



OLACEFS Coordinated Audits Manual 2020

Brasilia 2020



Nelson Eduardo Shack Yalta

Comptroller General of Peru
President of the OLACEFS

Jorge Bermúdez Soto

Comptroller General of Chile
Executive Secretary of the OLACEFS

José Mucio Monteiro

President of the Federal Court of Accounts of Brazil

Augusto Nardes

President of the OLACEFS Capacity Building Committee

Capacity Building Committee

General Audit Office of the Nation of Argentina
Federal Court of Accounts of Brazil
Office of the Comptroller General of the Republic of Chile
Office of the Comptroller General of the Republic of Colombia
Office of the Comptroller General of the Republic of Costa Rica
Chamber of Accounts of the Dominican Republic
Office of the Comptroller General of the Republic of Ecuador
Court of Accounts of the Republic of El Salvador
Office of the Comptroller General of Accounts of the Republic of Guatemala
Superior Audit Office of Mexico
Office of the Comptroller General of the Republic of Panama
Office of the Comptroller General of the Republic of Paraguay
Office of the Comptroller General of the Republic of Peru
Court of Accounts of the Republic of Uruguay



Implemented by:



OLACEFS Coordinated Audits Manual 2020

Brasilia 2020

© Copyright 2020, OLACEFS Capacity Building Committee (CCC)

Printed in Brazil

The concepts and opinions expressed in signed doctrinal works are the sole responsibility of the authors.

The complete or partial reproduction of this publication is permitted, without altering its content, as long as the source is quoted, and it is not for commercial purposes.

www.olacefs.com

This Coordinated Audits Manual, coordinated by the Federal Court of Accounts – Brazil (TCU) as president of the OLACEFS' Capacity Building Committee (CCC), is the result of the contribution of the Supreme Audit Institutions (SAI) members of OLACEFS, especially the Coordinated Audits Task Force (FTAC) members: Brazil, Dominican Republic, Ecuador, El Salvador and Peru.

Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS).
OLACEFS Coordinated Audits Manual / Organization of Latin American and Caribbean
Supreme Audit Institutions (OLACEFS). – Brasilia: Federal Court of Accounts - Brazil
(TCU), 2020.

32 p.: il.color.

1. Coordinated Audits. 2. Supreme Audit Institutions.

Catalogued by Biblioteca Ministro Ruben Rosa

Introduction



Minister Augusto Nardes
President of CCC

The Capacity Building Committee (CCC) of the Organization of Latin American and Caribbean Supreme Audit Institutions (Olacefs), on its mission to promote the strengthening of capacities of the Supreme Audit Institutions (SAIs), has elaborated strategies in order to use coordinated audits (CA) as an opportunity for learning and for professional and institutional improvement. Currently, the CCC is composed of fourteen SAIs and has been chaired by the Federal Court of Accounts – Brazil (TCU) since 2016.

At the First CCC In-Person Meeting in 2017, the Task Force on Coordinated Audits (FTAC) was created with the participation of SAIs of Brazil, Ecuador, El Salvador, Peru, and Dominican Republic. One of its activities was to consolidate the knowledge on coordinated audits in a document that, among other aspects, would compile the good practices and lessons learned. This was an important step for creating the current guide.

The Manual for Coordinated Audits has the goal of gathering guidelines and best practices for carrying out a coordinated audit. It details the main stages, starting from the decision to carry out the audit, the search for sponsors, the choice of theme, the formalization of the audit, the training of stakeholders, the conduction of the audit, the elaboration of a consolidated report, the promotion of results and the evaluation, until the last stage, which is monitoring. It is an important support tool for SAIs that might coordinate future audits.

A coordinated audit offers the necessary conditions to analyze different perspectives over a specific topic and, at the same time, it presents an overview of how this issue is covered at a national or regional level. Thus, the audit, as a capacity building strategy, allows measuring the knowledge on the topic and the methods that will be used, reinforcing the contemporary paradigm of governmental audits, besides efficiently disseminating the international standards and best practices in each SAI and among their auditors.

Therefore, I thank all the institutions and people engaged in elaborating this important manual, which will allow the improvement of audit works and, as a consequence, will contribute to upgrading the management and governing of public administration, in favor of all the Caribbean and Latin-American society, as well as in other regions of the globe.

Table of Contents

1.	Introduction	5
2.	Coordinated Audit as a Training Strategy	6
3.	Coordinated Audit in OLACEFS.....	7
4.	Coordinated Audit Task Force.....	10
5.	Contextualization: Types of Auditing	12
6.	Characteristics of Coordinated Audits	14
7.	Confidentiality in Information Sharing	15
8.	Coordinated Audit Manual of OLACEFS.....	17
8.1.	Decision-Making for Conducting the Coordinated Audit	19
8.2.	Search for National and International Sponsors	19
8.3.	Selection of the Topic.....	20
8.4.	Formalization.....	21
8.5.	Training.....	22
8.6.	Execution of the Coordinated Audit.....	23
8.6.1.	Training and Planning Workshop.....	24
8.6.2.	Stricto Sensu Execution of the Coordinated Audit	25
8.6.3.	Consolidation Workshop.....	25
8.7.	Preparation and Publication of the Consolidated Report	26
8.8.	Disclosure of the Results of the Coordinated Audit.....	27
8.9.	Evaluation of the Coordinated Audit	28
8.10.	Monitoring of Deliberations	28
9.	Summary of Stages of Coordinated Audits Conducted at OLACEFS	30

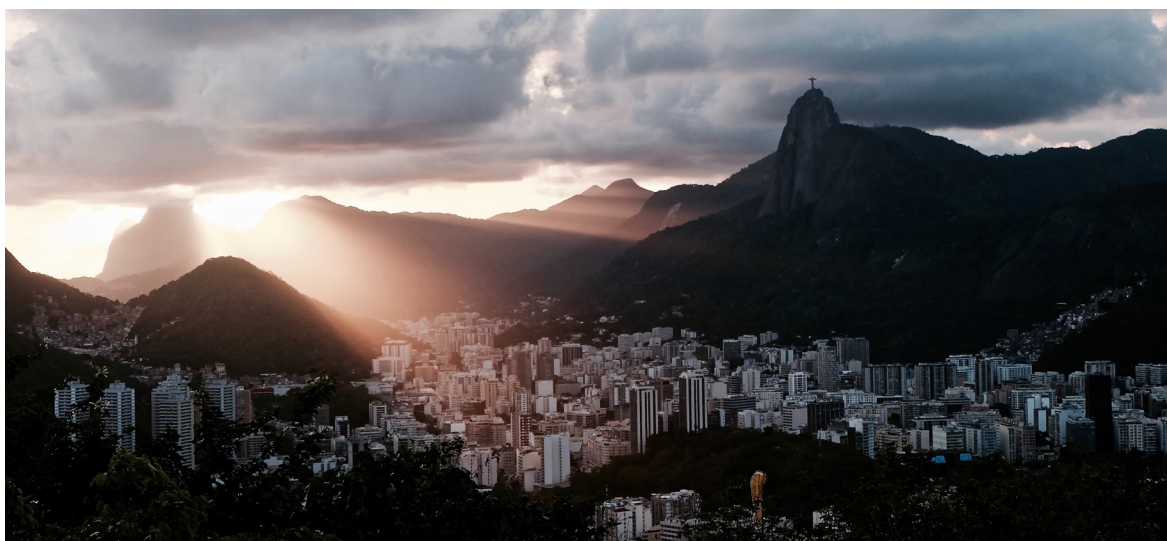


Photo: Julianna Kaiser

1. Introduction

The Capacity Building Committee (CCC), of the Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS), has the mission of organizing and promoting the development of professional and institutional capacities of Supreme Audit Institutions (SAIs) in order to contribute to the increase of management efficiency and the modernization of public administration. Comprised of fourteen SAIs,¹ the Committee has been chaired since 2016 by the Court of Accounts of the Union (TCU) of Brazil, which was re-elected for the triennium 2019-2021.

