

**Canadian Audit and
Accountability Foundation**

ANNUAL REPORT 2019–2020



CANADIAN AUDIT
& ACCOUNTABILITY
FOUNDATION

Message from **THE CHAIR**



Forty years ago, the Foundation was created with the goal of contributing to strengthening effectiveness, efficiency and economy in the public sector, as well as government oversight and accountability. As we look at our current mission, this goal still defines who we are and strive to be: an organization that “promotes and strengthens public sector performance audit, oversight, and accountability in Canada and abroad through research, education and knowledge sharing.”

All of CAAF's work and activities has this mission in mind while at the same time meeting our members' needs. One of my roles as Chair of the Board of Directors is to ensure members have access to the information and services they need and see value in the services they receive from the Foundation. In October 2019, as we approached the end of our five-year strategic plan, CAAF staff launched a member satisfaction survey to take the pulse of our membership. The goal of the survey was for the Board and staff to learn more about the publications, products and services members value the most, as well as hear from them on what they would like the Foundation to focus on. Results showed a high level of general satisfaction; our publications and courses are well received. We also heard great topic suggestions for future research and professional development offerings. The Board of Directors and CAAF staff will consider all comments received as we develop our next strategic plan.

In September 2020, John Reed will retire and Carol Bellringer will become CAAF's new President and CEO.

On behalf of the Board of Directors, I would like to thank John for his contributions to CAAF, firstly as Vice President, Performance Audit and more recently, as President and CEO. John oversaw many positive changes at CAAF, including launching the Foundation's practice guide product line, and rebranding with a new organization name. We wish John well in his retirement.

As we look towards 2021 and beyond, Carol Bellringer brings a wealth of experience and knowledge in auditing and oversight. As Board Chair, I look forward to working with Carol to further enhance CAAF's services to our members.

As my first year as Chair of CAAF's Board of Directors comes to an end, I want to take this opportunity to thank all of our members for their continued support throughout the years. While our 40th anniversary invites us to reflect on the growth, transformation and success of the Foundation, it also underlines the importance of our members. The Foundation would not be where it is today without our members' invaluable support, input and involvement – thank you for helping shape the Foundation and making it what it is today.

I also want to thank my fellow Board members and all the CAAF staff. I look forward to working with all of you as we look to the future.

Evangeline Colman-Sadd
Chair, Board of Directors

Message from **THE PRESIDENT AND CEO**



I am pleased to present CAAF's 2019-2020 Annual Report, my last report before retirement. Being the President and CEO of the Foundation has been the most rewarding experience of my professional life and the pinnacle of my career. I have seen the Foundation transform since I joined in 2012 and I am proud to see how much the organization has grown and flourished—with this year being no exception.

In last year's Annual Report, we discussed CAAF's successes in forging close relationships with members and partners to ensure the sustainability of the Foundation. We continued, this year, to build on those established relationships by welcoming new members and partners and increasing our visibility, while also continuing to focus on our products and services.

Speaking of increasing our visibility, just this past year, CAAF has significantly increased its online visibility. We have gained nearly 1,000 new followers on our social media platforms and have more than doubled our website users. We have increased visits to our website by 87% and have been expanding our reach, with 57% of website visitors coming from outside Canada. We are thrilled to see this growing interest in the Foundation and in our offerings and look forward to further building on this.

Our publications and services also continue to grow and expand. As you will see in the next few pages, this year has been quite busy as we developed new publications series, published more than ever before, increased our communications to members and continued to frequently deliver our world-class training offerings.

Our current international program is now in its third year, and we have established strong relationships with the participating supreme audit institutions. The program continues to benefit from the tremendous support of our Canadian partners. Working together, we had a very busy year that saw us delivering training in all four participating countries and welcoming a class of eight Fellows.

We cannot speak about the 2019-20 fiscal year without mentioning COVID-19. When COVID-19 hit Canada, we acted quickly to ensure the

health and safety of our staff, members and partners, and, by the end of March, things had dramatically changed: We cancelled all in-person training, suspended all travel, sent our international Fellows home, and arranged for our staff to work remotely.

Although the upcoming fiscal year will be challenging as we adapt to new ways of working, explore different methods to provide value to our members and face the new reality brought about by COVID-19, we are fortunate to have a strong team at CAAF to take on the challenge. The future augurs well for the Foundation!

