



21st PSC Steering Committee Meeting

26-27 September 2022, Luxembourg

Present in person:

Ms Andrea LOEVENBERGER, INTOSAI General Secretariat
Mr Herbert BAUMGARTNER, INTOSAI General Secretariat
Mr Antonio ANASTASIA, PSC secretariat
Ms Hellen MARINHO CAVALCANTE, PSC secretariat
Ms Paula HEBLING DUTRA, PSC secretariat
Mr Kristoffer BLEGVAD, FIPP
Mr Jens GUNVALDSEN, SAI Norway
Ms Meenakshi SHARMA, SAI India (CAS chair and representing the KSC chair)
Mr Mahmood Hashim MAHMOOD, SAI Bahrain
Mr Ahmed BUTI, SAI Bahrain
Ms Lene Siljeholm CHRISTIANSEN, PAS
Ms Åse Kristin HEMSEN, FIPP
Mr Paweł BANAŚ, ICS
Ms Kamila ŻYNDUL, ICS
Mr Wynand WENTZEL, AFROSAI-E
Mr Jan VAN SCHALKWYK, CBC
Ms Aleksandra POPOVIC, SAI Sweden
Mr Peter ROSTEDT, SAI Sweden
Mr Rashid AL RAHMAH, FAAS
Mr Daniel Stephane BOUTIN, FAAS
Ms Jade QUARRELL, IDI
Ms Jessica DU, INTOSAI Journal
Ms Lise HANSEN, PAS
Mr Jens GUNVALDSEN, SAI Norway
Mr Bernard MOYA, ECA
Mr Jan GREGOR, PSC secretariat
Mr Alan FINDLAY, PSC secretariat
Ms Heike PETERS, PSC secretariat
Mr Werner VLASSELAER, ECA
Mr Radek MAJER, PSC secretariat
Mr Geoffrey Simpson, PSC secretariat

Present online:

Ms Raisa OJALA, PSC secretariat
Ms Francine BAUDOT-DENYS, SAI France
Mr Nobuo AZUMA, SAI Japan (also with written comments)

Mr Rajat NARULA, GAO
Ms Beryl DAVIS, GAO
Ms Saeeda Sabah RASHID, GAO
Ms Frederikke Lillehaug, FIPP
Mr Amnon Mwasakatili, TSF
Mr Adrian Gogolan, TSF
Ms Silke Steiner, INTOSAI General Secretariat
Mr Niels STEFFENSEN, SAI Denmark
Ms Deirdre QUAID, SAI Ireland

Minutes

Session 1 – Opening Remarks

Ms. Paula Hebling Dutra opened the meeting and warmly welcomed the delegates.

Minister Anastasia addressed the delegates on behalf of Minister Dantas, President of the Federal Court of Accounts in Brazil and Chair of the PSC. He emphasised the cooperation made towards clear and relevant standard setting and congratulated delegates for all the work that has been done so far by the PSC, the subcommittees, the FIPP, and the Goal Chairs.

Mr. Jan Gregor welcomed the delegates and underlined the continuous success of standard-setting work by the PSC, including the completion of important pronouncements and congratulated the working groups and subcommittees for their many contributions. He noted the major discussion point for the Steering Committee will be the Strategic Development Plan 2020-2022, and in this connection, praised the outcome of the Component 1 review. Mr. Gregor also addressed the digitalisation project and highlighted that this is key for innovation.

Session 2 – Presentation and approval of agenda

The meeting agenda was approved.

Session 3 - Update of the PSC Terms of Reference (ToR)

Mr. Findlay noted that the current ToR was outdated and did not reflect recent decisions of the PSC-SC. The new proposal has been revised by the PSC Secretariat, and circulated to the subcommittees, the Goal Chairs, the FIPP and the General Secretariat for feedback. The text is more general, shorter, readable and future-proof than the previous one. This was made possible by cross-referencing to other INTOSAI documents, instead of repeating the related text.

Annex 2 refers to a document already agreed between the PSC Secretariat and its subcommittees. Mr. Findlay explained that the aim of this text was to clarify the responsibilities and processes for the different cooperation models for projects. There were final adjustments to the text as well, such as clarifications on the relationship between the FIPP, the PSC and the other Goal Chairs.

