

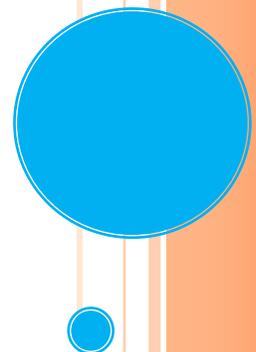


Independent observer  
of the Global Fund



# REPORT ON THE REGIONAL ROUNDTABLE ON ENHANCING THE CAPACITY OF SUB- SAHARAN AFRICA SUPREME AUDIT INSTITUTIONS TO AUDIT GLOBAL HEALTH INITIATIVES

Nairobi, Kenya  
13 – 15 July 2022



Implemented by:



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Direktion für Entwicklung  
und Zusammenarbeit DEZA



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## BACKGROUND

Aidspace held a regional roundtable consultative meeting in Nairobi from 13th – 15th July 2022. The roundtable marked the inception of a third phase of a project aimed at reinforcing the capacity of Supreme Audit Institutions (SAIs) in sub-Saharan Africa to audit donor-supported government health programs, including Global Fund and Gavi programs. The third phase of the project will focus on building the capacity of the SAIs of the Democratic Republic of Congo (DRC), Malawi, Mozambique, Nigeria, Tanzania, Uganda, and Zimbabwe, to conduct financial and programmatic audits of Global Fund and Gavi grants. The report contains deliberations held at the consultative meeting including discussions on the phase 3 project, presentations, feedback, and inputs from different stakeholders. This report summarises the main points made during the three-day conference including a background of the third phase of the project and experiences and lessons learned by the SAI in the previous phase.

## OPENING REMARKS

### Aidspan Executive Director

Chief Executive Director-Aidspan, Ida Hakizinka, opened the conference. She reviewed some pertinent facts on the need to build capacity for auditing Global Fund grants and supporting health initiatives. She reported that Aidspan has been conducting a project to enhance Supreme Audit Institutions' capacity (SAIs) on financial and programmatic audits. With GIZ BACKUP support, she explained that Aidspan implemented the project's first phase in 2020 on eight Sub-Saharan SAIs: Burundi, Kenya, Ghana, Liberia, Malawi, Rwanda, Sierra Leone, and Togo. The New Venture Fund supported the implementation of the project's second phase on five SAIs of Ethiopia, Lesotho, Namibia, Nigeria, and South Africa. She added that the third phase would aim at building the capacity of the SAIs and other accountability organisations of Congo, Malawi, Mozambique, Nigeria, Tanzania, Uganda, and Zimbabwe. The objective of the project's third phase will be to strengthen public finance management of the global health initiatives and advocate for better utilisation of resources in auditing global health initiative-supported programs, which calls for institutions such as Gavi to get involved in the project. She stated that moving forward it was necessary to involve all relevant stakeholders in the project and offer training on both Financial and Programmatic audits. She added that it was also essential to demonstrate the use of the audit Toolkit, which was developed by the project and could be customised to suit countries' needs.



In her conclusion, Ida pointed out that the meeting aimed at strengthening SAIs and providing a platform for discussions on past experiences, challenges, and lessons learnt in auditing the health sector. She urged the audience to utilise the conversations to design future health audit initiatives and interventions.

## GIZ BACKUP Health

The Team Leader, Huzeifa Bodal, acknowledged that there has been significant progress concerning health worldwide and that major milestones have been achieved. He, however, stated that there still exist challenges despite the



increase in know-how. Therefore, organising such a roundtable was necessary because more work needs to be done, especially in financial management, if all expectations are to be met fully. He added that the key goal for everyone should be to ensure that funds reach the citizens. Thus, the need to invest in health systems to ensure measures are in place to give quality services and medicines to all citizens.

According to Huzeifa, GIZ BACKUP Health is mandated to work with national institutions, like SAIs, that have a role in the health system to support and strengthen investments made by global health initiatives like Global Fund and Gavi. It also endeavours to create a long-term and lasting impact in the health sector. He added that the third phase of the SAI capacity-building project strategically selected seven countries with

considerable donor investment to support the countries in the current funding cycle. Therefore, the project can significantly contribute to the impactful use of such funds.

In his conclusion, Huzeifa stated that every health organisation should continue advocating for SAIs and build partnerships with them while striving to see their achievement of excellent results.

## Gavi

Awinja Wameyo, Director - Portfolio Financial Management at Gavi, reported that Gavi was created as an international organisation in 2000 as a global vaccine alliance that brings together both public and private sectors. They aim to

enhance access to new and unused vaccines in low-income countries and act as pillars in health system strengthening and tailored technical support. She stated that as an integral part of health response, Gavi is interested in precise financial management and a reasonable level of accountability of funds. According to Awinja, such milestones cannot be met by Gavi alone. Therefore, there is a need to involve country ownership and sustainable systems with SAIs at the centre of Gavi's agenda.

Only eleven SAIs audited Gavi-supported programs in the past years out of the 73 countries Gavi supports. A working relationship with SAIs and other accountability institutions is beneficial by being a source of better intelligence that can provide a better understanding of the fundamental issues that affect citizens.



## The Global Fund

Eric Boa, Senior Manager of Financial Risk Management and Assurance at the Global Fund, said he was pleased to see the progressive growth and maturity experienced by the SAI capacity-building project over five years. He found it impressive that several organisations were participating in Phase 3 of the project and urged uniting and exploring ways of strengthening partnerships with SAIs through advocacy and capacity-building support.

He introduced Global Fund as an international organisation designed to end the spread of HIV, TB, and Malaria. As an organisation, The Global Fund mobilises and disburses 4 billion per year to support local programs aimed at ending pandemics. Since its inception and at the onset of Covid-19 in 2020, the organisation has put in more money to mitigate the impact of the three diseases. The Global Fund has disbursed 56 billion worldwide, and 74% of this has been disbursed to Sub-Saharan Africa. 28% of Sub-Saharan funds have been disbursed to the seven countries chosen for the phase 3 project. It is inevitable to face challenges when such amounts of money are invested; consequently, auditing the grant is fundamental to ensuring the effective use of the funds. In this effect, utilising SAIs is essential because such public funds should be audited annually as part of the assurance framework. Currently, SAIs involvement in this process stands at 13%, with Africa recording only ten countries where SAIs audit The Global Fund grants.



Eric stressed that this involvement should change if Global Fund is to attain sustainability and effectiveness. Using countries' financial public management systems and all resources possible, it is paramount for auditors to familiarise themselves with key performance indicators of grants and establish collaborations for audit capacity building in each country. He assured of Global Fund's participation in in-country workshops that will take place and wished all the present organisations a working relationship to a successful phase 3 project.

### Office of the Inspector General (OIG)

On their journey, Collins Acheampong, the Head of Professional Services from OIG, commended Aidspar's SAI capacity-building project and reported that they were proud of the significant milestones and achievements. He gave an example by citing how the



many trained auditors will influence policies and be a link to many inevitable global changes due to their existence as change agents of the future. He stated that SAIs have a role to play and will continue to receive support and advocacy from OIG. SAIs need to eliminate any rules and constraints that hinder them from attaining and building more robust systems, ensuring that grants go through a sound financial management system and benefit the citizens. He concluded that OIG will continue to work with SAIs and other institutions to attain its full potential in utilising public funds.

## CREFIAF

On behalf of CREFIAF, Dorothy Dang, the State Inspector at CREFIAF, explained how the meeting was essential in addressing issues such as discussing the sustainability of projects to ensure continuous collaborations that benefit every citizen. Dorothy added that complex

issues require extensive knowledge. The SAIs need to be supported to engage the necessary experts to support them in their mandate. She emphasised the need for the SAI capacity-building project to incorporate the dissemination of the finance and programmatic audit tool. Further, the project should ensure that the training offered to SAIs develop a base of competencies and cooperation that can yield transparency and collaboration of many stakeholders for the benefit of all citizens.



