

Implementing the International Standards for Supreme Audit Institutions (ISSAIs):

Strategic considerations



This guide has been written by members of the Capacity Building Subcommittee 1 chaired by the UK National Audit Office. This guide is part of a series being produced by the INTOSAI Capacity Building Committee. The series comprises:

- 1 Building capacity in Supreme Audit Institutions: A Guide;
- 2 Introducing professional qualifications for Audit Staff: A guide for Supreme Audit Institutions;
- 3 Peer Review Guide with Peer Review Checklist;
- 4 How to increase the use and impact of audit reports: A guide for Supreme Audit Institutions;
- 5 Human Resource Management: A Guide for Supreme Audit Institutions; and
- 6 Implementing the International Standards for Supreme Audit Institutions (ISSAIs): Strategic considerations.

The guides are being progressively translated and copies of many of the guides are available in Arabic, Chinese, French, German, Portuguese, Russian, and Spanish – available at: <http://cbc.courdescomptes.ma/>



Further copies of this guide are available on the
INTOSAI Capacity Building Committee website:
<http://cbc.courdescomptes.ma/>



Implementing the International Standards for Supreme Audit Institutions (ISSAIs):

Strategic considerations

Contents

Foreword	4
Chapter 1	
Introduction	6
Chapter 2	
Scope and use of this guide	8
Chapter 3	
Steps before implementation	13
Chapter 4	
Conclusion	18

Foreword

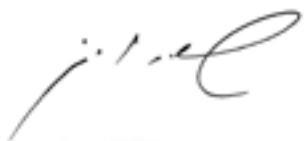
The International Organization of Supreme Audit Institutions (INTOSAI), the umbrella organization for the external auditing community, has, since it was founded in 1953, developed and improved public sector auditing worldwide. Standards, guidelines and best practices are developed under the auspices of three of INTOSAI's standing committees, the Professional Standards Committee (PSC), the Knowledge Sharing Committee (KSC) and the Capacity Building Committee (CBC). The adoption of a comprehensive set of International Standards for Supreme Audit Institutions (ISSAIs) at the 2010 INTOSAI Congress gives INTOSAI members an updated framework of international standards, guidelines and best practices for public sector auditing. The standards are of significant value for member SAIs as well as providing a common frame of reference for public sector auditing. In 2010 INTOSAI identified the implementation of the International Standards for Supreme Audit Institutions (ISSAIs) framework as a key strategic priority for the coming years.

In line with the Lima and Mexico Declarations and recognizing the independence of each individual INTOSAI member to determine its own approach consistent with national legislation, through the Johannesburg Accords the XX INCOSAI called upon INTOSAI members to use the ISSAI framework as a common frame of reference. In addition Supreme Audit Institutions (SAIs) were encouraged to implement the ISSAIs in accordance with their mandate and national legislation and to measure their own performance and auditing guidance against the ISSAIs.

The implementation of the ISSAI framework is a demanding task that requires attention at global, regional and country levels. In line with the Johannesburg accord, INTOSAI will provide a clear strategy for the implementation of the ISSAI framework and conduct a wide range of activities to facilitate successful implementation. To support this important work, the INTOSAI Capacity Building Committee has produced this guide, which seeks to sensitize SAIs to the strategic considerations and decisions necessary before taking the first steps towards implementation of the ISSAIs.

This guide is intended as a tool to help SAls think through important aspects and consequences of choices in order to prepare for a successful implementation of ISSAIs. Examples of aspects for consideration and analysis that are covered in this guide are; change management, mandate, institutional arrangement, audit environment, and resources considerations. It is important to note that the strategic considerations in this guide are currently focused on the audit tasks and the related general auditing guidelines for financial, performance and compliance audit, on level 4 of the ISSAI framework. However, it should also be noted that the PSC Project for Harmonization of the ISSAIs and Revision of the Fundamental Auditing Principles aims to modernize and restructure ISSAI level three in line with the audit types financial, performance and compliance audit. It seems likely that, for the first time, the ISSAIs will then address the authority of the ISSAIs and contain specific guidance to SAls concerning future options for stating compliance with the ISSAIs.