Mr. Gundvaldsen suggested that the revision of the ToR should not be concluded now, and that both PSC and FIPP take more time to conduct the revision of the document regarding the relationship between PSC and FIPP, and receive inputs from other colleagues in order to agree on the necessary changes.

Ms. Dutra noted that there is indeed lack of clarity in this respect and that the PSC has been discussing it together with the FIPP for the last three years, pointing out that the new version removes no power from the FIPP.

Mr. Wentzel questioned why the new version of the ToR does not specify separately AFROSAI-E and AFROSAI-F.

Ms. Loevenberger explained that this was a suggestion made by the General Secretariat in order to have the AFROSAI region represented as a whole. In this context, she elaborated that she had assumed that both AFROSAI-E and AFROSAI-F would remain members of the Steering Committee as AFROSAI-E could be represented through the CBC – both run by the

SAI of South Africa , whereas AFROSAI-F would be represented through the AFROSAI General Secretariat.

Mr. van Schalkwyk pointed out that the AFROSAI-E Secretariat and the CBC Chair should not be confused, since they are two independent bodies. Mr. van Schalkwyk further stated that it is important to have bodies that draft standards as part of the Steering Committee and that the PSC may, of course, create other bodies involved with standard-setting.

Mr. Findlay pointed out that the PSC is not excluding those who are not so active in standard-setting and that the committee is open to receiving proposals on how this could be integrated.

Ms. Hensen was of the opinion that the changes in the new ToR are more than editorial and would like to have had a more open process and a larger group to discuss these changes. Mr Findlay pointed out that the process for updating the ToR was open, transparent and inclusive, and involved extensive consultation.

Mr. Azuma reiterated that, since the Chair and Vice-Chair of the FIPP and the SAI from which they come have aligned interests, the membership of their SAIs would raise concerns of conflict of interest, and the PSC-SC's control over the FIPP may not function adequately, generating an issue of governance.

Mr Findlay presented revised wording for some sections of the proposal, notably regarding membership that,

“The PSC Chair may allow additional representatives from the regions engaged in particular work streams or reflecting different SAI models where they contribute to the work of the Steering Committee.”

The Steering Committee also agreed to further deliberate on the governance of the FIPP through consultations with the Goal Chairs and the General Secretariat.

The revised ToR was approved on this basis.

Session 4 - Overview of SDP implementation

Ms. Dutra introduced the theme noting that the basis of the status of SDP projects in the PSC Annual Report was built on the report on the activities of the subcommittees.

Mr. Banaś presented an update of the 2.6 project. The ICS members will soon have a meeting to discuss how to deal with the comments from the FIPP regarding the updated project proposal and how to move forward.

Ms. Kuczynska explained the project of the revision of ISSAI 140. If the FIPP approves it in December, the three-month exposure period will begin in January 2023 and the Governing Board endorsement would happen in November 2023.

Ms. Hensen expressed concern about the project timeline, based on what happened to the development of ISSAI 150, and was uncertain that ISSAI 140 will be able to be approved in December. In addition, she thinks it may be necessary to examine ISSAI 2000, since it also contains a link to ISSAI 140.

Mr. Simpson highlighted the excellent teamwork in the 140 project and considered that clarity in concepts is key for the project group to move forward quickly.

Mr. Boutin asked Ms. Kuczynska if there had been a discussion about the position of the standard within the framework and she explained that the project is at organisational level, akin to ISSAI 150. In this context, discussions will still take place to decide whether ISSAI 140 should be complemented by guidance.

Mr. Blegvad asked what part of the updated standard would be so fundamental that it needed to be reflected in ISSAI 100. He highlighted that when project ISSAI 150 came out, for the first time there was a full package, consisting of a new ISSAI, guidance and relevant amendments on ISSAI 100.

Ms. Gupta explained that for the SDP 2017-2019, there were nine projects under the responsibility of the KSC and some of them had already been endorsed. The most important ongoing project is GUID 5280, which has been approved conditionally by the FIPP. The KSC Chair submitted it to its members for comments and a speedy response is expected, in order

to endorse it at the INCOSAI 2022. For the SDP 2020-2022, the exposure draft on the guidance for P-50 is under revision and the revision of the P-12 has been discussed.

