standardized Arabic translations was also discussed, highlighting the potential integration of the Arabic experience into INTOSAI's terminology reform project.





## *SAI of SYRIA*



- **Participation in International Workshops and Training**



A delegation of senior officials from the Syrian SAI participated in a specialized workshop on quality control and assurance, organized by India's SAI. The training covered technical aspects of audit work, quality management, and best practices in government auditing, from planning to monitoring the implementation of recommendations, in line with INTOSAI standards.

- **Training on Total Quality Management in the Public Sector**



As part of its collaboration with the Syrian Planning and International Cooperation Authority, the SAI took part in a training program on "Total Quality Management in the Public Sector" organized by the Arab Planning Institute in Kuwait. The program included discussions on global quality measurement standards, historical development, and best practices for implementation in government institutions.



## SAI of KUWAIT

ديوان المحاسبة  
State Audit Bureau  
Since 1964 م.ذ.ع.م . الكويت



- **Participation in INTOSAI Activities:**

The SAI attended the preparatory meeting of the Financial Audit and Accounting Subcommittee (FAAS) on June 18, 2024, a virtual symposium on "The Value of Independent SAIs" on July 25, 2024, the Global Experts

Group Meeting on Quality Audit Management in Oslo from August 12-16, 2024, and an IDI webinar on "Innovation for Climate Change" on August 20-21, 2024.

- **Engagement with ASOSAI**

The SAI participated in the 7th meeting on ASOSAI's 13th research project, held in Bali, Indonesia, on July 23-24, 2024, and attended the 60th and

61st ASOSAI Governing Board meetings in New Delhi on September 23 and 27, 2024.

- **GCC Audit Collaboration**

The SAI took part in the 23rd meeting of the GCC Audit Standards Working Group on June 25, 2024, a training program on " Oversight of Entities' Audit Outputs" in Abu Dhabi on July

8-9, 2024, and a performance measurement framework (SAI PMF) training in Riyadh from September 8-12, 2024.

- **Engagement with European and International Organizations**

The SAI attended a virtual seminar on "Smart Auditing in an AI Environment" on September 24-25, 2024, emphasizing AI's role in enhancing financial oversight and

public accountability. It also participated in a remote training program on IT Audit, organized by the Pakistani SAI and ECOSAI, from October 29-31, 2024.



## *SAI of Qatar*



- **Training Program on System Controls Audit**



In collaboration with the Egyptian SAI, the Qatar SAI organized a training program on “Application Controls Audit” from September 17 to 19, 2024. Led by experts from Egypt, the program covered governance frameworks, ERP systems, and audit processes for enterprise resource planning units. Participants included auditors from the Qatar SAI and the National Cybersecurity Agency.

- **Training Program with Oman’s SAI**



From September 24 to 26, 2024, the SAI held a joint training program titled “Introduction to Financial Data Analysis” delivered by Ziyana bint Hamoud Al-Hinai from Oman. The program aimed to enhance financial data interpretation skills, including profit and loss analysis and valuation techniques.





- **Participation in INTOSAI Financial and Economic Stability Working Group**



The SAI attended the 11th meeting of INTOSAI's Financial and Economic Stability Working Group in Ottawa, Canada, on September 25–26, 2024. Representatives from Qatar, including Sheikh Sultan bin Nayef Al-Thani and Anwar Al-Hashemi, engaged in discussions on financial consumer protection, anti-money laundering frameworks, and digital currencies.

- **Participation in INTOSAI IT Audit Working Group**



On October 15, 2024, Qatar's SAI joined the annual meeting of INTOSAI's IT Audit Working Group in Nairobi, Kenya. Delegates, including Maryam Abdulaziz Al-Hamadi and Abdulaziz Abdullah Al-Binali, contributed to discussions on IT governance and enhancing the audit impact in the digital sector.

- **Participation in the 78th INTOSAI Governing Board Meeting**



The SAI's President led Qatar's delegation to the 78th INTOSAI Governing Board Meeting in Egypt from October 27–28, 2024. Key topics included sustainable development goals, donor cooperation frameworks, and other governance matters.





## SAI of Palestine



ديوان الرقابة المالية والإدارية  
State Audit & Administrative  
Control Bureau

### • Meeting with UNDP Delegation



On November 14, 2024, the SAI's President, Amal Faraj, met with a delegation from the UNDP overseeing the TEA project, which supports transparency, accountability, and governance in Palestine with funding from Sweden and the UK. Discussions focused on institutional development and IT audit enhancement, with insights from the Petro consultancy firm.

### • Bilateral Meetings with International SAIs

During the ASOSAI General Assembly (September 23–27, 2024), the SAI engaged in bilateral discussions with SAIs from India, Malaysia, Qatar, and the INTOSAI

Development Initiative (IDI) on collaboration in IT audit, big data, and joint agreements.