The authors of this guide acknowledge all the help and advice they have received from colleagues around the world. They recognize that the guide itself will be subject to continual refinement and improvement as experience of implementation of the ISSAI framework among SAls grows.



Driss Jettou

First President of the Court of Accounts of the Kingdom of Morocco and Chairman of the INTOSAI Capacity Building Committee

Chapter 1

Introduction

The International Standards for Supreme Audit Institutions¹ (ISSAIs) is a framework of standards within INTOSAI.

The XX INCOSAI² in Johannesburg, South Africa, in 2010 called upon INTOSAI members to:

- Use the ISSAI framework as a common frame of reference for public sector auditing;
- Measure their own performance and auditing guidance against the ISSAIs;
- Implement the ISSAIs in accordance with their mandate and national legislation and regulations...³

This guide aims to sensitize SAIs to the strategic considerations and decisions necessary before taking the first steps towards implementation of the ISSAIs.

The ISSAI Framework

The ISSAI framework consists of standards and guidelines endorsed by INCOSAI. The ISSAIs form a hierarchy of official pronouncements with four levels.

Level 1 – Founding Principles (ISSAI 1)

Level 1 of the ISSAI framework contains the founding principles of INTOSAI. ISSAI 1, the Lima Declaration, calls for the establishment of effective Supreme Audit Institutions and provides guidelines on auditing precepts.

Level 2 – Prerequisites for the Functioning of Supreme Audit Institutions (ISSAIs 10–99)

The prerequisites contain INTOSAI's pronouncements on the necessary preconditions for the proper functioning and professional conduct of SAIs. These include principles and guidance on independence, transparency and accountability, ethics and quality control.

1 The International Standards for Supreme Audit Institutions can be found on the following website: www.issai.org

2 INCOSAI is the International Congress of Supreme Audit Institutions, the supreme organ of INTOSAI and is composed of all members.

3 The text is an excerpt from the *South African Declaration on the International Standards of Supreme Audit Institutions*.

The ISSAI Framework *continued*

Level 3 – Fundamental Auditing Principles (ISSAIs 100–999)

The Fundamental Auditing Principles express the essence of public sector auditing. They contain the common pronouncements by INTOSAI's members of the generally recognized professional principles that underpin effective, independent auditing of public sector entities.

These principles are currently (2012) being revised by the ISSAI Harmonization Project Group under the INTOSAI Professional Standards Committee.¹

Level 4 – Auditing Guidelines (ISSAIs 1000–5999)

The Auditing Guidelines translate the fundamental auditing principles into more specific, detailed and operational guidelines that can be used on a daily basis in the conduct of auditing tasks.

The purpose of the guidelines is to provide a basis for the standards and manuals on public sector auditing which may be applied by the individual members of INTOSAI. Each guideline has a defined scope of application and may be adopted in full or adapted as necessary to reflect the individual circumstances of the jurisdiction.²

1 For updated information regarding the harmonization project please see www.psc-intosai.org/composite-280.htm

2 The text is an excerpt from *The purpose and authority of INTOSAI's Professional Standards* at www.issai.org

Chapter 2

Scope and use of this guide

The ISSAI framework is constantly evolving. In 2010 the XX INCOSAI endorsed 37 updated or new ISSAIs and the Professional Standards Committee is currently overseeing development of further draft ISSAIs for endorsement by the XXI INCOSAI in Beijing in 2013. For example, the PSC Harmonization Project is drafting new ISSAIs 100, 200, 300 and 400 on Level 3 of the ISSAI framework, the Fundamental Auditing Principles. It seems likely that, for the first time, the ISSAIs will address the authority of the ISSAIs and contain specific guidance to SAIs concerning options for stating compliance with the ISSAIs.