Mr. van Schalkwyk reminded the committee that two years ago the CBC produced “Evolution to Excellence”, a document that includes benchmarking and an examination of best practices in standard setting. Regarding project ISSAI 150 and the two-related GUIDs, Mr. Schalkwyk thought it important the FIPP provide clarity on what the role of the Liaison Office is, eliminating any doubts regarding dual roles. He also addressed the issue concerning the clarity of drafting conventions and tracking the costs of standard-setting. Mr. Schalkwyk explained that, as long as P-12 is not due for revision, nothing should be done.

Session 5 - Digitalisation process of the IIA

Ms. Bi presented online the IIA’s digitalisation process of the International Professional Practices Framework (IPPF), highlighting its importance to the users across the globe. She also explained that their evolution project to simplify the complex structure of the IPPF and clarify and align its content.

Ms. Bi described the project steps and mentioned that the review research, the new structure and the governance due process were completed, and that stakeholder engagement was initiated in the beginning of 2022.

The IIA published the “Framework for Setting Internal Audit Standards in the Public Interest”, which sought to define the stakeholders of the standards to establish what principles must be followed, to enhance the standard-setting structure and to define the oversight of the standards’ responsiveness to stakeholders. The current IPPF has seven levels, whereas the future one will be much simpler, including two layers (general standards and application standards).

Mr. Banaś commented on the courage of the IIA to work on their set of well-established standards and the ongoing search for the meaning of “public interest” within the private sector.

Mr. Simpson expressed his appreciation at Ms. Bi's presentation and the IIA's commitment to regularly improve the utility and purpose of the standards. He also mentioned similarities between the IIA's IPPF project and the Review of the IFPP (Component 1), in terms of simplifying it and making the content clearer and more accessible.

Session 6 - FIPP annual report

Ms. Hensen began by saying that discussing the FIPP report at the PSC-SC is a great opportunity to obtain feedback and advice for some of the issues that the FIPP has been frequently debating. She, and most other FIPP members, think that meeting in person is more efficient and provides for better discussions compared with an online approach.

Ms. Hensen highlighted the following challenges:

- 1 – invitation of external partners by INTOSAI to evaluate the standard-setting organisation, which could provide inputs in its development in the future. A possible timing for this might be in 2024/2025;
- 2 – recognition of due process as a tool to ensure IFPP's legitimacy and its communication within the INTOSAI community by PSC members;
- 3 – efforts to increase the response rate to individual pronouncements; and
- 4 – strategy to support standards drafters around the world.

Mr. Rostedt considered challenge number 3 very important issue and gave an example of what happens in EUROSAL.

Ms. Dutra said that the PSC has been trying some strategies to improve the response rates during the exposure period of projects, such as the INTOSAI journal and meetings with the network for Liaison Officers. Concerning challenge number 2, Ms. Dutra clarified that, although due process can be very long, no one suggested its elimination during the discussions involved in preparing the Component 1 review. It is rather a question of to which documents it could apply its current design. Ms. Dutra mentioned that the evaluation by external partners (challenge number 1) was an idea that the secretariat had proposed in the

past, but had not met with a favourable response from some quarters. Mr. Simpson was of the opinion that the evaluation could be done earlier than 2024/2025.

Ms. Loevenberger reminded the committee of stage 4 of due process “After the endorsement” (*the working groups work out executive summaries for publication on the INTOSAI website*) and suggested that this could help users to understand what the final pronouncement is about. She also enquired if the IFPP already had in mind specific external partners with whom they could work to evaluate the standard-setting organisation.

Ms. Dutra pointed out that the PSC had identified some academics with the right experience and expertise, when previously considering this initiative.

Mr. Azuma was of the opinion that mandatory guidance could be moved into ISSAIs and application material and other guidance could be removed from the IFPP and subjected to a simplified due process.

Mr. Blegvad was of the opinion that sometimes there are misguided discussions about what should or should not be inside the framework.

In this sense, Mr. Simpson found it important to separate the stages in the production of pronouncements, where “thinking” should come before “drafting”, mentioning that there are training courses to help those drafting.

Regarding due process, Mr. Wentzel believed that, even though it may be very long, we have to take into account the time needed for SAIs to contribute effectively. With respect to the low response rate, Mr. Wentzel thought that one reason could be that people may think they do not have the capacity to manifest their opinion, or maybe do not comment because of the length of some of the documents.

Concerning external help, Mr. Boutin was of the opinion that it depends on the ambition of the project and the internal capacity of the subcommittee in question. He believed that there is room for efficiency improvements within the due process and having an independent review of the process may help identify these. A good start would be having a self-

assessment of due process, with feedback from the INTOSAI community through a consultation process.