## AFROSAI-E

The AFROSAI-E Executive Director, Meisie Nkai, said that AFROSAI-E is committed to forming partnerships that enhance and strengthen the capacity and capabilities of SAIs. She pointed out that supporting SAIs depends

on the SAI independence and is pegged on the principles listed below;



- Existence of an appropriate and effective institutional, statutory or legal framework.
- Independence of SAIs head and members of the institution.
- Sufficiently broad mandate and complete discretion to discharge the SAI functions.
- Unrestricted access to information.
- Right and an obligation to report on SAI work.
- Freedom to decide the content and timings of audit reports to publish and disseminate them.
- Existence of a follow-up mechanism on SAI recommendations
- Financial, managerial, and administrative autonomy.

She identified several ways in which donor partners can support SAIs. For instance, donors can lobby and influence SAI independence in countries when negotiating funding contracts. SAIs can also be funded to improve capacities. She pointed out the need for donors to harmonise their audit requirements to ensure SAIs can operate effectively without compromising their few resources. Collaboration between donors and other support institutions can ensure SAIs are equipped with the necessary tools and capacities to administer their responsibilities. She reported that the primary goal should be strengthening the SAIs and supporting their engagement with citizens and other accountability structures such as anti-corruption organisations.

## Auditor General of Kenya

Auditor General of Kenya, Nancy Gathungu, welcomed all participants to Kenya. She explained that the health sector had become more vital during this time of a rise in new epidemics and pandemics, such as Covid-19, Monkey Pox, and others. With much demand for the health sector,



several governments have taken a back seat in tackling existing infectious diseases like TB, Malaria, and HIV. She cited a Global Fund report which recorded a decline of about 1 million people treated for TB in 2021 compared to 2019 and a similar decline in testing and treating HIV.

She encouraged capacity building to enable Supreme Audit Institutions (SAIs) to effectively report on the preparedness of healthcare systems and their ability to respond swiftly to pandemics and other health challenges through focused assessments or targeted recommendations that make and influence a change in the lives of citizens.

Nancy pointed out the need to allocate funds to ensure SAIs are equipped to carry out their mandate correctly. For instance, SAI Kenya allocates 60-70% of all received grants to medicines and health products programs, whereas 30-40 per cent is set aside for training, monitoring, sensitisation, and evaluation of SAI programs. This has contributed significantly to creating a healthy population, minimising suffering and loss of lives. She concluded that all stakeholders should pay attention to initiatives governments put in place

to tackle the pandemics. She also pointed out the need for an in-depth evaluation of phases 1 and 2 of the SAI capacity-building project to identify gaps and address them before moving to phase 3. With a collective effort to strengthen SAIs, they will be able to offer the best services to the health sector and all areas in their jurisdiction.

## PRESENTATIONS

### Stretching The Frontiers of Public Accountability (Mr Edward Ouko - Former Attorney General Kenya)

Every nation recognises that SAIs are essential in governance, and their roles are well articulated in constitutions. In the endeavour to do their mandate in line with the constitution and with full independence, there are critical issues of concern to the citizens expected of them to handle, such as checks and balances, corruption, and delivery/impact of grants on the ground.



#### Checks and balances

In this category, citizens are concerned about the arms of the government- Legislature, Executive and Judiciary, and SAI Assurance. If these named sectors are well managed and operating at their full potential, the citizens would enjoy every benefit that can be found in a nation. On the other hand, citizens will suffer if the sectors experience challenges because the performance of such institutions predominantly affects their livelihoods.

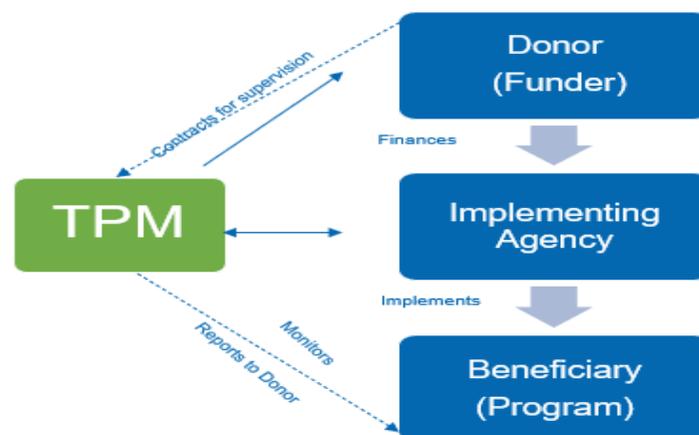
## Corruption

Every citizen suffers from corruption because basic and essential services will benefit a few people. In that case, SAIs should not be shy in the fight against corruption. They can investigate primary-level corruption and refer mega ones to the anti-corruption units. Therefore, SAIs should be at the forefront of the fight against corruption by stretching their boundaries.

## Delivery/impact on the ground

Ordinary citizens are concerned with a clean environment and basic amenities like health, water, food, and education. This is part of the bill of rights in all nations, and the Global Fund's mission to eliminate HIV, TB, and Malaria (HTM) brings a change or impact to all citizens. It is not enough to just budget, spend and keep records; all SAIs should aim to improve the impact of the Fund on countries.

SAIs can ensure better performance by embedding monitoring and evaluation that is timely and independent to enable early corrective and adaptive actions and improved outcomes. At the beginning of a project, including third-party monitoring (TPM) is helpful.



The donor can contract a TPM as an extra assurance measure with direct reporting to the donor, creating a systematic and intentional collection of performance monitoring and contextual data by a non-donor entity. This can be applied as a critical approach in non-permissive environments characterised by instability, inaccessibility, and insecurity or in any sector. If SAIs are willing to stretch their boundaries, much can be expected.

### Introduction of the SAI phase 3 project (Samuel Muniu - Aidspace)

Led by Aidspace, the phase 3 project aims to enhance Supreme Audit Institutions' capacity (SAIs) to perform finance, compliance, and programmatic audit of Global Health Initiatives (GHIs) supported programs. As an NGO, Aidspace's goal is to ensure transparency and effectiveness of the global



fund worldwide and at the country level. The organisation, therefore, provides all relevant information and analysis to Global Fund stakeholders to help describe and evaluate progress in HIV, TB, Malaria, and Resilient Systems Strengthening for Health (RSSH). To achieve this goal, Aidspace is expanding its mandate to cover other Global Health Initiatives (GHIs), including Gavi.

### Objectives of Phase 3 project

The objective of the Phase 3 project is to strengthen public finance management in global health by enhancing the capacity of seven SAIs and helping them advocate for adequate resourcing to increase accountability of government-managed programs

supported by Gavi and The Global Fund leading to improved performance of programs.

Other objectives include;

- To document the existing audit and accountability arrangements and mechanisms for government-managed programs in the participating countries
- To facilitate peer learning and best practices sharing across the seven SAIs in the project and SAIs trained in previous phases
- To train seven SAIs and finance officers on conducting financial, compliance, and programmatic audits of Gavi and Global Fund grants
- To provide technical support to SAIs during the pre-planning, planning, quality control, and reporting stages of the government-managed programs supported by Gavi and The Global Fund

Phase 3 Project has several partners: Global Fund Secretariat and OIG, Gavi, SAIs, State Principal Recipients (PRs), Country Coordinating Mechanisms (CCMs), AFROSAI-E & CREFIAF, GIZ BACKUP HEALTH. These stakeholders will engage in various ways to ensure that the seven countries in the Phase 3 project give the best to their citizens. As of 27th May 2022, the grants advanced from Global Fund, and Gavi are;

| <b>Country</b> | <b>Global Fund</b> | <b>Gavi</b>   |
|----------------|--------------------|---------------|
| Tanzania       | \$2,762,172,638    | \$494,178,991 |
| Uganda         | \$1,771,301,761    | \$420,565,592 |
| Zimbabwe       | \$1,958,450,820    | \$126,233,080 |
| Malawi         | \$1,820,052,429    | \$244,872,157 |
| Nigeria        | \$3,045,713,278    | \$954,315,296 |

|                         |                         |                        |
|-------------------------|-------------------------|------------------------|
| DRC                     | \$2,349,251,742         | \$894,611,351          |
| Mozambique              | \$1,736,244,997         | \$259,723,475          |
| <b>Total Investment</b> | <b>\$13,093,935,923</b> | <b>\$3,394,499,942</b> |

If SAIs are strengthened, these funds will go through better implementation and impact the citizens in the respective countries better.