This Guide does not attempt to prejudge the outcome of work currently under development elsewhere within INTOSAI but does highlight those matters that may potentially be significant for SAIs when making their strategic decisions, in this case on implementation of the ISSAIs. The focus of this Guide is on general issues; it is not intended to be a complete guide for implementation of the ISSAIs, but a tool to use to prepare for the implementation process.

The Lima Declaration (ISSAI 1) defines the traditional tasks of a SAI as the audit of “legality and regularity of financial management and of accounting”.⁴ Performance audit is defined as another equally important task. These audit tasks have been further outlined in the INTOSAI standards and guidelines for financial, compliance and performance audit respectively.

The strategic considerations in this guide are therefore focused on these audit tasks and the related General Auditing Guidelines on ISSAI level 4 (ISSAI 1000–4999). However, it is important to note that a full implementation of the ISSAIs will include the implementation of the ISSAIs on higher levels, as described below.

When considering implementation of the ISSAIs, the management of the SAI must reflect on the context of the organization and adjust the time plan and level of ambition to the current situation and available resources. The scope and nature of implementation of the ISSAI may vary from SAI to SAI depending on the organization’s mandate, the legal environment as well as already existing processes, guidelines and audit tools of the SAI. For example, the implementation process will vary depending on whether the organization is currently working with financial, compliance and performance audit, or whether an audit type is implemented for the first time in accordance with the ISSAIs.

4 ISSAI 1, the Lima Declaration, section 4.

Benefits of implementing ISSAIs

The purpose of the ISSAIs is to support INTOSAI members by providing standards and guidelines aimed to safeguard independent and effective auditing. Furthermore, the ISSAIs are intended to provide members with guidance in the development of their professional standards and methods on the basis of their specific mandate.

The guidelines provide INTOSAI members with a common language and approach in the areas of financial, compliance and performance audit. Using a common framework of standards and guidance will allow auditors to share experiences and benchmarks. It will also simplify cooperation in training and implementation activities across borders. The standards also provide a framework against which it is possible to measure SAI performance.

Quality

Carrying out audits in accordance with globally accepted standards will ensure a certain level of quality and consistency in audits. All SAIs strive to earn the trust of citizens and stakeholders alike. Applying internationally accepted standards in audits is one important step in the direction of earning this trust. A high-quality standard will reduce auditor's risk. The credibility of all audit organizations is built on the quality achieved in its audits.

The use of globally accepted standards will simplify benchmarking, regional quality assurance initiatives and peer reviews as well as the sharing of experiences in other ways. Using similar audit methods in different countries can inspire organizations to continuous improvement.

Credibility

Using globally accepted standards will strengthen the credibility of both the audit organization and its auditors. External stakeholders will gain increased confidence and trust in the work of auditors using globally accepted standards. The results and conclusions of an audit conducted in accordance with globally accepted standards can stand up to external scrutiny.

The transparency provided by using standards well-known to audited organizations and other stakeholders also leads to increased credibility of the audit results.

Professionalism

Standards form the basis for professionalization of auditors and audit organizations by providing a structured process for the audit work. Common standards can improve opportunities for exchange of professional views and experiences across national and sector borders.

Joint training activities and sharing experiences will be easier if auditors apply the same set of professional standards. Globally accepted standards also provide a common language between public and private sector auditors in areas of similar responsibilities.

Applying globally accepted standards will strengthen the audit profession in general.

Considerations when implementing ISSAIs

It is important to recognize that there may be challenges facing a SAI when implementing the ISSAIs. Those challenges will differ depending on the development level of the SAI, the context in which it operates, the legal requirements, available resources including personnel, technical resources and funding, and the ambitions of the office. Below you will find some examples of such challenges, but it is very important for each office to make its own assessment to be well prepared for the implementation process.

Change management

Implementation of ISSAIs is a long-term commitment, and management needs to define a vision for what is to be achieved, set objectives for the implementation and ensure commitment within the organization as well as among key stakeholders.

