



CORPORATE PLAN

2019/20 – 2023/24

(April 2019)

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List of Abbreviations

CP&B	Corporate Plan and Budget
FY	Fiscal Year
KPI	Key Performance Indicator
MDAs	Ministries, Departments and Agencies
NIIP	National Infrastructure Investment Plan
TSDF	Tonga Sustainable Development Framework
MoFNP	Ministry of Finance & National Planning
TOAG	Tonga Office of the Auditor General
INTOSAI	International Organization of Supreme Audit Institute
IDI	International Development Initiative
PASAI	Pacific Association of Supreme Audit Institution



Foreword

I am glad to present the Tonga Office of the Auditor General (TOAG) Corporate Plan for the period 2019/20 to 2023/24. The TOAG mandate is derived from the Public Audit Act 2007 (as amended). The CP sets out the outcomes we strive to achieve from the outputs we are mandated to produce. This plan is link to the Tonga Strategic Development Framework (TSDF) II, 2015 -2025 and the Government Priority Agenda (GPA) 2018-2021.

The plan states our vision, mission, and core values for the planned period. Our focus in the next five (5) years is to build our current capacities to the required capacities needed to deliver our outputs to the required level of quality and to fulfill our mandate to our stakeholder. We will reaffirm our relationship with the Tonga Legislative Assembly, our primary client by delivering to Parliament and its Committees audit reports and related services which will be timely, objective, technically excellent and value-adding.

We will continue to maintain the confidence of developing partners in ensuring our audit have to be carried out to an uniformly high quality standards and on timely manner. At the same time we will engage professionally with integrity with the entities we audit, and promote continuous improvements in their performance.

By doing this, we will fulfill our overriding purpose of providing independent assurance to Parliament and the people of Tonga on the integrity, accountability, transparency, and performance of the Government of Tonga public sector.

I wish you all the best for the next five (5) years.


Sefita Tangi
AUDITOR GENERAL



Date: 24. Oct. 2019.

1 Executive Summary

The Auditor General is the head of Tonga SAI and the principal auditor of government. He is responsible for conducting of financial, compliance, and performance audit of public funds and public resources. This includes the audit and reporting of results to the Legislature through the Speaker.

The reported results are the accumulation of our audits of ministries, departments, agencies, public enterprises, development projects; and the review and approval of audited accounts of public enterprises that are audited by private firms.

As mentioned, this corporate plan sets out our vision, mission, our desired outcomes and the outputs we will produce in the next five years. It also shows how our desired outcomes will contribute to the TSDF II, 2015-2025, the GPA 2018 – 2021 and the Sustainable Development Goals (SDGs).

SAI Performance Measurement Framework

Our international counterpart, the International Organization of Supreme Audit Institutions (INTOSAI) have developed a framework to measure the performance of SAIs (auditor general's office) against ISSAIs and other professional standards. The framework is the SAI Performance Measurement Framework (SAI PMF). SAIs around the world have used the framework to improve the institutional capacities of their office in accordance with international standards.

The TOAG was assessed against the SAI PMF in 2017. The assessment was an independent peer review carried out by the Tuvalu Auditor General Office and a consultant with the Pacific Association of Supreme Audit Institution (PASAI).

The peer review highlight key important issues in respect of the performance of TOAG against international standards. These highlighted areas mainly focussed on our institutional capacities required to be in place in order to comply with international standards. These capacity issues have been incorporated into our corporate plan in section 3.5, *Summary of planned major reforms*.

Measuring the performance of our corporate plan

In this corporate plan, we have set performance measures in place to ensure we measure the success of our corporate plan. We will report our progress against our corporate plan on an annual basis.

1.1.2 Our Framework

VISION

“Through our audit we drive improvements in integrity, accountability, and transparency of public services in the management and use of public resources”

MISSION

“TOAG audit and report to Parliament of the Kingdom of Tonga the management and use of public funds and resources and performance of Government Ministries, Departments and Agencies, Public Enterprises, and Development Projects.”

CORE VALUES

Integrity

We adhere to high standards of behavior and always observe the principles of independence and objectivity and apply absolute honesty in carrying out our work and in handling the resources of TOAG. We will treat people honestly, consistently and with respect.

Accountability

We will be answerable and honest to the Legislature and people of Tonga on the probity, economy, efficiency and effectiveness of Government resources management

Transparency

We will be open and truthful in our reports, and consult where appropriate with others and consider their issues.

Professionalism

We will conduct our work in accordance with the International Standards for Supreme Audit Institutions. We will be exercising due professional care and obligated for continuous improvement of skills and competencies.

Credibility

We work to build and maintain trust in our work from the public sector and the people of Tonga.