Committed to maintaining the promotion of the strengthening of professional and institutional training in the region as a priority, the TCU, as chair of the Committee, has proposed as the main guidelines of its management:

- 1) the systematization of CCC initiatives, based on the training cycle of the ISO 10015 standard;
- 2) the application of technological and pedagogical innovations in training activities;
- 3) the promotion of horizontal cooperation so that auditors from different SAIs actively participate in the development and delivery of courses;
- 4) the development of a postgraduate program in fiscal control of public administration;
- 5) collaboration in the development of professionalization of auditors and training programs in specific audit areas;
- 6) the promotion of participative management among the members of the Committee. Likewise, another important initiative of this Chair is the strengthening of the prominence and interaction of the CCC within the scope of the International Organization of SAIs (INTOSAI).

1. The members of the CCC are: Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala Mexico, Panama, Paraguay, Peru, Dominican Republic and Uruguay.



Photo: Ricardo Gomez Angel

2. Coordinated Audit as a Training Strategy

Based on the good practices of the INTOSAI Development Initiative (IDI) and the Manual for Cooperative Audit Programs among INTOSAI SAIs, the CCC has developed, since 2013, strategies for using coordinated audits as an opportunity for learning and professional and institutional development. A coordinated audit (CA) carried out by different SAIs offers the necessary conditions to analyze different perspectives on the same topic and, at the same time, presents an overview of how the topic is dealt with at the national or regional level.

The development of this type of audit consists of a process that begins with the selection of a priority topic; then the feasibility study is carried out, the planning and preparation of the execution of the audit begins; a technical

meeting is organized to discuss the results of the audit and determine the structure of the consolidated report; the report is then published and disseminated; finally, the monitoring of the recommendations and the critical evaluation of all the work is carried out. This process facilitates technical exchange, the deepening of knowledge and the effective use of available SAI resources, in addition to developing methodological skills and promoting the specialization of the auditors involved.

This way, the coordinated audit, as a training strategy, reinforces the contemporary paradigm of government auditing where international standards and best practices can be disseminated effectively to each SAI and among its auditors.



Photo: Sebastian Tapia Huerta

3. Coordinated Audit in OLACEFS

In OLACEFS, the coordinated audits were planned and carried out jointly by the majority of SAIs in the region and they referred to different topics. For example, those that concluded in 2016 and 2017 addressed issues of Social Housing, Education, Environmental Liabilities and Road Works. In 2017 and 2018,

Border Audits, Renewable Energies, the United Nations Organization Sustainable Development Goal (SDG) 2.4 (zero hunger and sustainable agriculture) and SDG 5 (gender equality) were carried out. For 2019-2021, the Audit of Protected Areas and others to be defined are foreseen.

Listed below are the coordinated audits conducted since 2011:

Topic	Year	Coordinating SAI	Participating SAIs	Goal
MERCOSUR Foot and Mouth Disease Free Program (PAMA) (CA Pilot)	2011 2012	Brazil	Argentina, Bolivia, Brazil, Paraguay and Venezuela.	To support the eradication of Foot and Mouth Disease in the scope of MERCOSUR and the participating countries, and to sustain the epidemiological condition achieved through the operation of a Veterinary Care System, in addition to contributing to the development of regional livestock for its inclusion in the international market and the strengthening of sanitary structures for the prevention of other exotic diseases of equal economic impact.
Agricultural Plan	2003 2015	Colombia	Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Guatemala and Peru.	Determine how the governing institution and/or the national level executors have incorporated the 2003-2015 Agricultural Plan for agriculture and rural life in the Americas in their plans, programs and public policies and how they are monitoring them in: Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras and Peru.

continued from previous page

Topic	Year	Coordinating SAI	Participating SAIs	Goal
Government Revenue from the Exploitation and Production of Hydrocarbons and Natural Gas	2013 2014	Brazil	Brazil, Colombia and Peru.	Coordinated performance audit on the control of public revenues from the exploitation and production of oil and natural gas.
Water Resources	2013 2014	Argentina	Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Honduras, Mexico, Paraguay, Peru and Venezuela.	Examine the management of the national states in the region to ensure the sustainable use of water resources.
Protected Areas of Latin America	2014 2015	Brazil and Paraguay	Argentina, Bolivia, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Mexico, Paraguay, Peru and Venezuela.	Evaluate whether terrestrial protected areas of Latin America have the necessary institutional, regulatory and operational conditions to achieve the objectives for which they were created.
Information Technology Governance	2014 2015	Brazil	Bolivia, Brazil, Chile, Costa Rica, Ecuador, El Salvador, Honduras, Guatemala, Panama, Paraguay and Peru.	To assess the situation of information technology governance in countries of OLACEFS, based on the collection of information in questionnaires available to representative institutions of various segments of the Public Administration in each country.
Gender Equality and Equity	2014 2015		Costa Rica, Chile and Puerto Rico.	Analyze the actions established in the participating countries, to strengthen gender equality and equity and analyze indicators on common thematic axes (education, health and employment).
Housing Works	2015 2016	Brazil	Argentina, Brazil, Chile, Colombia, Costa Rica, Honduras, Mexico, Paraguay and the Dominican Republic.	Audit the construction of social housing in the member countries of OLACEFS, using, as a basis, the criteria specified in the document called "Guidelines on Social Housing" of the United Nations Organization, UN, of the year 2006
Road Works	2015 2017	Brazil	Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Mexico, Paraguay, Peru and the Dominican Republic.	Evaluate, through compliance reviews, the quality of road construction and maintenance works under direct government administration, ranging from preliminary studies to the execution of the work. [9]
Educational Indicators	2015 2016	Brazil	Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, Guatemala, Honduras, Mexico, Panama and the Dominican Republic.	Verify the construction and quality of indicators that are related to the objectives of the UNESCO Education for All Program (EFA/EFA) in the member countries of OLACEFS.
Environmental Liabilities	2015 2016	Mexico, Peru	Brazil, Chile, Colombia, Ecuador, Honduras, Mexico, Paraguay, Peru, Dominican Republic, two audit institutions of Argentina.	Evaluate the design and implementation of government policies aimed at addressing the public problem of environmental liabilities generated by the improper management of solid, mining and hazardous waste.
Fight against Poverty	2016 2017	IDI (Program 3i)	Brazil, Chile, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Peru and Paraguay.	Support SAIs in conducting ISSAI-based audits; collaborate in the sustainability of developments achieved by professional teams, performance and organizational capacity to conduct cooperative audits in the fight against poverty.

continued from previous page

Topic	Year	Coordinating SAI	Participating SAIs	Goal
Implementation of the SDGs in Latin America	2017 2018	Brazil	Argentina, Brazil, Chile, Costa Rica, Ecuador, Guatemala, Mexico, Paraguay, Peru, Dominican Republic, Venezuela, Buenos Aires, Arg., Bogotá, Col.	Application of SDG monitoring and evaluation systems from the SAI (SDG 2)
Policy Governance in Border Areas	2017 2018	Brazil	Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Mexico, Paraguay, Peru and the Dominican Republic.	Evaluate the public policy aspects of government applied to the borders of member countries of OLACEFS, in order to track joint and individual diagnoses of implemented public policies.
Gender Equality and Equity	2018 2019	Chile	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Curacao, Ecuador, Guatemala, Mexico, Nicaragua, Paraguay, Peru, Uruguay and Bogotá.	Assess the readiness of governments to implement Sustainable Development Goal (SDG) 5, i.e., achieve gender equality and empower all women and girls. On this occasion, 18 audit institutions participated, evaluating their governments in terms of planning, financing and follow-up.
Renewable Energies in the Electric Sector (SDG 7)	2018 2019	Brazil	Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay and Venezuela.	Carry out a diagnosis on public policies and investments related to the expansion of renewable energies in the electricity sector in the participating countries of the region. Good practices and opportunities for improvement in these policies will be identified to contribute to the commitments made with the SDGs and the Paris Agreement.
Protected Areas.	2019 2020	Brazil	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Spain, Guatemala, Honduras, Mexico, Paraguay, Peru, Portugal, Dominican Republic and Buenos Aires.	Inspired by the successful Coordinated Audit on Protected Areas carried out in 2014, this version will evaluate the contribution of protected areas to biodiversity conservation, based on the INDIMAPA methodology, the Aichi Targets and the 2030 Agenda for Sustainable Development.
Governance Structures for the Integral Management of Environmental Liabilities of Mining	2019 2020	Chile	To be defined	Evaluate the governance mechanisms that governments have generated for the comprehensive management of Environmental Liabilities of Mining.
On poverty (SDG 1) with a gender approach (SDG 5)	2019 2020	Argentina	Argentina, Bolivia, Chile, Ecuador, Paraguay and Bogotá.	Survey and evaluation of the policies implemented in order to comply with Sustainable Development Goal 1 from a gender perspective in MERCOSUR member and associate countries as a way to reaffirm that the systematic incorporation of a gender perspective in the implementation of Agenda 2030 is crucial.