Implementing globally accepted standards may require the introduction of a risk-based approach which may lead to adjustments in work methods and processes, such as changed requirements in relation to quality control and assurance systems, recording audit evidence, use of sampling techniques etc. These changes may affect organization structure as well as management and organizational behaviour. As a result, capacity building and learning interventions⁵ will be needed for all levels of staff and management. Just as for all change processes within an organization, the implementation of ISSAIs needs the full support and commitment of the top management of a SAI. SAIs would benefit from including a specific goal and objectives in their strategic plan to support the implementation of ISSAIs. Including this goal in the strategic planning process will ensure that the implementation process gets the attention it deserves by management, that the process is integrated and coordinated with other development activities and that progress is monitored.

A change management plan may be necessary. This plan will be one way of minimizing the risks when turning to new approaches and methods. The INTOSAI Capacity Building Committee's guide on building capacity in SAIs may provide helpful support in developing such a plan.

⁵ More information on learning strategy and methods can be found in the IDI's *Learning for Impact: A Practice Guide for SAIs*.

Audit environment

Regardless of whether a SAI decides to implement the ISSAIs for financial, compliance, or performance audit, the organisation needs to take into consideration both its internal and external conditions. The importance of different conditions may vary depending on what ISSAIs are being implemented. However, accounting and financial management systems, access to necessary information, relations with parliament and other stakeholders as well as the country's audit culture are relevant to all audit tasks. These conditions may provide opportunities or limitations which will influence the implementation of ISSAIs. If the SAI is considering introducing new audit tasks in accordance with the ISSAIs, it is important to ensure that the SAI has the required mandate and all legal prerequisites are in place. Furthermore, it is important to ensure that there is an appropriate and functioning recipient of audit results.⁶

Introducing new audit standards and practices will not only affect the SAI, but also the audited organizations and the parliament. It is therefore very important to consider when and how to communicate with external stakeholders to ensure a smooth implementation process. Informing stakeholders of the motives behind and benefits of the introduction of new standards is very important in order to create a supportive environment for audits in accordance with ISSAIs.

Resources needed

SAIs are always dependent on the availability of qualified and competent staff. Auditors' and managers' competence becomes even more important when introducing globally accepted auditing standards or new audit tasks, which increases the requirements on the organization. In a change process, the organization should also recognize the need for change management skills, both within the organization or through external support.

To ensure that the organization secures the necessary staff it may need to consider improving both the process for recruitment and continuous professional education at all levels of the organization. Another important measure to ensure a sustainable implementation of ISSAIs is to develop methods and forums for sharing experiences within the organization and learning from one another.

When planning the implementation of ISSAIs, SAI management needs to ensure that necessary funding is available. Any change in an organization, as with the implementation of ISSAIs, may have initial economic implications. It may concern costs for training, recruitment, external support, development of manuals and other tools and technical support.

It is important for the SAI to take into account the resources needed for training in new methods and how this will affect the normal operations of the office as a whole. To ensure long-term successful use of globally accepted standards, SAIs need to plan for the continuous updating of their audit manuals, audit tools and training programs.

⁶ In relation to performance auditing, please refer to Appendix to ISSAI 3100, section 3 – The challenges of introducing performance auditing.

The ISSAIs are available in the five INTOSAI languages.⁷ If the ISSAIs need to be translated to the domestic language, these costs also need to be budgeted. Some SAIs may cooperate with peers or other audit organizations who work in the same language.

The International Standards for Auditing (ISAs) that are contained in the ISSAIs for Financial Auditing are only available in English. However, in many countries the national institutes for chartered accountants (or equivalent) have undertaken the responsibility to translate the ISAs into the domestic language in accordance with set requirements.⁸

All these factors need to be taken into account in discussions and considerations on how to implement the ISSAIs, and how to allocate financial and staff resources for the implementation.

7 The ISAs included in the ISSAIs for Financial Audit are currently (2012) only published in English and are therefore included in English in the Spanish, German, Arabic and French versions of ISSAI 1000–2999. Translations will be integrated into the ISSAIs at a later date. Furthermore EUROSAI is aiming at providing the complete set of ISSAIs in Russian on the EUROSAI website by the end of 2013.