Result Map Framework

- accounting and budget control
- procurement
- sector /district plans
- monitoring & evaluation
- regular reports, including Annual Ministry reports

- accurate up to date staff records
- clear job descriptions and staff management plans, aligned to the corporate plan
- efficient management of acting roles and recruitment
- sensitive, fair and responsive staff management encouraging good performance/addressing poor

- clear division of roles between staff and external contractors
- performance based contracts for external services providers

functions including:

- email, internet
- storage
- specialist software etc

allowing for:

- clear organizational structure and delegation of responsibilities
- regular senior management coordination
- effective briefing of CEO and Minister
- well prepared Cabinet papers, press release and other documents
- effective cooperation and engagement with relevant cross government committees and other stakeholders

1.4 TSDF II impact and outcomes supported by our outputs

1.4.1 TSDF II National Outcomes supported by TOAG

There are seven (7) national outcomes set out in the TSDF II. TOAG directly contributes to outcome 4: “*A more inclusive, sustainable and responsive good governance with law and order*”.

1.4.2 TSDF II Organizational Outcomes supported by TOAG

As per TSDF II, TOAG directly contribute to organizational outcome 3.1: “*A more efficient, effective, affordable, honest and transparent Public Service, with a clear focus on priority needs, working both in capital and across the rest of the country, with strong commitment to improved performance and better able to deliver the required outputs of government to all people*”.

TOAG aims to promote integrity, accountability and transparency of the public sector. To achieve this, TOAG aim to achieve three (3) outcomes:

- Improved compliance with laws and regulations
- Improved public financial management
- Public confidence in our work

1.4.3 TOAG Organizational Outcomes supported by our Outputs

There are three outcomes we are seeking in the next five years:

- a) Improved compliance with the laws: – Through our audit, we drive compliance with the laws and regulations. Under section 10 of the Public Audit Act, the Auditor General is to monitor compliance with the requirements of any Act governing the management and control of public money and public resources. Through our compliance audit, we aim to improve public sector performance by ensuring they comply with the laws and regulations
- b) Improved public financial management – Through all the different audits we conducted, we expect to see improvement in level of accountability and transparency of the public service on how they manage the financial resources to achieving their goals and objectives.
- c) Public Confidence in the SAI – Public Confidence in our work is of paramount importance to us, especially from all our stakeholders. This means we aim to uphold professionalism, ethics and integrity to a high standards and to ensure that our independence are not to be compromised at any time. This will ensure our Audit Reports are not only trustworthy but also credible in the eye of the Tongan public as well as our stakeholders.

1.6 Our strategic goals and objectives

We set out below the strategic goals we aimed to achieve, which in turn contribute to the outputs and outcomes we are seeking to achieve. Our strategic goals relates to the product of our core business and the assessed risks as summarized in item 8 below, both audit and non-audit functions.

Strategic Goal 1 – CONDUCT ISSAI- BASED AUDITS

Our fundamental focus for the next five years is to ensure our audit activities are conducted in accordance with the International Standards of Supreme Audit Institutions (ISSAIs). This applies to our three core audit activities (compliance, financial and performance audits).

Complying with the ISSAIs standards, required the audit methodology to adopt the Risk based Approach (RBA) to auditing. Traditionally, TOAG audit methodology was the system based audit approach. In mid-2017, TOAG agree to transition from the system base approach to the risk based approach. The transition process commenced and in May 2018, TOAG had its first pilot audit conducted using the risk based approach for compliance, financial and performance audit.

In the next five years we plan to successfully move to full implementation of the risk based approach and roll out the methodology to all three audit activities.

STRATEGIC OBJECTIVES FOR GOAL 1

1. Successfully implement the ISSAIs standards and adopt it as TOAG's auditing standards.
2. Keep up to date of any future changes/amendment made to the ISSAI standards and feed or update these changes into TOAG's audit practice where relevant
3. Effectively monitor TOAG's compliance with ISSAIs over time.
4. Ensure we introduce and successfully implement risk based methodology in all facets of our audit process, at both the SAI and engagement level.

KEY STRATEGIES TO ACHIEVE GOAL 1

- 1.1 Strengthen our Quality Control Process
- 1.2 Design and implement a Quality Assurance Process
- 1.3 Maximum Utilization of our TeamMate Software
- 1.4 Strengthen our Follow Up system
- 1.5 Develop and adopt a Risk Based Management Framework

Strategy 1.4 – Strengthen our follow up system

Follow-up of audit recommendations is a crucial aspect of TOAG's audit. Audit recommendations are effective only if they are implemented by the audited entity. TOAG has a system in place for following up audit recommendations for all compliance, financial and performance audits conducted.

In strengthening our follow up system we plan to build closer relationship and partner up with the Public Accounts Committee (PAC). The PAC is tasked with the scrutiny role of audit reports. We would very much hope that the PAC has a legal mandate in place, which gives them authority to call in Chief Executive Officers (CEO) of a government agency to clarify any issue raised by the Auditor General and action taken in regards to audit recommendations.