I want to take this opportunity to thank the CAAF staff and our family of associates. I've continually been impressed by their dedication and creativity in serving our members and partners, not only this past year, but throughout my time at the Foundation. We said goodbye to a few staff members this year: Nicole Wieczorek, Vice-President, Operations & CFO, and Terry Hunt, Vice President, International Programs, who both retired, as well as other staff members who went on to explore new opportunities. We wish them all the very best in their new adventures. At the same time, we were delighted to welcome new colleagues to the CAAF team, including Jane Cheesman, Vice-President, Operations and CFO, Sharon Clark, Vice-President, Professional Development, and Véronique Coch, Director, Communications and Stakeholder Relations.

At the highest level, our mandate and vision is to serve the greater public good by promoting effective audit, accountability and governance in public sector institutions around the world. We couldn't be what we are today without the ongoing support of our many members and partners. This includes financial support of course, but more importantly, it is the contribution of so many individuals in the creation and delivery of our products and services that makes all the difference. On behalf of our staff, associates and the Board of Directors, I want to thank our members and partners. I hope they will continue to support — and benefit from — the Foundation's work for years to come.

John Reed
President and CEO

STRATEGIC GOAL 1

Research, Methodology and Information Products

CAAF develops products to support our members and oversight bodies with the overarching goal of advancing knowledge and innovation in performance auditing, oversight and accountability. This year's highlights include launching 50% more publications than the year before, creating new series and addressing several leading edge topics.



25 new publications added to the CAAF website

Launched 3 new publication series



Voices from the Field



Featured Oversight Practice



Oversight Tips

Released 4 research publications



Impact of Performance Audits



Artificial Intelligence and Auditing



Auditing Organizational Culture



Measuring Accountability: CAAF's 2018 Survey of Public Accounts Committees in Canada

Leading edge topics

ARTIFICIAL INTELLIGENCE

BLOCKCHAIN

PROSPECTIVE AUDITS

AUDITING CULTURE

AUDITING GENDER EQUALITY

Publications made possible thanks to the involvement of

60+ members and stakeholders

11 CAAF staff

Audit News database

CAAF's premier tool for performance audit professionals
www.caa-fcar.ca/en/performance-audit/audit-news

Added 922 new audit documents to the database

Total of 7,623 documents from **58** jurisdictions

Began process of converting to a faster and more reliable Audit News 2.0

(to be launched in Summer 2020)

STRATEGIC GOAL 2

Education and Professional Development

CAAF offers learning and capacity building opportunities to strengthen the knowledge and skills of performance auditors, internal auditors, as well as oversight bodies. This year, we have kept busy by training over 350 auditors and 91 public accounts committee members and continued to offer “best-in-class” training opportunities, receiving an overall satisfaction rating of 4,16/5.

Training delivered to auditors

21

courses delivered

| | |
|-----------------------------------|---|
| Root Cause Analysis | 7 |
| Fundamentals of Performance Audit | 6 |
| Effective Report Writing | 4 |
| Evidence Collection and Analysis | 2 |
| Leading Successful Audits | 2 |

392

hours of professional development



OVER 350

course participants



OVER 9,500

professionals trained since 1980



Training delivered to oversight committees

Federal, Provincial & Municipal



Delivered workshops to public accounts committees in 8 jurisdictions

Held first municipal audit committee training

Feedback from MPs on most valuable learnings

Learning good practices from other jurisdictions

Planning, follow-up and action plans

Understanding the importance of the role

Need for non-partisanship

What we've heard from participants

The instructor was fantastic, and the content was so practical.

Probably one of the most useful training I have ever been on!

The course was superbly designed and implemented.

Leading Successful Audits & Root Cause Analysis were the best training I've ever participated in as a Performance Auditor.

STRATEGIC GOAL 2 *(continued)*

Education and Professional Development

Professional development is at the centre of CAAF's international program. Our program delivers a tailored mix of capacity building activities for each participating country, including courses for the supreme audit institutions (SAIs) and oversight bodies, Fellowship placements in Canada, and other training and mentoring.

International Governance, Accountability and Performance Program*

This marked the second year of our 2018-2025 international program, in which CAAF and our Canadian partners are helping to advance performance auditing and oversight in Guyana, Rwanda, Senegal and Vietnam. With the four country partnerships now established, our capacity building activities were in full swing this year.