### • Meeting with the Nicaraguan Ambassador



On September 17, 2024, the SAI hosted Ambassador Roberto Morales, reaffirming Nicaragua's support for Palestine. Discussions explored future cooperation between the Palestinian Audit Bureau and Nicaragua's Supreme Audit Institution.



### Anti-Corruption Conference

Under the patronage of President Mahmoud Abbas and with the presence of Prime Minister Dr. Mohammad Mustafa, the SAI co-hosted a conference with the Anti-Corruption Commission on December 9, 2024. The event, structured into three sessions, emphasized

governance, enforcement, and civil oversight in combating corruption. The conference sought to enhance inter-agency collaboration, promote transparency, and integrate institutional roles for improved public accountability.

### Participation in Information Security Audit Training



From November 24–29, 2024, the SAI's IT Audit Department attended a training in Pretoria, South Africa, covering cybersecurity threats, password protection policies, and IT audit methodologies. The program included practical simulations on hacking prevention, with participants from South Africa, Kenya, Gambia, Lesotho, and Angola.



## SAI of LIBYA



### • AFROSAI General Assembly in Tripoli



From December 2 to 6, 2024, Tripoli hosted the 16th AFROSAI General Assembly, chaired by Khaled Shukshuk, President of the Libyan SAI. Key outcomes included the selection of Kenya to host the 17th General Assembly in 2027, the election of new Executive Board members, and the appointment of external auditors for AFROSAI. The event concluded with the Tripoli Declaration and the presentation of awards for AFROSAI's scientific competition.

### • 61st AFROSAI Governing Board Meeting



On December 6, 2024, the newly elected AFROSAI Governing Board convened under the chairmanship of Khaled Shakshak. The session welcomed the newly elected members and outlined strategies to enhance the organization's operations and coordination with its General Secretariat.





- **Monitoring AFROSAI Technical Committees**



On December 2, 2024, President Shakshak oversaw AFROSAI's technical committee sessions, which were held in preparation for the Governing Board meeting and the General Assembly. Discussions focused on organizational development and strategic initiatives.

- **Meeting with the President of the Spanish SAI**



On November 7, 2024, in Madrid, Deputy Auditor General Atiyatallah Hussein met with Enriqueta Chicano, President of Spain's SAI. Discussions revolved around reinforcing the MoU between the institutions and establishing a professional exchange program. Chicano accepted an invitation to the AFROSAI General Assembly, either in person or through a high-ranking representative.

- **Engagement with the Tunisian Court of Accounts**



On November 1, 2024, Khaled Shukshuk met with Tunisian SAI Deputy President Fadila Gargouri to discuss strengthening their bilateral agreement and enhancing Maghreb coordination. He also presented educational materials for the Certified Public Auditor program, developed in collaboration with the Arab Society of Certified Accountants.





## SAI OF MOROCCO



KINGDOM OF MOROCCO  
COURT OF ACCOUNTS

- **Election as Secretary General of JURISAI**



The Moroccan SAI, represented by its First President, Zineb El Adaoui, was elected as Secretary General of the International Organization of Supreme Audit Institutions with Judicial Functions (JURISAI). Morocco will host the organization's headquarters. The election took place on October 7, 2024, in Paris, during JURISAI's founding General Assembly, attended by representatives from 32 SAIs from Africa, Europe, Latin America, and Asia. Morocco played a key role in the organization's establishment, hosting foundational meetings, including the signing of Rabat Declaration on February 23, 2024, and the adoption of the statutes in Casablanca on June 25, 2024.

- **Regional Workshop on Climate Scanner Project**

In collaboration with Brazil's SAI, the Moroccan SAI organized a regional workshop on the Climate Scanner project from July 8–12, 2024, in Rabat. The workshop gathered representatives from 24 SAIs of ARABOSAI and CREFIAF, alongside officials from the European Court of Auditors, Canada's Office of the Auditor General, and international

donors such as the World Bank, UNDP, and the Brazilian Development Bank. The Climate Scanner project provides a framework for rapidly assessing government actions on climate change and was proposed by Brazil's SAI as part of the INTOSAI environmental auditing working group.





## *SAI of SOMALIA*



### • **Joining the Arab Anti-Corruption and Integrity Network (ACINET):**

On January 23, 2025, the SAI of Somalia (OAGS) officially became a member of the Arab Anti-Corruption and Integrity Network (ACINET), joining 53 agencies from 20 Arab countries, as well as two observer members from Brazil and Malaysia. This move underscores Somalia's commitment to strengthening transparency, accountability, and good governance. ACINET, established in 2008, is a regional platform that unites governmental and non-governmental organizations in the fight against corruption.

Somalia's membership emphasizes its dedication to anti-corruption measures and institutional transparency. The President of ACINET, Dr. Mohamed Ali Al-Lami, expressed enthusiasm about Somalia's inclusion to the network, highlighting its potential to foster regional cooperation. The Auditor General of Somalia, H.E.