Session 7 - Process of the Review of the IFPP (comp 1)

Mr. Majer noted that reviewing the IFPP for the past three years has been a collaborative process, with the goal of making it simple, principles-based, future-proof and with no loss of substance, and explained all steps taken so far.

The process included an analysis of the framework, consultations in the form of workshops with all INTOSAI bodies that agreed to participate, and a global survey, collecting views on audit types, combined audits, accessibility of the framework and its presentation, and appetite to update the framework.

The criteria applied to the findings were clarity, relevance, robustness and accessibility. Some of the highlights were:

Clarity, including consistency, logical structure and plain language, across INTOSAI's Professional Pronouncements is essential to ensure their authority and effectiveness. Clarity is also important to producing high quality audits, which leads not only to enhancing the credibility of SAIs' reports, but also of INTOSAI and its members;

Relevance is key for users to decide whether or not to apply the IFPP. Such decisions stem from acknowledging that a framework is practically useful, covers the work they do, and adds to the credibility of their work;

Robustness is critical not only in the sense of having a framework underpinned by technically sound material, but also leads to reliable results. This includes general understanding in what should be achieved (the way requirements are calibrated) and what it means to apply and claim compliance with the framework;

Accessibility represents availability to all users, including stakeholders, in ways that suit their needs. Beyond linguistic accessibility, this includes presenting content in way that is user-friendly and intuitive. A key way to improve accessibility is by digitalising.

Some of the key concerns found were the status of ISSAI 100, the future of the GUIDs, the transparency of the process to presenting the same issues consistently (and removing overlaps when not needed) and combined audits. Some of the strengths include a framework widely known and used across the community and the potential to make it clearer, more relevant, more robust and more accessible to users.

On the way forward, there is a need to (a) clarify the concepts, (b) ensure we eliminate unnecessary repetition with no loss of substance and ensure consistency in describing common issues the same way, (c) establish what it means to apply the standards, (d) digitise the framework and (e) update content to reflect on new challenges.

Mr. Azuma stated that the feedback from each SAI and group collected in Component 1 is very valuable and should provide a basis for future development of the framework. Although this is the final report, it would be beneficial to continue to be aware of similar issues in the future and a forum for discussion to this end may also be helpful. The conceptual retention of ISAs as ISSAIs might not be so beneficial and necessary in practice, as expressed in the results of the survey. He posited that they do not need to be included in the IFPP, as there are concerns that assigning two numbers to the same standard may lead to confusion regarding responsibilities for development. While referring to ISAs, responsibility should only be given to developing documents specific to the field of public-sector auditing, such as GUID 2900.

Session 8 - Possible digital solutions for the presentation of the IFPP

Mr. Simpson gave an example of how people previously searched for information (books, encyclopaediae) as opposed to how they do it nowadays (Google, Wikipedia). Digitalisation means making content available on an online platform, making it easier to search for terms and to find the corresponding documents. It can also allow the material to be presented and accessed in ways that suit the user, rather than users adapting to the restrictions of the platform.

In order to digitalise, we firstly need to identify a suitable platform. Then to analyse all the text and clarify its content, classify it, and assign metadata to each element. This can be used to present the content in ways that help the user, as well as serving as the basis for an effective search function.

There are several open-source solutions available, including MediaWiki / Dynamic Wiki, which are free, as well as being easy to maintain. It would be important that any platform has decentralised content management. Some of the benefits of the digitalisation include easier access and searching, comprehensive cross-referencing of content and user control about the information they access and how they access it.

Mr. Simpson talked about the ECA experience, in which they decided to bring all methodology content into an online platform, and how it is easier to access and update it. For his final remarks, he stressed that this is an ambitious undertaking which when the new platform would be ready and approved, would still require a period of transition when the new and old presentations would be available concurrently.

Session 9 - Future of the IFPP

Mr. Gunvaldsen thought the Component 1 is a very thorough analysis of the IFPP showing that there is lack of clarity and inconsistency, many repetitions, unclear language and poor translations. Regarding digitalisation, the current use of PDFs is outdated and adopting an online platform is very welcome. However, Mr. Gunvaldsen also cautioned that the changes must be realistic, especially in terms of resources. He supported the digitisation project, but he was unsure whether it is necessary or wise to do a full revision of the framework.

