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Discussion of sustainable INTOSAI  
standard-setting model



## Introduction to discussion of a sustainable INTOSAI standard-setting solution

At the INTOSAI Governing Board meeting in Chengdu in China in November 2012, the PSC Chair's ambition to establish a sustainable solution to handle development and maintenance of the ISSAI framework in the future was supported by the Governing Board.

Work on developing a sustainable model was started shortly after the Governing Board meeting and was preceded by careful consideration of the following issues

- the absence of an underlying structure to fulfil the expectations for the quality and transparency of the ISSAIs created by the INTOSAI Due Process;
- former discussions in the PSC (mandate period 2007-2010) of the need to ensure continued maintenance of the ISSAI framework, and the need to move towards a board model;
- the need for continuity (committee chairs rotating every 6-9 years);
- the discussions in the INTOSAI Task Force on Financial Foresight;
- the experience with coordination of activities between the PSC subcommittees and INTOSAI's activities in general;
- the experience gained from the Harmonisation Project;
- the many excellent suggestions made during the theme discussion at the PSC Steering Committee meeting in 2012.

### The models

Attached you will find two models for a future sustainable standard-setting solution in INTOSAI; Model 1 developed by the PSC Chair and heads of FAS, PAS and CAS at a meeting in Copenhagen on 21 March 2013, and Model 2 – using Model 1 as starting point – which was developed by the INTOSAI General Secretariat and the PSC Chair following a meeting in Copenhagen on 29 April 2013 with the General Secretary of INTOSAI.

Both models include a leadership level, a standard-setting level, and audit expert level and a supporting level. The two models are largely identical, although the INTOSAI GS/PSC Chair model includes a few more details. For a complete overview of the differences and similarities of the two models, please see appendix 5.

### The task ahead

Following the meeting on 29 April, it was decided that the PSC Chair should develop a concrete discussion proposal for a new standard-setting structure within INTOSAI for the next INTOSAI Governing Board meeting in October in Beijing - for approval and subsequent further elaboration by the INTOSAI Strategic Planning Task Force.

Thus the purpose of item 3 on the agenda - *Introduction and discussion of sustainable models* – and the task lying ahead of the members of the PSC Steering Committee, is to define a model that encompasses the key elements of the two models and is fully supported by the PSC Steering Committee.

Appendix 1 – Introduction to a discussion of a sustainable INTOSAI standard-setting solution – page 3

Appendix 2 – FAS-PAS-CAS/PSC Chair Model 1 – page 7

Appendix 3 – Considerations for a sustainable solution for future INTOSAI Standard Setting – page 9

Appendix 4 – INTOSAI GS/PSC Chair Model – page – page 12

Appendix 5 – Overview of distinctions and common features of the two models – page 15

Appendix 6 – Overview of PSC Chair/Secretariat tasks – page 18



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## **FAS-CAS-PAS/PSC Chair considerations for a sustainable INTOSAI standard-setting solution**

INTOSAI has for 60 years with great success provided a forum for SAIs for development, knowledge sharing, capacity building and continuous enhancement of public sector auditing. In 1984 - to support these activities - INTOSAI established three major standard committees to undertake development of standards and guidelines that would close the gap between the requirements of public sector auditing and private sector auditing.

In its strategic plan 2005-2010, INTOSAI decided to restructure this standards committee structure and take standard-setting to the next level; it became a strategic goal for INTOSAI to develop and adopt appropriate and effective professional standards for public sector auditing.

And now – some eight years later and after representatives of more than 70 Supreme Audit Institutions with great commitment and dedication have participated in the development of INTOSAI's very first comprehensive set of International Standards of Supreme Audit Institutions - the time has come to take the next step. With the adoption of the South Africa Declaration at INCOSAI in 2010, the members of INTOSAI made a commitment to use the ISSAI framework as a common frame of reference for public sector auditing; to measure their own performance and auditing guidance against the ISSAI, and to implement the ISSAIs in accordance with their mandate and national legislation and regulations. To live up to this commitment, INTOSAI needs to consider standard-setting a core activity.

At the INTOSAI Governing Board meeting in 2012 in Chengdu, China, there was general agreement that the current PSC Chair would continue until 2016 for the purpose of establishing a sustainable standard-setting solution in INTOSAI. The support thus expressed by the Governing Board in favour of a more permanent solution has provided the basis for the PSC's proposal to take the best and most successful elements from the current set-up and incorporate these in a model that will compare well with other professional organisations developing standards.