Photo: Marv Watson

4. Coordinated Audit Task Force

The importance of the continuity of the initiative to use coordinated audits as a training strategy was reconfirmed during the First Face-to-Face Meeting of the CCC of 2017, which took place on April 18 and 19 in Quito, Ecuador. On the same occasion, seeking a more decentralized management of the Committee, CCC agreement 001/2017 was signed, which created the coordinated audit task force (FTAC)² in the following terms:

CCC Agreement 001/2017: *Creation of the Coordinated Audit Task Force with the participation of the following SAIs: Brazil, Ecuador, El Salvador, Peru and the Dominican Republic. The Task Force (TF) should define the coordination, objectives and work plan for 2017. Consideration should also be given to the need to contact relevant multilateral organizations to share results and follow up on coordinated audits.*

The FTAC aims to establish a systematic mechanism to share best practices and lessons learned from coordinated audits, update knowl-

edge about them through a manual or document that, among other aspects, will compile good practices and lessons learned, while supporting SAIs that intend to coordinate future audits in the region.

Subsequently, at the II Face-to-Face Meeting of the CCC of 2017, held in Brasilia, Brazil, between November 28 and December 1 of the same year, the progress of the work carried out by the team involved in the Coordinated Audit Task Force was presented. In this meeting, the following agreement for the objectives of the FTAC was signed:

CCC Agreement 013/2017:

The Coordinated Audit Task Force shall:

- a) *Propose how best practices and lessons learned will be disseminated;*
- b) *Update knowledge on coordinated audits in a Manual or document that, among other aspects, compiles good practices and lessons learned;*

2. On this occasion, agreements were also signed for the creation of other Task Forces, which can be found in Annex I of this document.

- c) *Define how support will be provided to member SAIs willing to conduct future coordinated audits in the region.*

In 2019, the FTAC conducted a videoconference³ to follow up on their activities with the participation of the SAIs of Ecuador, Peru and the Dominican Republic. On this occasion, the draft of the “Best Practices and Lessons

Learned from Coordinated Audits” carried out at OLACEFS was presented; likewise, a schedule was proposed for the preparation of this Manual.

The final version of “Best Practices”⁴, after the recommendations suggested by the SAIs of the FTAC, was published and shared with all the SAIs of OLACEFS.

3. Date April 4, 2019.

4. <http://www.olacefs.com/24-04-2019-recopilacion-de-mejores-practicas-y-lecciones-aprendidas-de-las-auditorias-coordinadas/>



Photo: Clovis Castaneda

5. Contextualization: Types of Auditing

According to GUID 9000,⁵ cooperative audits can be of three types: joint, parallel and coordinated.

Cooperative audits allow broad national or international participation, where the execution of territorially distributed public policies can be appreciated. This type of audit work favors the exchange of knowledge and experiences between control institutions, the dissemination of best audit practices and the improvement of professional competencies of the auditors.

Joint audits are those in which the main decisions are shared, the audit work being conducted by a single team, composed of members of different institutions. In the end, a single report is prepared, which each institution presents to the Parliament or executive body in its jurisdiction.

Parallel audits are those in which the main decisions are shared, even when each institution conducts its own audit in its country or state,

i.e., it investigates the same subject, respecting its legal powers and prepares the report independently.

In turn, coordinated audits are a combination of joint and parallel audits. Normally, they have a common core of issues to be analyzed, although others are included according to the interest of each participating institution. The audits are conducted simultaneously, producing independent reports, and a consolidated report is usually produced in addition to the individual reports produced by each institution (GUID 9000).

The distinction between the audit types is basically made in terms of how the team is constituted, the scope of the work, and the report models to be adopted. Audits that fully satisfy the concept of a “joint audit” are less frequent and tend to be more challenging due to the different legal and jurisdictional competencies of external control institutions.

5. The ISSAI 5800, approved in 2016, was designated by GUID 9000, since INCOSAI 2019. Therefore, we choose to only use this updated terminology.

Table 1 - Characteristics of Cooperative Audits.

Characteristics	Audit Type		
	Joint	Parallel	Coordinated
Equipment	A single team formed by members of different institutions	Audit team designated in each institution	Audit team designated in each institution
Committee	Executive Committee	A Coordination Committee or an SAI is chosen to be the work coordinator	A Coordination Committee or an SAI is chosen to be the work coordinator
Objectives	Identical	Similar	Similar
Work Modality	Compliance, operational or financial	Compliance, operational or financial	Compliance, operational or financial
Scope, audit issues, method	Identical for all institutions (a single planning matrix)	Each institution chooses independently, respecting the selected topic	Common and harmonized core of issues, each institution being able to add issues of interest
Schedule	Single	Concurrent	Concurrent
Report	Single report	Each institution prepares its report	Each institution prepares its report, the main product being a consolidated report and/or executive summary of the audit.

Source: Adapted from GUID 9000.

The various types of cooperative audits have been used by external control institutions for different purposes: dealing with transnational issues such as the environment, water resources and immigration; auditing multilateral organizations, whose budget does not come from just one

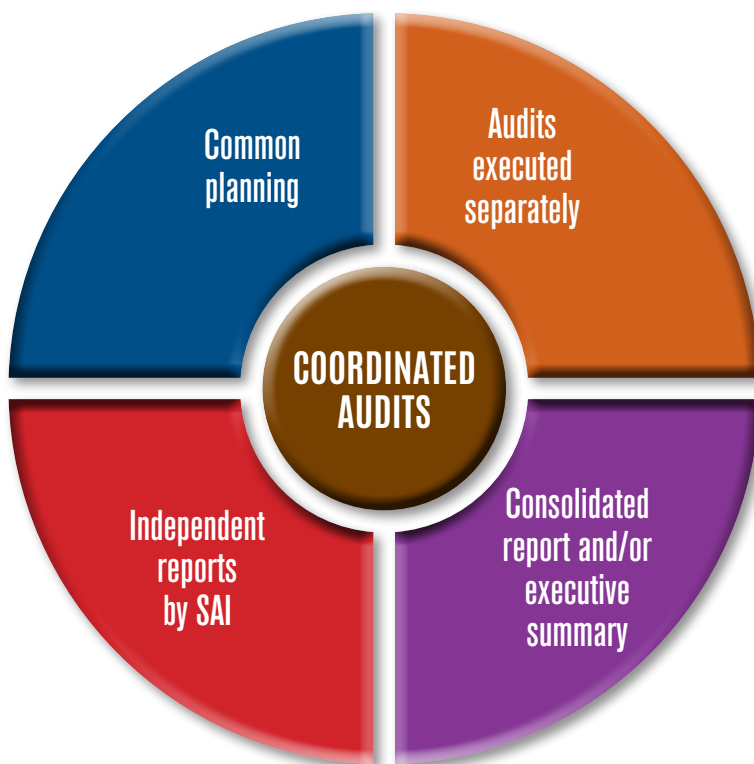
country; auditing highly complex issues, such as information technologies, which require cooperation with institutions with more experience in the matter. In addition to their relevance, the issues addressed by cooperative audits go beyond the boundaries of municipalities, states and countries.

6. Characteristics of Coordinated Audits

In the coordinated audit, cooperation among the audit entities occurs jointly and simultaneously where each participant executes independent audits and reports based on joint

planning; usually, at the end of the audits, a document is prepared that consolidates the main conclusions reached.

Figure 1 - Characteristics of Coordinated Audits



Source: Adapted from GUID 9000

The coordinated audit work can be of compliance, operational and/or financial audit. The classification of the audit modality will depend on the primary objective of the audit and the type of issue to be addressed. The objectives of each audit will determine the applicable standards.

In a coordinated audit, the identification of priority issues and possible lines of investigation should consider, in addition to the bilateral or multilateral interest of joint action by control institutions, the jurisdictions and legal mandates of said institutions.



Photo: Jeison Higuita

7. Confidentiality in Information Sharing

In addition to the exchange of knowledge on auditing standards, techniques and procedures, cooperation between audit institutions involves the sharing of information, analysis and conclusions obtained throughout the work. The exchange of information and documents, in the field of coordinated auditing, should cover the internal provisions of each participating institution.