Ms. Dutra clarified that the Component 1 is a diagnosis, together with suggestions on how the weaknesses identified could be addressed. However, the extent to which the steps mentioned in the report are followed depends on the SDP preparation process.

Ms. Siljeholm agreed with the challenges outlined in the report, nonetheless she saw the revision as a risk that might bring unintended changes in the substance of the standards and to prevent this from happening, the subcommittees must be involved. In addition, Ms. Siljeholm believed that the focus on combined audits does not help the framework in terms of clarity and it is necessary to highlight the differences in the audit types.

Mr. Banaś noted that the PSC-SC is in an intense learning period and must learn from experience, since we are facing a very complex task. Whilst digitalisation exposes weaknesses that we have, repetitions, overlaps and inconsistencies can be addressed effectively through collaboration.

Mr. Azuma stated that the feedback from each SAI and group collected in Component 1 is very valuable and should be respected. New SDP projects need to be simple, principles-based and should address the significant repetition that there is in standards, and expand ISSAI 100. In discussions on the IFPP the results of the global survey conducted by the IDI are often referred to and the terms “ISSAI compliance”, “adoption”, etc. are often used as a basis for questions. As noted in the final report of Component 1, there is no clear definition of ISSAI compliance, adoption and implementation, and there is a concern that each SAI is answering these questions without a common understanding. Therefore, it may be advisable for the PSC to contribute to the global survey questions related to the IFPP in advance of distribution of the questionnaire.

Mr. Boutin affirmed that prioritisation of development initiatives is important and to move forward it would help to differentiate non-technical elements from technical ones. As for combined audits, Mr. Boutin did not see the need for a specific standard.

Ms. Gupta noted that INTOSAI has taken great steps over the years and sometimes changes are difficult to be implemented by the SAIs because of governance issues. SAI India is in favour of the digitalisation, but has some concerns, such as ensuring classifying the content and organising the metadata is done properly.

Mr. Schalkwyk emphasised that we need to have ambition to change things and, when it comes to digitalisation, we have to think big and act quickly.

Mr. Hashim highlighted the need to ensure that precise language and clarity are not lost during the translation of standards. Regarding digitalisation, it is crucial to guarantee that users can navigate the platform in other languages, such as Arabic.

Concerning combined audits, Mr. Rostedt believed we should not focus on the small percentage of practitioners seeking guidance on the matter. We need be careful on information that may look similar but it is not entirely the same, in order to make sure we do not exclude significant standards. We also need to prioritise what needs to be done before digitalisation.

Mr. Blegvad emphasised the importance of having a strong due process. The Steering Committee should stay at a strategical level rather than being absorbed by individual suggestions in the PSC Secretariat's research report resulting from component 1. He thanked the PSC Chairmanship for all the efforts in completing this important research and found it correct and important that the committee had not been asked to approve of the report.

Ms. Loevenberger pointed to the expectations created among INTOSAI's external stakeholders regarding audits carried out in compliance with the ISSAIs and thanked the PSC for highlighting in the Component 1 report, the lack of clarity as regards ISSAI compliance. In this context, she explained that the drafting conventions for GUIDs and application material, which had been elaborated by the FIPP, could help users to understand the purpose of the documents.

Mr. Simpson appreciated the positivity towards the digitisation project and recalled the main role of the PSC-SC as a standard-setter. It is also important to sequence what we do, especially when it comes to clarifying and classifying materiel in pronouncements. In relation to combined audits, Mr. Simpson believed that people do not have a problem in doing audits that cover different objectives but that problems arise in understanding how the framework applies in these cases.

Session 10 - INTOSAI Strategic plan

Ms. Loevenberger began her presentation by outlining that the exposure draft has been on the INTOSAI website since August 2022 with the exposure period ending in September. The comments and feedback have been largely positive.

The priorities for this draft include brevity and readability, shown by the distinction between strategic-related content and matters related to internal processes and implementation. The section “Who we are”, “What we do” and “What is a SAI” are now more succinct, and the first pages concerning INTOSAI’s mission and vision now focus on benefits to SAIs and society.