Ahmed Isse Gutale, also celebrated the membership, noting that this would help Somalia strengthen its public financial management systems and anti-corruption frameworks. The network provides Somalia access to best practices, expertise, and global resources to enhance its oversight capabilities and institutional reforms.



### • **Modernizing Somalia's Judiciary for Better Governance**

During the 7th National Annual Judicial Conference in Mogadishu on January 15, 2025, H.E. Ahmed Isse Gutale, the Auditor General, addressed the importance of modernizing Somalia's judiciary. He stressed that strengthening the judiciary is essential for good governance and collaboration with the OAGS. He noted the lack of specialization in the judiciary had resulted in inefficiency, particularly

with cases involving financial crimes and misappropriation of public resources.

The Auditor General proposed the creation of specialized courts to handle financial crimes, taxation disputes, money laundering, and other specific issues. This would improve the efficiency of the judicial system and help address unemployment and delays in the resolution of cases. He also



emphasized strengthening international partnerships to prevent stolen assets from leaving the country. The recent

enactment of Law No. 14 of 2023, which expands the responsibilities of the SAI, empowers the office to perform various types of audits, further promoting transparency.



### • **Signing Cooperation Framework with Federal Member States (FMS)**

On January 23, 2025, the Auditor General signed a three-year cooperation framework with the Auditor Generals of the Federal Member States (FMS) to enhance public financial accountability. This framework focuses on improving transparency and efficiency in managing public funds at all levels of government. The framework aims to establish coordinated audits of shared financial responsibilities, fund transfers between the federal government and member states, and donor-funded projects.

The cooperation also includes harmonizing audit standards, ensuring compliance with established protocols, and promoting regular, transparent

reporting to legislative bodies. This partnership reinforces Somalia's commitment to improving governance and ensuring effective financial audit across all government levels.





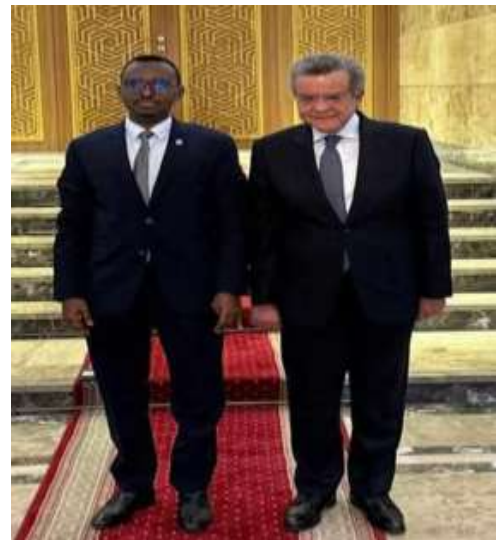


### • Strengthening Ties with the SAI of Egypt

On February 6, 2025, in Cairo, H.E. Ahmed Isse Gutale met with Mr. Mohamed El-Faisal Youssef, President of the SAI of Egypt, to discuss enhancing cooperation between the two auditing bodies. The discussions focused on sharing technical expertise, building institutional capacity, and enhancing staff professional development. Both institutions agreed to formalize cooperation through regular meetings and training programs to align auditing practices with international standards.

This collaboration aims to strengthen Somalia's financial audit mechanisms and foster greater transparency and accountability in governance. The exchange of knowledge and best practices between Somalia and Egypt

provides significant opportunities for Somalia to improve its auditing capabilities and institutional performance.



### • Annual Audit Plan for 2025

The Auditor General of Somalia, H.E. Ahmed Isse Gutale, signed the Annual Audit Plan for 2025 on January 26, 2024, marking a significant step in reinforcing the country's commitment to transparency and accountability. The 2025 audit plan outlines a comprehensive framework for auditing 25 government institutions, focusing on financial, performance, compliance, and information systems audits. The plan covers approximately 60% of all governmental entities and aims to improve governance, enhance financial discipline, and ensure responsible management of public resources.

The Auditor General emphasized that the OAGS's auditors, having received adequate training, are equipped to implement the audit plan effectively. The annual audit plays a crucial role in improving transparency, financial

audit, and public trust in Somalia's governance system.







## SAI of Egypt



### Participation in International Events

- **UN Panel of External Auditors – 64th Session (9-10 December 2024, Paris)**

A delegation from SAI of Egypt, headed by H.E. Counselor Mohamed El-Faisal Youssef, the SAI President, participated in the 64th session of the UN Panel of External Auditors, chaired by H.E. Mr. Pierre Moscovici, President of the SAI of France. The discussions focused on critical issues such as financial transparency, integrating financial data with sustainability findings, and digital challenges, including cybersecurity and the use of Artificial Intelligence

(AI) and big data analytics in the UN system.

H.E. Counselor Youssef emphasized the importance of digital transformation, Enterprise Risk Management (ERM), and environmental sustainability. He also praised the collaboration between INTOSAI and the UN through initiatives like the “Climate Scanner,” which supports climate audits and provides validated environmental data.

