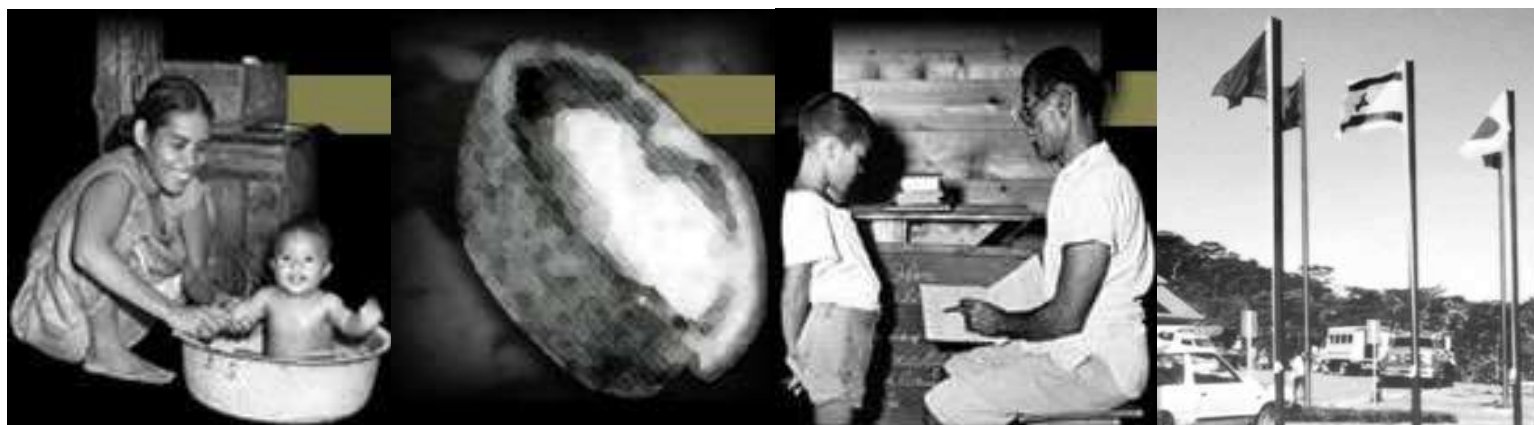




# *Office of The National Public Auditor*

## *Strategic Plan*



***2004 - 2007***

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## Introduction by the National Public Auditor

We are pleased to submit the Office of the National Public Auditor Strategic Plan for fiscal years 2004 to 2007.

Over the past year, the office has undertaken a significant amount of work to create our Strategic Plan for the three year period 2004 to 2007. This work has provided us with a more comprehensive understanding of our environment and stakeholder needs, and our current capability to respond. On the basis of this understanding, we have developed our strategies and actions for the next three years.

We wish to thank Mr. Stephen Latimer at the Pacific Island Training Initiative in Honolulu for working with the office to provide funding for this critical project. The office would also like to extend its sincerest appreciation to Dr. Lowell Kuehn from Pacific Northwest Consulting Services for accepting the contract and taking the time to facilitate the process for us. Finally, I would like to thank the staff members of the Office of the National Public Auditor as well as those stakeholders that made time available to meet with Dr. Kuehn. It was only through the active involvement of people like you that made this project an outstanding success.