In the course of the work, the exchange of information should, as far as possible, be limited to the institutions participating in the coordinated audit and to the Coordination Committee. In this respect, on the basis of GUID 9000, paying attention to the following points is recommended:

- a) When it has been agreed that data communication is necessary for the execution of the audit, it must be defined whether or not personal data should be depersonalized;
- b) For certain confidential data, sending via email, or by regular mail, must be encrypted;
- c) The audited entity, or other interested parties, have the right to be heard before the results of the audit are referred to other control institutions;
- d) It is advisable to inform the manager of the entity from which the data comes that the information will be or may be shared with other institutions involved in the coordinated audit, and may, depending on the case, require the prior consent of the manager.

Generally, countries have rules that govern the way in which data and information should be used. The external control institutions are responsible for ensuring that the documents and data obtained in the course of audits receive appropriate treatment regarding their disclosure to third parties. In some cases, there may be specific provisions regarding confidentiality, which must be respected.

Sharing data with other institutions may violate the right to privacy. Some professional groups, such as doctors, psychologists and lawyers, are governed by special rules regarding professional secrecy in relation to information about their clients. There are also provisions on

privacy related to the right to secrecy of litigating parties in legal proceedings or rights resulting from commercial agreements (GUID 9000).

Whenever the audit report includes sensitive or confidential information, the team must evaluate the treatment of confidentiality to be considered. The classification of information produced or held by the SAI must respect the security criteria and procedures established in specific regulations, as well as the constitutional, legal and regulatory provisions in force. Information received from natural persons or legal entities outside the SAI should be classified according to the agreed security requirements of the information with the provider (BRAZIL, 2011).



Photo: Tatiana Rodriguez

8. Coordinated Audit Manual of OLACEFS

The CAs, within the scope of OLACEFS, were used by the SAIs, at first, as tools to contribute to the improvement of management and practice in the public sector. CAs are also a training tool, as they allow for the leveling of knowledge on the subject and the methods to be used. This type of audit is characterized by coordinated work between different entities, but with the same objective.

In a CA, SAIs start from a shared planning to conduct their work and produce a common findings matrix based on the matrices of individual findings. In the end, the results are consolidated and disclosed through communication products - such as consolidated reports,⁶ computer graphics, fact sheets, synthesis or

executive summaries. Finally, these will subsequently serve for monitoring.

The format adopted in OLACEFS is based on the guidelines contained in the “Manual for Cooperative Audit Programs between SAIs” of INTOSAI, but with due adaptations to the reality of the region and the complexity of the issues addressed. OLACEFS, therefore, adjusted and perfected the joint audit model in order to allow the maximization of the benefits of the external control action at the regional level, as well as in each SAI and in the countries participating in the coordinated audits.

In this way, the FTAC obtained information from SAIs on CAs on the highlights of the work carried out and an evaluation that contributes to the improvement of the audit process in the future.

6. SAIs can independently prepare their own report, based on their individual findings matrix.

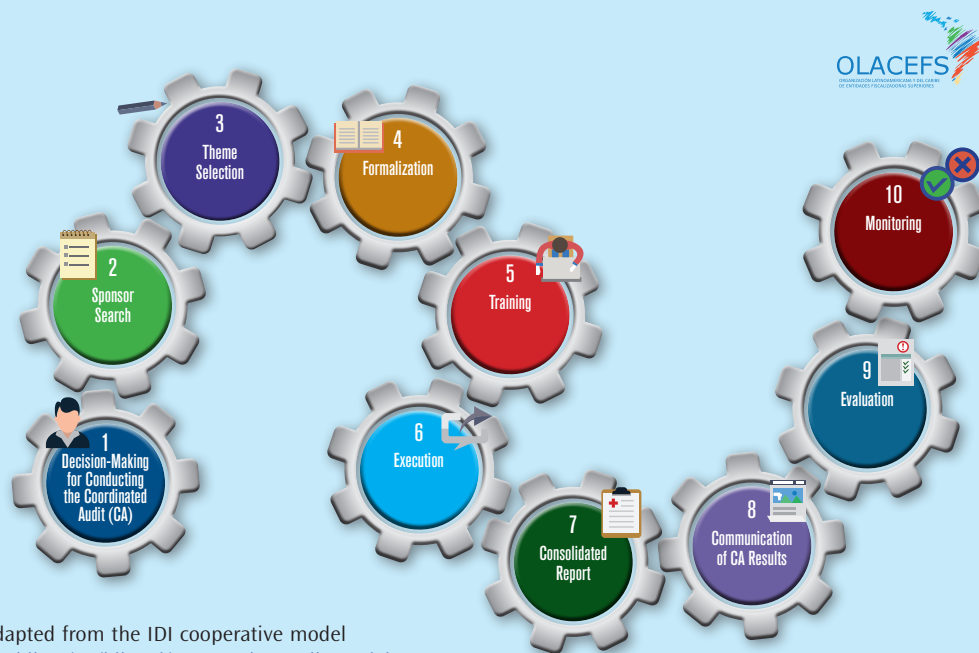
The FTAC developed this manual based on previous experiences and documents generated in other audits carried out at OLACEFS. To arrive at the final result of this work, the following were adopted as references: the “Guidance on Coordinated Audits,” prepared by TCU; GUID 9000, the Manual for Cooperative Audit Programs between Supreme Audit Institutions; the article published in the OLACEFS Magazine, No. 13, year 2013⁷ on coordinated audits and training at OLACEFS; and the Report on Good Practices and Lessons Learned,⁸ prepared by the FTAC.

The activities, tasks and stages that SAIs must carry out to perform a CA are presented below.

CAs can be conducted in a ten-step process:

1. Decision-making for conducting the CA;
2. Search for sponsors;
3. Selection of the topic;⁹
4. Formalization of the CA;
5. Training;
6. Execution of the audit;
7. Consolidated Report;
8. Disclosure of the results of the CA;
9. Assessment
10. Monitoring.

Figure 2 - Stages of coordinated audits



Source: Adapted from the IDI cooperative model
<http://www.idi.no/en/idi-cpd/cooperative-audit-model>

7. http://www.olacefs.com/wp-content/uploads/2014/08/Revista_Olacefs_Junio2013.pdf

8. <http://www.olacefs.com/24-04-2019-recopilacion-de-mejores-practicas-y-lecciones-aprendidas-de-las-auditorias-coordinadas/>

9. Step 3 may precede step 2; because, once the topic of the CA has been defined or selected, the search for sponsors would be related to the topic and objective of the CA.

8.1. Decision-making for Conducting the Coordinated Audit

Before choosing the topic, such as environmental preservation, and the specific approach, the prerequisites of the work for initiating dialogue with other SAIs should be defined. It is also important to identify the issue, the macro approach (e.g., environment) and to develop a framework that includes the scope, objectives and focus of the CA. These elements help to reflect if the coordinated audit is really justified and if it does not coincide with other audits that are being executed or in the planning phase.

Conducting a CA requires an investment of time, financial and human resources, in addition to negotiation, coordination of reactions of the different teams, and permanent communication with the others involved.

The technical areas responsible for the SAIs should be contacted in order to be consulted on the interest in the proposed topic, and whether the issue to be addressed is a priority at the institutional level. In order to choose the topic and obtain support from the SAIs, it is necessary to consider a previous phase to carry out interviews or surveys to possible interested SAIs in order to define the topic that would be relevant to work on together.

After this stage, awareness-raising activities can be carried out at the decision-maker level of the SAIs to guarantee the political support and technical participation required. In any case, it will be necessary to verify if the institution has the necessary technical and operational conditions to coordinate this audit.

8.2. Search for National and International Sponsors

In addition to benefits at the capacity-development level, CAs enable innovative approaches. This potential is in the interest of multilateral initiatives and organizations by establishing an ideal balance between commitments and benefits for those who participate in these initiatives. Additional benefits can be obtained such as scalability, comparability, cost sharing, indicators and specific goals.

Different agencies and multilateral organizations collaborate on some coordinated audits in OLACEFS. In addition to the benefits mentioned above, SAIs can relate to the areas of discussion spaces and research and development, thus obtaining knowledge through interaction with experts and *stakeholders* in the global policy arena.