- **78th INTOSAI Governing Board Meeting (28 October 2024, Cairo)**

The SAI hosted the 78th INTOSAI Governing Board meeting, attended by 107 representatives from 28 SAIs. The SAI President met with SAIs Presidents from countries that previously hosted INCOSAI, including Brazil, South Africa, UAE, and the Russian Federation, to share best practices and discuss challenges. The meeting also discussed emerging trends in audit work, particularly how SAIs can adapt to global changes in digitalization and sustainability.





- **BRICS SAIs Heads Meeting (30-31 July 2024, Republic of Bashkortostan, Russian Federation)**

The SAI delegation, led by H.E. Counselor Hesham Badawy, former SAI President, and H.E. Mohamed El-Faisal Youssef, participated in the 4th BRICS SAIs Heads Meeting. The SAI highlighted the need to coordinate efforts to maintain sustainable

development indicators amid global economic pressures and praised the economic strength of BRICS countries and their respective SAIs for their potential to address international crises and promote sustainable development.

- **INTOSAI Working Group on the Fight Against Corruption and Money Laundering Annual Meeting (3-5 September 2024, Abu Dhabi, UAE):**

Under the leadership of H.E. Mohamed El-Faisal Youssef, the SAI chaired the 17th annual meeting of the INTOSAI Working Group on the Fight Against Corruption and Money Laundering, emphasizing the importance of social networks and awareness campaigns in

combating corruption. The meeting focused on building a strong anti-corruption front and enhancing societies' capacities to address this issue.





- **Global Summit on "Supreme Audit Institutions' Audits that Contribute to Digitalization and Sustainability" (18-19 November 2024, Tbilisi, Georgia)**

Led by H.E. Vice President Mohamed Abdel-Ghany Abdel-Razek, the SAI participated in the summit, discussing the important role of SAIs in adapting to digitalization and sustainability

challenges. The summit emphasized the need for SAIs to strengthen auditors' capabilities using advanced technologies.

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## **Bilateral Meetings and Regional Cooperation**

- **Meeting with the President of the SAI Somalia (6 February 2025, Cairo)**

H.E. Mohamed El-Faisal Youssef met with H.E. Ahmed Issa Gutale, President of the SAI Somalia, to discuss enhancing bilateral cooperation, particularly in technical

expertise exchange and capacity building, in preparation for joint coordination meetings to explore future cooperation opportunities.

- **AFROSAI Governing Board Meeting (5-9 February 2024, Yaoundé, Cameroon)**

The SAI participated in the 59th AFROSAI Governing Board meeting, where several reports of 2024 were approved, including those on technical capacity and institutional

strengthening. A committee was formed to study the irregularities in the payment of contributions by African SAIs to AFROSAI.

- **Virtual Information Session on the Global SAI Stocktaking Report (2023)**

H.E. Mohamed Abdel-Ghany Abdel-Razek, the SAI Vice President, participated in the virtual session discussing the Global SAI Stocktaking Report, which highlighted the

challenges faced by SAIs, especially in their ability to conduct audits effectively. The report also addressed the need to strengthen SAI governance and professional capacity.



## Other Key Events and Initiatives

- **AFROSAI General Assembly (2-6 December 2024, Tripoli, Libya)**

The SAI participated in the 16th General Assembly of AFROSAI, where three technical themes were discussed: external public debt, audit of grants and financial aid, and citizen

participation. The SAI served as the rapporteur for theme on public debt in African countries and the role of SAIs, presenting a discussion paper based on data collected from six country papers.

- **COMESA Technical Committee Meetings (24 September and 26 September 2024, Lusaka, Zambia)**

H.E. Mohamed Abdel-Ghany Abdel-Razek, the SAI Vice President, attended the COMESA Technical Committee meeting, where the review

of the COMESA Board of External Auditors (COBEA) Charter and other relevant documents was discussed.

- **COMESA Sub-Committee on Audit and Budgetary Matters (14-17 October 2024, Lusaka, Zambia)**

COMESA organized a meeting for the election of the office board, where the SAI was appointed as the rapporteur.

The meeting focused on budgetary and audit matters within the COMESA framework.

- **Virtual AU Board of External Auditors Meeting (24 January 2024)**

The SAI chaired the virtual meeting of the African Union Board of External Auditors, where two special audit reports were adopted: the Merit-Based

Recruitment System (MBRS) and the Skills Audit and Competency Assessment (SACA) reports.