TRAINING FOR SAIs

| | | |
|--|--|---|
|  <p>10 missions abroad</p> |  <p>19 training deliveries with 6 Canadian partners</p> |  <p>Over 300 hours of professional development delivered</p> |
|  <p>Nearly 200 individuals trained</p> |  <p>New executive-level courses for AGs and senior management</p> |  <p>First deliveries of CAAF's Auditing Gender Equality course</p> |

2019-20 FELLOWSHIPS

www.caaf-fcar.ca/en/international-development-program/2019-2020-fellows

8 Fellows from 4 countries



Renita
Lall



Nicole
Kabanyana



Zeynab
Mbengue Wade



Nguyen Thi
Nguyet Anh



Antony
Mohabir



Hervé
Niyongabo



Abdoulaye
Seck



Thai Nguyen
Dung



Guyana



Rwanda



Senegal



Vietnam

Placements at 4 Canadian offices



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada



OFFICE OF THE
Auditor General
of British Columbia



Auditor
General
OF ALBERTA



Participated in 6 CAAF courses

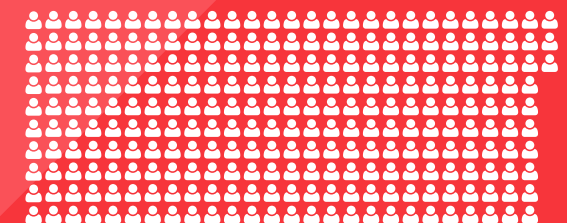


7 months
in Canada



+ 2 months
virtual

263
graduate
Fellows
since 1980



* This program is undertaken with the financial support of the Government of Canada provided through Global Affairs Canada.

STRATEGIC GOAL 3

Knowledge Sharing & Networking

It is important for CAAF to support and foster information exchange through events and networking opportunities. We do this by sharing our knowledge, tools and expertise with members, partners and stakeholders, in Canada and internationally. A highlight for CAAF this year was its successful event at the Women Deliver conference.

Acronyms

CCPAC

Canadian Council of Public Accounts Committees

CCOLA

Canadian Council of Legislative Auditors

SDGs

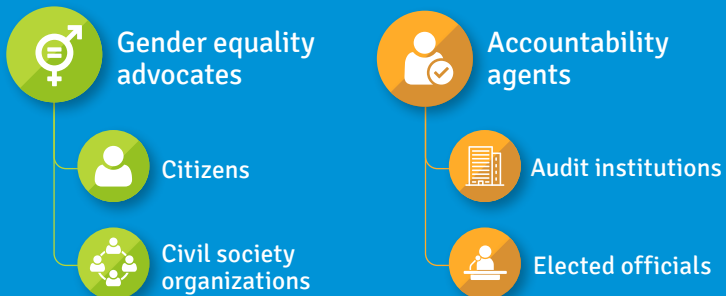
Sustainable Development Goals

 **JUNE**

Held side event

Accountability for the SDGs and Gender Equality: Advocates and Agents Working Together at the Women Deliver Conference

This event attracted over 60 participants, including:



 **APRIL**

Supported the 2019 CCOLA Performance Audit Symposium

2 CAAF staff on the planning committee

Involved in **5 sessions**

- 1 Defining, Measuring and Increasing the Impact of Performance Audits
- 2 Crafting a Message that Sticks
- 3 Blockchain in the Public Sector: Challenges and Opportunities
- 4 Presentation from CAAF Emerging Leaders
- 5 Peer Exchange led by Emerging Leaders



Participation in 5 international conferences

held by:

- ➔ Caribbean Organization of Supreme Audit Institutions
- ➔ Commonwealth Parliamentary Association
- ➔ INTOSAI Development Initiative and UN Department of Social and Economic Affairs
- ➔ INTOSAI Working Group on Environmental Auditing
- ➔ Organization of Latin American and Caribbean Supreme Audit Institutions

 **APRIL**

Held the 7th annual Municipal Audit Forum

Attendance from over **10 municipalities**

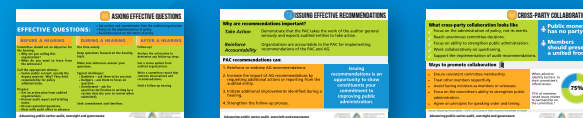
Discussions on recent achievements, innovations, challenges and best practices

 **AUGUST**

Supported the CCPAC-CCOLA Conference

Approval of a motion to have CCPAC include a note about CAAF orientation training in their introductory letter to new PACs

Distributed cards on cross-party collaboration, asking effective questions, and issuing effective recommendations



