

STRATEGIC DEVELOPMENT PLAN OF THE ACCOUNTS CHAMBER OF THE KYRGYZ REPUBLIC FOR 2022 - 2026





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STRATEGY OVERVIEW

Mission of the Chamber of Accounts

Promoting the effective management of public resources in order to form a strong and independent state with a dynamically developing economy and steadily growing incomes of the population, ensuring compliance with the law in the use of public finances.

Vision of the Chamber of Accounts

- ▶ To be the Supreme Audit Institution operating on the principles of independence, responsibility, transparency, integrity and impartiality.
- ▶ To be judged for the professionalism, quality and effectiveness of its activities, capable of providing significant support for improving and increasing the efficiency of public resource management.
- ▶ To be the Supreme Audit Institution that eradicates the risks of abuse in the use of state tangible and intangible assets, and the risks of inefficient management of public finances.
- ▶ To be the public audit body staffed by highly skilled professionals, which creates conditions for full-fledged professional growth in the field of audit.

Values of the Chamber of Accounts:

Accountability	Competence
Transparency	Objectivity
Integrity	Quality
Independence	

OBJECTIVES AND GOALS OF THE STRATEGIC DEVELOPMENT PLAN FOR 2022-2026

OBJECTIVES	GOALS
<p>Implementation and conducting of:</p> <ul style="list-style-type: none">• Performance audit,• Compliance audit,• Financial audit.	<p>More Efficient, Transparent and Accountable Management of Public Resources</p>
<ul style="list-style-type: none">• Publication of Reports of Audit, SAI PMF assessment and Ethics• Interaction with Jogorku Kenesh, Presidential Administration, Cabinet of Ministers, Mass Media and the Public	<p>Stakeholders Accept the CAKR as a Transparent, Accountable and Professional Organization</p>

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Dear Readers!



I am pleased to present the Strategic Development Plan of the Chamber of Accounts of the Kyrgyz Republic for 2022-2026. The Strategic Development Plan is designed not only by taking into account the assessment results of “Performance Management Framework of the Chamber of Accounts of the Kyrgyz Republic”, but also new risks and challenges, as well as the Sustainable Development Goals until 2030 and the National Development Strategy of the Kyrgyz Republic for 2018-2040.

It should be noted that the Strategic Development Plan also includes the implementation of certain activities specified in the National Development Program of the Kyrgyz Republic until 2026, approved by Decree of the President of the Kyrgyz Republic dated October 12, 2021 UP No. 435, i.e. the introduction of organizational and institutional changes in the public audit system, the transition to conducting strategic audits aimed at countering the risks and threats to economic security in the executive authorities and organizations under their jurisdiction.

The ultimate goal of the Chamber of Accounts is making a difference to the lives of citizens (INTOSAI-P 12 Values and Benefits of the SAIs) through a quality audit in the management of public resources.

The Chamber of Accounts has identified the following priority goals and objectives in this Strategic Development Plan: promoting a more efficient, transparent and accountable public resource management through audits in accordance with ISSAI i.e. financial audit, compliance and performance audits, and strengthening stakeholder engagement.

In order to achieve its goals, the Chamber of Accounts will promote the professionalism of its employees; work on the quality of performance of the objectives, including the implementation of new audit methods.

Also, I express my deep gratitude to the director and staff of the International Organization of Supreme Audit Institutions Development Initiative (IDI INTOSAI), including Mr.Nils Voesgen, IDI Manager, for providing advisory support in the development of this Strategic Development Plan for 2022-2026.

Chairman

A handwritten signature in blue ink, consisting of a long horizontal stroke followed by a circular flourish and a vertical stroke.

A. Sh. Akmatov

ABOUT THE CHAMBER OF ACCOUNTS

Status and Mandate of the Chamber of Accounts

The Chamber of Accounts of the Kyrgyz Republic (hereinafter the “CAKR”) is an independent supreme state audit institution.

The Chamber of Accounts audits the execution of the republican and local budgets, extra-budgetary funds, and the use of state and municipal property. The Chamber of Accounts is the state auditor of all state and municipal enterprises, organizations and institutions of the Kyrgyz Republic.

In its activities, the Chamber of Accounts is accountable to the President of the Kyrgyz Republic and the Jogorku Kenesh of the Kyrgyz Republic.

