

Operational Plan

FY 2021-2022



**Office of the Comptroller and
Auditor General of Bangladesh**



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Message from Deputy CAG (Senior)

The world has been radically transmuted by the COVID-19 pandemic and affected us all. As Government try to balance emergency response and economic recovery, the need for transparency and accountability in public expenditure is stronger than ever before. In FY 2021-2022 we will continue to stay true to the values that underpin our approach and identity. At the same time, we will accept uncertainty, do scenario planning, continue to build our resilience, and reinforce our operational work and communication.

The Operational Plan (OP) for FY 2021-2022 of the OCAG has been developed to support the successful implementation of the first year of the Strategic Plan for FY 2021-FY 2025 of the SAI Bangladesh. The OP entails the different activities required to fulfill its obligation to achieve its strategic targets—the outputs and outcomes—as set out in the Strategic Plan. The current OP has focused on the tasks and the areas that may help to advance the quality of audit activities, and the expectation of the stakeholders, internal and external. Careful consideration has been given to the available resources, financial and human, and to the challenges in closing the capacity gaps for carrying out both audit and non-audit activities. We will support in adapting to the New Normal by supporting in ensuring that our audits are relevant to the New Normal, through communicating effectively with stakeholders. At the same time, we will accept uncertainty, scan horizons and do scenario planning, continue to build our resilience, agility and flexibility, and strengthen our online work and communication.

I would like to recognize the perseverance and sincerity of my officers who have contributed to the drafting, finalizing and publication of the Operational Plan FY 2021-2022. I would also like to express my appreciation for the Technical and Professional support provided by IDI-ASOSAI initiative on Strategy, Performance Measurement and Reporting (SPMR). It is my firm belief that effective and timely implementation of the Operational Plan FY 2021-2022 of the SAI is more important than ever in the current context, and I am very much looking forward to working with all our officials for the benefit of all in FY 2021-2022.



09 September 2021

Md. Mahbubul Hoque
Deputy Comptroller and Auditor General (Senior)

INTRUDUCTION

The Operational Plan (OP) of the SAI Bangladesh for FY 2021-2022 has been developed to support the successful implementation of the initial year of the OCAG's Strategic Plan(SP) for FY 2021-FY 2025. On that note, the current OP is an internalized, detailed plan to track the yearly implementation of the Five Year's Strategic Plan. Logically aligned with the Results Framework (RF) of the SP, the OP has specified the annual activities - the successful completion of which will generate the four outputs of the RF. Each activity has been further divided into milestones, with target dates. Responsibilities have been assigned at different levels, namely the OCAG, Audit Directorates, and Financial Management Academy (FIMA) to accomplish the activities. Furthermore, each activity requires essential financial and human resources, to cover both audit and non-audit activities. These activities will minimize the capacity gaps in order to go forward in yielding the outputs. The activities of the five-year's SP will rationally span the strategic planning period, and accordingly, the priority and affordability of these activities have been set out in the OP across the different years.

OPERATIONAL PLAN OF THE OCAG FOR FY 2021-2022

Strategic Outcome-01							
Increased Credibility in the SAI's Activities to the Parliament and other Stakeholders will help the Policymakers to take Appropriate Measures for Prudent Management of Scarce Public Resources.							
Output	Activity ¹	Milestone	Target Date	Responsible	Budget ²	Staff Assigned	Other Resources
Output-01 Quality Compliance, Financial and Performance Audit Reports Including Audit Reports on Special Areas.	Activity 1.1 Preparation of Annual Audit Plan for Compliance Audit.	Risk Assessment Completed.	31.07.2021	Audit Directorates		200 Annex-01	
		Analysis of Relevant Topics Completed.	31.07.2021				
		Annual Audit Plan Finalized and Approved.	15.08.2021				
	Activity 1.2 Financial Audit on Financial Statements of Budgetary Central Government.	Planning the Audit	Date will be decided by concerned Audit Directorates as per FA Guidelines	Respective Audit Directorates		25 Annex-02	
		Conducting the Audit					
		Financial Audit Reporting					

¹ **Activity:** To achieve the four outputs of the Strategic Plan FY 2021-FY 2025 of the SAI Bangladesh there have been identified 29 activities in the Operational Plan of FY 2021-2022. There are sixteen activities to reach the objective of Output-01 and subsequently, there is one activity against Output-02 and two activities against Output-03. Finally, we have identified ten activities against Output-04. All activities will be implemented through Milestones and within the stipulated timeframe.