### Scope of the phase three project

#### 1. Develop and update the Audit Toolkit

This will involve updating the existing Audit Toolkit for Global Fund-supported programs to include: health financing and co-financing for HIV, TB, malaria, RSSH, and Covid-19 grants; procurement and supply chain management; and developing a financial and programmatic audit Toolkit for Gavi-supported programs.

#### 2. Train SAIs on financial, compliance, and programmatic audits of Gavi and Global Fund grants.

Stronger SAIs will be achieved by organising capacity-strengthening workshops for the seven SAIs. The main participants are the SAI auditors and internal auditors of PRs. The training will aim to ensure an increased understanding of processes, systems, grants procedures, and regulations of Gavi and The Global Fund. It will increase the number of SAIs conducting programmatic audits, enhance the capacity of internal auditors to audit the Global Fund, and increase the number of SAIs involved in OIG audits.

#### 3. Facilitate knowledge sharing among the SAIs.

Sharing knowledge, experiences, and lessons is one of the best ways to learn from each other. This project will ensure there are organised roundtables to facilitate peer learning.

These roundtables will provide a platform to obtain feedback and input from stakeholders and share knowledge on emerging trends and funder expectations.

4. Advocate for increased funding for SAIs.

SAIs that are well-funded and with a good management structure will achieve better results. The capacity-building project's third phase will support resource mobilisation for SAIs such as helping them to advocate for budgetary allocations from the Global Fund or domestic financing from countries, including co-financing commitments. It will include the development of a detailed fundraising guide highlighting financing opportunities for SAI work and facilitating virtual workshops with SAI leadership on financing opportunities available for SAIs.

5. Sensitise the Public Accounts Committee (PAC) of parliament and its role in the audit cycle (government counterpart financing and domestic financing commitments)

As a pilot in Zimbabwe, Aidspace will have an introductory meeting with the Speaker and the PAC chairperson to agree on implementation modalities. After that, the project will develop a toolkit for parliamentarians to guide them on what to look for in an audit report and monitor the implementation of agreed management actions. There is also sensitisation content in line with the developed toolkit and other materials presented in a two-day workshop for about 20 PAC members to sensitise them on their role in the audit cycle.

## The Global Fund Grant Audit Requirements and emerging risks (Eric Boa - Senior Manager, Global Fund)

The Global Fund was established in 2002, a partnership designed to accelerate the end of AIDS, Tuberculosis, and Malaria. Its core principles include partnership, country ownership, performance-based financing, and transparency. An estimated 44 million lives have been saved, and the number of deaths caused by three diseases each year reduced by 46%. Global Fund mobilises and invests more than US\$4 billion annually and records a cumulative disbursement of US\$56 billion in over 120 countries to achieve these results.



The Global Fund's operating model requires a robust risk management and assurance approach at all levels. With an average annual grant of US \$4 billion, 56% of the fund is allocated to government PRs, and 74% of the total yearly grant is invested in Sub-Saharan Africa. This calls for different approaches to managing financial risk. Global Fund, therefore, ensures strengthened internal controls, fiscal and fiduciary agents, and a team for technical assistance and to offer mobile money solutions. There are also layers of assurance. The first line comprises the external audit/SAI, Local Fund Agents (LFAs), and internal auditors. The second entails the secretariat oversight functions in risk and finance. At the same time, the last line is the Office of the Inspector General (OIG) and The Global Fund external audit.

The Global Fund aims to ensure that people worldwide live without health issues and complications. Money is, therefore, a means to achieve that. This requires strengthening PFM systems to drive financial performance, sustainability, and allocative and operational efficiency, with the aim of more Global Fund grants being managed through national systems. There is an emphasis on increasing the use of country PFM systems and robust capacity building to deliver multipronged benefits for the Global Fund's internal and external stakeholders.

The Global Fund supports country health financing systems to improve sustainability, including reducing financial barriers to access and strengthening purchasing efficiency. Therefore, there is a need to focus on measuring the impact of the four strategic thematic areas of using PFM systems: budgeting, financial management information systems, internal audit & external audit, and accountability.

The audit framework reinforces the use of country systems, particularly SAIs, as default auditors of The Global Fund under stipulated criteria. This involves an independent firm free from conflicts of interest, accredited as having met the required standards, and qualified to access work standards. There is also a requirement to observe The Global Fund's code of conduct and to have experience and competence in conducting such audits. The financial audit stresses the importance of providing an audit plan to PRs and selected key SRs, conducting interim audits, and reviewing the controls and third-party agents. This should follow all requirements like adequate internal control, issue of management letter, compliance with agreed terms of reference, and the reporting template, amongst others.

The Global Fund secured 4.6 billion in response to Covid-19 and has supported 106 countries. Since 2020, everyone has faced a new way of living due to the Covid-19

pandemic. The pandemic came with significant setbacks in the program for HIV, TB, and Malaria, with regressions noted on the key indicators and, therefore, actions needed to reinforce the response to Covid-19. Undoubtedly, there arose new financial risks due to the pandemic, which auditors should consider. For instance, with an increase in funding, restrictions of movements, an increase in health commodities inventory, and more focus given to Covid-19 to the detriment of other diseases, there may result in risks like;

- Cyber fraud risks
- Procurement-related risks and value for money as a result of reduced controls to order rapidly given the scarcity of commodities
- Cash embezzlement on Covid funds
- Inventory and fixed assets management
- Concerns about quality supporting evidence in the programs, especially at the peripheral levels
- Kickbacks due to social pressure

Mitigating such risks has seen The Global Fund advocating for training and guidance to all PRs, SRs, and CCM and issuing notices and relevant information to all implementers.

## Involvement of SAIs in OIG audits of Global Fund grants. (Collins Acheampong - Head of Professional Services, OIG)

The OIG is an independent entity. Its structure comprises the investigation, audit, and professional service units. The investigators focus on raising awareness of and uncovering wrongdoing by conducting complaint-led investigations, proactive investigations, and outreach and counter-fraud activities. The auditors review risk management, governance, and controls, and provide advice to increase impact and efficiency through country audits, internal audits, advisories, and value-for-money reviews. The professional services unit develops and implements OIG's strategic priorities, providing operational and analytical support to delivery teams. It offers analytics and insight generation processes, strategy and performance monitoring, financial planning & budgeting, quality assurance, follow-up, and relevant reporting.



The OIG is meant to work with SAIs and the broader health systems to ensure that the goal of eradicating pandemics is achieved in time. SAIs are important to OIG, and they are critical because they provide specialised expertise and inter-organisational contribution. With willingness and availability, SAIs and OIG can build stronger relationships. In the past, The OIG piloted engagement with SAIs in Zambia in 2017. 4 SAIs provided staff to join OIG audits in 2018, and in 2019 more SAIs were engaged, followed by a scale-up in 2021 where SAIs supported OIG audits.

Nigeria is one of the great beneficiaries of The Global Fund grants and outlines its experiences in collaborations as needed. Sharing information and resources helped manage the funds better and allowed for a smooth flow of information with focal point parties that links SAI and OIG. Working with all stakeholders helps ensure the resources are used and achieve results.

OIG is committed further to strengthening its collaboration with SAIs in 2022 and beyond. Thereon is a need to ensure there are platforms to study and learn from each other's work practices and share insight and intelligence to deliver mutual mandates. All stakeholders should advocate for harmonisation and strengthening independence through international stakeholder dialogue on SAIs.

David from OIG explained the importance of reporting issues of concern to OIG. He emphasised that all Global Fund staff, implementers, suppliers, beneficiaries, agents, and service providers are mandated to speak out and report any concerns through secure channels; online page ([www.ispeakoutnow.org](http://www.ispeakoutnow.org)), email, or phone. The information received can be for;

- Offering a different perspective on a matter
- Exercising the mandate to inform others

He expounded that such information is not always to probe for investigations but instead viewed as a source of information that must be evaluated for credibility, verifiability, and materiality in relation to the grant, which is then retained as intelligence. OIG encourages everyone to share information as a source of intelligence. It has provided a platform where anyone can share issues of improper use of funds or assets, corruption and collusion, fraud, and human rights or sexual exploitation cases. There are e-lessons

available to people who can learn through quizzes, examples, and case studies based on actual cases investigated by OIG. Such preparedness and availability of resources will make stakeholders more informative and ready to administer excellent management of funds and foresee the success of the Global Fund's goal to eradicate the three pandemics by the year 2030.