On the CAKR Performance Assessment Report (SAI PMF)

In 2019-2020, as part of the INTOSAI Development Initiative program, internal team conducted self-assessment of Chamber of Accounts’s performance using the “Supreme Audit Institution Performance Management Framework” methodology in order to obtain a factual and objective assessment of current capabilities to fulfill the mandate against ISSAI.

According to this assessment, the CAKR’s independence is guaranteed at a sufficiently high level. The CAKR has a broad enough mandate to audit all public financial transactions and relevant activities.

The CAKR has broad mandate to audit not only ministries and departments, but also joint-stock companies and companies with a state share, as well as local governments. This broad mandate inevitably puts pressure on resources and makes it imperative that the CAKR use its resources in the most efficient and effective manner.

Today the CAKR is working on the implementation of international auditing standards and has developed relevant guidelines. However, their implementation in practice is at a nascent stage. In this connection, the scope of financial, compliance and performance audits until 2021 was less than 5 percent. The assessment shows that regular staff training in these areas and an increase in the number of audits in these areas is necessary. In 2021, their volume exceeded 70 percent, and in 2022, according to annual audit plan all audits are in full compliance with international standards.

The CAKR should strengthen its work on interaction with stakeholders, including the legislative and executive authorities.

The main purpose of this assessment for the CAKR was to identify the weaknesses and strengths of its activities, as well as to identify potential opportunities and threats.

With this in mind, in order to determine the main directions and priorities in the activities of the CAKR, the Strategic Development Plan was developed.

SWOT Analysis

STRENGTHS

- ▶ Independence and mandate
- ▶ Methodologies for performance audit, compliance audit and financial audit were developed

WEAKNESSES

- ▶ Few ISSAI audits. Knowledge and experience of personnel in ISSAI (conducting performance, compliance and financial audits)
- ▶ Establishment of quality control system for performance, compliance and financial audits
- ▶ Low level of communication with stakeholders