Other priorities for drafting the plan were measuring results through progress indicators, showing the status of the operational plan implementation, and elevating INTOSAI’s organisational priorities to guide the focus of INTOSAI’s work, such as promoting and supporting equality and inclusiveness and enhancing strategic partnerships. The completed draft will be submitted to the Governing Board for approval and submitted to the INCOSAI for endorsement.

Mr. Wentzel considered the Strategic Plan well-written and specifically mentioned Priority 3 of the document (support the development of SAI resilience). He brought attention to the part where it says “enhance risk management practices, enhance governance, and ensure continuity of their operations”, emphasising that there should be standards for SAIs to adhere to in terms of good governance - to practically implement ISSAI-P 12 - leading by example.

Mr. Boutin believed that the Strategic Plan brought the idea of public interest very clearly into focus. This gives space within our strategic objectives to say that we are developing IFPP in the public interest as a principles-based framework.

Mr. Schalkwyk welcomed the INTOSAI Strategic Plan, noting that it will force the Goal Chairs to be more open about their operational plans. Mr. Schalkwyk appealed to the committee

to read the CBC operational plan and suggested that the INTOSAI Region Coordination Platform meet more often.

Mr. Azuma informed that, prior to this meeting, the GAO has made a minor revision based on Japan's comment on the Exposure Draft of the Strategic Plan. With regard to the title of the Strategic Goal 1 on page 8, SAI Japan pointed out that the word "disseminate" should be replaced by "advocate for", which is used in the explanatory note and is considered to be broader and inclusive enough to express the concept of Goal 1.

Session 11 – INTOSAI Standard Setting – Strategic Development Plan

Ms Hensen outlined what the Strategic Development Plan is and how the process will be approached notably by being more inclusive and open to comments from the subcommittees, working groups and Goal Chairs. She said FIPP will hold virtual meetings with the subcommittees and relevant working groups following the PSC-SC meeting and to receive inputs from the wider INTOSAI community.

Ms Hensen highlighted the need to encourage increased and consistent application of ISSAIs across the INTOSAI community. One helpful element is clarity of INTOSAI-Ps, ISSAIs and GUIDs; which will be the focus of the new SDP. Clarity is essential to ensure authority and effectiveness of INTOSAI's Professional Pronouncements, and critical to ensure readability, acceptance and application of the pronouncements and important to enhancing the credibility of INTOSAI and its members by producing high quality audits.

There are different needs and circumstances to be balanced when developing the IFPP content, such as mandate, standards, functions, audits and language. Ms Hensen noted the need to develop and follow up on quality assurance procedures and the low response rate by SAIs when providing feedback on exposure drafts.

Regarding the INTOSAI Ps, Ms Hensen showed examples involving P-10, P-12 and P-20 and explained that the expected outcome is to revise at least some of the Ps, starting with the P-

12. Mr Simpson noted that this illustrated the challenge we have in making sure we fully know what we mean by a principle and by a standard and the need to achieve clarity.

Ms Żyndul was of the opinion we should focus on how we structure the principles. Mr Schalkwyk agreed that it is necessary to revise some of the Ps, but we should bear in mind that there many players involved and we need to find ways of coordinating it well. Mr Banaś believed that a top-down revision is the most sensible way to go forward.

Ms Loevenberger enquired if the Lima and the Mexico declarations would also be included in this revision. Ms Hensen clarified that more discussions should take place in order to decide whether or not they will be revised. Mr Simpson was of the opinion that the Lima and the Mexico declarations should remain as they are, but we should consider whether they remain a formal part of the framework standards, with updated principles derived from their content.

Mr Blegvad said that, from the FIPP perspective, not revising the declarations would probably cause a problem at some point in terms of implementation of ISSAIs, considering that some of the text of the older declarations do not reflect the world as it is now.

Concerning digitisation, using it as a tool to identify possible solutions in the INTOSAI-P category would require strong technical support, and Mr Rostedt believed a strengthened technical support function would be a good idea. He also commented on the status of the Lima and Mexico Declarations and stated that it should be kept in mind that as long as these declarations remain part of the IFPP, they will eventually need to be revised, as is the case with all IFPP documents.

Ms Hensen explained that, regarding the ambition for the ISSAIs, the expected output is to have a document on terminology that will provide the basis for future revisions of ISSAIs. For this SDP, defining the future terminology and language conventions and having better clarity on the format of the ISSAIs are basic requisites to be able to move forward.