STRATEGIC GOAL 4

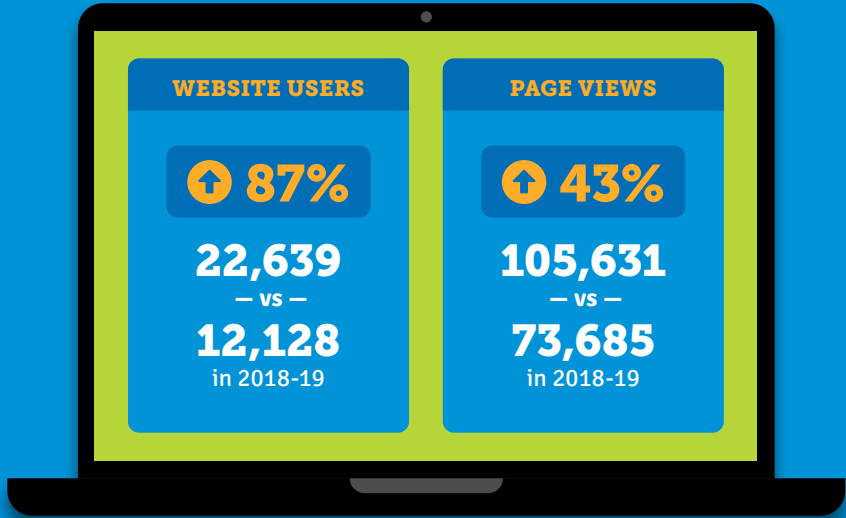
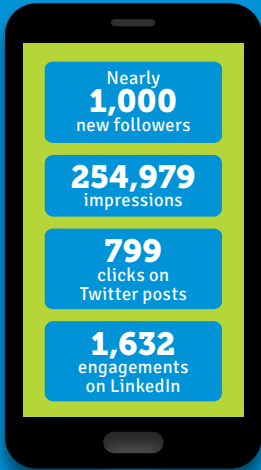
Sustainability and Accountability

As we strive to maintain a sustainable organization that is adequately resourced and accountable to its members, partners and stakeholders, CAAF has seen a strong increase in online visibility and reputation as well as a growing interest in the Foundation. To continue ensuring we provide the products and services members need, CAAF conducted its first member satisfaction survey. The results will help shape upcoming projects and publications as well as shape the next strategic plan.

Increase in online visibility



www.caa-fcar.ca

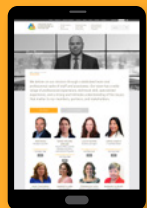


Most popular pages*

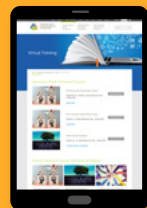
*Other than Homepage



Performance Audit Resources



CAAF Team



Training Opportunities



Audit News Database



About CAAF



Resource Library

Creation of new flyers highlighting CAAF member benefits and services



Launch of new member fees and benefits package



Unveiling of 40th anniversary logo and messaging



Conducted first member satisfaction survey

94% overall satisfaction

OVER 90% would recommend CAAF to others

Completed by 199 CAAF members



To access CAAF's 2019–2020 financial statements, click here



CAAF STAFF, MEMBERS AND PARTNERS

as of March 31, 2020

CAAF Staff

John Reed, *President and CEO*
 Marie-Hélène Bérubé, *Program Officer, Gender Equality and Ethics, International Programs*
 Lesley Burns, *Director, Oversight*
 Lynne Casiple, *IT and Web Officer*
 Jane Cheesman, *Vice-President, Operations and Chief Financial Officer*
 Sharon Clark, *Vice-President, Professional Development*
 Véronique Coch, *Director, Communications and Stakeholder Relations*
 Barbara Dumont, *Program Officer, International Fellowships, International Programs*
 Pierre Fréchette, *Director of Research, Products and Services*
 Yves Genest, *Vice-President, Products and Services*
 Kate Gertz, *Communications and Reporting Officer, International Programs*
 Caroline Jorgensen, *Interim Vice-President, International Programs*
 James Oulton, *Governance and Research Officer*
 Thera Pritchard, *Administration Officer*
 Julien Raynaud, *Projects Officer, Professional Development*
 Mandy Ricard, *Administration and Logistics Officer, International Programs*
 Zaid Shaikh, *Senior Finance and Risk Officer*

CAAF Board of Directors

Evangeline Colman-Sadd, CPA, CA
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 Terry Paddon, CPA, CA
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 Nancy Cheng, FCPA, FCA
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 Michèle Galipeau, CPA, CA
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 B. Jane MacAdam, CPA, CA
 Steve Marcotte, CPA, CA
 Ann Masson, M.P.A.
 Merwan Saher, FCPA, FCA

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 Régent Chouinard
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