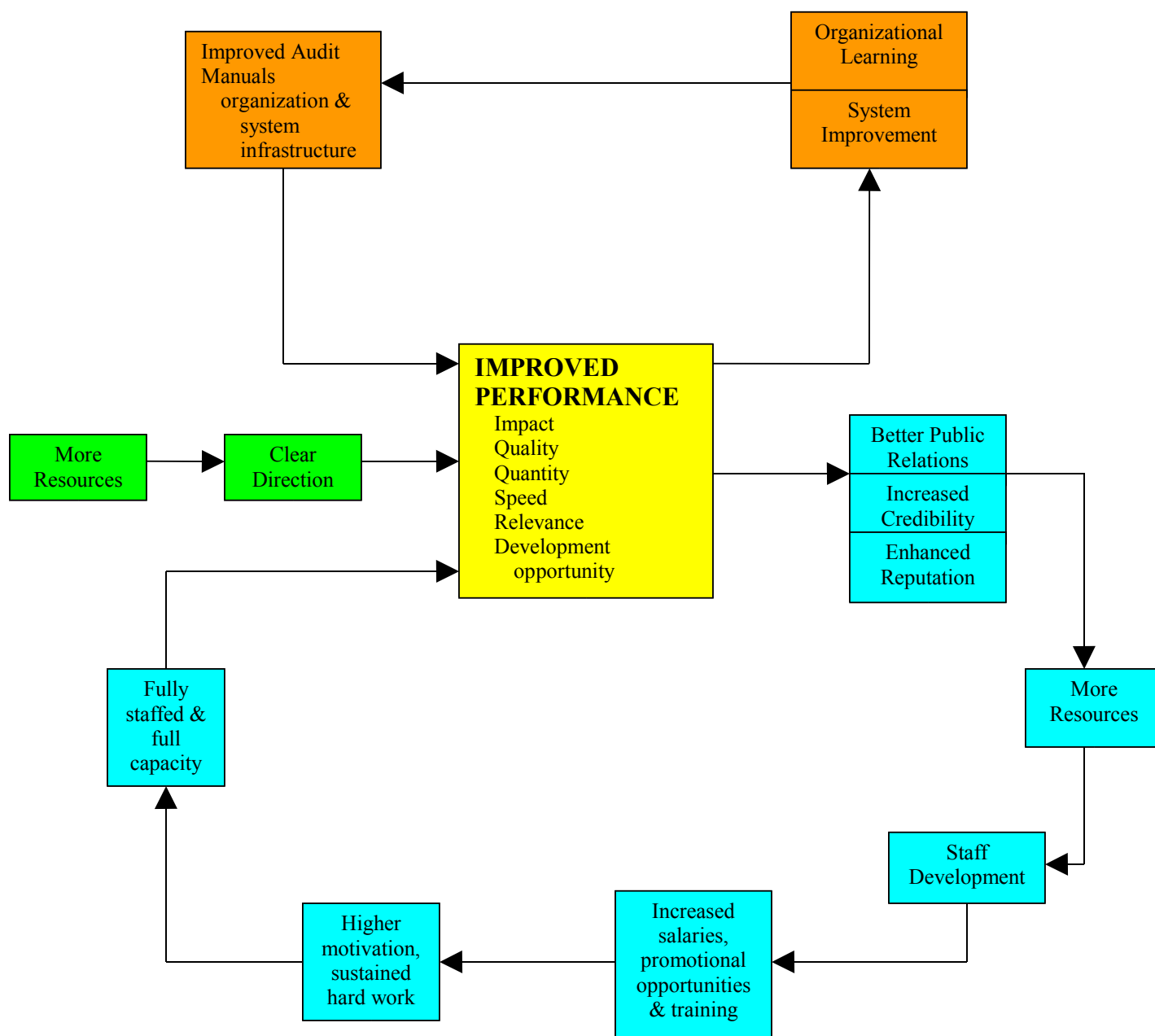


Haser Hainrick  
National Public Auditor

March 3, 2005

# FSM OFFICE OF THE PUBLIC AUDITOR

## STRATEGIC ANALYSIS



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## FSM OFFICE OF THE PUBLIC AUDITOR

### **Vision:**

To enhance governance, accountability and performance in the public sector through the delivery of independent assurance and investigative services.

### **Mission:**

We create an environment where audits and investigations produce reports that lead to improved government operations.

### **Our Values:**

Credibility  
Confidentiality  
Relevance  
Professional  
Ethical  
Timely  
Independent  
Integrity  
Accurate  
Factual  
Competent  
Efficient  
Effective  
Good Communication

### **Our Performance Measures:**

Understandable, read and used reports.  
  
Accepted and implemented recommendations.  
  
Changes in governmental practice and operations.  
  
Recovered or saved funds.  
  
Capacity.

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## FSM OFFICE OF THE PUBLIC AUDITOR

### **SHORT TERM GOAL:**

**Reach full capacity to perform mission reliably.**

#### **Objective 1:**

Ensure that manuals, systems and policies are established to facilitate the performance and completion of all engagements in compliance with applicable standards.

#### **Objective 2:**

Develop work plan selection matrix and criteria to aid in the work selection process and modify the work plan to focus on audits and investigations of greatest relevance and utility to the Federated States of Micronesia.

#### **Objective 3:**

Develop Office of the National Public Auditor staff to a level of high technical proficiency.

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## FSM OFFICE OF THE PUBLIC AUDITOR

### **MID-TERM GOAL:**

**Create, maintain and enhance the value of the Office of the National Public Auditor to the government and citizens of the Federated States of Micronesia.**

#### **Objective 4:**

Develop and nurture sustainable relationships (government, academic, other stakeholders) with a view to improve government.

### **LONG TERM GOAL:**

**Full compliance with Compact and continued growth and development of the Office of the National Public Auditor capacity**

#### **Objective 5:**

Office of the National Public Auditor sustains high performance.