Ms Hensen also suggested a strategic shift for the GUIDs and a holistic review of them to strengthen and support the implementation and compliance of ISSAIs in different audit types. Some strategic elements may include keeping the category of GUIDs in the IFPP, making GUIDs more needs-based and adopting a lighter due process for them.

Ms Loevenberger suggested that the revision of the framework would be easier if it began with the ISSAIs and then moved to the Ps. Mr Banaś believed that we need to be careful with overlaps in ISSAIs and mentioned as good practice the standards from the IIA. He also proposed a new step in the “natural progression” slide presented, which would consist in reviewing what we already have in the IFPP and having various results-oriented outputs.

Ms Gupta mentioned that the INTOSAI community wants to be part of the process and expressed her concern about clarity - what could be part of the GUIDs and what could remain in the framework. Ms Christiansen thought that the main challenge is the new strategy for the GUIDs and their prioritisation for review. From the PAS perspective, it is important to develop GUIDs that support the implementation of the standards rather than the ones that are subject-related.

Ms Hensen clarified that it is still necessary to look into the current GUID categories for the SDP itself and examine areas where we still think it is important to have GUIDs, especially those that support the INTOSAI Ps.

Mr Blegvad noted that guidance material developed outside the IFPP lacked a clear status and would not be subject to exposure among the INTOSAI community. Ms Loevenberger highlighted that such documents are referred to as “INTOSAI Public Goods” – in accordance with the paper “Quality assurance of products developed outside the Due Process” – and that, based on the different quality assurance levels, they would be exposed to the INTOSAI community for either 90 or 45 days or only to the working body itself.

Mr Azuma praised the final report of Component 1 for its valuable feedback and synthesis of comments from various stakeholders from different fields and regions. The Ideas for SDP Projects in Annex 1 of the final report showcases the ideas of projects to be addressed in the next SDP under Axes 1 to 3, and he hoped that the next SDP proposed by FIPP will fully reflect these ideas.

Session 12 - Operational plan for Goal 1: Professional Standards

Ms Dutra explained that the Operational Plan must be approved together with the Strategic Development Plan. Therefore, the committee will receive inputs by e-mail for the Operational Plan. There was a brief explanation about the draft document and then Ms Dutra guided the participants into an exercise on Mentimeter to determine the importance of the Strategic Objectives for Goal 1 (see Annex for the results).

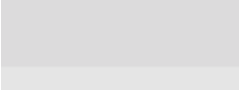
Session 13 - Use of the PSC funds

Mr Findlay presented the PSC Financial report, which was approved unanimously.


Session 14 – Closing session

In his closing remarks, Minister Anastasia thanked all participants for their excellent discussions, and the hosts at the ECA for their good organisation of the meeting. He mentioned the achievements of SAI Brazil as Chair of the PSC during the past six years, such as the migration of the documents from the old ISSAI framework to the new INTOSAI Framework of Professional Pronouncements, the implementation of the Technical Support Function and the network of INTOSAI Liaison Officers. Minister Anastasia also warmly invited the members to participate in the XXIV INCOSAI.

Mr Gregor closed the meeting saying that he is looking forward to participating in the XXIV INCOSAI and is pleased with the discussions involving the Component 1 Report and the Strategic Development Plan. He also thanked SAI Brazil for the great work as PSC Chair for