² Total Allocated Budget of the OCAG, FIMA and 17 Audit Directorates for the FY 2021-2022 is 2,835,100,000 BDT. This Budget will cover all expenditure of these aforementioned Activities and Administrative Expenses.

Output	Activity	Milestone	Target Date	Responsible	Budget	Assigned Staff	Other Resources
	Activity 1.3 Financial Audit on the Accounts of Extra Budgetary Organisations.	Planning the Audit	Date will be decided by concerned Audit Directorates as per FA Guidelines	Respective Audit Directorates		182 Annex-03	
		Conducting the Audit					
		Financial Audit Reporting					
	Activity 1.4 Audit on Special Purpose Financial Statements.	Planning the Audit	As per loan Agreement/ Development Partner's Requirement	Respective Audit Directorates.		149 Annex-04	
		Conducting the Audit					
		Reporting	30.06.2022				
	Activity 1.5 Compliance Audit (First Half Yearly)	Planning the Audit (First Half Yearly)	31.08.2021	Audit Directorates		705 Annex-05	
		Conducting the Audit (First Half Yearly)	30.12.2021				
		Reporting (First Half Yearly)	31.01.2022				
	Compliance Audit (Second Half Yearly)	Planning the Audit (Second Half Yearly)	31.01.2022	Audit Directorates		596 Annex-06	
		Conducting the Audit (Second Half Yearly)	30.04.2022				
		Reporting (Second Half Yearly)	30.06.2022				

Output	Activity	Milestone	Target Date	Responsible	Budget	Assigned Staff	Other Resources
	Activity 1.6	Planning the Audit	30.09.2021	OCAG and Respective Audit Directorates		25 (Annex-07)	
	Compliance Audit on Special Areas.	Conducting the Audit	30.04.2022				
		Reporting	30.06.2022				
	Activity 1.7	Planning the Audit	Date will be decided by concerned Audit Directorates during Audit Engagement Plan.	OCAG and Respective Audit Directorates		51 (Annex-08)	
	Performance Audits.	Conducting the Audit					
		Reporting					
	Activity 1.8	Audit Code Updated	31.12.2021	OCAG		05	
	Updating Audit Code.						
	Activity 1.9	Guidelines Updated	30.09.2021	OCAG			
	Compliance Audit Guidelines						
	Activity 1.10	Guidelines Updated	30.09.2021	OCAG		05	
	Financial Audit Guidelines						
	Activity 1.11	Guidelines Updated	31.05.2022	OCAG		05	European Union Project
	Performance Audit Guidelines						
	Activity 1.12	Manuals Updated	30.06.2022	OCAG, Respective Audit Directorates		05	Development Partner.
	Updating Office Procedure Manuals						

Output	Activity	Milestone	Target Date	Responsible	Budget	Assigned Staff	Other Resources
	Activity 1.13 Updating Subject-matter Specific Manuals.	Manuals Updated	30.06.2022	OCAG Respective Audit Directorates		05	European Union Project
	Activity 1.14 Using Data Analytics for Preparing Audit Plan.	Audit Plans Prepared Using Data Analytics	30.06.2022	OCAG, Audit Directorates		05	European Union Project
	Activity 1.15 Updating AMMS.	AMMS-02 Developed	30.06.2022	OCAG		05	
	Activity 1.16 Developing Terms of Reference (TOR) for Audit Quality Assurance Cell.	Terms of Reference Developed	31.03.2022	OCAG		05	European Union Project
Output-02 Increased Follow-up and Reporting on Implementation of Audit Recommendations.	Activity 2.1 Developing Archives.	Archives Developed	31.12.2021	OCAG, Audit Directorates			
Output-3 Improved Government Accounting Standards and Procedures.	Activity 3.1 Updating Finance Accounts Format.	Finance Accounts Format Updated	31.03.2022	OCAG		05	
	Activity 3.2 Updating Appropriation Accounts Format.	Appropriation Accounts Format Updated	31.03.2022	OCAG		05	

Strategic Outcome-02

Improved Public Financial Management (PFM) Resulting in Beneficial Change to the Public Sector.