8 Further information about translation of ISAs can be found on the website of the International Federation of Accountants at www.ifac.org

Chapter 3

Steps before implementation

When planning for the implementation of ISSAIs, it is particularly important to emphasize the need for careful consideration of prioritization (what is most important) and sequencing (in what order to do things). This relates to steps towards implementation of individual ISSAIs, as well as deciding which sets of ISSAIs are to be implemented and in what order. The greater the difference between current practices and the ISSAIs, and the more limited the SAI's capacity to manage change, the more important prioritization and sequencing issues will be.

Each SAI will need to make its own decision regarding the scope and implementation of the ISSAIs which is consistent with its mandate, legal environment as well as existing processes, guidelines and audit tools. However, regardless of the SAI's circumstances, implementation of ISSAIs is a major development and should be factored into strategic and development plans.

Before deciding how to implement ISSAIs in any audit area, each SAI needs to carefully analyze the following areas:

- Mandate – requirements in a national context
- Institutional arrangements
- Current audit environment
- Resource considerations.

A gap analysis is one approach to determine the differences between the current and desired situation. The INTOSAI Capacity Building Committee's guide on building capacity in SAIs provides helpful guidance in this area.⁹ Guidance materials, checklists for implementation and so on can also be found at the Professional Standards Committee (PSC) website.¹⁰ As a part of the ISSAI Implementation Initiative – 3i Programme, the IDI has developed ISSAI Compliance Assessment Tools (iCATs) for Financial, Performance and Compliance Audit ISSAIs at level 4. These tools seek to support SAIs in establishing a common understanding of ISSAI requirements, ascertaining their current status on the requirements and enquiring into the reasons for inability to follow the requirements. The iCATs, which are needs assessment tools, can also be used before determining the implementation strategy for ISSAIs. Following the gap analysis, the SAI will need to draft an initial plan for the implementation process. The implementation plan needs to take into consideration the SAI's decision regarding what to implement and in what order. The SAI can also consider developing a priority list of ISSAIs which should be implemented first and which can be implemented at a later stage. Essentially, the implementation choices for the SAI are either an "overnight" implementation or implementation in stages. An overnight implementation would involve setting a date from which all the ISSAIs within one audit

⁹ CBC, *Building capacity in Supreme Audit Institutions – A Guide*, chapter 2 and appendix 2.

¹⁰ Available at: www.psc-intosai.org

task (i.e. financial, performance or compliance audit) are applied. This would also mean that training activities, adjustments of technical tools and so on have been made prior to this date. Implementation of the ISSAIs in stages would involve identifying certain ISSAIs (or parts of an ISSAI in the area of Performance Audit) within one audit task which are implemented first, and then followed by others. In this case training can also be carried out in steps coordinated with the implementation process.

Mandate – requirements in a national context

Each SAI has to comply with national preconditions and legislation. Thus, to determine what is needed to make implementation possible, each SAI needs to assess:

- whether the audit regulation or mandate prescribes the use of specific standards;
- whether the mandate allows introduction of new audit tasks, if the ISSAIs to be implemented relate to audit tasks not currently carried out by the SAI; and
- specific requirements that influence the method of adopting the ISSAIs.

If there are limitations in current legislation, the SAI needs to consider if it is possible to change the legislation to enable the organization to implement globally accepted standards. This is likely to be a very time consuming process and should be carefully investigated before any action is taken.

ISSAI 1000, General Introduction to the INTOSAI Financial Audit Guidelines, provides SAIs with guidance on implementation relating to the fourth level ISSAIs on financial audit. SAIs are also advised to take into consideration in their decision process the text currently under development as part of new draft ISSAIs 100–400. This text explains the authority of the ISSAIs, including how SAIs will make reference to the ISSAIs for financial, performance and compliance audits. Exposure drafts of these ISSAIs are expected to be issued towards the end of 2012 with the aim of seeking endorsement at INCOSAI in 2013.