### **From volunteer-based to professional standard-setting organisation**

INTOSAI's standard-setting activities have contributed to raising the organisation's reputation with both internal and external stakeholders. Having a comprehensive framework of public-sector auditing in place, and available to the SAI auditors, represents a great leap forward for the INTOSAI community, and has, for instance, provided the basis for the World Bank's decision to support IDI's ISSAI Implementation Programme.

There is much to be said for the volunteer-based and broad representation approach that INTOSAI stands for, and the ISSAIs that we have today are the very tangible results of this approach. Yet, these results have been achieved through very different means, which is reflected in the unevenness of the ISSAIs. Adherence to uniform processes is a prerequisite for uniform and high quality, which is again a prerequisite for the credibility of the ISSAI framework; and the broad representation approach is inherently challenged in this respect.

When INTOSAI decided to embark on professional standard-setting activities back in 2002, it was in the cards that volunteer-based contributions might not in the longer term suffice to sustain the high quality and credibility that both the SAIs and surrounding community are in their right to expect from the ISSAI framework. Developing and maintaining high-level professional standards is a resource-intensive exercise requiring a high degree of continuity of core staff and deep experience with the defining aspects of standard writing.

Turning INTOSAI's standard-setting activities into a fixed element in its daily business operations, and securing the services of the best qualified SAI auditors to perform the work, might be the first step towards the establishment of an organisation that can fulfil these requirements without jeopardizing the close ties with and valuable input provided by the individual members of INTOSAI.

### **INTOSAI Development Initiative (IDI) – implementing the ISSAIs**

The IDI has, since the establishment of the PSC, provided an additional direct link to the users of the ISSAIs, and with the launch of the IDI ISSAI Implementation Programme (3iProgramme) in 2012, the importance of this collaboration was further accentuated.

The IDI has – through its engagement in the implementation of the ISSAIs globally – access to first-hand knowledge of the SAIs' experience with the standards and is therefore well positioned to communicate the concerns of the SAIs to the parties responsible for developing and maintaining the ISSAIs.

Preserving and expanding the current close ties with the IDI in a new set-up for INTOSAI's standard developing is therefore essential; it is essential in ensuring that the ISSAIs are applied globally and as intended and it is essential in ensuring that the ISSAIs reflect the needs of the SAIs in respect to professional auditing standards.

At the same time, the standard-setting organisation - with all the expertise on public sector auditing that it must be assumed to possess - should be positioned to provide the assistance necessary for the IDI to implement the ISSAIs in the best possible manner. In the current set-up this has proven to be a challenge.

When the IDI launched the ISSAI Implementation Programme it soon became apparent that it was difficult for the SAIs to release the resources required to partake in the development of the ISSAI Compliance Assessment Tool (iCAT), formation of ISSAI teams of mentors and experts and ISSAI Certification Programme, etc.

The establishment of a sustainable standard-setting model must be expected to provide an improved framework for participation in the implementation of the ISSAIs when required. The members of the standard-setting body will be wholly committed to the development and maintenance of the ISSAIs and contributing to their implementation in the SAIs must be considered part of their duties.

### **Characteristics of a professional standard setter**

It follows from the adoption of the South Africa Declaration that INTOSAI is committed to developing a full set of high quality standards in a credible and transparent process that also ensures the quality of the ISSAIs in the future. INTOSAI is committed not only to its own membership, but also to its external partners; IFAC and The IIA, the donor community, the IDI ISSAI Implementation Programme and the UN Declaration on SAI Independence.

To honour this commitment and to be perceived as a professional standard-setting organization among our peers and external partners, INTOSAI's future standard-setting activities should therefore meet the following basic requirements:

- Transparent and effective governance system
- Systematised approach to developing standards - in compliance with the agreed INTOSAI Due Process
- Consistency in definition of audit concepts, processes, general wording and presentation of texts in the individual ISSAIs and across the ISSAI framework

- Balanced focus on the three key audit branches: financial, compliance and performance audit
- Centralised monitoring of developments within public sector auditing
- Appropriate consideration of the experiences and opinions of external stakeholders.