Output	Activity	Milestone	Target Date	Responsible	Budget	Assigned Staff	Other Resources
Output-04 Training and Awareness building Consultation with key Stakeholders on Various PFM Issues.	Activity 4.1 Conducting Training Needs Assessment	Needs Assessment Completed.	31.12.2021	FIMA			European Union Project
	Activity 4.2 Developing Comprehensive Training Calendar.	Comprehensive Training Calendar Developed.	31.11.2021	OCAG FIMA		10	
	Activity 4.3 Developing Core Groups in Specialized Areas for Knowledge Sharing.	Core Groups Developed	31.12.2021	OCAG FIMA		10	
	Activity 4.4 Arranging Short-term, Medium- term and Long-term Training at Home and Abroad.	Training Completed.	30.06.2022	OCAG, FIMA Audit Directorates		5579 (Annex-09)	
	Activity 4.5 Updating Communication Strategy.	Communication Strategies Updated.	31.12.2021	OCAG		10	European Union Project
	Activity 4.6 Developing Self-disclosure Policy.	Self-Disclosure Policy Developed.	31.12.2021	OCAG		05	European Union Project

Output	Activity	Milestone	Target Date	Responsible	Budget	Assigned Staff	Other Resources
	Activity 4.7 Developing Terms of Reference (TOR) for Research and Development Wing.	Terms of Reference (TOR) of Research and Development Wing Developed.	31.12.2021	OCAG		05	European Union Project
	Activity 4.8 Developing HR Policy.	HR Policy Developed.	30.06.2022	OCAG		05	Development Partner
	Activity 4.9 Conducting Workshop/Seminar with Stakeholders.	Workshop/Seminar with Stakeholders Conducted.	30.06.2022	OCAG FIMA Audit Directorates		750 (Annex-10)	
	Activity 4.10 Training Module for continuous Professional Development.	Training Module Completed.	31.12.2021	OCAG FIMA			European Union Project

CLOSING THE CAPACITY GAPS

We have identified nine capacities that need to be in place to achieve outputs. We also conducted a SAI PMF assessment to assess and comprehend our existing capacities. Based on the analysis, we identified that we already have the constitutional mandate in place. We want to strengthen the rest of the required capacities, and we have outlined the probable ways to minimize the capacity gaps. The detailed action of how to minimize these gaps is reflected in the OP as several activities are carried out to address the gaps. The key capacity gaps we will be addressing in the strategic planning period are to update the auditing framework, professional development and training of staff, upgradation of audit software, strengthen the quality assurance cell and update and implement the communication strategy for more efficient communication with stakeholders. In the current operational plan, we mainly focused on updating the auditing framework, auditing software upgradation and quality audit report.

RESOURCING

The activities in the Operational Plan for FY 2021-2022 are set to achieve the four outputs and two outcomes of the Strategic Plan. While forecasting the financial resources to implement the OP, the SAI Bangladesh took into consideration the budget for the last three years to see the trends. Again, it has considered the estimated budget for the subsequent three years. The financial estimation and projection of the SAI Bangladesh in the Strategic Plan period FY 2021-FY 2025 also represents a traditional or incremental budget trend. Although the budget figures do not exactly reflect the specific allocation on a particular type of audit engagement, there is no financial resource constrain as the SAI Bangladesh has constitutional mandate to incur charged expenditure. The SAI Bangladesh is developing its resource planning tool to implement bottom-up costing as well as activity-based costing to calculate the specific costs of each activity.

A good number of qualified human resources are very much optimistic in implementing the activities related to the four outputs. To implement the SP, it shall be the priority of the management to align professional staff with the specific task on which his/her professional knowledge could be efficiently used as per the human resource policy of the SAI Bangladesh.

RISK ASSUMPTIONS

We have identified and categorized the risks and have linked the specific risks with each level of the OP. We have also established the process or mechanism to mitigate such risks in line with our priorities. At the implementation phase of all levels of the OP, managing both strategic and operational risks is critical and the risks management will be periodically monitored and assessed.

CONCLUDING NOTES

The Strategic Plan will be tracked by a detailed Operational Plan (OP) where the yearly implementation of the strategy will be laid down aligned with the available resources of the SAI and prioritization of specific activities with due care. The resources include both human and financial, allocated to the OCAG, for fulfilling its constitutional obligations. The OCAG intends to continue its future developments based on the successes as well as challenges in implementing its Strategic Plan. Careful consideration has been given to what could be improved and what changes are needed with respect to increasing demands and aspirations of the stakeholders. It has reflected what portion of the SP will be put into operation during the FY 2021-2022, and how it addresses the approach for closing capacity gaps identified in the SAI strategy into separate activities. The OP will ensure that the SAI focuses its work towards achieving the outputs and facilitating the outcomes of its strategy.