We consider our relationship with PAC of paramount importance in ensuring we have an effective follow up system. We believe a strong and effective scrutiny carried out by PAC combined with our own follow up system result in a stronger and more robust follow up system overall.

By successfully implementing our recommendations, we believe we will contribute to the strategic outcomes we seek of, improved public financial management and compliance with laws and regulations.

Strategy 1.5 – Risk Management Framework

Risk Management is fundamental to the success of organizations worldwide. At TOAG, we believe risk management is crucial in ensuring we achieve our strategic objectives. Our current risk assessments is assessed risks at the engagement level. That is; we assessed and identified risks relevant to each particular audit.

In the next five years, we plan to take risk assessment up to the entity level. Risk assessment at the engagement level will identify risks that are facing TOAG's operation, as well prioritizing our audits according to their risk ratings.

To achieve our strategic objectives, we know we must robustly assess the risks we face and develop measures to mitigate them. It is therefore crucial that there is a systematic process and procedures in place to guide this process. This will also be documented into TOAG's policy.

By 2025, we plan to develop and implement a risk management framework for use. The framework will assist TOAG and its senior management in conducting risk assessment at all facets of our audit process.

A competency framework explicitly set out the competencies required to be possessed by the auditors of the SAI, to enable the SAI to effectively deliver its audit function. One of our strategic focus, to build the capacity needed of our staff to be able to conduct audits according to ISSAI standards. To successfully achieve this strategic goal, we believe we must first identify the competencies required of our staff, what is the staff competencies now and the amount of capacity building required to lift staff competencies to the require the level.

The INTOSAI has already designed a competency framework to assist SAI in their capacity building process. TOAG will adopt this framework to assist us in pursuing our Goal 2.

Strategy 2.3 – Draft and Implement a Professional Development and Training Plan

Identifying the competencies gap required to conduct our audits is one of the first strategic step in pursuing our Goal 2. At present, TOAG has a competency matrix templates for each of our financial, compliance and performance audit division.

ISSAI 30 required TOAG to assess before the commencement of every audit, whether the team assigned to the audit has the required skills and competencies to perform the audit. To satisfy this criteria, we have established a competency matrix templates for financial, compliance and performance. The template assessed the skills of the audit team against the required skills to do the audit. Any gaps are identified to be addressed.

We plan to accumulate all competency gap we identified from each audits. We will use this to design a professional training and development plan to address competency gap. We will also identify areas where training and development is needed and include this also in the plan.

Strategy 2.3 – Utilize twinning arrangements with our Partner SAI

As part of our capacity development initiative we plan to benefit from the twinning arrangements set with our partner SAIs. We see this as an opportunity to develop and learn from other bigger SAIs who are more advanced in the implementation of international auditing standards.

Our twinning partner is with the South Australian Audit Office. During the early stage of the planned period, we will try to obtain the resources to start up the twinning program. The area we are looking forward to from this program is the independent quality assessment function and staff development through short term work attachments and exposure to audit methodologies at a developed SAI.

We will make sure our HR strategy is aligned with all our HR management activities which should include at a minimum our performance appraisal, recruitment, remuneration and professional development and training.

We plan to develop, adopt and implement our HR strategy in the next five years.

Strategy 3.2 – Strengthen our Recruitment process

Recruitment of staff is one of the strategic function of our HR division. In the next five years we plan to strengthen the recruitment process by addressing some of the weak areas from our peer review which were;

- improve documentation of recruitment procedures; and
- made public the description of skills and knowledge we require for each job advertised

At current, we already have a Human Resource Management Manual which provide guidance on all human resource management matters. This also includes our recruitment process. Our focus will be directed at addressing the strategic issues identified above.

Strategy 3.3 – Improve Staff Welfare

Staff welfare is critical for ensuring high performance and success. We considered the welfare of our staff very important at it has direct impact on how they perform both in the office and at our clients.

Similar to our recruitment, there is guidance on our HR manual that address staff welfare, however we plan to further strengthen the policy around our staff welfare

Strategic Goal 4 – Effective Stakeholder Engagement

Our stakeholders is central to our work. Our purpose is to serve the public sector and the citizens through ensuring that the public sector is accountable to the citizens in its use of public resources. We know it is important that we understand what our stakeholders expect of us and how we can better our services to meet them.

We plan to strengthen our engagement with our stakeholders to better understand their expectations and plan our work to meet them.