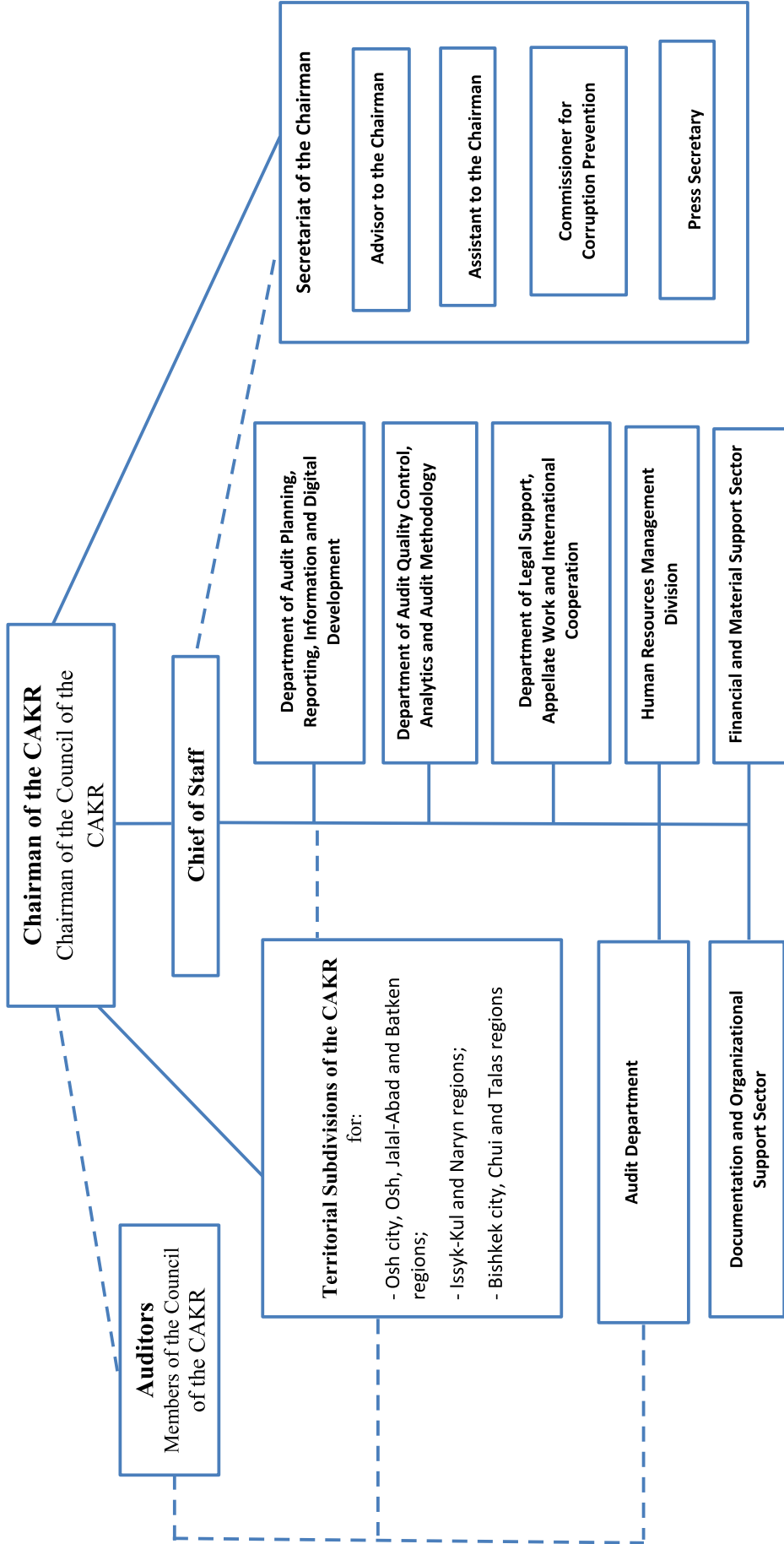
OPPORTUNITIES

- ▶ Implementation of organizational and institutional changes in the public audit system (National Development Program of the Kyrgyz Republic until 2026)
- ▶ Automation of audit processes
- ▶ Programs of INTOSAI, ASOSAI and support by IDI

THREATS

- ▶ Challenges in the implementation of financial audit because audit entities doesn't prepare financial statements in accordance with International Financial Reporting Standards
- ▶ Insufficient professional qualifications of staff on ISSAI
- ▶ COVID-19 Emergency: remote working arrangements, non-compliance with the audit plan.

STRUCTURE OF THE CHAMBER OF ACCOUNTS OF THE KYRGYZ REPUBLIC



The new structure of the Chamber of Accounts of the Kyrgyz Republic was agreed by the decision of the Committee on Budget and Finance of the Jogorku Kenesh of the Kyrgyz Republic of 13 December 2021 No.6-17121/21 and approved by the order of the Chairman of the Chamber of Accounts of the Kyrgyz Republic of 27 December 2021 No.10-6/147.

Stakeholder Expectations from the CAKR

The Parliament expects from the CAKR to prevent and detect financial irregularities in the execution of budgets of the budget system, make recommendations on improving financial legislation, auditing capital investments, improve analytical work and reflect global challenges in the field of Public Financial Management (hereinafter the “PFM”).

The President expects the CAKR to contribute to effective PFM, effective audit of expenditures and public funds, and strengthening activities to eliminate corruption risks in the public management system. Transparency and anti-corruption activities prioritization in the work of the CAKR. The CAKR conducts thematic audits, strengthens control over expenditures in the social sphere and health care, and continues to work on the implementation of ISSAI. The President expects strengthened control and monitoring based on the results of audit activities by the CAKR, since the audit reveals violations and reserves for large amounts, but only an insignificant part of it goes to the budget.

The Cabinet of Ministers expects the CAKR to indicate the weaknesses of the PFM and to analyze the causes of financial violations. The Cabinet of Ministers is interested in conducting audits of projects financed by donors, auditing capital investments and preparing opinions on investment projects.

The audited entities expect the CAKR to contribute to minimizing corruption risks, transparency and accessibility of the audit process and provision of advisory assistance.

Citizens expect reliable information from the CAKR on the efficiency in the management of public funds and the effectiveness in the work the Cabinet of Ministers.

Development partners provide financial and technical assistance to strengthen the capacity of the CAKR. Interaction with them will aim to raise awareness on the activities of the CAKR, obtaining support in the implementation of international financial accounting and state audit standards.

PUBLIC FINANCIAL MANAGEMENT SYSTEM

The Government of the Kyrgyz Republic has been implementing the reform of the PFM system since 2009. The donor community has been providing technical assistance in the implementation of the reform since. In 2011-2015, with the assistance of the Multi-donor Trust Fund, the Ministry of Finance and other PFM institutions have taken steps in the following areas: program budgeting, budgetary transparency, fiscal policy, public investment management, public procurement, internal audit, inter-budget relations, accounting and financial reporting in the public sector.