Transforming and developing the current ISSAI development set-up with five subcommittees and ad hoc projects into a model that can deliver the above will, as a minimum, require the following:

- Merging the responsibility for the development and maintenance of all ISSAIs into one standard-setting board, which will have the complete overview of the ISSAI framework, is considered a prerequisite for securing a uniform and high quality of both the individual ISSAIs and across the ISSAI framework.
- As a natural consequence of the current volunteer-based approach to standard setting, time and resources available may not suffice to deliver the desired level of quality. Securing some level of external funding, be it in-kind contributions or donor contributions, could help create the stability and continuity that is necessary to meet the legitimate quality requirements of SAIs and others with a professional interest in public sector auditing.
- Preserving the linkage to the INTOSAI community and continue to draw on the internal expertise in combination with the expertise of external experts.
- Long-term commitment by auditors with skills at expert level and experience with standard-setting work is another important pre-requisite for a well-functioning model.

### **Possible solutions for the organisation of INTOSAI's future standard-setting activities**

The results of the development work undertaken by the PSC Subcommittees and Projects, the Capacity Building Committee and the Knowledge Sharing Committee in the past years speak for themselves. Ensuring that the hard work invested in the development of the ISSAI framework by auditors from more than 70 SAIs does not go to waste, but is continuously refined and kept on the cutting edge, must be considered a priority for INTOSAI.

The PSC Secretariat and chairs of FAS, CAS and PAS have worked out a roughly sketched model, which is believed to provide a productive environment for INTOSAI's future professional standard-setting activities. The model (appendix 2) is not addressing the details of a future set-up – which will require close consultation with relevant parties – but it includes the following features

- Professional Standards Steering Committee (oversight function/commissioning party)
- ISSAI Standard-setting Board (members appointed on merit)
- Technical Director heading the Standard-setting Board
- Secretariat providing technical support to the Standard-setting Board and administrative support to the Professional Standards Steering Committee
- Close collaboration with the IDI
- Some degree of funding (donor/in-kind contributions)

It should be noted that the proposed model addresses only the standard development work of the PSC, whereas the future set-up for the standard-setting activities currently pursued by the Knowledge Sharing Committee and the Capacity Building Committee is expected to be clarified in INTOSAI's strategic plan for 2017-2021.

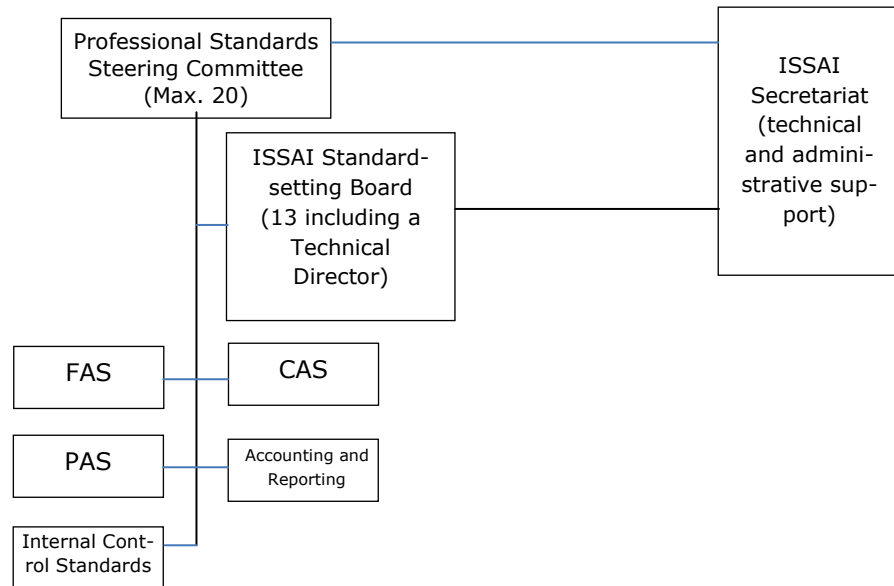
It should also be noted that the model represents a work in progress, which could provide a platform for further discussion and development. As will appear, funding opportunities have not been addressed in any significant detail in this preliminary phase, but it is an issue that will require thorough consideration as the final contours of the model becomes more distinct.

Appendix 6 provides a list of the tasks that are currently performed by the PSC Steering Committee/PSC Secretariat.