# Papers



*SAI of Egypt*



## **Accounting Estimates and their Inherent Risks**

Prepared by:

Accountant / Ali Abd Al-Aal

Head of the ASA Team concerned with the Professional Standards Committee

Member of the Supreme Committee for Standards – Egypt

Accounting estimates are considered important accounting issues that are commonly used in developing financial statements in accordance with the different accounting frameworks (IFRS, IPSAS). Accounting estimates are “are monetary amounts in financial statements that are subject to measurement uncertainty” (IAS 8). They are also defined for audit purposes in the International Standards on Auditing as “Accounting estimates are monetary amounts that may be related to classes of transactions or account balances recognized or disclosed in the financial statements” (ISA 540). Through the aforementioned definition, we find that accounting estimates are characterized by uncertainty when measured, which affects the inherent risks due to complexity, subjectivity, or other inherent risk factors. The uncertainty related to measuring accounting estimates varies according to the degree of complexity and subjectivity, hence the procedures for assessing those risks and the procedures for addressing them in light of the requirements of the International Standards on Auditing (ISA 540, ISA 315, ISA 330), which require the auditor to identify the accounting estimates on the basis of which the item in the

financial statements was measured and the degree of complexity related to it according to the applicable accounting framework. Examples of accounting estimates according to the International Financial Reporting Standards (IFRS) and International Public Sector Accounting Standards (IPSAS) are as follows:

- Measuring expected credit losses on financial instruments (IFRS 9, IPSAS 41)
- Determining the useful lives of fixed assets (IAS 16, IPSAS 17,45)
- Measuring defined benefit plan liabilities for employee benefits (IAS 19, IPSAS 39)
- Fair value measurement (IFRS 13, IPSAS 46)
- Measuring the Completion Percentage for Revenue Recognition (IFRS 15, IPSAS 47)



Given that accounting estimates vary greatly in nature, as we mentioned, and that management needs to measure them, this measurement is subject to a state of estimation certainty that reflects the inherent limitation in knowledge and data. This limitation results in inherent variance and lack of objectivity in the measurement results, as a result of the mechanism for conducting the measurement of these estimates involves selecting a method and its application using assumptions and data, which require great effort on management's part and the auditor's implementation of audit procedures to address the risks of distortions in that measurement, whether resulting from error or fraud.

The complexity increases if the measurement is related to future factors such as macroeconomic factors when measuring expected credit losses (IFRS 9, IPSAS 41), demographic and financial factors when measuring the liability of defined benefit plans for employee benefits (IAS 19, IPSAS 39). Hence, the risks of misstatements increase, and the auditor should reach an understanding of the following matters - among others - to obtain audit evidence that provide an appropriate basis for identifying and assessing the risks of material misstatement at the financial statement and disclosure levels:

- The requirements of the applicable financial reporting framework in relation to recognition requirements, measurement bases

as well as presentation and disclosure requirements.

- How management determines the need for specialized skills or knowledge and the extent of the need to resolve to an expert.
- The nature and extent of control and governance that the entity applies to the financial reporting mechanism followed by the management in relation to accounting estimates.
- Exercising skepticism in the auditor's professional consideration of inherent risk factors that increase in importance when accounting estimates are subject to a high degree of estimation uncertainty.
- Obtaining audit evidence from events occurring up to the date of the auditor's report.
- Evaluating whether the judgments and decisions made by management when conducting the accounting estimate provide indications of possible management bias.
- Taking into account the need to obtain written representations from management and those in charge of governance, as appropriate, about specific accounting estimates.

### **The Need of the Auditor to Resolve to the Work of an Expert**

The auditor may decide, in light of the risks inherent in measuring the accounting estimate, to rely on an expert (an individual or an entity) who/which has experience in a field other than accounting or auditing to assist him/her in obtaining sufficient appropriate audit evidence. This expert might be internal (a partner or employee of the auditor's office) or an external

expert. In this case, the auditor remains solely responsible for the audit opinion expressed, and this responsibility is not limited by the auditor's use of the work of the expert he/she resolved to. The auditor should evaluate whether the expert he uses has the competence, capabilities and objectivity necessary for the purposes of ISA 620.



## Reporting Deficiencies in Internal Control related to Accounting Estimates

The auditor should report to those responsible for governance and management, where appropriate, the deficiencies- one or more -in internal control that he/she identified during auditing the accounting estimates, whether those related to the use of methods, assumptions or models, which were -according to the auditor's professional judgment- sufficiently significant to make them worthy of their attention, provided that this reporting is in writing and in a timely manner. The reporting should include a description and explanation of their potential impacts. The auditor is not required to specify the size of those impacts. The auditor might mention in the written report suggestions regarding the corrective action for deficiencies. For example, the auditor might find that the assumptions used in measuring expected credit losses related to financial assets, such as historical default rates, probability of default,

unemployment rates or other factors that have an impact on measuring those losses are inappropriate and the internal control procedures were unable to detect and prevent them or that they were discovered at an inappropriate time, which is considered a deficiency in the internal control system. The auditor, according to his/her professional judgment in light of the item's relative importance, considers that this issue requires notification- as appropriate - to management or those in charge of governance. Another example is the discovery of inappropriate assumptions used by the actuary when measuring defined benefit obligations for employee benefits, such as future salary increase rates, the discount rate to be used, mortality rates and other factors that have an impact on measuring the obligation's value (ISA265).