In 2016 was adopted the PFM Development Strategy in the Kyrgyz Republic for 2017-2025. The purpose of this PFM Development Strategy is to create an effective public financial management system that meets the requirements of efficiency and effectiveness. The strategic objectives to achieve the goals are as follows:

- 1) to improve the planning and execution of the state budget, including increasing the transparency, completeness and reliability of the budget, as well as improving the control of budget revenues and expenditures;
- 2) timeliness of accounting and preparation of financial statements;
- 3) to improve an internal and external audit procedures.

DESCRIPTION OF THE GOALS AND OBJECTIVES OF THE STRATEGY

GOAL 1

MORE EFFECTIVE, TRANSPARENT AND ACCOUNTABLE MANAGEMENT OF PUBLIC RESOURCES

The President of the Kyrgyz Republic, in his Decree of December 2, 2021 No. 541 “On Measures to Optimize the Expenditures of the Republican Budget, Increase the Efficiency of the Use of Budgetary Funds by State Bodies and Local Governments”, noted the need for action by the CAKR:

- to improve the efficiency of the state audit of the management of financial, material and other state resources by public authorities, local governments, state, municipal and private organizations, institutions and enterprises;
- to improve the organization and improve the quality of audits conducted so that not to leave a single case of violations of financial discipline overlooked;
- to take timely measures to compensate for the damage caused, to bring those responsible for committing financial abuses to justice.

This goal is concerned with strengthening the efficiency of public finance management in the Kyrgyz Republic. The effectiveness of public finance management depends on the degree of transparency, accountability and lawfulness in public authorities’ activities related to finance. In this regard, the role of the CAKR is to provide the President, the Jogorku Kenesh, the Cabinet of Ministers and state bodies with support in the following:

- assessment and analysis of the ongoing activities of state bodies in the effective management of the public finances allocated to them;
- making timely and relevant decisions, draft laws to eliminate shortcomings and take preventive measures.

In an effort to reach abovementioned goal, the CAKR will continue to introduce ISSAIs. Consequently, development efforts of the CAKR will aim at achieving the following objectives:

OBJECTIVES (Outputs):

- 1.1 Increased Number of Performance Audits and Quality Reports on Them
- 1.2 Preparing High-Quality Compliance Audit Reports Based on Risk
- 1.3 Continue Financial Audits and Improve Their Quality

Objective (Output) 1.1:**Increased Number of Performance Audits and Quality Reports on Them**

Until 2021, the CAKR conducted performance audit in a pilot mode, so the volume of audit activities for performance audit consisted of 2-3 audits per year. The goal of the CAKR for 2022-2026 is to increase the coverage of performance audit and select strategic audit directions.

The National Development Program of the Kyrgyz Republic until 2026 shows the most significant topics for performance audit for the coming years:

- anti-crisis measures after the COVID-19 pandemic;
- public management reform;
- social development, including health care and education;
- economic priorities such as hydropower, agriculture and tourism;
- an environment for development, such as infrastructure, land reform, and others.

Regarding the quality of performance audit, despite the existing methodology, the SAI PMF assessment identified some shortcomings in practice. To improve quality, according to the results of the SAI PMF, it is required to form audit teams more consciously and strengthen the system for planning and tracking audit activities, as well as train more staff on performance audit standards.

Course of Action:**1.1.1 Coverage, selection and objective of performance audit**

At present, the transition of performance audit activities into the main work of the CAKR is envisaged. This requires the selection of audit topics according to national policy priorities in the annual planning of audit activities.

1.1.2 Improving guidance on performance audit and quality management

The performance audit standards used by the CAKR comply with international standards. To manage the quality of performance audits for the coming years, a process is planned to select a performance audit team based on clear criteria, and to develop additional materials to support the teams. Strict implementation of all quality control steps and their automation are envisaged.

1.1.3 Improving the performance audit process

The performance audit process needs to be improved in the following key areas:

- planning an audit approach, relevant procedures and audit criteria;
- planning and application of analytical processes;
- inclusion of all files and collected data in audit folders;
- clear presentation of the entire process in the report.

1.1.4 Improving the management of performance audit results

From 2022, the publication of performance audit reports is envisaged.

1.1.5 Performance audit professional development of staff

Performance audit professional development of staff is of high importance for the CAKR. The first step provides for additional training of inspectors experienced in PA for their further training of other colleagues as trainers. To apply the knowledge in practice, the performance audit teams will be mixed, between specially trained and experienced inspectors and those who have only theoretical knowledge of international performance audit standards.