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## Model 1 – The FAS-PAS-CAS/PSC Chair Model



### 1. Professional Standards Steering Committee

#### *Members*

Same as today - with the addition of the Technical Director of the ISSAI Standard-setting Board.

#### *Tasks*

- Appoint the Technical Director
- Appoint members to the ISSAI Standard-setting Board
- Oversight function
- Formally approve exposure drafts of ISSAIs and INTOSAI GOVs are in line with previously approved project proposals
- Formally approve endorsement versions
- Ensure compliance with the INTOSAI Due Process
- Monitor implementation of the ISSAIs and INTOSAI GOVs

### 2. ISSAI Standard-setting Board

#### *Members*

Technical Director (full-time)

12 personally appointed experts with high-level competences within standard-setting activities, the ISSAIs and public sector auditing.

#### *Rotation*

Membership will be based on rotation.

#### *Tasks*

- Keep the ISSAIs updated
- Develop project proposals
- Draft new/revised ISSAIs
- Comment on draft INTOSAI GOVs to ensure consistency with the ISSAIs
- Recommendations to the Steering Committee on all matters relating to ISSAIs or INTOSAI GOVs

### **3. Subcommittees**

In this model the current PSC subcommittees are preserved, but their tasks have been re-defined; serving as audit experts providing knowledge on the ISSAIs, facilitating knowledge sharing and contributing to the development and implementation of ISSAIs.

#### *Tasks*

- Provide expert comments to draft ISSAIs developed by the ISSAI Standard-setting Board
- Provide input to development of new ISSAIs to the ISSAI Standard-setting Board
- Monitor the development in public sector auditing
- Serve as forums for knowledge sharing
- Develop other relevant guidance material (INTOSAI GOVs, etc.)



**INTOSAI**



## Considerations for a sustainable solution for future INTOSAI Standard Setting

### **Background**

INTOSAI has for 60 years with great success provided a forum for SAIs for development, knowledge sharing, capacity building and continuous enhancement of public sector auditing. Since the first INTOSAI Strategic Plan established for the first time a professional procedure for the development of public sector standards and guidelines for SAIs, INTOSAI has experienced a lot of progress and changes. This progress only could be reached thanks to the outstanding work and commitment of all Strategic Goal Chairs, working groups and task forces. More than 70 Supreme Audit Institutions with great commitment and dedication have participated in the development of ISSAIs.

Special thanks has to be devoted the PSC Chair, all PSC members mainly the Steering Committee members and especially the SAIs of Sweden, Norway and Brazil as chairs of the Financial-, Compliance- and Performance Audit Sub-Committees.

These common and interlinked efforts of all INTOSAI bodies and members led to the adoption of the South Africa Declaration at INCOSAI in 2010, with which INTOSAI has for the first time a comprehensive set of ISSAIs and INTOSAI GOVs. With this set of standards the members of INTOSAI made a commitment to use the ISSAI framework as a common frame of reference for public sector auditing; to measure their own performance and auditing guidance against the ISSAI, and to implement the ISSAIs in accordance with their mandate and national legislation and regulations.

### **Time has come to take the next step**

The recognition by the United Nations General Assembly Resolution A/66/209 put INTOSAI – including its standard setting work - in the focus of the worldwide community. Public sector auditing, its institutions and its characteristics (like the need for independence) have been recognized as an essential part of good governance. Also the cooperation of INTOSAI with partners like IFAC or IIA increased this visibility.

This poses a renewed responsibility to INTOSAI to make sure this new visibility is backed by credible, professional and sustainable work.

INTOSAI's standard setting work is an essential element of this.

This poses special challenges to INTOSAI and its work in order to promote the strength of public sector auditing in comparison to private sector auditing in a transparent way and to foster the credibility, professionalism, sustainability and position public sector auditing as standard setter.

This requires to cross-link the vast experience and professional audit skills and resources of all existing sub committees and working groups in order to be able to elaborate and maintain a well harmonized system of ISSAIs and INTOSAI GOVs in excellent quality. A first attempt to do this has been the project for the revision of ISSAIs level three ("Harmonization project") which has resulted in endorsement versions for four new ISSAIs (ISSAI 100-400).