## Auditor's Report: Key Audit Matters (ISA 701)

The auditor should determine whether the accounting estimate had required significant attention during conducting the audit in light of:

- (a) The high risk of material misstatements in measuring the accounting estimates that were identified
- (b) The estimate involved management's significant diligence
- (c) The impact on audit as a result of those estimates

For example, measuring expected credit losses in entities that rely on installment sales and granting credit to customers without collateral, such as consumer finance entities, might be important matters at the financial statement's level in light of those institutions' activities, which are mainly directed to financing customers to purchase consumer

goods, thus the relative importance of the value of expected credit losses and the increased risks associated with the absence of a credit rating for these customers. Risks increase if the entity is new to the activity and does not have historical information about customer default rates. Risks increase further if the entity operates in an economy that suffers from instability, hence the risks- related to macroeconomic factors- increase.

When the auditor determines that an accounting estimate is a key audit matter, he/she should report it in the Key Audit Matter section of the auditor's report. This reporting should include a description of why the matter is a key audit matter. It is likely that the intended users of the financial statements would be interested in explaining the factors that led the auditor to conclude that the matter required significant attention. This also provides a better understanding of the financial





statements. The description should also include how the matter was dealt with during the audit. The extent of details provided by the auditor in his/her report is a matter of professional judgment. The auditor might consider describing:

- A brief overview of the procedures performed, or
- A statement of the results of the procedures performed

### **Modifications to the Opinion in the Report (ISA 705)**

The auditor should, taking into account the relative importance, consider the results of the audit procedures he/she performed to audit the accounting estimates in light of the audit evidence obtained, or that he/she was unable to obtain appropriate audit evidence to express his/her opinion on the financial statements, in order to decide whether a modified opinion report is required. This is achieved in the following cases:

- When the auditor concludes, based on the audit evidence obtained, that the financial statements as a whole are not free from material misstatement, or
- When the auditor is unable to obtain sufficient appropriate audit evidence to enable him/her to express an opinion that the

financial statements as a whole are free from material misstatement.

The auditor's inability to obtain sufficient appropriate audit evidence related to accounting estimates might arise from:

- Circumstances beyond the entity's control such as "the destruction of accounting records", or
- Circumstances related to the nature or timing of the auditor's work, or
- Restrictions imposed by management, such as "management preventing the auditor from reviewing the fair value study".



*SAI of Bahrain*



## **The Role of Performance Auditing in Enhancing Public Sector Accountability**

Prepared by:

Director, Regularity Audit / Ahmed Mohamed Buti

### **Abstract**

Performance auditing is an essential tool in strengthening accountability within the public sector. By assessing the efficiency, effectiveness, and economy of government programs, performance audits ensure that public funds are used responsibly and that government programs achieve their intended outcomes. This article discusses the significance of performance auditing in

enhancing public sector accountability, explores challenges faced by Supreme Audit Institutions (SAIs), and presents best practices to maximize the impact of performance auditing. The article draws on global best practices and academic research to highlight the role of performance auditing in promoting transparency and efficient governance.

### **Introduction**

Accountability is a critical component of public sector governance. Governments are entrusted with public resources to serve the needs of society, and it is crucial that these resources are managed effectively, efficiently, and ethically. Performance auditing has emerged as a vital mechanism to ensure this accountability. Unlike traditional financial audits, which focus

on verifying the accuracy of financial statements, performance audits examine whether government programs and services are achieving their intended results in a cost-effective manner. This article explores the role of performance auditing in enhancing public sector accountability, drawing on key international sources and best practices.

### **The Essence of Performance Auditing**

Performance auditing is defined by the International Organization of Supreme Audit Institutions (INTOSAI) as the independent assessment of government activities to

evaluate their efficiency, effectiveness, and economy (INTOSAI, 2019). These audits go beyond financial compliance, providing an in-depth review of how public resources are



allocated and whether government programs are delivering value for money. According to the United Nations (2015), performance audits offer insights into the effectiveness of public administration and help ensure that government programs align with public expectations.

The role of performance auditing is particularly critical in enhancing public trust.

Governments often face pressure to demonstrate that public funds are being spent wisely and that public programs are producing tangible results. Performance audits provide an objective analysis of whether public resources are being utilized in the most effective way, which in turn fosters transparency and accountability in public administration (Bovens et al., 2014).

## Key Benefits of Performance Auditing for Public Sector Accountability

### 1. Promoting Transparency

Transparency in public administration is essential for maintaining citizen trust and ensuring that government actions are open to scrutiny. Performance auditing serves as a tool to assess the transparency of public sector operations. By auditing the outcomes of government programs and disclosing findings about their efficiency and impact, performance audits help ensure that government actions are subject to independent review. As the World Bank (2010) highlights, transparency in governance is strengthened when performance audits expose inefficiencies and suggest improvements, thereby promoting public confidence in government processes.