Institutional arrangement

Implementing the ISSAIs may require changes in the organization, not only in work methods and processes. If the ISSAIs implemented relate to new audit tasks, it is likely that a new organizational unit or units need to be created. If the SAI is introducing performance auditing it is recommended to consult the appendix to ISSAI 3100, Performance Audit Guidelines – Key Principles.

In cases where the implementation of the ISSAIs does not involve introducing new audit tasks, the ISSAIs may still impact how the SAI should be organized. Such changes may be caused by new requirements in relation to quality control and assurance systems, communication with stakeholders and reporting, for example.

Regardless of whether the audit tasks are new or not, these changes will affect management and organizational behaviour to some extent. As a result, training will be needed for all levels of staff and management. It is important not to underestimate the possibility that the new standards may need to involve a change of the audit culture which would affect the SAI and the audited organizations as well as other external stakeholders.

Current audit environment

Each SAI needs to consider its current audit environment. Many SAIs might already have a comprehensive framework of guidelines and audit tools which are more or less in line with the ISSAIs.

The SAI needs to perform a gap analysis between the standards currently used in the organization and the set of standards under consideration, i.e. the ISSAIs for Financial, Compliance or Performance Audit. The analysis should cover existing manuals, technical support, audit documentation, quality control and assurance systems and audit tools.

If the ISSAIs on level 4 of the ISSAI framework are implemented all ethical and qualitative requirements should be in place within the scope of the SAI's mandate, such as ISSAI 30, the INTOSAI Code of Ethics and ISSAI 40 on Quality Control, or the International Federation of Accountants' (IFAC) guidance, ISQC-1.¹¹

In order to better identify and manage future challenges, it can also be useful to assess objectively how well the SAI is currently operating, through identifying strengths, weaknesses and the constraints it faces.

Based on the gap analysis the SAI will be able to analyze the changes needed in the audit process as well as other processes (such as management and support, quality assurance, reporting audit findings, communicating with stakeholders etc.) when implementing the ISSAIs.

Resource considerations

After making the necessary assessments above, the SAI will need to estimate the cost of implementing the required changes as well as maintaining the new audit methods in the long run. Both a short-term and long-term budget need to be made.

It is important to consider not only the direct costs involved in implementing the ISSAIs, but also indirect costs and alternative costs. Direct costs may include revising manuals, translations, updating technical tools and training for auditors and managers, and so on. Indirect costs can involve organizational changes and updating other internal and external processes such as ensuring that the audit quality control system is in line with the requirements in the ISSAIs, and so on. Opportunity costs may, for example, include the costs of managers and auditors spending time in training instead of auditing.

11 ISQC – International Standards on Quality Control.

If the budget exceeds the financial resources available to the SAI, the organization needs to consider different options for financial assistance. It is important to consider the financial aspects of ISSAI implementation and to make sure that the process is effective and sustainable.

It is, for example, important to remember that the SAI's decision on how to implement the ISSAIs, in several steps or as a package, will also influence the resources needed.

Below are some examples of questions which may be useful when considering the costs for the organization. The list also includes resources other than financial and it is important to take these into consideration before deciding to implement the ISSAIs.

- What resources (financial, human and managerial) are needed for the change? Please consider the resources needed for the implementation of ISSAIs and related training, as well as the resources temporarily diverted from other tasks within the office.
- Will the change have a short-term impact on the delivery of the SAI's regular duties in accordance with its mandate? How can the SAI manage that impact in relation to its stakeholders during the implementation process?
- What resources (financial, human and managerial) are available within or to the SAI? Does the SAI have the project management skills to manage the implementation process? Does the SAI have change management skills in house or can the organization gain access to change management expertise elsewhere?
- What is a realistic timeframe for change?
- Does the SAI's organizational structure and/or culture need to be changed to support the implementation of ISSAIs?
- What is the level of support within the SAI for the implementation of ISSAIs? What is the level of support among the SAI's external stakeholders for the implementation of ISSAIs? Consider if and what actions can be taken to increase the support if necessary.
- Is there a quality framework consistent with the requirements in the ISSAIs?¹²

