



**PRESENTATION TO INTOSAI CBC
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CAROSAI's Experience of a Cooperative Audit on Revenue Management

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CAROSAI



Has 23 member countries and was established in 1988



CAROSAI's Institutional Strengthening Committee



ISSAI 5800

The International Standards of Supreme Audit Institutions, ISSAI, are issued by the International Organization of Supreme Audit Institutions, INTOSAI. For more information visit www.issai.org



Guide for Cooperative Audit Programs between Supreme Audit Institutions

Exposure draft
Comments due 10 October

...decided to undertake a coordinated parallel (collaborative) audit on Revenue Management using

Countries Participating in the Collaborative Audit



Bahamas



Barbados



Grenada



Guyana



Jamaica



Saint Lucia

Reason for the Initiative



A coordinated and joint response to ISSAI implementation that will help build capacity and performance audit skills across the Caribbean region.

What we did



- In November 2014 CAROSAI partnered with IDI to undertake a collaborative pilot audit of revenue departments across the region.
- Six SAIs participated in a parallel pilot audit which was aimed at strengthening the performance audit approach to auditing revenues and revenue departments.
- These SAIs simultaneously undertook performance or value for money audits of one or more aspect of their revenue departments namely: property tax, revenue divisions' legislations and administration, personal income tax, VAT, IT focused audit of revenue collection and direct and indirect taxes.

Benefits



- For one SAI, this was first experience of undertaking a performance audit and they were pleased to learn from others
- All enjoyed the networking and appreciated learning other ways of organising and conducting audits and working with others to solve problems
- Exposure to updated methodologies ,techniques and best practices
- Increased impact of the work (as a consequence of being multi national)
- Quality of future performance audit work improved as a consequence of the experience
- Similar audit tools can be applied despite differences across the various public sectors.

Challenges



- Varying capacity and experience among SAIs impacted the timely delivery of output
- Agreeing mutually convenient times for conducting the audit and workshops
- Competing priorities among SAIs
- Other challenges experienced were not as a consequence of it being a collaborative audit i.e. lack of timely response from clients, delays in obtaining relevant information

Lessons Learnt



- The importance of proper planning and management of the audit process including risks mitigating strategies, selection of the right persons for the audit and defining the audit objectives
- Experience and knowledge in conducting performance audits varied and this can present opportunities and challenges
- There is a lot of organisation and it needs some central agency or one country to coordinate activities
- Time management is difficult.

Advice for Others



- Small scale focused audits may be more suitable for developing SAIs or a first collaborative regional audit
- Think about roles and have a coordinator
- Give it a go – the benefits far out weigh the challenges
- Staff and SAIs participating all developed as a consequence
- Stronger relationships fostered between participating SAIs