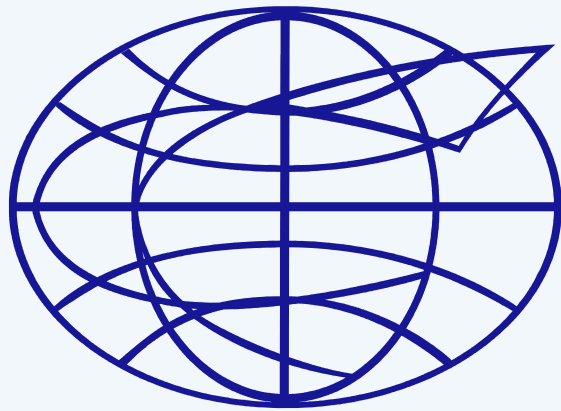


INTOSAI



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Public Debt Working Group

Strategic Plan 2007- 2012

INTOSAI PUBLIC DEBT WORKING GROUP

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INTOSAI Public Debt Working Group Strategic Plan 2007- 2012

The INTOSAI Public Debt Working Group at a glance

1. In response to a strong interest in public debt matters by members of the International Organization of Supreme Audit Institutions (INTOSAI), at its 35th meeting in October 1991, the INTOSAI Governing Board authorized the establishment of a Public Debt Committee (now a Working Group) with the following purpose:

“To publish guidelines and other informational materials to be used by Supreme Audit Institutions to encourage proper reporting and sound public debt management”

2. Since then, the INTOSAI Strategic Plan 2005–10 was endorsed by the XVIII INCOSAI in Budapest in 2004. The Public Debt Working Group mandate clearly falls within the structure of INTOSAI’s Goal 3, “Knowledge Sharing”, which is defined as to “encourage SAI cooperation, collaboration and continuous improvement through knowledge sharing, including providing benchmarks, conducting best practices studies and performing research on issues of mutual interest and concern.”

The **objectives** of the Public Debt Working Group are the following:

- to prepare and publish guidelines and other materials to be used by SAIs in order to encourage the proper reporting and sound management of public debt;
- to identify key issues for the development of responsibilities and procedures for auditing and evaluating public debt commitments;
- to prepare papers examining matters on public debt definition, reporting, and assessment;
- to exchange knowledge with other institutions dealing with public debt issues; and
- to promote the preparation of studies and papers related to the Committee’s mandate.

The **terms of reference** of the Working Group are the following:

- to publish guidelines and other materials to be used by SAIs in order to encourage the proper reporting and sound management of public debt;
- to identify and report to the Governing Board key issues and matters to be addressed for the development of responsibilities and procedures for auditing and evaluating public debt commitments;
- to prepare papers examining matters on public debt definition, reporting, and assessment of public debt for distribution and discussion during the Governing Board’s meetings and/or the Congress;
- to establish and maintain contact with other research or study groups focusing on the issues surrounding public debt; and
- to provide for the growth of international government public debt audit literature by encouraging specialized studies.

Purpose of the strategic plan

3. The Public Debt Working Group will be celebrating its 20th anniversary when the implementation of the strategic plan is completed. The Working Group believes it is important to establish an ambitious strategic plan that will guide its activities in the years ahead. The strategic plan lists a series of activities that the Working Group should undertake in order to become the “champion” of public debt auditing issues and promote sound debt management practices for the supreme audit institutions (SAIs) community during the 2007–12 period.

4. This strategic plan is considered an important tool for helping the Working Group members anticipate, face, and analyze the overall public debt problem around the world, and develop proposals for dealing with the problem. The strategic plan will help the Working Group support the increasing demands and expectations faced by the SAI community when auditing public debt issues and influencing debt management practices.

5. The strategic plan (see Overview) contains the Working Group’s Mission Statement, which defines its business and purpose—that is, what the Working Group expects to accomplish. It is followed by the Vision Statement, which describes what should be accomplished once the mission is achieved—that is, the outcome. Finally, the strategic plan includes two strategic goals that will support the mission and vision statements:

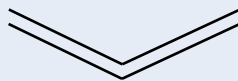
- capacity building and enhancing SAI expertise, and
- strengthening the Working Group’s capabilities and measuring its impact.

The plan also includes a description of specific activities that will support the achievement of these two goals over the next five years.

