



2022-2025 STRATEGIC PLAN

Advancing Public Sector Accountability

VISION

To be recognized as a global knowledge leader in public sector auditing and oversight.

MISSION

To enhance the knowledge and skills of public sector auditors and oversight bodies so that they can better help governments improve performance, transparency, and accountability for public resources.

VALUES

- CAAF is focused on our members
- CAAF works collaboratively and respectfully
- CAAF has high quality products and services
- CAAF is committed to innovation
- CAAF holds itself to the highest of ethical standards
- CAAF responds to user needs in a timely way

OVERARCHING GOAL: Our Commitment to Equity, Diversity, and Inclusion (EDI)

We will implement practices to reinforce EDI, so that all CAAF members, associates, partners, staff, and board members feel welcomed and valued at CAAF.

Member Engagement

We will grow our membership to include 80% of those practicing performance auditing in the public sector in Canada.

We will provide membership access to oversight committees while exploring sustainable funding options.

We will have 25% of supreme audit institutions (SAIs) represented in CAAF membership.

Knowledge Exploration

We will double how often CAAF is referenced globally in public sector audit reports, by academics, and by professional organizations, discussing public sector auditing and accountability topics.

We will contribute to enhanced accountability by researching issues of importance to Canadians.

We will develop or identify at least six new products to fill the gap between competency requirements and our existing products.

Capacity Building

We will deliver on our commitments to Global Affairs Canada (GAC) for the International Governance, Accountability and Performance program (IGAP) and we will contribute to the work of at least 10% of SAIs and oversight committees internationally, in partnership with GAC and others, during and beyond the delivery of the IGAP program.

We will enter into comprehensive, multi-year arrangements with our organizational members outlining the delivery of products and services for both audit and oversight.

We will develop a plan to support certification for performance auditors.

UNDERPINNING GOAL: Our Sustainability

We will obtain and maintain sufficient resources (people, systems, and funding) to accomplish our strategic goals.

We will replace any reductions in funding levels and find sufficient additional contributions estimated at \$1 million per year.

We will adhere to our quality assurance practices for 100% of our products and services.





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Some of the ways we will achieve our goals...

OVERARCHING GOAL: Our Commitment to EDI

- Define EDI for CAAF.
- Develop a policy on EDI, and monitor and evaluate its implementation annually.
- Conduct an organizational assessment.
- Provide training and support to staff, board members, and associates to raise awareness and to enable them to implement the policy.

Member Engagement

- Reach out to members and potential members to assess our list of products and services and refine that list to be responsive to their needs.
- Maintain information and continue to meet member needs by implementing tools and mechanisms to systematically collect feedback and track member activity.
- Provide members with member-exclusive products and services.

Knowledge Exploration

- Develop an understanding of Indigenous Knowledge Systems so we can better contribute to the accountability discussion in Indigenous communities in Canada.
- Work with provincial bodies to establish stronger accountability regimes in small municipalities in Canada.
- Establish at least one strategic partnership with an organization with a similar mandate interested in furthering the practice of audit and oversight through research.

Capacity Building

- Enhance professional development offerings by providing a variety of formats such as: shorter courses, workshops, and webinars; in-person, remote, and on-demand delivery options.
- Introduce a mentorship program to support performance auditors and audit teams.
- Enter into a memorandum of understanding with at least two organizations with similar goals to deliver products or services to SAIs and/or oversight bodies looking to build capacity.

UNDERPINNING GOAL: Our Sustainability

- Deliver certain of our products and services on a full-cost-recovery basis (including performance audit training courses, awarded contracts related to international development and research projects, and other non-member services).
- Work with consultants to identify and approach potential funders in Canada to support core funding for research, oversight, and international development work.
- Hold a conference every 2-3 years.
- Support current and new staff through the changes associated with this growth.
- Enhance our human resource and corporate systems and practices to meet current and future needs efficiently and effectively.