2 TOAG Overview

2.1 Outputs Grouped into Divisions/Sub-Programs and Programs

Output 1: Special Audit Report

Key attest functions

The main products under this output are the:

- manuals, policies and standards, maintain web-sites, accounts, staffs developments and trainings;
- budget, corporate plan, annual plan and annual report;
- annual audited financial statements of the Audit Office;
- financial and compliance audit report;
- provide support services to the Office; and
- other advisory services such as:
 - advice and assistances to Parliament including PAG, members, executive, other public sector agencies, and the general public.

Resources

Corporate Management Division is responsible for Output 1: Special Audit Report which consists of ten (10) staff, headed by an Audit Manager. One (1) of the 10 staff is currently on scholarship. Show in *Table 2* below, the Division budget expenditure by sub-programs for 2019-20.

Table 2: Division budget expenditure (refer Total Program 01, which as 2 sub-programs details in Chapter 5. pages 34-35)

Sub-program	Amount
Established Staff (10xx)	328,600
Daily Paid (11xx)	3,500
Travel & Communications (12xx)	105,100
Maintenance & Operations (13xx)	28,000
Purchased of goods and services (14xx)	322,000
Capital expenses (20xx)	20,000
Total	\$807,200

Performance measures

The performance of the staff in the team is expected to be assessed according to the followings:

- Able to conduct audit in accordance with ISSAI standard
- 95% of audit is completed inside budget hours allocated
- 95% of audit is completed within timeframe agree with client.
- Able to understand International Financial Reporting Standards (IFRS)
- Build and maintain client relationship.
- Complete allocated tasks within the time allocated.
- Know and able to apply relevant accounting standards in performing allocated task.

Output 3: Performance Audit

Selected topics for performance audit are timely carried out and reported.

Key attest functions

The main products under this output are the:

- Reports on performance audits
- Reports on performance reviews of MDAs

Resources

Performance Audit Division is responsible for Output 3, which consists of six (6) staff. One (1) of the 6 staff is currently on scholarship. *Table 4 shows* the Division's budget expenditure by sub-programs for 2019-20.

Table 4: Division budget expenditure (refer to program 02, sub-program 02, Chapter 5, page 37)

Sub-program	Amount
Established Staff (10xx)	302,600
Purchased of goods and services (14xx)	1,000
Total	\$303,600

Performance measures

The main measurement of the team performance is expected to be assessed according to the followings:

- Able to carry out and produce the Audit within the budget hours
- Achieving the target output
- Able to perform the audit according to the assigned and allocated tasks

3 Our corporate profiles and structure

3.1 Our people

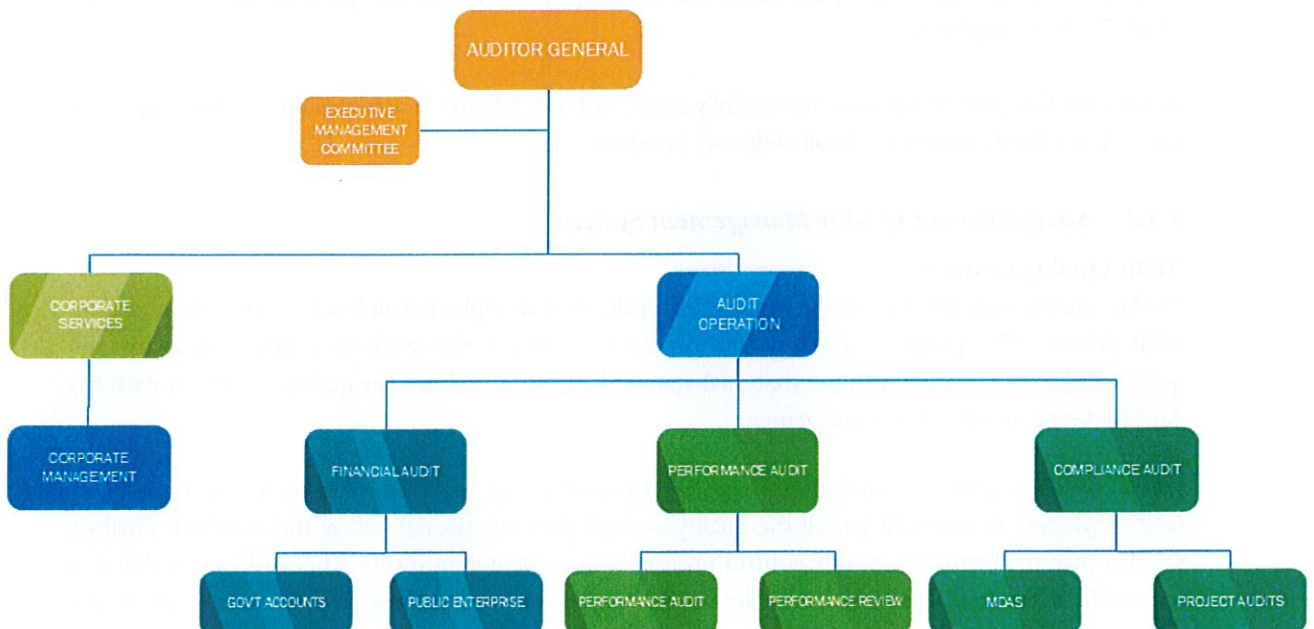
The Auditor General is supported by 50 staff, who plan and conduct audits, and report to the auditees and for submission to the Speaker of the House. The Hon. Speaker tables the reports to Parliament.