1.1.6 Organization of an expert advisory support service for employees

As a second learning-by-doing step, the performance audit CAKR experts will dedicate part of their working time to advising the audit teams.

Objective (Output) 1.2:

Preparing High-Quality Compliance Audit Reports Based on Risk

During the SAI PMF assessment (2019-2020), compliance audits were carried out in a pilot mode and audits on the implementation of republican and other budgets according to the internal methodology of the CAKR. At the same time, it should be noted that since 2021, the CAKR has actively begun to apply international auditing standards. Thus, in 2021, most than 70 % of audit activities were carried out as compliance audits. Therefore, compliance audit is a priority audit type for the CAKR.

With the adoption of international standards, inspectors may face some practical difficulties and continuous improvement in the quality of audits will be required.

During the period of implementation of this Strategic Development Plan, the CAKR plans to improve the methodology of compliance audit, improve the skills of employees and strengthen quality control of compliance audit.

Course of Action:

1.2.1 Strengthening the coverage, selection and objective of compliance audit

Since 2021, compliance audit coverage has expanded to a large number of national-level and regional-level entities. During compliance audits, the focus is on various significant processes such as revenue collection, wages and public procurement. Further strengthening of risk-based sampling process is envisaged.

1.2.2 Improving compliance audit standards and quality management

The compliance audit standards used by the CAKR comply with international standards. Because just since 2021 the CAKR started an active large-scale implementation of the compliance audit, the quality control system needs to be strengthened and improved. Along with a systematic implementation of a more appropriate selection of audit teams, a stricter implementation of the quality control process is envisaged.

1.2.3 Improving the compliance audit process

In practice, many elements of a compliance audit are not yet applied. The priorities for the next years include the following:

- identification the audit risks by taking into account an internal control environment of the audited entity while planning the compliance audit;
- defining the specific audit procedures for each audit activity;

- written fixation of the comments of audited entity and preparation of high-quality and balanced audit reports.

1.2.4 Improving compliance audit results management

Publication of compliance audit reports is envisaged.

1.2.5 Compliance audit professional development of staff

Compliance audit professional development is of key importance to the CAKR. Starting from 2021 full transition to international standards was envisaged, but in practice, the expected difficulties in the transition are identified.

To strengthen the skills of inspectors, additional training on international standards will be provided for inspectors, experienced in the compliance audit, who will serve as trainers for other inspectors. To apply the knowledge in practice, in the compliance audit teams specially trained inspectors will be mixed with the less experienced inspectors.

1.2.6 Organization of an expert advisory support service for employees

As a second hands-on training step, the compliance audit experts will dedicate part of their time to consulting audit teams.

Objective (Output) 1.3:

Continue Financial Audits and Improve Their Quality

According to the Strategic Development Plan for 2016-2020, the CAKR has already conducted separate financial audits in a pilot mode. No financial audits were conducted in 2021. Now, government entities of Kyrgyzstan do not prepare their financial statements in accordance with international standards of financial reporting.

In order to safeguard that achievement in implementing international practice and strengthen the role of the CAKR as an auditor of the entire public sector, it is planned to continue conducting financial audits as part of the implementation of this Strategic Plan. The training of a selected team of employees of the CAKR on financial audit is considered.

Course of Action:

1.3.1 Development of financial audit process

For the full practice of the financial audit, the following steps are necessary:

- strategic annual selection of several entities for financial audit;
- selection of financial audit teams from experienced and less experienced inspectors.

1.3.2 Financial audit professional development of staff

In the CAKR, a small number of inspectors have been trained and have experience in financial auditing. First, they will continue financial audits and transfer their skills to other inspectors.

GOAL 2**STAKEHOLDERS ADOPT CAKR AS A TRANSPARENT, ACCOUNTABLE AND PROFESSIONAL ORGANIZATION**

This goal aims to demonstrate continued value to citizens, Parliament and other stakeholders by responding to country events and issues, using effective and proactive communications, and supporting change in government and public institutions. Playing the role of a model organization through leading by example in the field of good governance, transparency and accountability of the activities of the CAKR, following ethical standards.

The activities of the CAKR will be aimed at achieving the following objectives:

OBJECTIVES (Outputs):

- 2.1 Publication of the Ethics Assessment, Annual Reports on the Activities of the CAKR, Audit Reports, Evaluations of SAI PMF
- 2.2 Increased Interaction with the Jogorku Kenesh, the Presidential Administration, the Cabinet of Ministers, the Media and the Public

Objective (Output) 2.1:**Publication of the Ethics Assessment, Annual Reports on the Activities of the CAKR, Audit Reports, Evaluations of SAI PMF**

In 2019 and 2020, the CAKR conducted a self-assessment of SAI PMF, based on which this strategic plan was developed. The publication of information on the assessment is envisaged for 2022. It is also planned to conduct a re-assessment of SAI PMF in 2025 with subsequent publication of the results.