Annex-01**Activity 1.1: Preparation of Annual Audit Plan for Compliance Audit.****(Risk Assessment, Analysis of Relevant Topics, Annual Audit Plan Finalized and Approved.**

Serial Number	Audit Directorates	Assigned Staff
1.	Directorate of Commercial Audit	31
2.	Directorate of Works Audit	08
3.	Directorate of Transport Audit	21
4.	Directorate of Health Audit	10
5.	Directorate of Revenue Audit	08
6.	Directorate of Foreign Aided Projects Audit	10
7.	Directorate of Post, Telegraph, Science and Technology (PTST) Audit	08
8.	Directorate of Agriculture and Environment Audit	12
9.	Directorate of Constitutional Bodies Audit	08
10.	Directorate of Power and Energy Audit	08
11.	Directorate of Civil Audit	05
12.	Directorate of Mission Audit	06
13.	Directorate of Local Government and Rural Development Audit	30
14.	Directorate of Defence Audit	15
15.	Directorate of Education Audit	08
16.	Directorate of Social Security Audit	08
17.	Directorate of IT and Public Service Audit	04
	Total	200

Annex-02**Activity 1.2: Financial Audit on Financial Statements of Budgetary Central Government.**

Serial Number	Audit Directorates	Number of Audits	Assigned Staff
1.	Directorate of Transport Audit	01	04
2.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	01	04
3.	Directorate of Civil Audit	02	12
4.	Directorate of Defence Audit	01	05
	Total	05	25

Annex-03**Activity 1.3: Financial Audit on Accounts of Extra Budgetary Organisations.**

Serial Number	Audit Directorates	Number of Audits	Assigned Staff
1.	Directorate of Commercial Audit	08	24
2.	Directorate of Works Audit	04	12
3.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	12	36
4.	Directorate of Agriculture and Environment Audit	06	30
5.	Directorate of Civil Audit	01	03
6.	Directorate of Local Government and Rural Development Audit	05	15
7.	Directorate of Defence Audit	05	20
8.	Directorate of Education Audit	24	06
9.	Directorate of Social Security Audit	08	24
10.	Directorate of IT and Public Service Audit	04	12
	Total	77	182

Annex-04**Activity: 1.4 Audit on Special Purpose Financial Statements.**

Serial Number	Audit Directorates	Number of Audits	Assigned Staff
1.	Directorate of Revenue Audit	01	04
2.	Directorate of Foreign Aided Projects Audit (FAPAD)	130	60
3.	Directorate of Civil Audit	01	06
4.	Directorate of Local Government and Rural Development Audit	01	03
5.	Directorate of Education Audit	04	80
6.	Directorate of Social Security Audit	02	06
	Total	139	149

Annex-05

Activity 1.5: Compliance Audit (First Half Yearly).

Serial Number	Audit Directorates	Number of Audits	Assigned Staff
1.	Directorate of Commercial Audit	16	127
2.	Directorate of Works Audit	04	46
3.	Directorate of Transport Audit	11	67
4.	Directorate of Health Audit	04	54
5.	Directorate of Revenue Audit	05	40
6.	Directorate of Foreign Aided Projects Audit (FAPAD)	07	25
7.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	05	40
8.	Directorate of Agriculture and Environment Audit	14	45
9.	Directorate of Constitutional Bodies Audit	02	25
10.	Directorate of Power and Energy Audit	03	15
11.	Directorate of Civil Audit	02	25
12.	Directorate of Mission Audit	02	08
13.	Directorate of Local Government and Rural Development Audit	10	44
14.	Directorate of Defence Audit	03	30
15.	Directorate of Education Audit	08	52
16.	Directorate of Social Security Audit	06	37
17.	Directorate of IT and Public Service Audit	07	25
	Total	109	705

Annex-06

Activity 1.5: Compliance Audit (Second Half Yearly).

Serial Number	Audit Directorates	Number of Audits	Assigned Staff
1.	Directorate of Commercial Audit	08	77
2.	Directorate of Works Audit	09	34
3.	Directorate of Transport Audit	10	61
4.	Directorate of Health Audit	17	64
5.	Directorate of Revenue Audit	03	33
6.	Directorate of Foreign Aided Projects Audit (FAPAD)	01	04
7.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	06	52
8.	Directorate of Agriculture and Environment Audit	14	36
9.	Directorate of Constitutional Bodies Audit	04	22
10.	Directorate of Power and Energy Audit	02	12
11.	Directorate of Civil Audit	02	24
12.	Directorate of Mission Audit	03	07
13.	Directorate of Local Government and Rural Development Audit	08	47
14.	Directorate of Defence Audit	04	20
15.	Directorate Education Audit	06	46
16.	Directorate of Social Security Audit	08	36
17.	Directorate of IT and Public Service Audit	06	21
	Total	111	596

Annex-07

Activity 1.6: Compliance Audit on Special Areas.