In this project, a series of strategic issues with impact to the future design of standard setting in INTOSAI arose. Examples for these include:

- The question, in which areas of public sector auditing a further international cooperation is needed by developing new guidance and which areas should concentrate on implementation on capacity building. This requires a "top down" view on where SAIs want to focus on in times of financial crisis, demographic change and changed governance structures, but also a technical view on the requirements of practical work in specialized fields of auditing.
- The question of the Relation of Goal 1 and Goal 2 and 3 and how best to ensure the best knowledge transfer between them and their working groups and sub-committees (considering that many issues include questions of all three goals)
- The question how to best ensure balance and fair representation of the different approaches to auditing (including audit types such as financial, compliance and performance auditing but also auditing systems like courts or other systems), particularly given the different basis of pre-existing documents (like the ISAs)
- The question how best to combine the need for technical expertise in quality assurance of standard setting (considering the now more than 2.000 pages of existing ISSAIs) with the traditional strength of INTOSAI, i.e. broad representation and inclusive due process
- The question of strategic guidance through PSC for the standard setting work

### **Necessity to define strategic objectives**

Against this backdrop INTOSAI has – as a precondition for its future standard setting work - to define a coherent strategy. This should include elements of substance and procedure:

In terms of substance, INTOSAI needs to define its focus for further elaboration of standards and areas, where focus should be on implementation of existing guidance. INTOSAI has to be aware of the broad scope of services and benefits offered by SAIs for citizens, legislative, governments, media and other external stakeholders as well as of the institutional specifics of SAIs.

This will also have an effect on the definition of the purpose for which SAIs need standards and guidelines. In this respect it is undisputedly clear that public sector auditing is – while sharing important methodological aspects with private sector auditing – something very specific and has a special role to play in public sector administration. Therefore it is not feasible simply to rely on regulations of other standard setters in all areas. (The adoption of practical notes to ISAs for their implementation in the public sector serves as an example).

Apart from financial audit INTOSAI and SAIs also have to elaborate its important and unique position as far as compliance and performance audits including special audits are concerned.

In terms of procedure INTOSAI in its role as a standard setting organization has to clearly define its orientation and positioning as an umbrella organization of SAIs. Considering the broad range of services rendered by SAIs one of the main priorities must be the strengthening of the cooperation of PSC with CBC and KSC for better coordination and more inclusiveness. In the whole standard setting process the strategic INTOSAI goals, PSC, CBC and KSC should be involved on an equal footing and the strategy must be to promote and ask for stronger interaction and cooperation between the different strategic goals. This will among other things raise the quality of the ISSAIs and guarantee the same level of professionalism for all ISSAIs and INTOSAI GOVs according to balanced criteria.

Moreover, it will be necessary to clarify what kind of strategic expectations should be placed on the different Subcommittees, Working Groups, Task Forces and audit types and what demands need to be covered (concrete needs of SAIs, new standards, issues of implementation etc. and the processes should be adjusted to these demands).

Depending on the results of these strategic choices, the composition of the groups and the procedures of the cooperation might have to be adapted accordingly.

### **Principles to achieve professional standards for public external auditing**

Against the backdrop of the experiences made in the last couple of years it seems clear, that the process of standard setting must be as inclusive as only possible. All INTOSAI members are equal and have the right and are encouraged to participate and bring in their expertise and experiences.

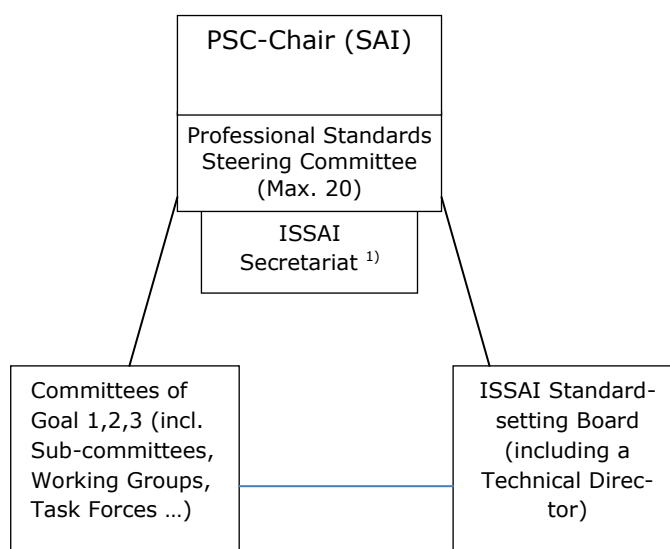
In essence the following principles should be respected:

- all regions represented
- all audit systems represented
- all audit types (performance compliance, financial, special)
- Goal Chairs 1, 2, 3;
- the vital importance of increased interaction and networking between the 3 strategic INTOSAI goals must be emphasized
- Non-INTOSAI members participate on the basis of reciprocity
- Different approaches should be represented in a balanced way.