In 2018, the CAKR employees were trained on ISSAI 130 (Code of Ethics) through IDI INTOSAI. In 2022, it is planned to participate in the IDI INTOSAI "Together" program on HRM, gender equality and ethics, and the following evaluation of this program. A report on the results of participation in this program will be published on the official website of the CAKR.

Today, the official CAKR website publishes annual reports on the activities of the CAKR, conclusions to the projects of the republican budget and the budgets of the Compulsory Medical Insurance Fund and the Social Fund, individual audit reports, information on the results of audits and press releases.

Starting from 2022, the CAKR plans to publish audit reports in full, with the exception of those classified as "for official use", "Secret" and "Top Secret" in accordance with the decisions of the CAKR Council.

In the future, the annual reports on the activities of the CAKR will include more detailed information on the progress of the implementation of this Strategic Plan of the CAKR.

Course of Action:**2.1.1 Participation in the program "Together"**

IDI program «Together» focuses on human resources, ethics and gender equality. The CAKR intends to participate and include a number of staff members for training to enhance ethics knowledge.

2.1.2 Conducting an Ethics Assessment

On the basis of the training, a team will be formed to assess the environment for the ethics of the CAKR and a report with recommendations is prepared.

2.1.3 Taking action on Ethics Assessment results

The CAKR intends to take the necessary steps to strengthen the ethical environment based on the ongoing evaluation. A report will be published based on the results of the evaluation.

2.1.4 Strengthening annual planning and reporting

The evaluation of the SAI PMF for 2019/2020 showed that the annual work plans of the CAKR were insufficiently connected with the activities indicated in the previous Strategic Plan. From 2022, the Annual Work Plans will correspond in form and content to this Strategic Plan.

Annual reports on the activities of the CAKR contain information on the implementation of the activities of the Strategic Plan. It is planned to expand the volume of information concerning goals, objectives and indicators.

2.1.5 Improving the overall planning and preparation of audit reports

In connection with the transition to international auditing standards, it is necessary to improve the annual planning of audits in the following areas:

- coverage of most of the state bodies at the national level with a compliance audit;
- step-by-step transition to audits of local governments as per international standards;
- selection of relevant topics for performance audit;
- continuation of financial audits.

2.1.6 Reassessment of SAI PMF

In 2025, the CAKR plans to re-evaluate SAI PMF to determine progress in the transition to international standards and to inform the next Strategic Plan (starting from 2026). The reassessment report is envisaged for publication.

Objective (Output) 2.2:

Increased Interaction with the Jogorku Kenesh, the Presidential Administration, the Cabinet of Ministers, the Media and the Public

The adoption of a new constitutional Law of the Kyrgyz Republic “On the Chamber of Accounts of the Kyrgyz Republic” is expected, which implies raising status of the CAKR to a new legislative level, i.e. its provisions will prevail over the provisions of laws. The adoption of this document will accelerate the transition to international auditing standards. However, government agencies, the media, and the public are not fully aware of these standards and the differences across specific types of audit and their functions is not always clear. In order to improve the effectiveness of the CAKR and the interaction of audit with society, different communication activities are needed for different stakeholders.

Course of Action:***2.2.1 Improving the exchange of information with the Jogorku Kenesh and executive authorities***

It is planned to organize regular meetings, round tables and awareness-raising presentations both with the relevant committee of the JKKR, and with all its interested factions, committees and deputies. Similar events with representatives of executive authorities.

2.2.2 Strengthening communication with the media, citizens and civil society organizations

The Chamber of Accounts of the Kyrgyz Republic actively promotes the policy of openness and transparency and complies with all the norms established by the Law "On the Chamber of Accounts of the Kyrgyz Republic", in terms of the access to its audit findings reports for citizens, the media and the civil sector. Press releases on the results of audit activities are widely covered in the media.

Communication with the media will be carried out in accordance with the Media Plan of the CAKR for the relevant years, approved by the leaders of the CAKR. Communication with the public will be maintained through the official website, social media and other communication channels of the CAKR. The CAKR also has a public reception office and a helpline. The CAKR also provides comments and interviews on topical issues related to the objects of the audit in response to media requests.

