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

...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 multinational)
• 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