This process is mutually enriching and beneficial for countries and organizations as it provides knowledge and experiences that contribute to the follow-up of international commitments and debates around global policies.

Therefore, SAIs and multilateral organizations agree to work on the basis of a common interest on structural priorities and policies that can be approached from different perspectives. In constructing this agenda, it should be noted that some government functions are relevant in that they represent not only a significant amount of public expenditure, but also the impact on people's well-being. For example, those public policies and programs related to health, education, basic infrastructure projects, and

income transfer programs for poverty reduction are of great relevance for social and economic development, and require constant attention by SAIs.

8.3. Selection of the topic¹⁰

The topic should be defined with the technical areas of the SAIs interested in the CA as well as the approach/scope and sectors to be involved.

When technical (e.g., qualified personnel) and operational (e.g., financial and technological) feasibility for the implementation of the CA is established, the necessary financial resources should be reserved for the implementation of the work, as well as the technical team chosen to coordinate the audit. The technical team then proposes the topic to the working group for discussion and adjustment.

CAs can be considered performance, compliance or financial audits: they allow SAIs to know and exchange methodologies applied by other institutions, as well as the international standards that support them. This process also contributes to the improvement of existing procedures within the internal sphere of SAIs and allows this type of audit to be carried out on topics with low materiality (low audited financial volume, for example), but of common interest among countries, through assimilating best practices in the matter.

It may be the case that the SAI proposing a CA does not participate in any OLACEFS Working Group or Commission. Similarly, it can determine the interest of the institutions involved in the topic through the application of surveys, questionnaires or videoconferences. In this process, the definition of the proposed topic can be improved or modified.

Based on the information gathered up to this stage, it is advisable to develop materials for disclosure (documents, videos, for example) to position the topic and promote the joining of other SAIs to the CA.

Given that one of the objectives of the audit is greater integration among those who participate in it, the CA topic may be reviewed and adjusted during the Training and Planning Workshop,¹¹ at which time the participating SAIs may submit their suggestions.

The topic of a CA should be as specific as possible. It is recommended to select an area of action (Safety, Health, Education, Environment, for example) or one that covers certain public policies of interest to all involved. The proposal of very open or broad issues prevents CAs from achieving their objectives efficiently and effectively.

10. This step may precede the previous one; because, once the topic of the CA has been defined or selected, the search for sponsors would be related to the topic and objective of the CA.

11. It is important to note that the final adjustments of the audit will be made in the corresponding Training and Planning Workshop, as it will have been thoroughly discussed prior to this meeting.

8.4. Formalization

Conducting a CA presupposes the preparation and signing of a formal agreement by the holders or legal representatives of the participating institutions. The initiative is formalized by sending an invitation, in which the disclosure material of the CA (GUID 9000) is attached.

At this stage, it is very important to maintain close contact with the areas responsible for the international liaison of SAIs since mere invitation is not always sufficient to generate support. With the reinforcement of the contact through emails and telephone conversations, it is possible to involve the participation of those SAIs that did not initially join the project in question.

The agreement or work plan of a coordinated audit describes, in summary form, the purpose of the audit, its scope, the method to be adopted, the schedule, the main products to be delivered, the estimate of the necessary resources and the attributions of each participating entity.

Once the institutions have confirmed their participation in the CA, it is suggested that an agreement or work plan be signed defining responsibilities and obligations. As an example, suggestions for clauses in the agreement or work plan (GUID 9000) are presented below:

- Number of participating institutions;
- Audit identification: title, topic, type and characteristics;
- Scope of the audit, objective, methodology and criteria;
- Teams involved and schedule;

- Operational procedures - coordination, supervision, preparation, execution and exchange of audit information;
- Confidentiality and protection of documents and information;
- Report - configuration, form of communication to government and parliament, translation services;
- Budget, audit cost and cost-sharing;
- General provisions, cases not contemplated and alterations;
- Accompaniment by the CA Coordinator to the participating SAIs.

Participating institutions should commit themselves to appoint audit teams with a sufficient number of members and the availability of time to devote to the work in the given period. It is recommended that the technical team be adequately trained to carry out the work, if possible, through the assignment of professionals with audit experience. The requirements or profiles of auditors/professionals who will be part of the work, according to the nature and topic of the CA, should be clearly defined.

In order to give continuity to the auditing and the transmission of the knowledge acquired in the audit, it is required that at least one member of each SAI team participate in all phases of the audit, mainly in the face-to-face workshops.

The option to participate in a coordinated audit implies the operational availability of the institution during the period estimated for the work, considering all other scheduled control actions, as well as the skills and knowledge of the audit team to be designated to perform the work.

It is important to note that, from the beginning, it is essential to establish a good communication process between the teams during the stages of the coordinated audit. Ways to encourage contact between audit teams should be sought through face-to-face meetings, workshops, creation of virtual discussion forums and videoconferences, from the beginning of the project discussion to the preparation of the consolidated report and/or executive summary.¹²

It is recommended to maintain an institutional coordination channel with the team coordinators and a technical/motivational coordination channel with the members of all the teams through the use of technological means such as *WhatsApp*, *Telegram* or *Messenger* from *Facebook*, by creating a portal and/or e-mail groups, encouraging the creation of news and discussion forums, organizing videoconferences and creating a repository of relevant files (videos, texts, tables, matrices, among others) of the audit.

8.5. Training

The CA training process is carried out in two stages: one face-to-face and one at a distance. Distance training, in turn, is divided into two parts: one instrumental/basic and one specific. This model can be modified according to the need or specificity of the CA topic.

The Coordinating SAI is responsible for the design and implementation of the instrumental/basic audit course and the specific course. In most cases, they are done remotely. The training

will be directed to all those involved in the work and allows standardizing the knowledge of the participants.

In the instrumental/basic course, topics and concepts used in any CA (performance audit, compliance audit, works audit, among others) are addressed. The specific course addresses the specificities of the CA topic. If courses are already available, they should only be updated, if necessary.

The Training and Planning Workshop¹³ is planned and conducted by the Coordinating SAI with the support of the host SAI. Specialists on the topic of the CA can be invited. This Workshop closes the training stage. In that sense, holding an event in which all participants can meet personally will facilitate future contacts, to providing an opportunity to discuss the initial activities of the coordinated audit (INTOSAI, 2007).

There are multiple opportunities for capacity building throughout the CA process. Through the combination of training objectives, such as virtual courses and face-to-face workshops, auditors keep up to date with the methodology and deepen their knowledge of the specific subject dealt with by the audit. During the research and planning phases, external specialists in the area and in the regional complexities can act in key positions to ensure that auditors have the information and skills necessary to conduct their work. In later phases, when the audit has been carried out and its results discussed, auditors can continue to compile ideas through contact with these experts. (HART et al., 2013).

12. Situations may occur in which the executive summary will replace the consolidated report if this is the decision of the audit teams and the coordinating SAI.

13. See item 8.1.6.1 for more information.

It is important to note that conducting training actions at the beginning of the CA also strengthens the communication process with positive reflections on the coordination of work and the exchange of information between audit teams. By perceiving the opportunity for greater specialization in the topic and the consequent production of higher quality work, participants tend to increase their involvement in CA activities.

Training also makes it possible to have contact with specialists in the topic who can help in future discussions, participate in reference panels, suggest bibliographic references, discuss procedures, or even become consultants.

Ultimately, the impact of CAs is that auditors apply the skills in practice they acquired in the training and maintain an international collaboration between their peers and specialists for an extended period of time. In short, auditors receive theoretical training on the topic they are auditing by subject matter specialists through distance courses and face-to-face training. The knowledge gained, in collaboration with peers from several SAIs, is immediately applied through each step of the audit process. The consolidated audit report, which provides a unique perspective on a fundamental regional issue, represents the final touch. (HART et al., 2013).

On the other hand, institutions participating in the CA should seek to act together throughout the work, fostering collaboration and respect between their teams. Transparency, clarity and openness contribute to establishing a positive relationship of cooperation based, among other things, on:

- Receiving auditors appointed by another institution to participate in the development of activities related to the execution of the audit;
- Sharing mutual knowledge on auditing standards and procedures, as well as on the subject matter of the work;
- Enabling the participation of auditors who integrate audit teams into training courses and other professional development initiatives that are promoted, as well as seminars, symposiums, meetings or other events of the same nature;
- Creating virtual environments for discussions and exchange of experiences and material.