#### **Objective 6:**

Office of the National Public Auditor will update its strategic plan on a yearly basis and recreate it every three years.

## FSM OFFICE OF THE PUBLIC AUDITOR

### STRATEGIC ACTION PLAN

	<b>Action</b>	<b>Obj.</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Deadline</b>	<b>Priority</b>
1.	Hire highly qualified Audit Supervisor <ul style="list-style-type: none"> <li>▪ Develop guidelines on screening of applicants</li> <li>▪ Decide where to publicize announcements</li> <li>▪ Hire recruiting consultant, if required</li> </ul>	1	Public Auditor	02/14/05	06/15/05	1
2.	Complete existing ongoing audits and investigations <ul style="list-style-type: none"> <li>▪ Ensure results of projects are clear, concise and fact based relevant and well documented.</li> <li>▪ Ensure open communication between auditor and auditee.</li> <li>▪ Conduct follow ups on recommendations</li> <li>▪ Maintain close supervision on audits</li> </ul>	1	Audit Supervisors	02/14/05	06/30/05	1
3.	Appoint a committee and create a meeting schedule to continually monitor and promote action plan progress	6	Public Auditor	02/14/05	03/04/05	2
4.	Create fiscal year 2005 and 2006 work plan	2	Audit Manager	02/21/05	03/18/05	1
5.	Create procedures for evaluation of new and continuing audit engagements	1	Audit Manager	02/14/05	03/18/05	2
6.	Establish policy for distribution of reports	1	Audit Manager	02/28/05	03/25/05	2
7.	Setup fraud awareness / prevention / deterrence program for the public.	4	Chief Investigator	04/01/05	09/30/05	2


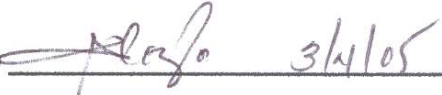


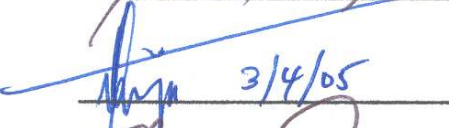
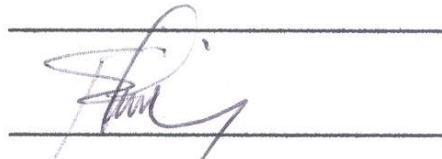
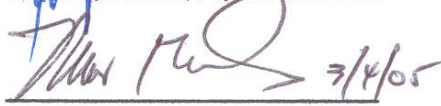

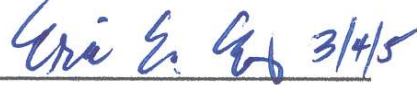

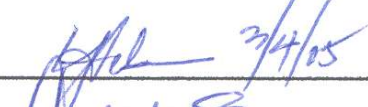

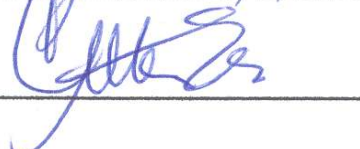


	<b>Action</b>	<b>Obj.</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Deadline</b>	<b>Priority</b>
8.	Review and revise existing Memorandum of Understanding with the Department of Justice of Federated States of Micronesia	4	Public Auditor / Chief Investigator	04/01/05	06/30/05	2
9.	Put a workable time management system in place to implement the work plan.	1	Audit Manager	03/14/05	04/15/05	1
10.	Staff to work with Asian Development Bank Consultants to perform TA	1	Audit Manager	03/15/05	08/15/05	1
11.	Update office quality control system (procedures manuals to support independence, integrity and objectivity requirements)	1	Audit Manager	03/15/05	05/31/05	1
12.	Create sample audit and investigation files	1	Audit Manager	03/15/05	09/30/05	2
13.	Create procedures for evaluation of new investigation engagements	1	Public Auditor / Chief Investigator	04/15/05	05/15/05	2
14.	Establish a listing of existing and desired critical alliances	4	Public Auditor	06/01/05	06/30/05	3
15.	Develop plan to maintain existing professional relationships and nurture desired professional relationships	4	Public Auditor	07/01/05	07/31/05	3
16.	Implement the Human Resources System and develop an employee goal setting plan (goals, objectives, training needs)	3	Audit Manager	07/15/05	09/30/05	2
17.	Determine staff training needs and desires	3	Audit Supervisors	07/15/05	09/30/05	3
18.	Develop a Memorandum of Understanding with the State Office of Public Auditors regarding sharing of resources and ensuring duplication of work does not occur.	4	Public Auditor	07/15/05	08/15/05	3
19.	Create an FY 06/07 Audit work plan committee.	2	Public Auditor	08/01/05	08/01/05	3
20.	Review and update Office of the National Public Auditor mandated and required audit list.	2	Audit Manager	08/02/05	08/28/05	1
21.	Hire a training consultant	3	Public Auditor	09/01/05	08/31/06	1