Serial Number	Audit Directorates	Number of Audits	Assigned Staff
1.	Office of the Comptroller and Auditor General	--	04
2.	Directorate of Health Audit	01	04
3.	Directorate of Foreign Aided Projects Audit (FAPAD)	02	05
4.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	01	04
5.	Civil Audit Directorate	01	05
6.	Directorate of Local Government and Rural Development Audit	01	03
	Total	06	25

Annex-08

Activity 1:8: Performance Audit.

Serial Number	Audit Directorates Activity 4.4	Number of Audits	Assigned Staff
1.	Office of the Comptroller and Auditor General	--	04
2.	Directorate of Commercial Audit	01	04
3.	Directorate of Works Audit	01	04
4.	Directorate of Health Audit	01	04
5.	Directorate of Foreign Aided Projects Audit (FAPAD)	01	05
6.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	01	04
7.	Directorate of Agriculture and Environment Audit	01	06
8.	Directorate of Constitutional Bodies Audit	01	03
9.	Directorate of Local Government and Rural Development Audit	01	03
10.	Directorate of Defence Audit	01	05
11.	Directorate of Education Audit	01	06
12.	Directorate of IT and Public Service Audit	01	03
	Total	11	51

Annex-09

Activity 4.4: Arranging Short-term, Medium-term and Long-term Training at Home and Abroad.

Serial Number	Audit Directorates	Number of Training	Assigned Staff
1.	Office of the Comptroller and Auditor General	30	660
2.	Directorate of Commercial Audit	11	245
3.	Directorate of Works Audit	06	92
4.	Directorate of Transportation Audit	12	140
5.	Directorate of Health Audit	06	103
6.	Directorate of Revenue Audit	07	73
7.	Directorate of Foreign Aided Projects Audit (FAPAD)	10	120
8.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	12	80
9.	Directorate of Agriculture and Environment Audit	06	105
10.	Directorate of Constitutional Bodies Audit	12	72
11.	Directorate of Power and Energy Audit	05	62
12.	Directorate of Civil Audit	12	50
13.	Directorate of Mission Audit	15	35
14.	Directorate of Local Government and Rural Development Audit	12	110
15.	Directorate of Defence Audit	03	63
16.	Directorate of Education Audit	10	100
17.	Directorate of Social Security Audit	06	84
18.	Directorate of IT and Public Service Audit	03	25
19.	Financial Management Academy (FIMA)	112	3360
	Total	290	5579

Annex-10
Activity 4.9: Conducting Workshop/Seminar with Stakeholders.

Serial Number	Audit Directorates	Number of Workshops/Seminars	Assigned Staff
1.	Office of the Comptroller and Auditor General	01	50
2.	Directorate of Commercial Audit	01	30
3.	Directorate of Works Audit	01	30
4.	Directorate of Transport Audit	01	35
5.	Directorate of Health Audit	01	30
6.	Directorate of Revenue Audit	01	40
7.	Directorate of Foreign Aided Projects Audit (FAPAD)	01	30
8.	Directorate of Post, Telegraph, Science and Technology Audit (PTST)	01	50
9.	Directorate of Agriculture and Environment Audit	01	50
10.	Directorate of Constitutional Bodies Audit	01	30
11.	Directorate of Power and Energy Audit	01	40
12.	Directorate of Civil Audit	01	40
13.	Directorate of Mission Audit	01	50
14.	Directorate of Local Government and Rural Development Audit	01	50
15.	Directorate of Defence Audit	01	50
16.	Directorate of Education Audit	01	50
17.	Directorate of Social Security Audit	01	40
18.	Directorate of IT and Public Service	01	25
19.	Financial Management Academy (FIMA)	01	30
	Total	19	750

Operational Plan of the OCAG for FY 2021-2022

Operational Plan of the OCAG for FY 2021-2022 has been formulated by Strategy, Performance Measurement and Reporting (SPMR) Team, Bangladesh

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