### 2. Enhancing Efficiency in Government Operations

The primary objective of performance audits is to assess whether government programs are operating efficiently. A key benefit of performance auditing is its ability to identify wasteful practices and recommend improvements. According to Parker (2018), performance audits have been shown to uncover inefficiencies in resource allocation and suggest cost-saving measures that enhance the overall effectiveness of government services. This leads to better use of public funds and improved outcomes for citizens.

### 3. Supporting Evidence-Based Decision-Making

Performance audits provide evidence-based evaluations that support policy decisions. As

noted by the U.S. Government Accountability Office (GAO, 2014), performance audit findings offer data-driven insights into program performance, helping policymakers make informed decisions about the continuation, expansion, or redesign of programs. These audits provide critical feedback that can influence the allocation of public resources and help ensure that government policies align with public needs.

### 4. Strengthening Accountability and Reducing Corruption

Performance auditing enhances accountability by holding government officials responsible for program outcomes. The audit process identifies mismanagement or inefficiencies, which, according to Bovens et al. (2014), serves as a deterrent to corruption. By publicly reporting audit findings, performance audits create pressure for government entities to act on recommendations, reducing the opportunity for fraud and misuse of public funds.

### 5. Encouraging Public Participation and Trust

A key aspect of performance auditing is its ability to foster greater public participation in governance. According to the World Bank (2010), when citizens and civil society organizations have access to performance audit reports, they are better equipped to engage with government decisions and advocate for improvements in public sector performance. As transparency and accountability increase, so too does public trust in government institutions.



## Challenges in Performance Auditing

Despite its many benefits, performance auditing faces several challenges that can hinder its effectiveness:

- **Political Interference:** Political pressures can undermine the independence of performance audits, as government officials may resist audits that expose inefficiencies or mismanagement. This is particularly problematic in countries where government entities exert significant influence over audit processes (INTOSAI, 2019).
- **Data Availability and Quality:** Accurate and comprehensive data is essential for conducting performance audits. However, as noted by Parker (2018), many government agencies struggle with inadequate data collection and management practices,

which limits the scope and accuracy of audit findings.

- **Resource Constraints:** SAIs often face budgetary and staffing limitations, which can reduce the capacity of auditors to conduct thorough and comprehensive performance audits. This constraint is particularly problematic in developing countries, where resource allocation for auditing may not be prioritized (GAO, 2014).
- **Lack of Follow-up on Recommendations:** Performance audits are only effective if the recommendations are acted upon. Unfortunately, as the U.S. GAO (2014) points out, many governments fail to follow up on audit findings, which diminishes the potential for performance audits to drive lasting change.

## Best Practices for Effective Performance Auditing

To overcome these challenges, the following best practices should be adopted:

1. **Ensuring Auditor Independence:** Maintaining the independence of auditors from political influence is essential for ensuring that performance audits are objective and credible. According to INTOSAI (2019), ensuring that SAIs operate autonomously from government interference is crucial for maintaining the integrity of performance audits.
2. **Leveraging Technology:** The use of technology can enhance the efficiency and accuracy of performance audits. Data analytics and automated auditing tools allow auditors to process large volumes of data and identify inefficiencies that might be difficult to

detect manually (Bovens et al., 2014). Embracing digital tools can significantly improve the quality of performance auditing and broaden its scope.

3. **Collaboration with Stakeholders:** Collaboration between SAIs, government entities, and civil society organizations is key to the success of performance audits. As Parker (2018) suggests, such collaborations can help gather more comprehensive data, refine audit methodologies, and ensure that audit recommendations are implemented.
4. **Establishing Follow-up Mechanisms:** To maximize the impact of performance audits, it is critical to establish effective follow-up mechanisms. As the World Bank





(2010) advises, regular monitoring of progress and accountability for implementing audit recommendations are key to ensuring that audits lead to tangible improvements.

5. Building Capacity: Continuous training and development of auditors is

essential for maintaining high standards in performance auditing. By investing in the capacity-building of auditors, governments can ensure that performance audits remain relevant and effective in addressing evolving governance challenges (INTOSAI, 2019).

## Conclusion

Performance auditing is a powerful tool for enhancing accountability, transparency, and efficiency in the public sector. By evaluating the performance of government programs, performance audits help ensure that public resources are used effectively and that government actions align with the public interest. Despite the challenges faced by Supreme Audit Institutions, adopting best

practices such as ensuring auditor independence, leveraging technology, and establishing follow-up mechanisms can enhance the impact of performance auditing. In doing so, performance auditing can play a pivotal role in fostering good governance and strengthening democratic institutions worldwide.