8.6. Execution of the Coordinated Audit

The CAs carried out in OLACEFS have, as a matter of practice, two face-to-face meetings, one to start the execution phase¹⁴ and the other to finish it.¹⁵ In other words, the execution phase of the CA begins at the end of the on-site Training and Planning Workshop unless the schedule stipulates a different date, and closes with the conducting the on-site Consolidation Workshop of the Audit.

The date and location of the two Workshops must be confirmed at least two months in advance. First, an official invitation will be required to be sent to the highest representatives of the SAIs involved in the audit. It is then necessary to make another communication to middle management to make possible the travel of the officials who will participate in the respective Workshop. The duration of these meetings is three to five days, depending on the complexity of the topic and the number of SAIs involved.

14. Training and Planning Workshop.

15. Consolidation Workshop.

Conducting the Workshops is essential for ensuring the authenticity and consistency of the information sent by the coordinated teams through the data collection tables. Throughout the work, the contact with the teams will allow having an idea of the difficulties they are facing in order to gather additional information or giving them attention.

A preliminary version of the planning matrix should be developed by the coordinating SAI prior to the Training and Planning Workshop. The details of the planning matrix should be discussed with the CA's participating SAIs and its final version should be developed in the first face-to-face meeting to serve as a reference for the entire audit. It is important to point out that the final adjustments of the audit will be made in the corresponding Training and Planning Workshop.

8.6.1. Training and Planning Workshop

In the Training and Planning Workshop, the standardization of knowledge of the audit teams, the definition of the final schedule and the work plan of the CA is carried out. This meeting is essential to ensure that all teams understand what needs to be done, suggest changes in subsequent stages of work, and finalize the planning matrix and work plan. The training of those involved in the CA is also finalized, with presentations by specialists on the topic addressed in the CA to present details and nuances on the subject and also to clear up doubts of those who will execute the audit.

It is necessary to clarify that the starting point is a preliminary proposal for a planning matrix, but the group will discuss and build the final version. The planning matrix will serve as the basis for individual audits carried out by each SAI in its own country. During the Training and Planning Workshop, participants have the opportunity to discuss the scope, criteria, methods of analysis, possible sources of information and even possible audit issues that are not of general interest. In this way, the resulting planning matrix will be more likely to be congruent with the interests of the participating SAIs.

Videoconferences should be scheduled to clear up doubts and to keep the work aligned. The number of videoconferences to be held must be defined in the Training and Planning Workshop.

Another important point refers to the detail of the coordinated audit schedule. The schedule allows synchronizing the work of the various teams and better organizing their activities, which facilitates the assignment of its members according to the necessary tasks and time available.

Thus, at the end of this meeting, the following elements should be in place: CA topic/scope/approach; methodology; expected results; planning matrix; work plan; standardized manuals for data collection and analysis; schedule; definition of dates and number of videoconferences; definition of the structure of the consolidated report; how the results will be communicated; how the monitoring will be done; and other details of the CA.

If there are signs of relevant inconsistencies, it is necessary to demonstrate how these affect the results and to carry out a new stage of data collection and analysis.

With this meeting, the planning and training stage ends and the audit execution stage begins. From the common planning matrix, the teams

begin the execution stage of the audit when appropriate and sufficient evidence is obtained to support the findings and conclusions of the audit. Teams should follow the data collection and analysis procedures contained in the planning matrix, taking care not to deviate from the focus of the work.

8.6.2. *Stricto Sensu* Execution of Coordinated Audit

The execution of the audit within each country should be conducted by the participating SAIs simultaneously, as much as possible. This maximizes opportunities to exchange audit experiences and findings during the implementation stage. At the same time, this makes it possible to define uniform proposals for common difficulties. Also, the fact that individual audits cover the same period makes their results more easily comparable, which is highly desirable for the preparation of the consolidated report.

During this stage it is advisable for each participating SAI to assess the need for a meeting with the entities and bodies involved in order to enable closer interaction in the discussion of findings and possible difficulties encountered, as well as in the exchange of experiences on conducting the work.

This can also be, if necessary, a time for each participating SAI to eventually propose adjustments to the schedule of activities to the coordinating SAI. In order for the CA to be more efficient, it is required that the schedules be drawn up in as much detail as possible, respecting the reality and situation of each country.

One practice that can help audit teams during the implementation stage is the possibility of developing structured guidelines for data collection and analysis.¹⁶ This would allow the information collected in a decentralized manner to have a high degree of consistency and would facilitate the analyses present in the consolidated report.

8.6.3. Consolidation Workshop

The Consolidation Workshop, in turn, is essential for the discussion and interpretation of the results, as well as for promoting the gathering of the information necessary to prepare the consolidation report. The consistency of the information gathered, the analyses carried out and the results obtained by all the teams is then ensured.

SAIs should prepare their individual findings matrices, or other consolidation documents, and send them to the Coordinating SAI. The Coordinating SAI will prepare a proposal for a consolidated findings matrix and send it back to the participating institutions so that it can be discussed and evaluated in the Consolidation Workshop.

For this meeting, the Coordinating SAI will formally send an invitation to all institutions involved in the CA to verify which ones express interest in organizing the event. After the venue has been defined, the event agenda and the consolidated findings matrix, or other consolidation documents, should be sent to the SAIs at least one week in advance for analysis at the

16. Structured guidelines for data collection and analysis should be developed in the audit planning phase, in conjunction with all SAIs.

meeting. The matrix will be debated in order to verify whether all participants agree with the findings presented.

The Consolidation Workshop completes the execution stage and begins the final stage of the audit: the preparation of the Consolidated Report.

8.7. Preparation and Publication of the Consolidated Report

The coordinated audit presents two types of reports: a consolidated report and individual reports (GUID 9000).

The coordinating SAI begins the preparation of the consolidated report, after the Consolidation Workshop with the audit teams, based on the consolidated findings matrix. On that occasion, the main individual results of each SAI will be presented, which will be discussed and compared, in the interest of their integration into the future consolidated report. Identified good practices should also be selected for inclusion in the text. Likewise, the structure of the consolidated report should be defined, as well as the responsibility of the participating institutions in the drafting of the sections/chapters of the report.

A good reason for producing a consolidated report is the impact conveyed by the presentation of common findings and conclusions. Likewise, the consolidated report can:

- Encourage national governments to adopt preventive and corrective measures;
- Offer a broad vision that promotes joint actions by the countries involved in the problem;
- Inform international organizations and alert them to take appropriate measures;

- Increase public awareness;
- Promote knowledge exchange through the presentation of best practices and experiences; and
- Promote cooperation between SAIs.

The consolidated report should not be confused with the executive summary, since it does not represent a synthesis or abbreviation of a pre-existing report. The executive summary is an optional but very useful product. It is a differentiated product with a different purpose, which is to draw attention to a systemic view of common and relevant problems identified at the national or international level. The document is intended for disclosure, to be distributed at a time agreed upon by the participating institutions according to the CA schedule contained in the agreement or work plan.

The preliminary version of the consolidated report is shared with the SAIs¹⁷ of the CA for analysis and validation. Videoconferences can be held to address this issue.

It is important that analysis guidelines are structured with standardized data tables. Standardized tables not only help auditors to collect data and structure their analyses into individual audits, but also enable structured consolidation of information.

As auditors do not have the same skills, analytical support guidelines are welcome on the teams, as long as their importance and usefulness in arriving at findings and answers to audit questions can be demonstrated.

17. In some CAs, it is possible that Subnational Audit Institutions participate in the work.

Some teams may take longer to produce findings matrices and, in some cases, the data could only be used subsequently. Situations such as these may delay the consolidation of results, compromising the timeliness of the audit. As a solution to this problem, schedules should be well planned and detailed, as well as videoconferences throughout the execution.

With input from all institutions involved, the Coordinating SAI will prepare the final consolidated report, which may be accompanied by an executive summary.¹⁸ With this, this stage will be concluded.

Each participating institution can independently prepare its own report based on the matrix of individual findings. The individual reports include the results, conclusions and recommendations elaborated in the scope of each national or local audit, and may be complemented by the results of the audits of the other participating institutions. The reports may have identical structures, or be similar in previously agreed parts.