### Involvement of SAIs in the audits of Gavi-supported programs (Charles Ohene Nyako – Senior Manager Gavi)

The Vaccine Alliance-Gavi ensures that everyone gets access to immunisation and that no one is left behind. Basing their goal on a 5-year strategy, they plan to reach children that have not been vaccinated and apply a more detailed and targeted



approach to all Gavi-eligible countries. They also want to increase their focus on programmatic sustainability, advancing the equitable and sustainable use of vaccines to save lives and protect people's health. Currently, Gavi is active in 73 countries. Scaling up the auditing of Gavi grants by SAIs by 2025 is part of Gavi's strategic shift to use more country systems and reduce reliance on private partners for auditing. They also plan to increase the number of countries with direct funding to the government from 49% to 66% and the number of countries with program funds channelled through government systems from 29% in 2021 to 55% by 2025. With this in place, Gavi advocates for capacity strengthening and building countries' assurance systems.

Gavi's strategic shift in capacity building map focuses on investments in 14 countries to move away from partners to country systems advocacy, technical assistance, and capacity-building activities. Other tactics include;

- Advocate the use of a Treasury Single Account (TSA) for Gavi grant when such an account exists
- Update procedures & policies to align with donor funding requirements
- Strengthen human resources through monitoring & reporting
- Limited use of external assurance agents
- Explore collaborative opportunities with other partners

In fiduciary risks, there is a need to sustain prior investments and avoid backsliding in the 33 countries that have moved to country systems. This can be achieved by the use of assurance services such as;

- Targeted country engagement, including travel plans to strengthen financial management processes.
- Engagement with SAIs.
- Strategic partnerships with other partners to benefit from synergies
- Effective use of assurance providers by shifting responsibilities for low-level tasks to assurance providers

Gavi's approach to the up-scaling of SAIs as auditors of their programs involves developing a strategic approach to engaging SAIs using a two-step approach. The first approach entails internal consultations to align and improve processes and procedures while improving the quality of existing SAI audits. The second one is using external consultations with stakeholders such as the Global Fund for collaboration to enhance the

outcome of SAI audits and improve the quality of financial reports. The engagement of SAI in auditing Gavi grants is essential as it will enable the identification of audit gaps and their prioritisation in scaling up their activities and training.

Engaging SAIs to undertake audits involves collecting any quality concerns on the outputs of SAI audits and improvements towards standardisation. The feedback presented to SAIs can be used to develop action plans with clear expectations. There is also a need to follow up and create sessions for feedback and sharing lessons and experiences. Additionally, there is an opportunity to identify countries for consultations on leveraging SAI efforts on Global Fund audits with relevant orientations on Gavi grants. Discussing and developing a curriculum and appropriate training is crucial, including stakeholder roles and responsibilities. Gavi can lead liaison with in-country partners, including MoH, MoF, and Alliance Partners, and provide feedback on the quality of reports, training materials for SAIs, and engagement approach. AFROSAI-E and CREFIAF can act as umbrella bodies for SAIs' convening power.

The engagement of SAIs with Gavi and The Global Fund will give credibility to their training and orientation efforts. The two organisations can coordinate and facilitate information exchange on the capacities of SAIs. The Global Fund can provide insights and feedback on the performance of SAIs, help in SAI training and workshops when opportunities arise, and ease the exchange of knowledge and lessons learnt on engaging SAIs. On the other hand, Aidspace can incorporate Gavi-supported programs in SAI capacity-building initiatives and invite Gavi to information exchange sessions, including workshops and training. Gavi can eventually share information and insights from engagements with SAIs with other stakeholders. Lastly, contractors can be engaged to

develop a strategic and operational approach for Gavi to scale up the number of SAIs auditing funded programs; develop and apply tools to assess and benchmark SAI capacity; engage internal and external stakeholders in furtherance of the project; develop materials and train/orient SAIs on Gavi programs and finally review past and future SAI reports, benchmark quality status and develop remediation approaches.

Charity, head of Program Audit at Gavi, stated that the audit and investigations team at Gavi is independent with four main functions: program audit, internal audit team, investigation and counter fraud, and the whistle-blower function. The last two years have expanded Gavi's reach to more nations and so has its extensive work increased. SAIs that worked with Gavi have helped strengthen the work of Gavi in the respective countries. As a result, there are commitments to do capacity building to enhance their auditing in the health sector.

### Topical issues addressed during the SAI Audit training. SAI Audit training summary (Andrew Kavuma - Aidspace)

Andrew Kavuma explained how the training program is done and how it has benefitted many institutions. He said a typical program involves a detailed explanation of Global Fund and its expectations and methods employed to dispense grants, audit, and push for



performance. The need for a programmatic audit and its procedures, as well as a detailed

walk-through on a practical toolkit that can be used to train others and customised to fit the specific country's needs. The training also entails a facility visit which gives trainees a first-hand experience that is discussed and analysed to provide the trainees with an example of programmatic audit expectations and procedures that can be employed.

A case study video from Uganda was played, which showed a case of theft of free medicine. Andrew explained the standard audit process and relevant principles linked to audit procedures to ensure that the purpose of grants is attained to their full potential.

### Procurement and Supply Chain Management Audit (Vaishalee Patel - Aidspan)

Vaishalee Patel explained the supply chain management, various risks, and how assessments can be done at each step. Several risk areas can be identified at this level: product selection, forecasting and quantification, ordering, procurement, storage, distribution, and product use.



The key objectives of the procurement supply chain system include the following;

- Supporting timely procurement of quality-assured health products in adequate quantities
- Ensure the reliability and security of the distribution system
- Encourage the appropriate use of health products
- Enable the monitoring of all procurement and supply management activities

To audit the critical risk areas in forecasting and quantification, an assessment of the accuracy of product specifications is done. A consideration is done of the quantification, comparing planned and actual procurements to ensure the adequacy of health products required for reporting on targets per the performance framework. In the procurement process, there is an assessment for transparency and accordance with the Global Fund and national procurement guidelines. In addition, reviewing supplier performance for timeliness and delivery efficiency is mandatory. There is a risk in the warehousing and storage of procured products; therefore, auditors should assess the warehouse and storage conditions for management operations and infrastructure to ensure that these products are safeguarded before distribution. The distribution to peripheral levels needs to be evaluated to ensure adequate transport arrangements and active insurance for goods in transit. Lastly, a review is necessary to ensure adherence to the treatment guidelines to avoid the irrational use of the products.

There are general supply chain risks of which auditors must be aware. Human resource capacity is critical for risk in the performance and delivery of health products to ensure timely, safe, and quality care is undertaken to reach the end users. The quality assurance system should be assessed for quality in country storage handling and distribution of health products under correct and regulated conditions through frequent testing of products. The national pharmacovigilance system should also be reviewed to monitor the adverse effects of program products.

## Programmatic Audit (Rita Motlana - Aidsplan)

The last segment of the SAI training is the programmatic audit, a sub-set within the performance audit. It upholds that finances are a means to an end, and programmatic outcomes are the end. The programmatic audit aims to evaluate the people, processes,



and systems to ensure they are adequate to support or enable the delivery of the programmatic outcomes, for example, in terms of the number of lives saved in adherence to the grant's contractual agreements. The objectives of the programmatic audits are;

- To confirm progress is on track and on course to meet goals and objectives
- Assess the people, processes, and systems used to implement the grant activities to attain the grant goals ultimately.
- To establish whether a project or grant is implementing activities as per contractual commitments
- To assess whether the project remains relevant and in line with the national priorities
- To expose potential program weaknesses and make recommendations for practical and attainable improvements.
- To support the remediation of audit findings with clear, actionable strategies for implementing new processes and controls to attain the program objectives.