In reaction to the model proposal developed by the FAS-CAS-PAS/PSC Chair (Model 1I), the General Secretariat has worked out a draft proposal of a possible new standard setting structure within INTOSAI as a basis for further discussion (Model 2).



## Model 2 – The INTOSAI GS/PSC Chair Model



<sup>1)</sup> Technical and administrative support within PSC chairing SAI

### 4.1. Professional Standards Steering Committee

#### Members

Same as today with the addition of the Technical Director of the ISSAI Standard-setting Board.

#### Basic conditions:

- All regions
- All audit systems
- All audit types (performance compliance, financial, special)
- Goal Chairs 1, 2, 3; emphasising the vital importance of increased interaction and networking between the 3 strategic INTOSAI goals
- Non-INTOSAI members on the basis of reciprocity
- Technical Director as Observer
- In any case 3/4 INTOSAI members

#### Tasks

- Appoint the Technical Director – forward the suggestion to GB for approval
- Appoint members to the ISSAI Standard-setting Board upon nomination of SAIs after call upon all INTOSAI members and forward nominations to GB for approval
- Preparation of strategic decisions on standard setting for Governing Board and INCOSAI
- Decide on the work plan upon proposal by Standard Setting Board
- Oversight function on all PSC activities

- Promote ISSAIs and INTOSAI GOVs
- Formally approve exposure drafts of ISSAIs and INTOSAI GOVs are in line with previously approved project proposals
- Formally approve endorsement versions and forward ISSAIs and INTOSAI GOVs to GB (which forwards to INCOSAI) for endorsement
- Ensure compliance with the INTOSAI Due Process
- Monitor implementation of the ISSAIs and INTOSAI GOVs

#### **4.2. ISSAI Standard-setting Board**

Basic conditions:

- All regions
- All audit systems
- All audit types (performance compliance, financial, special)
- Representatives of Goal 1, 2, 3
- If any non-INTOSAI experts should become members, this only should be on the basis of reciprocity
- In any case  $\frac{3}{4}$  must be INTOSAI members

*Rotation*

Membership will be based on rotation.

*Tasks*

- Keep the ISSAIs updated and develop, issue, maintain them and in cooperation with Sub-Committees
- Develop draft work plan and forward to Steering Committee for approval
- Develop project proposals (including proposals for new/revised ISSAIs) for approval by Steering Committee
- Draft new/revised ISSAIs in cooperation with relevant sub-committees (the main responsibility for the content will depend on the substance).
- Comment on draft INTOSAI GOVs to ensure consistency with the ISSAIs
- Recommendations to the Steering Committee on all matters relating to ISSAIs or INTOSAI GOVs
- Support Sub-Committees on technical issues

#### **4.3. Subcommittees, Working Groups, Task Forces of Goal 1,2 and 3**

In this model the current subcommittees are preserved, but their tasks have been re-defined.

*Tasks*

- Keep the ISSAIs updated and develop, issue, maintain them and in cooperation with the ISSAI Standard-setting Board
- Forward proposal for new/revised ISSAIs to Steering Committee + Standard Setting Board
- Provide expert comments to draft ISSAIs developed by the ISSAI Standard-setting Board
- Draft ISSAIs in cooperation with the ISSAI Board
- Monitor the development in public sector auditing
- Serve as forums for knowledge sharing
- Develop other relevant guidance material (INTOSAI GOVs, etc.)

### **Possible way ahead**

Without wanting to pre-empt any kind of decision, it would be wise and recommendable to develop a concrete discussion proposal until the next INTOSAI Governing Board meeting to be held in China in October 2013.

Governing Board should take a decision regarding how to tackle the standard setting process within INTOSAI in a sustainable way in the future.

This Governing Board decision should be taken up in the work of the Strategic Planning Task Force to be taken into account in the development of the next INTOSAI Strategic Plan 2017 – 2022, where a sustainable, long term solution for ISSAIs should be discussed and worked out to be taken up in the text INTOSAI Strategic Plan.