The Office is continued to recruit university graduates with qualifications in accounting, financial management, and other relevant disciplines. Also, our staff professional development program is continuous agenda to the next planning period.

3.2 Our structure

The Office is currently structured under two (2) main branches:

- Corporate: which is the supporting arm of the Office consists of the;
 - Corporate Division
- Audit Operations: which is the heart of the Office consists of the;
 - Financial Audit Unit
 - Performance Audit Unit
 - Compliance Audit Unit



Audit Quality Assurance

We also plan to introduce a quality assurance system to further strengthen the quality management system. The quality assurance system will give assurance that the quality control system is working as intended and ultimately, ensuring our audit are conducted in accordance with the ISSAI standards.

3.3.3 Ensure our performance audit division is fully functional

Our Performance Audit division is still at its early stage of audit. Performance audit is the most recent type of audit introduced into TOAG's mandate. Performance audit looks at whether government resources has been used efficiently, economically and effectively. It is the most interesting and critical area of auditing.

Our Performance Audit division currently has five (5) staff, one audit manager and four (4) field staff. Skills and knowledge in conducting performance audit has been a significant challenge we continuously faced throughout the years. We have participated in some of PASAI and INTOSAI cooperative performance audits and trainings to enhance the skills and competencies of our performance auditors.

Twinning Arrangement

As part of our capacity development initiative we plan to benefit from the twinning arrangements set with our partner SAIs. We see this as an opportunity to develop and learn from other bigger SAIs who are more advanced in the implementation of international auditing standards.

Our twinning partner is with Australia National Audit Office (ANAO). Our performance audit unit is still at very early stage and is the most recent unit set up in the office. We hope to utilize this opportunity to build and develop the capacity of this unit by sending them on attachment program to ANAO.

We have include this initiative in our budget 2019/2020 budget proposal.

3.3.4 Strengthen our follow-up system

Follow-up of audit recommendations is a crucial aspect of TOAG's audit. Audit recommendation is effective only if they are implemented by our audited entity. TOAG has a system in place for following up audit recommendations for all compliance, financial and performance audits conducted.

For the next five years we plan to further refine and strengthen our follow up system to ensure our recommendations are implemented by our audited agencies. This refinement include considering recommendations to be followed up in terms of materiality and significance. This means we will give priority for follow up of risk issues which we ranked as high risk.

Our relationship with the Public Accounts Committee

In strengthening our follow up system we plan to build closer relationship and partner up with the Public Accounts Committee (PAC). The PAC is the Parliamentary committee tasked with the scrutiny role of audit reports. The PAC has a strong legal mandate in place, which gives them authority to call in Chief Executive Officer (CEO) of a government agency to clarify any issue raised by the Auditor General.

4 Gaps Analysis

4.1 Program 1: Corporate Management Unit

Output:1 Special Audit Report.	<ul style="list-style-type: none"> Assurance and advice to Parliament, the Executive, and the general public through the TOAG annual report, annual budget, annual plan, and special audit reports.
Situation 2018/19 (current)	<ul style="list-style-type: none"> As an autonomous body on its own as according to <i>Public Audit (amendment) Act 2012</i>, the staff, the auditor general and the staff will operates on its own. However, performance assessment of staff and annual awards are still under the Public Service Commission. Lack of public awareness of audit office roles and responsibility Financial independence is still yet to be fully obtained. Completing of special reports by the statutory due dates base on the capacity available at the time. Increased amount of time required for explanation and clarification on aspects of the special reports.
Planned 2019/20 to 2023/24	<ul style="list-style-type: none"> Timely release of special reports in the Official website. Awareness program for all stakeholders and the general public. To build the capacity up to the level required to prepare and issue special reports meeting the statutory due dates. To amend the Public Service Act to delete the Audit Office employees from Schedule 1 and include in Schedule 2.
Performance Gaps	<ul style="list-style-type: none"> Raise public awareness; public relation officer function Establishment of audit Advisory Committee as in <i>Public Audit Act 2007 (as amended)</i> TOAG budget is still approved by MoFNP. PSC still control staff performance assessment and awards.
Consequences of Gap between current and planned	<ul style="list-style-type: none"> Public have different understanding of the role of TOAG. Not enough resources for capacity training. Staff dissatisfaction from performance reassessment and amended award by the PSC.
Problem diagnosis; why we have the gap	<p><i>Problems:</i></p> <ul style="list-style-type: none"> Public have different views on TOAG and its role Untimeliness of submitting of special reports due to limited capacity of staff. Staff dissatisfactions with the performance management systems, PMS. <p><i>Diagnosis:</i></p> <ul style="list-style-type: none"> To fully implement the TOAG Communication Strategy. Capacity building of senior management and corporate management staff, an additional position for communication officer is appropriate to establish. To push for the amendment to the Public Service Act.