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*SAI of IRAQ*



## ***The Role of the Federal Board of Supreme Audit in Auditing Goal No. (2) of the Sustainable Development Goals***

Prepared by:

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Republic of Iraq, Federal Board of Supreme Audit ,Office of Agricultural & Reconstruction Activity  
Auditing

### **Abstract:**

This study explores the critical role of the Federal Board of Supreme Audit (FBSA) in assessing the implementation of Goal No. (2) of the Sustainable Development Goals (SDGs), which focuses on eradicating hunger, ensuring food security, and fostering sustainable

agriculture. It delves into the key challenges hindering progress toward this goal, evaluates findings from audit processes, and offers strategic recommendations to enhance financial audit, improve governance efficiency, and reinforce Iraq's food security framework.

### **1-Introduction**

The Sustainable Development Goals provide a global framework for achieving a better future, with food security and sustainable agriculture playing a central role. In Iraq, the FBSA plays a significant role in monitoring government performance to ensure the efficient implementation of agricultural policies in

alignment with international commitments and national food security requirements. Achieving this goal necessitates rigorous auditing of agricultural programs, the adoption of modern technology, and the sustainable management of natural resources.

### **2-Challenges**

The agricultural and water resources sector in Iraq faces multiple challenges that hinder its developmental objectives. Some of the most pressing challenges include:

1. Weak Institutional Coordination Between Government Entities

- The lack of effective coordination between the Ministry of Agriculture and the Ministry of Water Resources has led to delays in implementing agricultural projects related to irrigation and land reclamation.
- The absence of a clear data-sharing mechanism between various departments has



resulted in weak strategic planning and inefficient resource management.

## 2. Weak Agricultural and Irrigation Infrastructure

- Many irrigation and drainage networks require rehabilitation, as their deterioration contributes to water waste and increased soil salinity.
- The limited number of wastewater treatment plants exacerbates environmental pollution

and negatively affects the usability of irrigation water.

## 3. Climate Change and Its Impact on Agricultural Production

- The sector faces significant challenges due to climate change, such as rising temperatures, decreased rainfall, and increased drought rates, all of which directly impact agricultural output.
- Desertification and increased soil salinity reduce agricultural efficiency and raise operational costs for agricultural projects.

## 3-Main results

### 1. Implementation of the Agricultural Calendar and Its Impact on Food Security

- The Ministry of Agriculture has not effectively implemented the agricultural calendar to ensure market stability and protect local production.
- Weak coordination between the Ministry of Agriculture and the Ministerial Council for the Economy has led to delays in import and export decisions, resulting in price fluctuations for agricultural products.
- The poor capabilities of agricultural and veterinary quarantine stations at border points have allowed unchecked agricultural products to enter the local market.

### 2. Use of Organic Fertilizers and Biological Pesticides

- The Ministry of Agriculture still heavily relies on chemical pesticides for pest control, with weak implementation of biological control programs.
- No advanced laboratories have been established to test pesticide residues in crops, affecting product quality and safety.
- Weak coordination between the Ministry of Agriculture and the private sector in developing organic fertilizers and eco-friendly pesticides.

### 3. Adoption of Modern Technology in the Agricultural Sector

- The agricultural sector continues to rely on traditional irrigation systems despite water scarcity, leading to significant water wastage.
- A decline in the area of farmland utilizing modern irrigation techniques due to limited financial allocations.
- Weak adoption of mechanized agriculture in production processes has led to lower productivity and increased reliance on imports.

### 4. Olive Cultivation and Weak Support for Strategic Crops

- The development of olive cultivation projects has been slow despite their economic and nutritional importance, with planned expansion targets not met.
- A lack of research and development centers dedicated to improving olive tree productivity.
- No clear plans to support farmers in producing olives and expanding cultivation.

### 5. Weak Water Resource Management and Salinity Control

- The Ministry of Water Resources has not effectively implemented land reclamation projects for salinity-affected areas.



- Few desalination projects and limited adoption of modern water treatment technologies for agricultural use.

- High pollution levels in rivers due to a declining number of wastewater treatment plants, affecting irrigation water quality.

#### 4-Conclusions

- The agricultural calendar has not achieved its intended goals due to implementation challenges.
- The use of organic fertilizers and biological pesticides remains limited.

- The adoption of modern technology in the agricultural sector is insufficient.
- Weak support for olive cultivation and other high-value crops.
- Poor management of water resources and worsening soil salinity issues.

#### 5-Recommendations

1. Enhancing the Implementation of the Agricultural Calendar and Market Management
2. Promoting the Use of Organic Fertilizers and Biological Pesticides

3. Adopting Modern Technology in the Agricultural Sector
4. Supporting Olive Cultivation and High-Value Crops
5. Improving Water Resource Management and Land Reclamation

#### 6-Summation

Achieving Goal No. (2) of the Sustainable Development Goals presents a significant challenge in Iraq, requiring integrated efforts from government entities and the Federal Board of Supreme Audit to ensure efficient agricultural policy implementation. Enhancing financial audit, investing in technology,

improving resource management, and supporting farmers are crucial steps toward making substantial progress in eradicating hunger and ensuring sustainable food security.



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