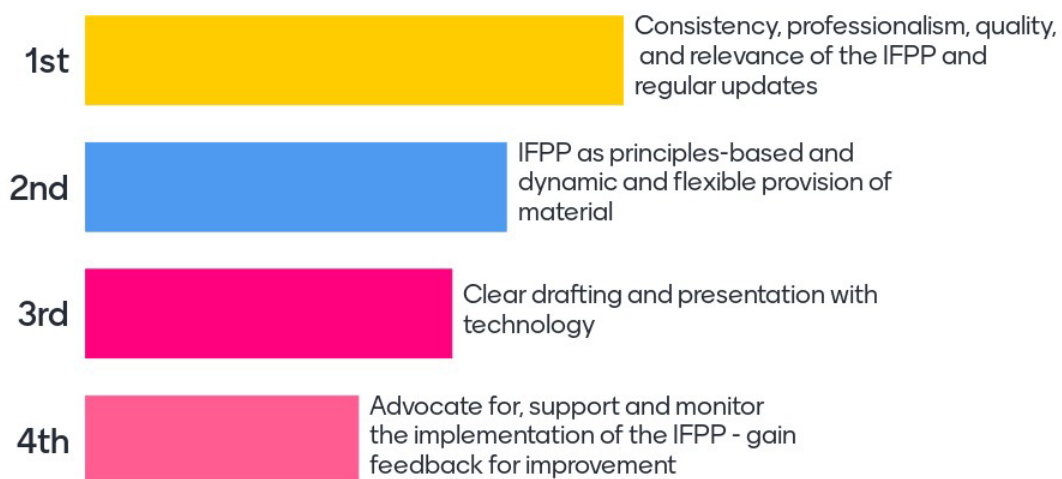


the past years and looked forward to the challenging tasks ahead as the European Court of Auditors takes over the PSC Chairmanship in a few months.

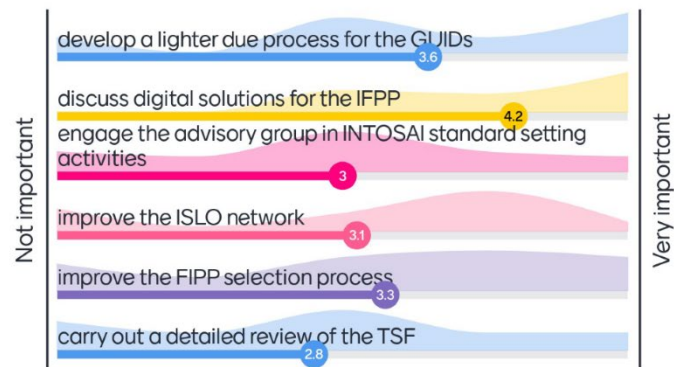


ANNEX – MENTIMETER RESULTS

Which of the PSC strategic objectives do you consider the most important?



How important do you think it is to



What risks do you see related to PSC operational plan?

Availability of sufficient resources	Not being ambitious enough!	All objectives must be very clear.
The organisation to carry out the plan is missing.	Involving all related parties	Lack of stakeholders engagement.
Acceptance and support by stakeholders	Prioritisation of projects	Not enough input
It is too ambitious	Communication	The level of ambition.
Support by participating bodies	Communication	Have pages on the webpage for all projects and post the documents
Obtaining consensus from its key players	Lack of consultation with CBC, KSC and regions Lack of resources / over-reliance of in-kind support Lack of clarity about projects Obsession with limiting the standard-setting discussions to PSC structures	Deviating from the needs of users. Don't be too technical!
Respect of priorities	Unclear relation with FIPP & resulting potential inconsistencies in standard setting	The low engagement of other ISAs in the decisions related for a very important subject

What measures could we take to mitigate the risks?

	Ensure we have a clear vision which has the backing of the community.	Clearly defined objectives.
Sincere teamwork	Commitment of resources by participating bodies	Clarity on the ToR of the PSC
Prioritise	Limiting different opinions to be more clear	Commitment of resources

Good communication	Keep everyone posted about the project developments	Teamwork and priorities
Better collaboration and coordination between relevant bodies	Prioritizing the steps/tasks thoughtfully. Transparent, open, and inclusive process	Clear the roles of IFPP & PSC/PSC SC
Respect of priorities by all the relevant parties. Inadequate allocation of resources	Communication	Consultations beyond PSC, including CBC, KSC and regions Engagements with donors on funding Clarity on work-plans Participation in structures like the IRCP that is designed for specific consultations

Periodical open discussion on IFPP reform would be necessary.	Formalize communication, more and short PSC-SC meetings on dedicated subjects
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What would be the main success indicators

Clear and consistent framework. Rate of Implementation	Progress	A tangible improvement in the way we present INTOSA's professional resources, including the IFPP.
That we work together and have confidence in each other	Reaching expected milestones	Feedback from users
Useful framework	More Sals report on successful Issai implementation	Simpler and consistent framework.

More appreciation for the framework	Implementation by Sals	Digital Ifpp
All stakeholders feel that their views were considered and included	The success in developing a simple IFPP	Repetition of IFPPs. not the implementation rate.
Clear vision (also for subcommittees) and guidance through PSC-SC	Link this to the GSR criteria (see goal 2 operational plan where a select view indicators were selected with assistance of regions) Focus on ISSAI implementation (which implies synergy with strategies of CBC, IDI and regions	