		<ul style="list-style-type: none"> Lack of effective supervision of fieldwork to ensure it is completed timely and in accordance with the auditing standards. <p><i>Diagnosis:</i></p> <ul style="list-style-type: none"> To audit and approve long overdue accounts Established a close working relationship with public enterprise to ensure their accounts are reviewed and approved (such as audit Office staffs join the external auditors during the time they carry out audit) Trained staff includes work attachment Trained staff on audit computer software program
Potential Solution Themes	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Establish and maintain a good working relationship with Public Enterprises executives and their private auditors to encourage cooperation from their end. Deliver an oral presentation to Public Enterprise Executives/CEO regarding audit review of their audited accounts. Provide training both external and in-house training for staff on quality review assurance Lap-tops for all members of the team.

4.2.2 Sub-program 2: Performance Audits

Output 3: Performance Audit Report	<ul style="list-style-type: none"> Audit of selected topics for performance audit are timely carried out and reported
Situation 2018/19 (current)	<ul style="list-style-type: none"> Four (4) regional co-operative performance audits, all on environmental issues, assisted through PASAI have been completed but the report, both English and Tongan is in progress and two (2) are expected to be ready for submission by June 2018. Yet to complete a performance audit on topic entirely on its own choice of public interest. Performance review for performance information framework of all MDAs have been started.
Planned 2019/20 to 2023/24	<ul style="list-style-type: none"> Expected to complete at least two (2) regional cooperative performance audits by the end of the current financial year (2018/19) The remaining two (2) regional cooperative performance audits to be completed in the first early part of the next financial year – 2019/20 Two (2) selected topics to be completed in 2019/20

	<ul style="list-style-type: none"> • Unable to follow up the non-compliance issues raised in the letter of MDAs which are deferred. • Irregularities and frauds may not be discovered in timely manners or prevented.
Problem diagnosis; why we have the gap	<p><i>Problems:</i></p> <ol style="list-style-type: none"> 1. Limited staff in this division 2. Lack of follow-up procedures in place to those MDAs who does not provide corrective actions to recommendations. <p><i>Diagnosis:</i></p> <ul style="list-style-type: none"> • Prioritize audit client in terms of number of staff available for audit • Implement well structure and highly effective strategic audit planning processes across all elements of our public sector audit responsibilities • Target out audits to areas offering our greatest potential for us to contribute to improve performance and enhanced accountability in the public sector.
Potential Solution Themes	<ul style="list-style-type: none"> • Prioritize audit client based on set criteria • Entry levels for audit staffs should be upgrade to Auditor's level only: the graduate level. Trained staffs so that individual staff can complete the whole audit processes of any issues within a minimal time possible. • All MDAs should prepare statement of receipts and payments annually.

5 Budget and Staffing

5.1 Programs and sub-programs

03 'Ofisi 'o e 'Atita Seniale (Office of the Auditor General)

	<i>'Esitimetri Estimate 2017/2018</i>	<i>'Esitimetri Fakatonutonu Revised Budget 2017/2018</i>	<i>'Esitimetri Estimate 2018/2019</i>	<i>'Esitimetri Estimate 2019/2020</i>
<u>PA'ANGA HU ATU (EXPENDITURE)</u>				
Kaungāue tu'uma'u (Established Staff) (10xx)	1,493,500	1,122,413	1,531,900	1,527,500
Kaungāue lau'aho (Unestablished Staff) (11xx)	23,000	6,130	24,700	8,200
Fefononga'aki mo Fetu'utaki (Travel & Communications) (12xx)	85,100	74,655	85,100	105,100
Tauhi mo fakalelei me'angāue (Maintenance & Operations) (13xx)	32,000	13,557	28,000	28,000
Totongi koloa mo e ngāue (Purchased of goods and services) (14xx)	262,300	184,656	262,300	328,900
Ngaahi Koloa (Assets) (20xx)	100	88,999	100	20,000
Pa'anga Fakakātoa Hū Atu (Total Expenditure)	1,896,000	1,490,410	1,932,100	2,017,700
<u>MA'U'ANGA PA'ANGA (SOURCE OF FUNDS)</u>				
Pa'anga mei he Pule'anga Tonga (Government of Tonga Fund) Cash	1,896,000	1,490,410.00	1,932,100.00	2,017,700.00
Pa'anga tokoni mei muli (Confirm Budget Support) Cash				
Fefolau'aki ki Tu'apue'anga (Overseas Travel)				
Pa'anga Fakakātoa (Total Funding)	1,896,000	1,490,410.00	1,932,100.00	2,017,700.00