The aim is to ensure everyone can attain their full health and well-being according to their needs, with no one disadvantaged. In the programmatic audit, there are general and operational risks to consider. Monitoring and evaluating data is key to assessing several concerns like the level of investment in particular areas, new intervention areas that focus on differences in implementation models, poor grant performance, programmatic progress, and any link to financial and PSM performance. Operational risks include procurement and distribution of health products for diagnosis and treatment interventions, stockouts, and compliance with national guidelines. Other risks include human capacity requirements for the provision of services funded by the grant (especially for new interventions), operations at the service delivery level in both clinical and non-clinical settings, and community interventions that support facility-based service delivery.

### Experiences and lessons learnt in the audit of Global Fund-supported programs.

In the past capacity building, Aidsplan and partners engaged in phases one and two of the SAI project, intended to strengthen the SAIs and enable them to carry out their mandate better. Several SAIs reported on their experiences with the training and audit processes they carried out following the training.

## SAI Kenya (Agnes Njeri – Manager, Office of the Auditor General Kenya)

In Kenya, the principal recipient is the National Treasury, granted the role of signing the grant agreement, receiving the GF funds, and making direct payments to suppliers. To this effect, procurement of health and non-health products and services is carried out



through KEMSA, the appointed procuring agency. However, some non-health products, such as reporting tools, conference services, stationery, and insurance, are procured through the Ministry of Health or the National Treasury. The procurement process undergoes pre-award review by the Local Fund Agent (LFA).

The first training was done in 2019 by Aidspan and comprehensively covered the major aspects of Global Fund projects. After the training, the participants became more enlightened on the Global Fund funding cycle and model. They clearly understood the Fund's requirements and responsibilities of stakeholders such as the PR, LFA, Sub Recipients, and CCM. They reported to have achieved the following as a result of the training:

- Sensitisation on programmatic audit, which focuses on the program's impact on the intended beneficiaries.
- Sensitisation on the Global Fund grants audit toolkit.
- Introduction to the programmatic audit toolkit
- Practical application of the toolkit while carrying out a programmatic audit.

The successes of this training were, but are not limited to, improved and relevant audit reports that meet the needs of stakeholders, a mindset shift from a financial-focused audit to a people-focused audit, and the ability of the auditors to carry out the first programmatic audit.

SAI Kenya experienced challenges as well. There was a lack of adequate resources such as finances and staffing, considering that the programmatic audit is very detailed and requires visits to health facilities. The strict reporting timeframes provided by the Constitution and Public Audit Act made it very difficult to complete an audit process on time while incorporating a programmatic audit. Another challenge was staff rotation in various government sectors; some trained personnel were posted to other sectors.

The experiences in SAI Kenya suggest a need for regular training and the importance of engaging all stakeholders during the planning of the audit exercise. There is also a need to engage experts from different fields that can add value to the audit work and ensure all relevant questions are asked, and necessary information gathered.

**SAI Malawi (Charles Dickson Maseya – Director of Specialised Audit, Internal Audit Services Malawi)**

SAI Malawi has been on a journey that started with an invitation to the first roundtable conference held from 24th to 26th April 2019 in Kigali, Rwanda. They participated in a second roundtable conference from 11th to



13th December 2019 in Accra, Ghana, and the third as a multi-partner virtual inception/launch conference on 6th May 2021. The third one aimed to introduce the second phase of the collaborative capacity-building project. A fourth roundtable conference was held alongside SAI Kenya from 10th to 14th January 2022.

The training sessions conducted by Aidsplan in Malawi comprised officers from different sectors, including eleven financial auditors, six performance auditors, and three information technology (IT) auditors. The program included a practical visit to Lumbadzi Health Centre in Lilongwe, where participants appreciated the realities on the ground and the relevance of the audit toolkit. After the training, SAI auditors twinned with the OIG team to conduct a programmatic audit. This was an eye-opener to the trained participants since it was their first experience conducting a programmatic audit.

The SAI aims to demonstrate its value and benefits towards making a difference in the lives of the citizens through programmatic, performance, systems, and financial audits. Currently, SAI Malawi audits donor-funded projects under various ministries and departments. It has gradually incorporated some Value-for-Money concepts into these audits. Consequently, SAI Malawi has conducted a performance audit on the sustainable utilisation of healthcare equipment for programs in the health ministry, some of which are under the Global Fund. The experience has made the SAI appreciate the use of medical equipment to deliver health and impact the citizenry.

Ongoing preparations target a performance audit on implementing the Covid-19 Program under Global Fund. They will include an audit of the procurement, distribution, and administration of Covid-19 products, an evaluation of the overall program implementation, and an assessment of the impact. SAI Malawi shall audit the Global Fund

Grant from January 2023. They will collaborate with key partners and players on customising the audit toolkit and hold exchange programs for capacity building through sharing practical experiences. SAI Malawi aims at technically enhancing its capacity building in the number, quality, and acquisition of appropriate equipment. It commits to making a difference by ensuring that the citizenry benefits from drugs, medical supplies, health services, and facilities.

### SAI Rwanda (Alexis Kamuhire-AG Rwanda)

The health sector in Rwanda can be segmented into different levels. The first tier is the national level which includes the Ministry of Health (MoH), Rwanda Biomedical Center (RBC) and Rwanda Medical Supply (RMS Ltd.), and referral hospitals. The second tier comprises provincial and district levels, comprising provincial and district hospitals. The third tier is the cell level comprising more than 540 health centres and more than 800 health posts. Lastly, there is a village level which includes all community health workers.



There are a total of 58,567 community health workers located in 14,837 villages across the country. Their roles in the Malaria program included;

- Providing awareness and sensitisation on malaria in the community
- Providing primary health care, i.e., testing (through rapid testing) and treatment
- Providing support in Indoor Residual Spraying (IRS) process

- Monitoring malaria programs in the community through SISCOM software

Since 2003, the Global Fund has been supporting programs in Rwanda. The country is a donor to the Global Fund and an implementer of Global Fund-supported programs. The Ministry of Health (MoH) and Rwanda Biomedical Centre (RBC) implement all Global Fund's programs in the country. Disbursement is done through the Ministry of Finance. In 2014 the national strategy financing model, a result-based financing model, was adopted and designed to achieve better results, streamline grant management processes and oversight, and make better use of in-country mechanisms. The Global Fund has already invested approximately US\$ 1.5 billion in Rwanda for three programs (Malaria, Tuberculosis, and HIV). The funds are disbursed through treasury and spent through IFMIS (Integrated Financial Management and Information System). The procurements are done through E-Procurement, and the Sub-Recipients implement internal audits. At the same time, there are also external audits by the Office of Auditor General (OAG). The Public Accounts Committee discusses audit reports, and officials responsible for poor management are held accountable.

Rwanda SAIs have conducted three programmatic audits. The training and the capacity-building initiatives helped by making it easier to analyse risks by prioritising and identifying risks related to financial, compliance, and procurement aspects; and clear definitions of the scope by considering geographical risk areas for the site visits and prioritising identified risks associated with programmatic, performance and quality of services.

SAI Rwanda intends to do more programmatic audits. To this effect, there are auditors hired with experience in clinical medicine that will be useful for future

programmatic audits. A follow-up programmatic audit of the malaria program will be conducted to assess whether provided recommendations are being implemented. Lastly, more staff will be trained on how to perform programmatic audits.

### SAI Nigeria (Babalola Ismail – Assistant Director of Audit, OAuGF)

The Office of the Auditor-General for the Federation (OAuGF) Nigeria has a constitutional mandate to audit all funds received by the federal government in the form of revenue, grants, donations, and loans per Section 85 of the 1999 Constitution of the Federal Republic of Nigeria. The OAuGF does not have the mandate to audit non-government-owned health institutions that received donor grants. The health department deals with financial and compliance audit on health-related matters of the Federal Ministry of Health and other government-owned agencies. There have been several engagements between SAI-Nigeria and donor agencies like Global Fund and Gavi. However, the office has not been able to participate in the audit of donor-funded projects as expected.

Aidspan trained SAI Nigeria in 2021, and below are the benefits reportedly derived from the training of its 16 staff.