12 Guidance could be found in ISSAI 40, *Quality control for SAIs*. Available at: [www.issai.org/media\(854,1033\)/ISSAI_40_E_endorsement_version.pdf](http://www.issai.org/media(854,1033)/ISSAI_40_E_endorsement_version.pdf)

- Are translations of the ISSAIs needed?¹³ If so, what resources are available for translation costs? Please note that in many countries, the national institutes for chartered accountants (or equivalent) have undertaken the responsibility of translating the ISAs into the domestic language in accordance with set requirements. Before translating the ISSAIs for Financial Audit the SAI needs to seek guidance in *IFACs Policy for Translating and Reproducing Standards Issued by the International Federation of Accountants*.¹⁴ The policy is helpful when estimating the resources needed for translation. The sets of ISSAIs for Compliance and Performance Audit do not include translation policies or recommendations, but the guidance provided in the ISSAIs for Financial Audit¹⁵ can be applied to any translation of professional standards and guidelines.

Regardless of the answers to the questions above, it is worthwhile considering seeking advice from other SAIs in order to benefit from their experience. Another option is to seek cooperation with an SAI in a similar situation. Partnering with a SAI going through the process of implementing the ISSAIs may be an opportunity to share costs for training and translation as well as to learn from each other.

Should the SAI's own resources not be sufficient to manage and maintain the changes necessary when implementing the ISSAIs, it is worthwhile considering seeking external support. There is a range of possible partners for supporting efforts to implement the ISSAIs. Opportunities may include participation in regional programs targeting ISSAI implementation. The IDI programmes also build on and promote the ISSAIs where appropriate. The IDI will, for instance, implement in 2012 a "Knowledge sharing web based course on risk based approach to financial auditing". Furthermore, the IDI, in cooperation with INTOSAI committees, subcommittees and regional working groups has launched a global ISSAI Implementation Initiative – 3i Programme, funded by the World Bank through the INTOSAI-Donor Cooperation. In addition, there are a number of SAIs who are willing to partner with sister organizations in capacity building projects with external funding. When the implementation includes the ISAs as authoritative standards, cooperation with the Institute for Chartered Accountants could be a way forward.

13 All ISSAIs are issued in all five INTOSAI languages, whereas the ISAs included in the ISSAIs for Financial Audit are, so far, only published in English in the ISSAIs. For information on available translations of ISAs please look at the IFAC website (www.ifac.org). Furthermore EUROSAI is aiming at providing the complete set of ISSAIs in Russian on the EUROSAI website by the end of 2013.

14 IFAC's translations and permission policy statements can be found on their website (www.ifac.org). This policy outlines the requirements for interested parties that wish to translate and reproduce final IFAC standards issued by IFAC standard-setting boards. Available at: www.ifac.org/about-ifac/translations-permissions/ifac-translations-and-permissions-policy-statements

15 ISSAI 1000 "General Introduction to the INTOSAI Financial Audit Guidelines", pp. 87–91 and Appendix 4.

Chapter 4

Conclusion

The XX INCOSAI in Johannesburg, South Africa, in 2010 did not only call upon INTOSAI members to use the framework of standards created for their benefit. The Congress also approved a framework for communicating and promoting the value and benefit of SAIs. A number of the fundamental requirements include guiding principles referring to the importance of working in accordance with professional standards that are objective and transparent, for example to achieve transparency and accountability in accordance with ISSAI 20, *Principles of transparency and accountability*.

The framework notes that “accountability is an indispensable part of a democracy.” The importance of citizens of a country being able to hold their elected representatives accountable with the help of the work of the SAI is underlined, as is the importance of the SAI’s trustworthiness.

Auditing is intended to have a positive impact on trust in society, which makes it all the more important that SAIs’ work is, and is seen as, credible and of high quality. Working in accordance with international standards is one step in that direction. With a solid professional foundation in their own work, SAIs can add value and promote transparency and accountability in their country.