RISKS

This CAKR Strategic Plan proposes and plans significant changes for the coming years regarding both audit work and internal processes. At the same time, the CAKR seeks to not only improve the direct results of its work, but also to increase its impact on the public financial management system. There are always risks associated with achieving such an ambitious strategic plan. The CAKR cannot control all factors affecting its performance, but strives to regularly monitor risks and take risk mitigation measures.

The risks associated with the most important activities of the CAKR are given in Table 1. They will be monitored on a quarterly basis by the officer directly responsible for operations and quarterly by the chief of staff.

In cases where the mitigation strategy is not effective, the department responsible for the strategy will make adjustments.

The risks of the implementation of the strategic plan are associated with individual outcomes and results of the strategic plan.

Table 1: Risks

Goals and Objectives	Risks	Impact (1 to 3)	Probability (1 to 3)	Mitigation measures
Goal (Outcome) 1: More Effective, Transparent and Accountable Management of Public Resources	Political risk: Risk of new types of audit being unclear to stakeholders and thus new types of audit not having the intended impact – recommendations may not be accepted or implemented	2	2	Conducting information sessions for stakeholders (audit entities, members of the Cabinet of Ministers, Presidential Administration, JKRR, etc.)
Objectives (Outputs)				
1.1 Increased Number of Performance Audits and Quality Reports on Them	Human Risk: Risk of staff being unprepared for change and/or misunderstanding needs	3	1	Conducting analysis, selecting relevant topics, drawing up a detailed training plan and conducting training. Organization of ongoing consultations for employees
1.2 Preparing High-Quality Compliance Audit Reports Based on Risk	Human Risk: Risk of staff being unprepared for change and/or misunderstanding needs	2	1	Training and consulting of staff. Form mixed teams of experienced professionals and newcomers.
1.3 Continue Financial Audits and Improve Their Quality	Legal risk: The system of financial reporting according to international standards is not mandatory for audited objects, which complicates the conduct of a full-fledged audit and increase in coverage	2	3	Interaction with the Cabinet of Ministers

Goal (Outcome) 2: Stakeholders Adopt the CAKR as a Transparent, Accountable and Professional Organization	Reputational risk: The risk that publicity about the shortcomings and ethical issues of the CAKR reduces the perception of stakeholders about the CAKR	2	1	High-quality presentation of information
Objectives (Outputs)				
2.1 Publication of the Ethics Assessment, Annual Reports on the activities of the CAKR, Audit Reports, Evaluations of SAI PMF	Reputational risk: The risk that publicity about the shortcomings and ethical issues of the CAKR reduces the perception of stakeholders about the CAKR	2	1	High-quality presentation of information
2.2 Increased Interaction with the Jogorku Kenesh, the Presidential Administration, the Cabinet of Ministers, the Media and the Public	Political risk: Risk of new types of audit being unclear to stakeholders and thus new types of audit not having the intended impact – recommendations may not be accepted or implemented	2	2	High-quality presentation of information

MONITORING AND REPORTING

A number of indicators will be used to determine whether the CAKR is successfully achieving its goal. These indicators are new to the CAKR. They reflect the performance of the first year of this plan, providing the basis against which the performance in subsequent years will be assessed.

To monitor the implementation of objectives, along with other indicators, will be used scores in accordance with the SAI PMF (SAI-10 "Financial Audit Process", SAI-13 "Performance Audit Process", SAI-16 "Compliance Audit Process", SAI-11 "Financial audit results", SAI -14 "Performance audit results", SAI -17 "Compliance audit results"). The CAKR plans to cooperate with the INTOSAI Development Initiative to conduct a mid-term review of its SAI PMF performance.

Table 2: Monitoring and reporting

	Indicator	Measurement frequency	Data source	Base	Step					Goal
					2022	2023	2024	2025	2026	
Goal (Outcome) 1 More Efficient, Transparent and Accountable Management of Public Resources	Open Budget Index - Budget Transparency	2023, 2025	Open Budget Survey	2019: 63/100	-	63	-	71	-	
	World Bank Global Governance Indicator - Government Effectiveness	Annually	The World Bank	2020: -0.65 (-2.5 to +2.5)	-0.6	-0.5	-0.4	-0.3	-0,2	
	World Bank Global Governance Indicator - Controlling Corruption	Annually	The World Bank	2020: -1.11 (-2.5 to +2.5)	-1.0	-0.9	-0.8	-0.75	-0.7	
	% of implemented recommendations (prescriptions) one year following their approval	Annually	CAKR data system	2021: 50%	60%	65%	70%	75%	80%	
Goal (Outcome) 2 Stakeholders Adopt CAKR as a Transparent, Accountable and Professional Organization	Part of the interviewed stakeholders who consider the CAKR to be sufficiently transparent and professional	2022, 2026	Survey	Will be approved after the first survey						
	Number of articles about the CAKR in the media	2022, 2026	Media	Will be approved after the first survey						