5.1.2 Program [01].2: Corporate Management Division

Polokalama 01 (Program 01): Pule'i mo Fale'i (Leadership and Policy Advice)

Polokalama si'i 02 (sub-program 02): Lipooti 'Atita Makehe (Special Audit Report)

	'Esitimeti Estimate 2017/2018	'Esitimeti Fakatonotonu Revised Budget 2017/2018	'Esitimeti Estimate 2018/2019	'Esitimeti Estimate 2019/2020
Kaungāue tu'uma'u (Established Staff) (10xx)	209,500	150,526	206,100	203,400
Kau Ngāue lau'aho (Daily paid) (11xx)	8,300	6,130	8,300	3,500
Fefononga'aki mo Fetu'utaki (Travel & Communications) (12xx)	85,100	74,655	85,100	105,100
Tauhi mo e fakalelei me'angāue (Maintenance & Operations) (13xx)	32,000	13,557	28,000	28,000
Totongi koloa mo e ngāue (Purchased of goods and services) (14xx)	255,400	184,656	255,400	322,000
Fakamole ki he ngaahi ngāue lalahi (Capital expenses) (20xx)	100	88,999	100	20,000
Fakakātoa (Total)	590,400	518,523	583,000	682,000

Notes:

- 10 Vahenga (Salaries), 178,500 'Inasi 'o e Pule'anga ki he Vāhenga Malōlō (Government contributions to retirement Fund) 17,900
Le'ole'o ki he lakanga 'oku 'atā (Acting Allowance) 7,000
- 11 Totongi kau Ngāue lau'aho (Wages) 3,500
- 12 Fefolau'aki Fakalotofonua (Domestic Travel) 25,100 Fefolau'aki ki Tu'apule'anga (overseas travel) 80,000
- 13 Totongi 'Utu 'o e me'alele (Fuel) 10,000, Fakalelei'i 'o e me'angāue (Maintenance Equipments) 10,000,
Fakalelei'i 'o e me'alele (Maintenance Vehicles) 8,000
- 14 Tohi moe ngaahi Makasini (Books Periodical & Publications) 1,000, 'Uhila (Electricity) 45,000; Vai (Water) 1,500;
Naunau Faka'ofisi (Office supplies) 9,100; Paaki mo fakatau naunau (Printing & Stationery) 9,000;
Totongi Tukupuu (Subscriptions) 13,000; Totongi ngāue'aki (Rental) 125,400.00,
Ako Ngāue (Training & Conference) 10,000, Talitali kakai (Hospitality) 2,000.00 Ngaahi Totongi Fale'i mo e
Tokoni Fakatekinikale Fakapalofesinale (Consultant & Technical Assistants Professional Fees) 45,000; Laiseni (Licences) 61,000
- 20 Ngaahi Naunau Fo'ou, (New Equipment), 20,000

5.1.4 Program [02].2: Performance Audit Division

Polokalama 02 (Program 02): Ngaahi Ngāue Faka'atita ke fakahoko (Audit Operation)

Polokalama si'i 02 (sub-program 02): Sivi faka'atita 'o e Maa'usia 'o e Ola (Performance Audit)

	'Esitimeti Estimate 2017/2018	'Esitimeti Fakatonutonu Revised Budget 2017/2018	'Esitimeti Estimate 2018/2019	'Esitimeti Estimate 2019/2020
Kaungāue tu'uma'u (Established Staff) (10xx)	342,000	252,786	321,400	302,600
Kau Ngāue lau'aho (Daily paid) (11xx)	-	-	-	-
Fefononga'aki mo Fetu'utaki (Travel & Communications) (12xx)	-	-	-	-
Tauhi mo e fakalelei me'angāue (Maintenance & Operations) (13xx)	-	-	-	-
Totongi koloa mo e ngāue (Purchased of goods and services) (14xx)	1,000	-	1,000	1,000
Fakamole ki he ngaahi ngāue lalahi (Capital expenses) (20xx)	-	-	-	-
Fakakātoa (Total)	343,000	252,786	322,400	303,600

Notes:

- 10 Vahenga (Salaries), 275,100, 'Inasi 'o e Pule'anga ki he Vāhenga Malōlō (Government contributions to retirement Fund) 27,500
- 14 Naunau Faka'ofisi (Office Supplies), 1,000