INTOSAI Public Debt Working Group Strategic Plan 2007–2012 Overview

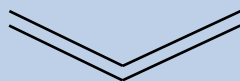
Mission Statement

To advance the highest standards in public debt auditing and promote sound practices for debt management and appropriate data disclosure standards by sharing knowledge and experiences among members.



Vision Statement

For the Public Debt Working Group to be recognized by the Supreme Audit Institutions (SAI) as the leading forum for its excellence in analyses, research, and capacity building projects as well as its publications on public debt audit practices and debt management issues.



Strategic goals

Goal 1: Capacity building and enhancing SAI expertise

Build the capacity and professional capacities of the Working Group through collaborative arrangements; the production of innovative research, studies, and guidance; and the dissemination of knowledge through an active publication and capacity building program that is tailored to the needs of the SAI community.

Goal 2: Strengthening the Working Group’s capabilities and measuring its impact

Promote active participation of members and efficient communication between members and the INTOSAI community, and survey the impact of the Public Debt Working Group.

Proposed areas of activity: 2007– 2012

6. We plan to meet these two goals and therefore support the achievement of our mission and vision statements over the next five years by investing in the following key activities.

Goal 1: Enhancing SAI expertise and capacity building

Proposed activities

7. **Create a specialized “Network of Experts” on public debt auditing and debt management practices throughout all the regions and all INTO-SAI official languages.** The aim of this network would be to increase the Working Group’s capacity to provide analyses, research products, and technical support. The signature of collaborative agreements with the SAI community, government organizations, academic institutions, and international financial institutions is desirable. This activity will further strengthen the collaboration with the INTOSAI Development Initiative (IDI).

8. **Design an effective publication program that corresponds to SAIs’ priorities.** The Working Group members and experts should produce essays, research papers, and guidelines on public debt issues that are relevant. This will allow for the Working Group’s contribution to be pertinent and valued by users.

9. **Develop guidelines for creating and disseminating the Working Group’s publications.** The methodology to be used should guarantee the development of high-quality products of the Working Group.

10. **Coordinate the effort of the Working Group with the IDI to facilitate capacity building of public debt issues in SAIs.** The Working Group will need to continue designing workshops and capacity-building programs with the IDI and other regional training organizations to disseminate knowledge. This could be done by relying on the Network of Experts on public debt auditing.

11. **Carry out occasional surveys and questionnaires among the SAI members of the INTOSAI.** The aim of this activity is to collect information on the needs of the SAI community and to facilitate the identification of gaps in the capacity-building activities and publication program of the Working Group. It is important for the Working Group to maintain an active list of projects and coordinate its efforts with the IDI.

12. **Disseminate the Working Group’s products in all the INTOSAI regions and in INTOSAI’s official languages.** It is important for all knowledge acquired by the Working Group to be disseminated so that all countries can access it, with no language restriction.

13. **Maintain and review the Working Group’s website periodically.** This activity will ensure that the website is updated and relevant for the SAI community, international organizations, and government decision makers.

14. **Promote internship and staff exchange agreements between the members of the Working Group.** This activity will strengthen the audit capabilities for public debt issues. It is believed that on-site experience and capacity-building programs will help the designated staff to acquire the specialized knowledge on auditing techniques and working methods that can be disseminated in their SAIs.

Goal 2: Strengthening the Working Group’s capabilities and measuring its impact

Proposed activities

15. **Facilitate and promote efficient communication systems between members.** This could be accomplished by using INTOSAI’s Collaboration Tool and by allowing a member-only discussion forum on the Working Group’s official website,. This activity could help better coordinate the Working Group’s work and projects.

16. **Maintain an active relationship with the regional groups, working groups, standing committees, and task forces.** A Working Group member will be responsible for this activity. It will allow the Working Group to exchange knowledge and experiences and to identify the needs of the INTOSAI community.

17. **Develop participation guidelines for the Working Group’s members.** These guidelines will define the SAIs’ involvement with the development, analysis, and dissemination of the Working Group’s research papers and products. The guidelines should allow Working Group members to become more active and foster proactive participation during meetings.

18. **Carry out occasional surveys.** These surveys will help to analyze the impact and contribution of the activities of the Public Debt Working Group within the INTOSAI community. This will ensure that the Working Group’s activities are contributing to the achievement of its mission and vision statements.