Objective (Output) 1.1 Increased Number of Performance Audits and Quality Reports on Them	Number of PA reports per year on the following 10 topics: Defence, Education, Environment, Health, Infrastructure, Economic Development, Revenue Collection, Public Sector Reforms, Public Finance and Governance, Welfare and Labor Market	Annually	List of audits	2021: 2%	6%	7%	8%	9%	10%
	Audit quality according to SAI-13 SAI PMF (PA process)	2023, 2026	SAI PMF and separate analysis	2020: ¼		2/4			3/4
Objective (Output) 1.2 Preparing High-Quality Compliance Audit Reports Based on Risk	Government agencies where conducted CA as per ISSAI within a year	Annually	List of audits	2021: 60%	90%	88%	86%	84%	82%
	Quality of the audit according to SAI-16 SAI PMF (CA process)	2023, 2026	SAI PMF and separate analysis	2020: 2		3			3
Objective (Output) 1.3 Continue Financial Audits and Improve Their Quality	% of all government agencies that conducted ISSAI FA within a year	Annually	List of audits	2021: 0	2%	3%	4%	5%	5%
	Audit quality according to SAI-10 SAI PMF (FA process)	2023, 2026	SAI PMF and separate analysis	2020: 2		3			3
Objective (Output) 2.1 Publication of the Ethics Assessment, Annual Reports on the Activities of the CAKR, Audit Reports, Evaluations of SAI PMF	Publication of information on SAI PMF and ISSAI 130 assessments	2022, 2024, 2027	Internet resource of CAKR	2020: no		SAI PMF ISSAI 130	No	No	SAI PMF
	Publication of annual reports a) on the results of the implementation of the Strategic Development Plan and b) on measures taken on the basis of the ISSAI 130 assessment	2023, 2024, 2025, 2026	Internet resource of CAKR	2020: no	No	A) and B)	A)	A)	A)

	Deadlines for submission and publication of audit results (SAI-11, 14, 17) (results of PA, CA and FA)	Annually	SAI PMF and separate analysis	2020: 2,1,2	2,2,2	3,3,3	3,3,3	4,4,4	4,4,4
Objective (Output) 2.2 Increased interaction with the Jogorku Kenesh, the Presidential Administration, the Cabinet of Ministers, the Media and the Public	Number of awareness-raising events for the Parliament on the activity and role of the CAKR: Strategic Development Plan, types of audit	Annually	Meeting minutes	2020: 0	4	1	1	1	2
	Holding an annual discussion with the Parliament on audit topics prior to planning for the year	Annually	Meeting minutes	2020: no	Yes	Yes	Yes	Yes	Yes
	Number of audit reports for three types of audit approved additionally in brief format	Annually	Internet resource of CAKR	2021: 63%	100%	100%	100%	100%	100%
	Number of press conferences and interviews with CAKR representatives	Annually	Meeting minutes	2020: 3	4	6	8	10	12

Number of employees and their positions

The CAKR employs 206 people, of which:

- at the Central Office -125;
- at the Territorial division for Bishkek, Chui and Talas regions - 33;
- at the Territorial division for the city of Osh, Osh, Batken and Jalal-Abad regions - 33;
- at the Territorial Division for Naryn and Issyk-Kul regions -15.

There are also 80 units of technical service personnel and junior service personnel.

LIST OF ABBREVIATIONS

SAI	Supreme Audit Institution
CAKR	Chamber of Accounts of the Kyrgyz Republic
JKKR	Jogorku Kenesh of the Kyrgyz Republic
CM	Cabinet of Ministers of the Kyrgyz Republic
INTOSAI	International Organization of Supreme Audit Institutions
IDI	INTOSAI Development Initiative
ISSAI	International Standards of Supreme Audit Institutions
ISA	International Auditing Standards
CA	Compliance audit
FA	Financial audit
PA	Performance audit
PFM	Public Financial Management

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