8.8. Disclosure of the Results of the Coordinated Audit¹⁹

There should be a common strategy for communicating CA results among the participating SAIs. Coordinating SAIs can not only concentrate on the preparation of consolidated reports, but also on how they will be communicated to those involved in the work. The lack of uniformity in

the communication of results makes it difficult to achieve the objectives that the audit is intended to achieve. Thus, the communication of the results is one of the most important stages of the CA since, through it, the audited entities and the society will have knowledge of the reality of what happens in the region in their countries.

Once the final version of the report is available, the diagramming and preparation of this document, the executive summary, as well as the computer graphics, summary fact sheets, videos and other possible disclosure products can begin.

The final consolidated report will be sent to the SAIs for information. It should be presented to the institution's senior management so that they may be aware of the results achieved. Subsequently, to give continuity to other stages of audit, the report and/or executive summary should be sent to the Directing Council and to the General Assembly of OLACEFS.

Thus, all products generated will be ready to be presented at the OLACEFS General Assembly and disclosed to the international community.

The publication of the consolidated report should consider a possible impact on the media. For example, the publication of the report immediately before a major international meeting may attract more attention from both the public and specialists in the field. At the same time, the timing of the publication is a significant aspect, as a prolonged delay in publication can make the findings less relevant (INTOSAI, 2007).

18. Situations may occur in which the executive summary will replace the consolidated report if this is the decision of the audit teams and the coordinating SAI.

19. It is important to consider the strategic communication approach, according to the virtual course developed by OLACEFS/ GIZ on this topic.

It is important to disclose the consolidated report to all interested parties, including multilateral bodies, parliamentary bodies and management entities interested in the topic, complementing it, if necessary, with the submission of individual reports. Depending on the territorial dimension of the audit approach, the report may arouse special and diverse interest depending on the issues addressed by the different organizations.

8.9. Evaluation of the Coordinated Audit

After the conclusion of the coordinated audit, the participating institutions should promote discussions regarding the performance and execution of the work, reflecting successes, difficulties, lessons learned and good practices

An important question to address is whether the audit objectives defined at the beginning of the work were actually achieved. The clearer and more precise the objectives, the better their critical evaluation will be. In addition, it must address whether insufficient time and resources impacted the results of the audit. The results of the *ex post* evaluation serve as a basis for deciding on new measures and corrections of procedures that can be applied to future audits (GUID 9000).

Institutions should also consider the desirability of continuing cooperation during the monitoring phase, in the event that joint action on the audited objective allows for new added value. The results of the audit may also be useful to assist SAIs in carrying out future work on correlated issues, or applying similar methods and procedures.

The *ex post* evaluation also allows qualifying and perfecting the selection process of topics, subjects and objectives with potential for the development of future coordinated audits and, thus, distinguishing new opportunities for cooperative action (GUID 9000).

8.10. Monitoring of Deliberations

After the audit, it is important to schedule sequential work to verify whether the proposed recommendations and determinations are being implemented. It is imperative to monitor the implementation of these deliberations and to accompany the actions taken by managers in response to what was determined by the control institution.

There is a tendency to believe that audits are closed with the communication of the work performed. However, if monitoring is not carried out, the work cannot be considered concluded. Therefore, this stage completes and finalizes the audit process (GUID 9000).

The main objective of monitoring is to increase the probability of solving the problems identified during the audit, either by the implementation of the audit results or by other measures taken by the manager. It also helps to identify the barriers and difficulties faced by the manager to solve the problems identified. The expectation of control created by systematic monitoring contributes to increase the effectiveness of the audit.

Considering that the manager has the responsibility of solving the problems indicated in the audit, it is up to the manager to present the proposal of the measures to be adopted and the respective schedule. This is done through the action plan, which is a document presented by the manager to formalize the actions he or she intends to undertake to address the findings of the control institution. It basically includes the schedule with those responsible, the activities and the deadlines for the implementation of the audit results. The action plan is also the manual for the monitoring process.

This way, the action plan can determine that the monitoring of the evolution of the audited situation is done by means of a CA on the same topic and with the objective of evaluating which actions were implemented in relation to the last CA. Adopting this strategy, at the end, there will be a consolidated report where the current information will be compared with the information gathered in the past.

In conducting the monitoring work, after the review of the action plan, the team will adopt the necessary procedures for the confirmation and collection of evidence regarding the implementation of the audit findings, including conducting interviews and requiring documents and information. The control institution responsible for monitoring will evaluate, in the final monitoring, the appropriateness of applying data collection and analysis procedures similar to those used during the audit. The main reason for applying these procedures is the expectation of measuring the benefits derived from the audit.

The monitoring report should be a stand-alone document; i.e., it should contain sufficient information so that the reading of the audit report and other monitoring reports is not necessary for the understanding of the topic. Basically, the report is structured in such a way that it presents the implementation status of the audit findings and demonstrates, the benefit derived from that implementation analytically.

9. Summary of the Stages of Coordinated Audits Conducted at OLACEFS

1	Decision-making for conducting the Coordinated Audit (CA)
1.1	Proposing SAI: Internal interactions in the SAI for the execution of the CA.
1.2	Proposing SAI: Sensitization and sponsorship of senior management and participation of middle management.
1.3	Proposing SAI: Availability of the SAI for coordination of work.
1.4	Proposing SAI: Preliminary designation of SAI resources and equipment to coordinate the CA.
2	Search for National and International Sponsors
2.1	Proposing SAI: Coordination with national and/or international organizations for feasibility, agreements and financing.
3	Selection of the topic²⁰
3.1	Proposing SAI: Interaction with the technical area to prepare the CA proposal, which contains the approach/scope and the sectors that will be involved in the work.
3.2	Proposing SAI: Submission of the proposed CA topic for discussion and improvement within the scope of the Working Group (WG) or the OLACEFS Commission, if applicable.
3.3	Proposing SAI: If the CA is not linked to the OLACEFS WG or Commission, determine which SAIs or other institutions could be interested in the topic, by means of questionnaires, surveys or videoconferences, for example.
3.4	Proposing SAI: Obtaining approval by the WG or Commission in the interest of conducting the CA on the established topic. If the CA is not linked to a WG or Commission, obtaining that approval in the correlated instances.
3.5	Proposing SAI: Formalization of its availability to be the coordinating SAI of the CA.
3.6	SAI coordinator: After approval of the implementation of the CA, elaboration of materials (brochures, videos and others) containing information of the CA proposal. In these materials, the relevance of the topic, the objective, the background, the methodology, the expected results and the preliminary schedule must be foreseen.
3.7	WG, Commission or correlated instance: After approval of the CA, a formal invitation (official letter) containing the proposal of the CA topic is sent to the SAIs and other interested institutions to participate in the audit. The materials produced (brochures, videos and others) should be part of that invitation.
4	Formalization of the CA;
4.1	Invited SAIs: Verification of operational readiness to participate in the CA.
4.2	WG, Commission or correlated instance: Receipt of responses on participation in the audit.
4.3	Coordinating SAI and WG, Commission or correlated instance: Instrument to formalize cooperation by participating SAIs and national and international institutions, containing, among others, the form of participation, types of contribution, and sponsorship of the CA. This instrument may take the form of Terms of Reference, for example.
4.4	WG, Commission or correlated instance: Obtaining the signatures of the instrument to formalize cooperation by the participating SAIs and national and international institutions for conducting the CA.
4.5	Coordinating SAI and participants: Designation of resources and equipment to participate in the CA.
4.6	Coordinating SAI and WG, Commission or correlated instance: Institution of communication channels for the exchange of information.
4.7	Coordinating SAI: Conducting videoconferences with the participation of all stakeholders to discuss the CA proposal: objective, methodology, expected results, schedule, etc.
5	Training
5.1	Coordinating SAI and WG, Commission or correlated instance: Preparation/update of instrumental/basic course (distance learning): performance audit, works audit, among others.
5.2	Coordinating SAI and WG, Commission or correlated instance: Conducting the instrumental/basic course at a distance.

20. Step 3 may precede step 2; because, once the topic of the CA has been defined or selected, the search for sponsors would be related to the topic and objective of the CA.