## Overview of distinctions and common features of the two sustainable models

	<b>INTOSAI GS/PSC Chair Model</b>	<b>FAS-PAS-CAS/PSC Model</b>
<b>Professional Standards Steering Committee</b>	<p><i>Members:</i></p> <ul style="list-style-type: none"> <li>• <b>Same as today with the addition of the Technical Director of the ISSAI Standard-setting Board</b></li> <li>• All regions</li> <li>• All audit systems</li> <li>• All audit types (performance compliance, financial, special)</li> <li>• Goal Chairs 1, 2, 3; emphasising the vital importance of increased interaction and networking between the 3 strategic INTOSAI goals</li> <li>• Non-INTOSAI members on the basis of reciprocity</li> <li>• Technical Director as Observer</li> <li>• In any case 3/4 INTOSAI members</li> </ul>	<p><i>Members:</i></p> <ul style="list-style-type: none"> <li>• <b>Same as today with the addition of the Technical Director of the ISSAI Standard-setting Board</b></li> </ul>
	<p><i>Tasks:</i></p> <ul style="list-style-type: none"> <li>• <b>Appoint the Technical Director</b> – forward the suggestion to GB for approval</li> <li>• Appoint members to the ISSAI Standard-setting Board upon nomination of SAIs after call upon all INTOSAI members and forward nominations to GB for approval</li> <li>• <b>Oversight function on all PSC activities</b></li> <li>• <b>Formally approve exposure drafts of ISSAIs and INTOSAI GOVs are in line with previously approved project proposals</b></li> <li>• <b>Formally approve endorsement versions</b> and forward ISSAIs and INTOSAI GOVs to GB (which forwards to INCOSAI) for endorsement</li> <li>• <b>Ensure compliance with the INTOSAI Due Process</b></li> <li>• <b>Monitor implementation of the ISSAIs and INTOSAI GOVs</b></li> </ul>	<p><i>Tasks:</i></p> <ul style="list-style-type: none"> <li>• <b>Appoint the Technical Director</b></li> <li>• <b>Oversight function</b></li> <li>• <b>Formally approve exposure drafts of ISSAIs and INTOSAI GOVs are in line with previously approved project proposals</b></li> <li>• <b>Formally approve endorsement versions</b></li> <li>• <b>Ensure compliance with the INTOSAI Due Process</b></li> <li>• <b>Monitor implementation of the ISSAIs and INTOSAI GOVs</b></li> </ul>