- Understanding Global Fund grant operations and stakeholders such as CCM and the Principal Recipients.
- Understanding different layers of assurances



- Understanding the usefulness of the Global Fund audit toolkit
- Understanding the Global Fund expectation from SAI-Nigeria:
- Ownership of the Audit of the Fund
- Building capacity for SAI Staff
- Understanding the responsibility of other stakeholders
- Strengthening of the system of Management by the SAI
- Sustainability of the program.

Some of the trained staff audited Global Fund grants, and they gained first-hand knowledge of supply chain management problems and the risks at the facility level. The audit allowed the practical application of the audit toolkits, which gave a clear understanding of the difference between performance and programmatic audit

The challenges faced include;

- Staff rotations within the SAI departments
- Inadequate budgetary provisions for the audit
- A vast area of coverage due to the spread population
- Security challenges in many parts of the country
- Lack of in-house expertise in health-related fields.

SAI Nigeria needs more training on the audit of Global Health Initiative Grants and more participation in the audit of Global Health Initiative Grants. There is also a need to have enhanced financial support and involvement of SAI at the inception of the Grant agreement.

## Role and importance of SAIs auditing domestic financing and counterpart funding commitment (Shu-Shu Tekle-Haimanot – Global Fund)

An enhanced focus on domestic financing is inevitable, considering the micro-economic situations worldwide. The Global Fund's strategic objectives cannot be achieved without preparedness and sustainable country



ownership through efficient domestic financing. The Global Fund Health Financing Unit created the Health Finance Department in 2021 as a critical step to effectively implement the new Strategy that can support strategic shifts. The goal is to raise and spend more funds domestically, leverage partnerships, and strengthen the effective sustainability of national responses. Domestic financing advocacy supports sufficiently, efficiently, and effectively funded health systems and disease responses. It ultimately accelerates the achievement of the Global Fund's mission.

There are three levels of domestic financing advocacy; global, regional, and national. At the AU Assembly in 2019, African Heads of State, led by the chairperson H.E. President Kagame, recognised that despite receiving 74% of Global Fund grants, relying on partners to finance human capital was unsustainable development. There was an emphasis on the need to invest in health to drive human capital development as the basis upon which Africa's sustainable economic growth is to be built. The African Heads of State declared that they will:

- Increase domestic investments in health
- Convene AU ministers of health and finance every two years
- Complement the scorecard with a domestic health financing tracker
- Establish regional health
- Attract further private capital into the health sector
- Increase coherence of investment in health
- Improve public financial management
- Enhance national health financing systems.

In achieving sustainable co-financing, SAIs hold a critical role to play for the Global Fund. This includes building trust in governance, data, and compliance by enhancing the reliability and credibility of co-financing data. They can also hold the government accountable for their co-finance commitments in health. SAIs can support GF by using PFM systems to enhance efficiency and impact. They can also support countries to develop sustainable and transition plans and identify and push for efficient opportunities to realise value for money.

Apart from tracking co-financing, the role of SAI and the assurance created around it is critical for transition and efficient spending, given the current economic constraints. The Global Fund, therefore, seeks to advocate for SAI independence, support international conferences intended for them, support efforts at their capacity-building, and directly fund them.

## Role of AFROSAI-E in supporting the readiness for SAIs (Edmond Shoko – Manager, AFROSAI-E)

In line with its mission, AFROSAI-E is committed to supporting and cooperating with member SAIs to enhance their institutional capacity to fulfil their audit mandates successfully.



Therefore, the organisation supports

SAIs by living the AFROSAI-E values, consistently applying the theory of change, and transparently reviewing and evaluating the output, outcomes & impact. AFROSAI-E values are professional, innovative, and collaborative. These values look forward to achieving high standards of ethics and quality coupled with ownership and accountability of every task. SAIs should constantly strive to redefine the standard of excellence and become responsive to change, adaptable, and agile. They should also listen and be open to the ideas of others to find mutually beneficial solutions and work together with other partners to achieve common goals.

The theory of change that can support SAIs is upholding Institutional Capacity Building Framework (ICBF). AFROSAI-E supports SAIs with capacity-building opportunities through training and learning interventions, onsite support visits, technical advice and assistance, and generic and customised audit manuals and tools. Through this, the public sector will become increasingly professionalised, and SAIs will be empowered for more significant audit impact and become model institutions that can lead by example.

The public will benefit when SAIs are working at full potential because they can offer better governance, increased transparency and accountability, reduced corruption and misuse of funds, increased access to services, and reduced poverty.

When SAIs transparently conduct reviews and evaluate AFROSAI-E's output, outcomes & impact, they can also learn to produce quality, impactful, consistently, and value-adding audits in the health sector. Some of the practices to adopt is to create an integrated annual report that reflects the activities on the output level, in line with the organisational governance arrangements. A monitoring and evaluation report will detail their progress against the strategic plan on output, outcome, and impact levels and, lastly, assess the region's state to get a regional perspective on their performance and progress.

### Role of CREFIAF in supporting the readiness for SAIs (Irenees Gilles – Manager, CREFIAF)

CREFIAF is committed to contributing to improving and harmonising audit practices, methods and procedures through capacity building. Working with different departments, SAIs can be supported through institutional strengthening, professionalisation, and technology enhancement.



Institutional strengthening involves strengthening SAIs in strategic planning, evaluating and implementing gender and stakeholder engagement strategies, and strengthening quality control systems. Professionalisation can be achieved by developing

verification tools, training staff in different audits, and sharing experiences. Lastly, software acquisition and technical assistance to automate audit processes can improve technology.

CREFIAF partners with other stakeholders like IDI, a specialised body of INTOSAI, in capacity building. Together with the Professional Standard Committee (PSC), they can issue certifications on specific programs. AFDB, WB, and GIZ are partners that finance the capacity-building activities of CREFIAF and its SAIs. With working relationships, CREFIAF looks forward to cooperating with donors, setting up learning and knowledge-sharing frameworks, and supporting all programs from OIG, Gavi, and Aidspace.

### African Constituency Bureau - strategic focus (Josephat Kakoma – ACB Executive Director)

Since its launch on 1<sup>st</sup> March 2017, African Constituency Bureau (ACB) has sought to bring together the two African constituencies, WCA and ESA, in the fight against the three pandemics. It was formed to ensure effective engagement, representation, and participation of African constituencies in the Global Fund processes and to enhance the capacity of African constituencies to shape and influence Global Fund policies and procedures. As an African-led and staffed organisation, ACB can provide a



policy dialogue that authentically speaks on behalf of the member countries. The three main objectives are;

- To ensure that African priorities and interests are reflected in The Global Fund governance decisions
- To develop innovative strategic partnerships that support the amplification of African governments' policy positions in global health platforms and enhance sustainability
- Purposefully structure a sustainable bureau with the capacity to adequately support Africa's delegations to achieve their global health policies and priorities.

SAIs have a role to play for ACB to achieve its goals since the sustainability of health outcomes needs to be anchored in local systems and institutions. ACB advocates for the Global Fund using the country system if they are ready or helps to capacitate it if systems are found wanting. Unfortunately, only 10 out of the 45 SAIs are engaged currently.

The countries' ownership agenda can bring forth a sustainable program and impact. ACB advocates for such by empowering stakeholders by providing information and forming accountability partners. The priority issues include ensuring sustainable financing, supporting the development of integrated resilient and sustainable systems for health, and strengthening ties with continental bodies. Other goals include ensuring that CCMs have the capacity for what is expected of them and broadening the bureau's support to other Africans in the global health institutions.

## Resource Mobilisation for SAIs (Isaac Afriye – Aidspace)

Effective resource mobilisation requires SAIs to have a strategic and resource management plan. Sustainability can be achieved if there are reliable sources of innovative finances and a clear understanding of the top donors and their funding levels in



each country. They are to ensure that the essential resources are taken care of without delay, create a working track record, and measure progress. SAIs must have financial and managerial independence and the requisite monetary and other resources. Evidence shows that a lack of financial and managerial autonomy poses the greatest threat to SAIs independence. Historically, both financial and non-financial resources required by SAIs have been provided from allocations from the national budgets of their respective countries, described as a non-specified (core) funding source. Recently, this has been supplemented by donor funding, a specified (non-core) funding source. Both sources have proven and continue to prove inadequate. The unique position of SAIs requires leadership to be innovative within established safeguards in their efforts to mobilise funding to work towards public accountability. Two innovations include strategic networking with advocacy groups and stakeholders in public funds transparency, accountability, and health financing; and identification and adoption of unconventional resource mobilisation strategies for the SAI. Several SAIs reported on how they get resources to conduct their mandate.