	<b>Action</b>	<b>Obj.</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Deadline</b>	<b>Priority</b>
22.	Educate and Train Staff on how to use manuals	1	Audit Supervisors	10/01/05	10/31/05	2
23.	Create a Training Work Plan Committee who will develop a plan to provide required continuing professional education to the office	3	Audit Manager	09/01/05	09/01/05	3
24.	Create a 2 year training work plan to ensure sufficient Continuing Professional Education	3	Audit Manager	09/02/05	10/31/05	3
25.	Update fiscal year 2006 work plan and create fiscal year 2007 work plan <ul style="list-style-type: none"> <li>Identify the audit universe</li> <li>Identify risk factors</li> <li>Prioritize or weight risk/reward factors</li> <li>Score the risk and reward for each audit entity</li> <li>Rank each audit</li> <li>Identify or determine available resources (auditor's time, funds)</li> <li>Determine the number of audits to be performed, the scope of the audit and assign to auditors</li> </ul>	2	Audit Manager	09/05/05	09/16/05	1
26.	Chairman of committee will present to all Office of National Public Auditor staff the fiscal year work plan	2	Audit Manager	09/19/05	09/20/05	1
27.	Establish a public awareness program at selected schools through out the Federated States of Micronesia. <ul style="list-style-type: none"> <li>Public Auditor will select staff from (Compliance Investigation Division and Audit section)</li> <li>Semi annually (Lecture format similar to what is being done at College of Micronesia by the United States Embassy)</li> <li>Public Auditor and selected staff should attend important social functions and important government meetings.</li> </ul>	4	Public Auditor / Chief Investigator	01/01/06	02/28/06	3

	<b>Action</b>	<b>Obj.</b>	<b>Responsible Party</b>	<b>Start Date</b>	<b>Deadline</b>	<b>Priority</b>
28.	Promotion of the Federated States of Micronesia Office of National Public Auditor website and hotline through the use of flyers, banners, and pins.	4	Public Auditor	11/01/05	11/30/05	3
29.	Update the Christmas card distribution list using the strategic alliance list and the audit distribution list	4	Public Auditor	11/01/05	11/15/05	3
30.	Establish a professional relationship with the President and Chair of the Division of Business at the College of Micronesia	4	Public Auditor	01/01/06	12/31/07	3
31.	Develop an intern program between the Office of National Public Auditor and the College of Micronesia	4	Public Auditor	03/01/06	08/31/06	3
32.	Develop procedures to update office manuals, policies, procedures and activities	1	Audit Manager	03/01/06	03/31/06	2
33.	Design stakeholder surveys and adjust policies based on feedback	5	Audit Manager	05/01/06	08/31/06	3
34.	Explore opportunities to perform guest lectures at College of Micronesia and develop a lecture schedule	4	Public Auditor	06/01/06	03/31/07	3
35.	Strategic Planning Session <ul style="list-style-type: none"> <li>Review the offices legal mandate to ensure complies with our strategic plan</li> </ul>	5	Public Auditor	08/05/06	08/05/06	2
36.	Strategic Planning Session <ul style="list-style-type: none"> <li>Review the offices legal mandate to ensure complies with our strategic plan</li> </ul>	5	Public Auditor	08/01/07	08/31/07	2
37.	Contract facilitator for Strategic Planning Session <ul style="list-style-type: none"> <li>Review the offices legal mandate to ensure complies with our strategic plan</li> </ul>	5	Public Auditor	08/01/08	08/31/08	2
38.	Ongoing professional peer-review (performance based)	5	Public Auditor	03/01/09	04/30/09	2

I have reviewed in detail all six (6) pages of this Strategic Action Plan. By signing below, I confirm that I understand and fully commit to achieving the objectives and will work diligently to help the office achieve its strategic goals and objectives.

Haser Hainrick		Limanman Elanzo	 3/4/05
Ryan Torvik		Michael Henry	
Omar Njie	 3/4/05	Keller Phillip	
Moses Russel	 3/4/05	Julinida Weital	
Eric Elias	 3/4/05	Fletcher Poll	
Yolanda Leben	 3/4/05	Sophia Pretrick	
Christina Elnei		Myrineda Mori	