	<ul style="list-style-type: none"> <li>• Preparation of strategic decisions on standard setting for Governing Board and INCOSAI</li> <li>• Decide on the work plan upon proposal by Standard Setting Board</li> <li>• Promote ISSAIs and INTOSAI GOVs</li> </ul>	
<b>ISSAI Standard-setting Board</b>	<p><i>Members</i></p> <ul style="list-style-type: none"> <li>• <b>Technical Director (full-time)</b></li> <li>• <b>12</b> or as many as necessary to cover all special themes experts to be nominated upon personal nomination by SAIs by the Steering Committee, approved by GB, <b>with high-level competences and expertise within standard-setting activities, the ISSAIs and public sector auditing.</b></li> <li>• All regions</li> <li>• All audit systems</li> <li>• All audit types (performance compliance, financial, special)</li> <li>• Representatives of Goal 1, 2, 3</li> <li>• If any non-INTOSAI experts should become members, this only should be on the basis of reciprocity</li> <li>• In any case <math>\frac{3}{4}</math> must be INTOSAI members</li> <li>• <b>Membership based on rotation</b></li> </ul>	<p><i>Members</i></p> <ul style="list-style-type: none"> <li>• <b>Technical Director (full-time)</b></li> <li>• <b>12 personally appointed experts with high-level competences within standard-setting activities, the ISSAIs and public sector auditing.</b></li> <li>• <b>Membership based on rotation</b></li> </ul>
	<p><i>Tasks</i></p> <ul style="list-style-type: none"> <li>• <b>Keep the ISSAIs updated</b> and develop, issue, maintain them and in cooperation with Sub-Committees</li> <li>• Develop draft work plan and forward to Steering Committee for approval</li> <li>• <b>Develop project proposals</b> (including proposals for new/revised ISSAIs) for approval by Steering Committee</li> <li>• <b>Draft new/revised ISSAIs</b> in cooperation with relevant sub-committees (the main responsibility for the content will depend on the substance).</li> </ul>	<p><i>Tasks</i></p> <ul style="list-style-type: none"> <li>• <b>Keep the ISSAIs updated</b></li> <li>• <b>Develop project proposals</b></li> <li>• <b>Draft new/revised ISSAIs</b></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Comment on draft INTOSAI GOVs to ensure consistency with the ISSAIs</b></li> <li>• Recommendations to the Steering Committee on all matters relating to ISSAIs or INTOSAI GOVs</li> <li>• Support Subcommittees on technical issues</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Comment on draft INTOSAI GOVs to ensure consistency with the ISSAIs</b></li> </ul>
<b>Subcommittee level</b>	<p><i>Members</i></p> <ul style="list-style-type: none"> <li>• <b>Subcommittees are preserved but their tasks are re-defined.</b></li> </ul>	<p>Members</p> <ul style="list-style-type: none"> <li>• <b>Subcommittees are preserved but their tasks are re-defined;</b> serving as audit experts providing knowledge on the ISSAIs, facilitating knowledge sharing and contributing to the development and implementation of ISSAIs</li> </ul>
	<p><i>Tasks</i></p> <ul style="list-style-type: none"> <li>• Keep the ISSAIs updated and develop, issue, maintain them and in cooperation with the ISSAI Board</li> <li>• Forward proposal for new/revised ISSAIs to Steering Committee + Standard Setting Board</li> <li>• <b>Provide expert comments to draft ISSAIs developed by the ISSAI Standard-setting Board</b></li> <li>• Draft ISSAIs in cooperation with the ISSAI Board Standard-setting Board</li> <li>• <b>Monitor the development in public sector auditing</b></li> <li>• <b>Serve as forums for knowledge sharing</b></li> <li>• <b>Develop other relevant guidance material (INTOSAI GOVs, etc.)</b></li> </ul>	<p><i>Tasks</i></p> <ul style="list-style-type: none"> <li>• <b>Provide expert comments to draft ISSAIs developed by the ISSAI Standard-setting Board</b></li> <li>• Provide input to development of new ISSAIs to the ISSAI Standard-setting Board</li> <li>• <b>Monitor the development in public sector auditing</b></li> <li>• <b>Serve as forums for knowledge sharing</b></li> <li>• <b>Develop other relevant guidance material (INTOSAI GOVs, etc.)</b></li> </ul>

## **PSC chairman/secretariat – overview of functions/tasks**

### ***Within the PSC***

- Strategy/new projects
- Project management
- Assistance to task forces developing ISSAIs
- Coordination of cross-cutting activities
- Ensure progress in subcommittees and projects
- Maintenance/development of ISSAIs
- Organise the annual steering committee meeting
- Organise the triennial PSC main committee meeting
- Prepare the status report for INTOSAI's annual Governing Board meeting
- Prepare the status report for INCOSAI
- Coordination of awareness-raising activities
- Provide assistance to the PSC subcommittees and project teams on compliance with the INTOSAI Due Process for Professional Standards.

### ***Within INTOSAI***

- Participation in the annual meetings of the Knowledge Sharing Committee and Capacity Building Committee
- Participation in the INTOSAI Donor Funding Trust Fund Steering Committee Meeting
- Member of the Compliance Audit Subcommittee
- Expert member of EUROSAI Goal 2 – professional standards
- Hearing partner for the Capacity Building Committee
- Answer INTOSAI questionnaires
- Update the ISSAIs in compliance with the agreed maintenance frequencies (primarily ISSAIs that were developed by committees/working groups/projects that no longer exist)
- Provide assistance to the Capacity Building Committee and Knowledge-sharing Committee, subcommittees, projects and working groups on compliance with the INTOSAI Due Process for Professional Standards.
- Write articles for the fixed column in INTOSAI's International Journal of Government Auditing (the Journal).

### ***External***

- Set up and enter Memorandums of Understanding with external partners (The International Federation of Accountants and The Institute of Internal Auditors)
- Manage the hearing process in connection with the appointment of INTOSAI representatives for the IAASB
- Presentations of the PSC to external partners

### ***Web***

- Run and maintain issai.org
- Run and maintain psc-intosai.org