Our Key Output with its Performance Measures

Table 6: Performance Measures

Output: Increased compliance audit coverage						
Indicator Definition:	2018/19 (baseline)	2019/20	2020/21	2021/22	2022/23	2023/24
Number of compliance audit completed over number of audit mandated to cover.	60%	65%	75%	85%	95%	100%
Output: Quality Compliance Audit Report						
Percentage of compliance audit that has been completed and have undergo quality assurance review (QA) and received a “compliance” conclusion.	55%	60%	70%	80%	90%	100%
Output: Increased performance audit conducted						
Number of performance audit conducted during the year	2	2	3	3	3	4
Output: Quality Performance Audit Report						
Number of performance audit that has been completed and have undergo quality assurance review (QA) and received a “compliance” conclusion.	-	1	2	3	3	4
Output: Quality Financial Audit Report						
Percentage of financial audit that has been completed and have undergo quality assurance review (QA) and received a “compliance” conclusion.	60%	70%	80%	90%	100%	100%
Output: Stronger SAI Internal Governance and Ethics						
Publicly published code of ethics	not yet published	code to be made available in the website				

5.2 Proposed budget revenue & expenditure for 2019/20; 2020/21 & 2021/22

Min	Revised Code	Names	Budget 19/20	Budget 20/21	Budget 21/22	Remarks
3	03-102000-0410-0000	Audit Fees	\$ 100,000.00	\$100,000.00	\$100,000.00	
3	03-101111-1001-0000	Salaries	\$ 93,800.00	\$98,490.00	\$103,414.50	
	03-101211-1003-0000	Other Allowance	\$ 10,000.00	\$10,500.00	\$11,025.00	
	03-101111-1005-0000	Government Contribution	\$ 9,400.00	\$9,870.00	\$10,363.50	
	03-101111-1030-0000	CEO/Minister Benefits	\$ 12,000.00	\$12,600.00	\$13,230.00	
3	03-102111-1001-0000	Salaries	\$ 178,500.00	\$187,425.00	\$196,796.25	
	03-102111-1005-0000	Government Contribution	\$ 17,900.00	\$18,795.00	\$19,734.75	
	03-102111-1026-0000	Acting Allowance	\$ 7,000.00	\$7,350.00	\$3,000.00	
	03-102111-1101-0000	Wages	\$ 3,500.00	\$3,675.00	\$3,675.00	
	03-102111-1201-0000	Domestic Travel	\$ 25,100.00	\$26,355.00	\$26,355.00	
	03-102111-1202-0000	Overseas Travel	\$ 80,000.00	\$60,000.00	\$60,000.00	- INCOSAI 2019, Sept 19 in Moscow, Russia - Also audit visit to all overseas mission offices in 2019/20
	03-102111-1203-0000	Telecommunication		\$0.00	\$0.00	
	03-102111-1301-0000	Fuel	\$ 10,000.00	\$10,000.00	\$10,000.00	
	03-102111-1304-0000	Maintenance of Computer System				
	03-102111-1308-0000	Maintenance of O/E	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
	03-102111-1309-0000	Maintenance of Vehicle	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	
	03-102111-1401-0000	Books, Periodical & Publication	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	
	03-102111-1402-0000	Electricity	\$ 45,000.00	\$47,250.00	\$47,250.00	
	03-102111-1405-0000	Water	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
	03-102111-1406-0000	Office Supplies	\$ 9,100.00	\$9,555.00	\$10,032.75	
	03-102111-1407-0000	Printing & Stationery	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	
	03-102111-1411-0000	Subscription	\$ 13,000.00	\$13,650.00	\$14,332.50	staff members: CPA Aust & ANZCA - S.Tangi; K.Makakaufaki; F.Taumoha'apai; S.Lutui; P.Tongilava; S.Tonga
	03-102111-1413-0000	Rental	\$ 125,400.00	\$ 125,400.00	\$ 125,400.00	
	03-102111-1422-0000	Training and Conference	\$ 10,000.00	\$10,000.00	\$10,000.00	staff attached to twinning program in Australia
	03-102111-1422-0000	Hospitality	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
	03-102111-1435-0000	Licenses	\$ 61,000.00	\$64,050.00	\$67,252.50	
	03-102111-1480-0000	Consultant & Technical Assistant Professional Fees	\$ 45,000.00	45,000.00	45,000.00	
	03-102111-1480-0000	Renovation				
	03102111-2003-0000	New Equipments	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	
	03102111-2005-0000	New Vehicles	\$ -			
3	03-201111-1001-0000	Salaries	\$ 403,800.00	\$423,990.00	\$445,189.50	
	03-201111-1005-0000	Government Contribution	\$ 44,800.00	\$47,040.00	\$49,392.00	
	03-201111-1101-0000	Wages		\$0.00	\$0.00	
	03-201111-1406-0000	Office Supplies	\$ 2,900.00	\$ 2,900.00	\$ 2,900.00	