5.3	Coordinating SAI and WG, Commission or correlated instance: Internal interactions of the coordinating SAI, and negotiation with content creators/specialists to deal with the creation/updating of a specific course related to the topic.
5.4	Coordinating SAI and WG, Commission or correlated instance: Implementation of the specific course related to the topic.
5.5	Coordinating SAI: Interaction with the SAIs to define the venue for the Training and Planning Workshop (face-to-face).
6	Execution of the Audit
6.1	Coordinating SAI: Interaction with the SAIs to define the venue for the Training and Planning Workshop (face-to-face).
6.2	Coordinating SAI: Preparation of the proposal of the CA planning matrix, as well as co-participation with the participating SAIs.
6.3	Coordinating SAI: Receipt and consolidation of contributions in relation to the planning matrix proposal.
6.4	Coordinating SAI: Preparation for the Training and Planning Workshop.
6.5	Coordinating SAI and WG, Commission or correlated instance: Sending the invitation to participate in the face-to-face Training and Planning Workshop.
6.6	Coordinating SAI and WG, Commission or correlated instance: Receipt of the confirmation for participation in the Workshop.
6.7	Coordinating SAI and host SAI: Preparation of the Training and Planning Workshop Agenda.
6.8	Coordinating SAI: Co-participation of the Training and Planning Workshop Agenda and the proposed Planning Matrix.
6.9	Coordinating SAI and host SAI: Conducting the Training and Planning Workshop (face-to-face), with delivery of training completion certificate, for final definition of the following items: CA topic/scope/approach, work plan, methodology, audit criteria, working papers, expected results, planning matrix, standardized manuals for data collection and analysis, schedule, definition of dates and number of videoconferences, way of communicating results, how monitoring will be done and other CA details. This meeting marks the end of the planning stage and the beginning of the execution stage.
6.10	Coordinating SAI: Preparation of the Minutes of the Training and Planning Workshop.
6.11	Coordinating SAI and WG, Commission or correlated instance: Sending of the Minutes of the Training and Planning Workshop to the SAIs.
6.12	Coordinating SAI and Participating SAIs: Simultaneous execution of the CA, based on the planning matrix, schedule, audit criteria, and use of data collection manuals or other previously defined instrument.
6.13	Coordinating SAI and Participating SAIs: Conducting accompanying videoconferences.
6.14	Coordinating SAI: Interaction to define the location of the Consolidation Workshop (face-to-face), including communication for the organization of that event.
6.15	Participating SAIs: Preparation of the matrix of individual findings of each SAI, or other consolidation documents.
6.16	Participating SAIs: Sending the matrices of individual findings and other consolidation documents to the coordinating SAI.
6.17	Coordinating SAI: Preparation of the proposal for the consolidated findings matrix, or other consolidation documents.
6.18	Coordinating SAI: Sending the consolidated findings matrix to the SAIs.
6.19	SAI coordinator: Preparation for the Consolidation Workshop.
6.20	Coordinating SAI and WG, Commission or correlated instance: Sending of invitation to participate in the Consolidation Workshop.
6.21	Coordinating SAI and WG, Commission or correlated instance: Receipt of the confirmations for participation in the Consolidation Workshop
6.22	Coordinating SAI and host SAI: Preparation of the Consolidation Workshop Agenda.
6.23	Coordinating SAI: Co-participation in the Consolidation Workshop Agenda.
6.24	Coordinating SAI and host SAI: Conducting the Consolidation Workshop for discussion and validation of the points to be addressed in the previous consolidated report of the CA and definition of its structure. Completion of the CA execution stage and start of the final stage of preparation of the Consolidated Report.
6.25	Coordinating SAI: Preparation of the Minutes of the Consolidation Workshop.
6.26	Coordinating SAI and WG, Commission or correlated instance: Sending the Minutes of the Consolidation Workshop to the SAIs.

7	Consolidated Report
7.1	Coordinating SAI: Preparation of the Previous Consolidated Report ²¹ by the coordinating SAI.
7.2	Coordinating SAI: Conducting videoconferences for discussion and validation of the items to be included in the Consolidated Report.
7.3	Coordinating SAI: Consolidation of contributions made to the previous Consolidated Report.
7.4	Coordinating SAI: Co-participation in the Consolidated Report with SAIs for contributions/validation.
7.5	Coordinating SAI: Adjustments for the production of the final version of the Consolidated Report, including possible translations. This stage marks the culmination of the preparation phase of the Consolidated Report.
8	Disclosure of the Results of the CA
8.1	Coordinating SAI: Layout of the Consolidated Report and preparation of the executive summary, computer graphics, summary fact sheets, videos and other possible products of disclosure.
8.2	Coordinating SAI: Sending the diagrammed version of the Consolidated Report and other disclosure products to the SAIs for their knowledge.
8.3	Coordinating SAI, WG, Commission or correlated instance and Participating SAIs: Presentation of the Consolidated Report and other products of disclosure to the high administration of the respective institutions.
8.4	Coordinating SAI and WG, Commission or correlated instance: Disclosure of the results achieved by the CA to the OLACEFS General Assembly.
8.5	Coordinating SAI and WG, Commission or correlated instance: Disclosure of the results achieved to the international community.
9	Evaluation
9.1	Coordinating SAI and Participating SAIs: CA evaluation.
9.2	Coordinating SAI and Participating SAIs: Programming and preparation of the Action Plan for CA Monitoring, if applicable.
9.3	Coordinating SAI and Participating SAIs: Definition of procedures for gathering evidence regarding the implementation of audit findings.
9.4	Coordinating SAI and Participating SAIs: Evaluation of the Action Plan.
10	Monitoring
10.1	Coordinating SAI and Participating SAIs: Preparation of the Monitoring Report with the objective of: <ul style="list-style-type: none"> • Increasing the probability of solving the problems identified during the audit; • Identifying the barriers and difficulties faced by the manager to solve the problems indicated. • Increasing the effectiveness of the audit.
10.2	Coordinating SAI and Participating SAIs: Preparation of the action plan to meet the demands arising from the Monitoring Report.

REFERENCES

Brazil. Court of Accounts of the National State. **Coordinated Audits Guidelines**. Approved by Resolution Segecex 19, of November 27, 2019. Brasília: TCU, Education External Control Secretariat, 2019.

_____. **Auditing Standards of the Court of Accounts of the National State (NAT)**. Approved by Resolution TCU 168, of June 30, 2011. Brasília: TCU, 2011.

HART, V., DANNI, LS & DUTRA, P.H. **Coordinated audits as a capacity building strategy**. International Journal of Government Audit. INTOSAI, October 2013. Available at: <http://www.intosai.org/>

fileadmin/downloads/downloads/3_committees/3_goal3/IJGA_Issues/2013/ijga_oct13_es.pdf. Access: Dec.2013.

International Organization of Supreme Audit Institutions (INTOSAI). **Cooperative Audits between SAIs**. GUID 9000. Available at: <https://www.issai.org/professional-pronouncements/?n=9000-9999>

_____. **Cooperation between Supreme Audit Institutions: tips and examples for cooperative audits**. Vienna, 2007. Available at: <http://www.issai.org>.

21. In parallel with that, SAIs can independently prepare their own report, based on their individual findings matrix.

Responsible Team



FEDERAL COURT OF ACCOUNTS

Coordinated Audit Task Force

Federal Court of Accounts of Brazil
Chamber of Accounts of the Dominican Republic
Office of the Comptroller General of the Republic of Ecuador
Court of Accounts of the Republic of El Salvador
Office of the Comptroller General of the Republic of Peru

Address

TRIBUNAL DE CONTAS DA UNIÃO
OLACEFS Capacity Building Committee
SAFS Qd 4 Lote 1 - Anexo III - Sala 110
CEP: 70.042-900 - Brasília-DF - Brasil
+55 61 3316-7256
ccc@tcu.gov.br

Department of International Relations

Ricardo André Becker
Macleuler Costa Lima
Rodrigo Lima Barbosa
Camila de Paula Veloso
Victoria Vila Chaud
Taís Valeria Guerra Chaves

Support:



Implemented by:





The OLACEFS is an autonomous, independent and apolitical organism, created as a permanent association, responsible for performing functions of specialized scientific research and developing activities of capacity building, technical expertise, advice and assistance, in order to promote the development and improvement of its members.

www.olacefs.com

The OLACEFS Capacity Building Committee (CCC), headed since 2016 by SAI Brazil, has the mission to promote the development of SAIs professional and institutional capacities, contributing to strengthen management efficiency and public administration modernization.

<http://www.olacefs.com/creacion-de-capacidades-ccc/>