## SAI Rwanda (Sophie Nzabananimana – Director of Audit, OAG Rwanda)

In Rwanda, financial, compliance, and performance audits are mandatory. However, there are other special audits, including IT, DLIs, and programmatic audits. In each financial year, the audit plan includes the audit of the projects funded by



donors like Global Fund, Gavi, World Bank, ENABLE, IFAD, and AFDB. To carry out this work, the resource mobilisation process is done through the normal budget process as a component of the Public Financial Management system (PFM). Budget preparation is a long process that involves all public institutions. The Ministry of Finance manages it, and the Cabinet approves the policy priorities. The budget agencies plan and advocate for resource needs while the legislature reviews and approves the final plan. The donor's project audits are catered for in the SAI Rwanda budget through the identification of donor's funded projects, consideration of the projects within their audit plan, and incorporation of the projects in the SAI budget following the process.

When the budget is approved, SAI Rwanda implements it according to the plan. The audit cycle is deemed to end in August to allow enough time to get the budget approved to conduct the audits. The donors continue to rely on the country system, and the reports are analysed by PAC, which creates awareness of the importance of the SAI audit work.

## SAI Tanzania (Kyamuhanga Rajadin - National Audit office of Tanzania)

SAI Tanzania strives to uphold independence, professional competence, integrity, creativity, teamwork, and results-oriented services for the benefit of its people. They conduct any special audit when the need arises. However, a financial audit is mainly done to assess whether the audited entities' financial statements are accurate and fair, and in line with the accounting framework of the country. A compliance audit is carried out to check whether the audited entity or entities have followed the Laws and Regulations chosen as subject matter for the audit. Finally, a performance audit is done, which focuses mainly on performance. In the past audit procedures, SAI

Tanzania has faced challenges of inadequate training on auditors, and scarce funds allocated to the audit were insufficient to cover the adverse geographical area. There is a vision to begin conducting programmatic audits, ensure frequent training on emerging issues, and make continuous technical assistance available.

Resources in Tanzania SAI are mobilised through the government, including revenue collected through state-owned companies and other institutions. There are gaps,



including inadequate human resources in knowledge and skill, few working tools, and delayed disbursements. It is proposed that donors engage SAIs in their plans and consider the challenges currently faced by SAIs for better results.

#### SAI Zimbabwe (Mildred Chiri- AG Zimbabwe)

Like many countries, SAI Zimbabwe is required to audit the accounts, financial systems, and financial management of all departments, institutions, government agencies, provincial and metropolitan councils, and



local authorities. They issue directives to rectify any defects in the management and safeguarding of public funds and public property. They also exercise any other functions that may be conferred or imposed under an Act of Parliament.

There is much need for resources like training and partnerships that create a platform to solve challenges and share lessons from other SAIs auditing GF grants. Training on programmatic audit is much needed, including the use of expertise in auditing all other government projects and donor-funded programs. Better implementation can be achieved if better planning is done, including identifying conducive submission dates of financial statements, improved communication, use of IT infrastructure, and expansion of engagements with the Public Accounts Committee.

## SAI Kenya (Sylvester Kiini-Deputy AG Kenya)

Resources for SAI in Kenya are channelled through the government systems. Budget cuts often make it impossible to carry out extensive audits in many areas. There are also delays in releasing the money when the IFMIS system has issues, which creates unprecedented delays, and, at times, the staff members are forced to use their resources. Renewal of licenses tends to be expensive, and resources like laptops become obsolete.

These challenges are mitigated by ensuring entities are on an accrual basis to stop mapping the resources back. Advancing of SAIs is also needed to ensure they can tackle any audit requirements.



## Recommendations, commitments, and way forward (Andrew Kavuma-Aidspan)

Phase 3 Project looks forward to engaging in roundtable dialogues, training SAIs on Global Fund and Gavi programs, backstopping SAIs during audits, engaging the PAC of parliament as a pilot, and building advocacy and domestic resource mobilisation

capacity. Global Fund and Gavi have committed to strengthening government systems,



increasing the number of SAIs that are auditing funded programs, and supporting partnering with regional organisations, especially AFROSAI-E and CREFIAF.

The donors have expectations of the assurance that the funds provided are used for the intended purpose and the citizens' benefit. Secondly, they expect compliance with audit and reporting requirements and an enhanced continual improvement of accountability systems. Thirdly they expect country ownership through performance and reporting of work done as well as partnerships and collaborations.

### **Training and opportunities**

Different SAIs discussed in possible training sessions, and below are the suggested timeslots and notable locations to do the training.

| Country  | Dates             | Location | #Participants |
|----------|-------------------|----------|---------------|
| Tanzania | 5-9 September     | Dodoma   | 70            |
|          | 12-16th September |          |               |
| Zimbabwe | 20-26 August      | Kadoma   | 25            |
|          | 12-16th September |          |               |
| Nigeria  | 26-30 September   | Lagos    | 50            |
|          | 17-21st October   |          |               |
| Uganda   | 15-19 August      | Entebbe  | 25            |
|          | 22-25th August    |          |               |

## Summary of the meeting (Andrew Kavuma- Aidspan)

The roundtable conference was deemed successful, with participants agreeing on several issues. The launch of the Phase 3 project aimed at encouraging Global Health Institutions (GHIs) to use government systems, particularly SAIs. In this effect,



good public financial management plays a fundamental role in ensuring access to health. SAIs and funding organisations can stretch work boundaries and focus SAI services to the citizens' expectations. The Global Fund and Gavi are committed to strengthening government systems by supporting and advocating for strong and independent SAIs, working with SAIs during country audits, and increasing the number of SAIs auditing funded programmes.

The Global Fund's OIG makes provisions for anyone to speak out and report improper practices to combat fraud and corruption. It also provides training and a typical training agenda, and the content includes programmatic audit, procurement, and supply chain aspects. Three trained SAIs (Rwanda, Kenya, and Malawi) conducted programmatic audits and recorded challenges such as inadequate resources, staff rotation, insecurity, and limited time frames. CREAFAF and AFROSAI-E endeavours to support SAIs with capacity-building opportunities and improvements that can harmonise and improve the audit practices as well as leverage partnerships with GHIs for the benefit of SAIs. If all stakeholders work together, there will be a push for the efficient use of resources and the

development of sustainable plans. The public will benefit through more lives saved, minimising suffering, and enabling a healthy population in line with The Global Fund's agenda.

## CLOSING REMARKS

### Deputy Auditor General of Kenya

On behalf of Auditor General Kenya, Nancy Gathungu, Sylvester Kiini reported being pleased to be part of the conference where SAIs and partners meet to share experiences and think together. According to her, auditing requires meetings where auditors and auditees bring their minds together to develop long-lasting solutions. SAIs need to expand their boundaries by stretching their frontiers, which requires us to strengthen checks and balances and ensure they comply. Resolutions to involve SAIs in auditing Global Fund's grants and Gavi-supported programs need resources for effective implementation. The successful implementation of the resolutions and post-workshop plans will enable SAI to ensure accountability for Global Fund and that countries achieve broader sustainable development goals in preparation for the phase 3 project. More roundtable discussions will be appreciated to share and engage more in auditing needs.



## CREFIAF State Inspector

Dorothy Besun acknowledged that the roundtable discussions resulted in significant interactions and suggestions that call all SAIs to become patriots for their nations and stewards of donor funds. Embezzlement and fraud issues can be eliminated if the work is done by people who have the best interests of their countries and operate with complete professionalism. There is, therefore, a mandate for the SAI to apply the lessons learnt from the conference.



## Attorney General of Rwanda

The AG, Alexis Kamuhire, emphasised the need to create partnerships between several stakeholders to discuss issues that are common and unique to each SAI and share suggestions that can be helpful. He said implementing the conference resolutions would produce better results in every country.



### AFROSAI-E Chief Executive Officer

Meisie Nkai said such sharing moments are to be treasured and stressed the need to work together, to respond to the meeting recommendations. Every partner has a role in probing the discussions and commitments, making phase 3 a success. AFROSAI-E is committed to doing its part and making the process of auditing donor funds an efficient and enjoyable process. They will continue to liaise with donors on effectively including country systems by developing working papers for SAIs to incorporate as they audit different sectors.



### Aidspan Executive Director

Ida Hakizinka thanked every participant for accepting the invitation. She reported that the conference's success was achieved because every participant contributed to the meeting. The commitments and suggestions would ensure efficiency and effectiveness in auditing Global Fund grants and all global health-supported initiatives.



## ANNEXES

### Abbreviations and Acronyms

| <b>Abbreviations</b> | <b>Name in full</b>  |
|----------------------|--|
| AfDB                 | African Development Bank   |
| AFROSAI- E           | African Organisation of Supreme Audit Institutions (for English-speaking SAIs) |
| CBF                  | Institutional Capacity Building Framework                                      |
| CCM                  | Country Coordinating Mechanism   |
| CG                   | Country Government   |
| CREFIAF              | African Organisation of Supreme Audit Institutions (for French-speaking SAIs)  |
| CT                   | Country Team   |
| EQA                  | External Quality Assurance   |
| GA                   | Grant Agreement  |
| GAC                  | Grant Approvals Committee  |
| GF                   | Global Fund  |
| GHIs                 | Global Health Initiatives  |
| GIZ                  | German Agency for International Cooperation                                    |
| HF                   | Health Facility  |
| IFMIS                | Integrated Financial Management and Information                                |
| IDI                  | INTOSAI Development Initiative   |
| IT                   | Information Technology   |
| LFA                  | Local Fund Agent   |
| MoF                  | Ministry of Finance  |

| <b>Abbreviations</b> | <b>Name in full</b>                                      |
|----------------------|--|
| MoH                  | Ministry of Health                                       |
| NGO                  | Non-Governmental Organisation                            |
| OAG                  | Office of the Auditor General                            |
| OAGF                 | Office of the Auditor-General for the Federation-Nigeria |
| OIG                  | Office of the Inspector General                          |
| PAC                  | Public Accounts Committee                                |
| PFM                  | Public Finance Management                                |
| PR                   | Principal Recipient                                      |
| PSC                  | Professional Standard Committee                          |
| PSM                  | Procurement and Supply Management                        |
| QA                   | Quality Assurance  |
| RSSH                 | Resilient Systems Strengthening for Health               |
| SAI                  | Supreme Audit Institutions                               |
| SR                   | Sub-Recipient  |
| TB                   | Tuberculosis   |
| TSA                  | Treasury Single Account                                  |
| WB                   | World Bank   |

## Attendance List

| <b>Organisation</b>         | <b>Names</b>       |
|-----------------------------|--------------------|
| African Constituency Bureau | Djesika Amendah    |
| African Constituency Bureau | Josephat Kakoma    |
| AFROSAI-E                   | Edmond Shoko       |
| AFROSAI-E                   | Meisie Nkau        |
| AFROSAI-E                   | Nikiziwe Khanyile  |
| AIDSPAN                     | Andrew Kavuma      |
| AIDSPAN                     | Brian Mwangi       |
| AIDSPAN                     | George Njenga      |
| AIDSPAN                     | Ida Hakizinka      |
| AIDSPAN                     | Isaac Afriyie      |
| AIDSPAN                     | Jacqueline Mahoro  |
| AIDSPAN                     | Joseph Musyimi     |
| AIDSPAN                     | Maryline Mireku    |
| AIDSPAN                     | Peter Ngao         |
| AIDSPAN                     | Rita Motlana       |
| AIDSPAN                     | Samuel Munui       |
| CCM DRC                     | Ukila Taga Jackson |
| CCM Malawi                  | Andrews Gunda      |

| <b>Organisation</b> | <b>Names</b>                  |
|---------------------|-------------------------------|
| CCM Mozambique      | Dinis Matsolo                 |
| CCM Tanzania        | Dr Rachel Alice Makunde       |
| CCM Uganda          | Luyimbazi Tonnie Stieve       |
| CREFIAF             | Dang Épse Ayong Dorothy Besun |
| CREFIAF             | Enama Gothard                 |
| CREFIAF             | Zang Minlo Ireene Gilles      |
| GAVI                | Awinja Wameyo                 |
| GAVI                | Ben Omollo                    |
| GAVI                | Charity Tusiime               |
| GAVI                | Charles Ohene-Nyako           |
| GAVI                | Franck B Loba                 |
| GAVI                | Sabcor Atrafi                 |
| GIZ BACKUP Health   | Feldmann Anais                |
| GIZ BACKUP Health   | Huzeifa Bodal                 |
| GIZ BACKUP Health   | Theodora Khofi                |
| Global Fund         | Collins Acheampong            |
| Global Fund         | Ella Nkanagu                  |
| Global Fund         | Eric Boa                      |
| Global Fund         | Joseph Ntneh                  |
| Global Fund         | Renaud Bolly                  |
| Global Fund         | Shu-shu Tekle-Haimanot        |
| Global Fund         | Thomas Nouboussi              |

| <b>Organisation</b>                         | <b>Names</b>                    |
|---|---------------------------------|
| Global Fund PR Malawi                       | Phillip Blessings Chibwana      |
| Global Fund PR Nigeria                      | Amaechi Ini                     |
| Global Fund PR Tanzania                     | Crecence Ambrose Sakaya         |
| Global Fund PR Uganda                       | Johnson Rwamahe Mutesigensi     |
| Global Fund PR Zimbabwe                     | Shelton Dzobo                   |
| Supreme Audit Institution DRC               | Bushabu Beripe Philip           |
| Supreme Audit Institution DRC               | Dr Bola Benjamin                |
| Supreme Audit Institution DRC               | Dzarinda Borive Sifa            |
| Supreme Audit Institution DRC               | Komba Djeko                     |
| Supreme Audit Institution Kenya             | Agnes Njeri Kamau               |
| Supreme Audit Institution Kenya             | Chadwick Osare                  |
| Supreme Audit Institution Kenya             | Leonard Raangala Iari           |
| Supreme Audit Institution Kenya             | Nancy Kathangu                  |
| Supreme Audit Institution Kenya             | Sylvester Ngei Kiini            |
| Supreme Audit Institution Kenya (Former AG) | Edward Ouko                     |
| Supreme Audit Institution Malawi            | Caroline Lindah Mphande         |
| Supreme Audit Institution Malawi            | Charles Dickson Maseya          |
| Supreme Audit Institution Malawi            | Timothy Fanuel Chakhaza Mponela |
| Supreme Audit Institution Nigeria           | Abubakar Adeshina Sherif - Deen |
| Supreme Audit Institution Nigeria           | Babalola Ismail Olanrewaju      |
| Supreme Audit Institution Nigeria           | Clement Agada Ojile             |

| <b>Organisation</b>                | <b>Names</b>               |
|------------------------------------|----------------------------|
| Supreme Audit Institution Nigeria  | Omesue Chukwudike Emmanuel |
| Supreme Audit Institution Rwanda   | Kamuhire Alexis            |
| Supreme Audit Institution Rwanda   | Niyongabo Herve            |
| Supreme Audit Institution Rwanda   | Nzabananimana Sophie       |
| Supreme Audit Institution Tanzania | Banja Lugule Majura        |
| Supreme Audit Institution Tanzania | Grace Peniel Trofumo       |
| Supreme Audit Institution Tanzania | Rajadin Kankiza Kyamuhanga |
| Supreme Audit Institution Uganda   | Mr Anthony Kimuli          |
| Supreme Audit Institution Uganda   | Mr David Galiwango         |
| Supreme Audit Institution Uganda   | Ms Tracey Turyakira        |
| Supreme Audit Institution Zimbabwe | Mildred Chiri              |
| Supreme Audit Institution Zimbabwe | Ms Talent Kachambwa        |
| Supreme Audit Institution Zimbabwe | Patson T. Sithole          |