

# **Strategic Plan**

**2011-2013**

## **Foreword**

The 2011-2013 Strategic Plan, the second strategic plan, of the National Audit Office (NAO) emerges from a thorough process of discussion and thoughtful work within the Office involving all the staff and management of the NAO. The staff and management of NAO have had a strong vision and strategic direction for the past few years as spelt out in our 2007-2010 Strategic Plan. This vision and direction is articulated again in this document. The plan that follows is a culmination of our collective effort.

A strategic plan provides a road map, gives you purpose and direction, helps you stay true to the course and monitors your progress. This plan, which reflects the spirit, values, goals, and priorities of NAO, has been built on the foundation of “Quality of Service”. The commitment to excellence and best practice in the plan exemplifies the strength of our staff.

This plan, like any well-designed Strategic Plan for a high performing organisation, will need to be reviewed and revised on a periodic basis to meet the needs and demands of this rapidly, ever changing world. The changing needs of the stakeholders greatly influence the planning process and the future revisions and modifications of this plan.

Implementation of the *plan* will require that NAO continues to develop and explore creative ways in response to new challenges.

**Dr Rajun Jugurnath**  
**Director of Audit**

# INTRODUCTION

## The National Audit Office

Virtually all jurisdictions have a Supreme Audit Institution (SAI) whose independence is guaranteed by law. The National Audit Office (NAO), established under Section 110 of the Constitution is the Supreme Audit Institution of the Republic of Mauritius.

Every SAI has a mandate. The main aim of the SAI is to fulfil its mandate effectively. In a democracy, the people of a nation entrust the management of the nation's resources to their elected representatives. These representatives in turn entrust the management function to the Executive arm of the Government. At the end of the fiscal year, the Executive is required to render an account of its stewardship to Parliament. Since Parliament cannot verify the accounts submitted by the Executive, the SAI is mandated by the Constitution of the country to audit these accounts and report its findings to Parliament.

The Lima declaration identifies four objectives of public sector auditing. These objectives are to promote:

- The proper and effective use of public funds;
- The development of sound financial management;
- The proper execution of administrative activities; and
- The communication of information to public authorities and the general public through the publication of objective reports.

NAO adheres to these objectives and, thus, plays a major role in auditing government accounts and operations. By scrutinising public financial management and reporting NAO provides assurance that resources are used as directed by the National Assembly besides promoting sound financial management and accountability in the Government.

## STRATEGIC INTENT

A SAI provides the highest level of external audit of government bodies in a country. The NAO strategic intent is to live up to this highest degree of achievement by strengthening its institutional capacity to reach at least level 3 of the AFROSAI-E Institutional Capacity Building Framework by 2013.

The AFROSAI-E Institutional Strengthening Framework identifies five domains in a SAI:

- Independence & Legal Framework
- Organisation and Management
- Audit Methodology and Standards
- Human Resources
- Communication and Stakeholder Management

If the five domains function effectively and deliver the desired results, it can be assumed that the SAI will deliver high quality products and services.

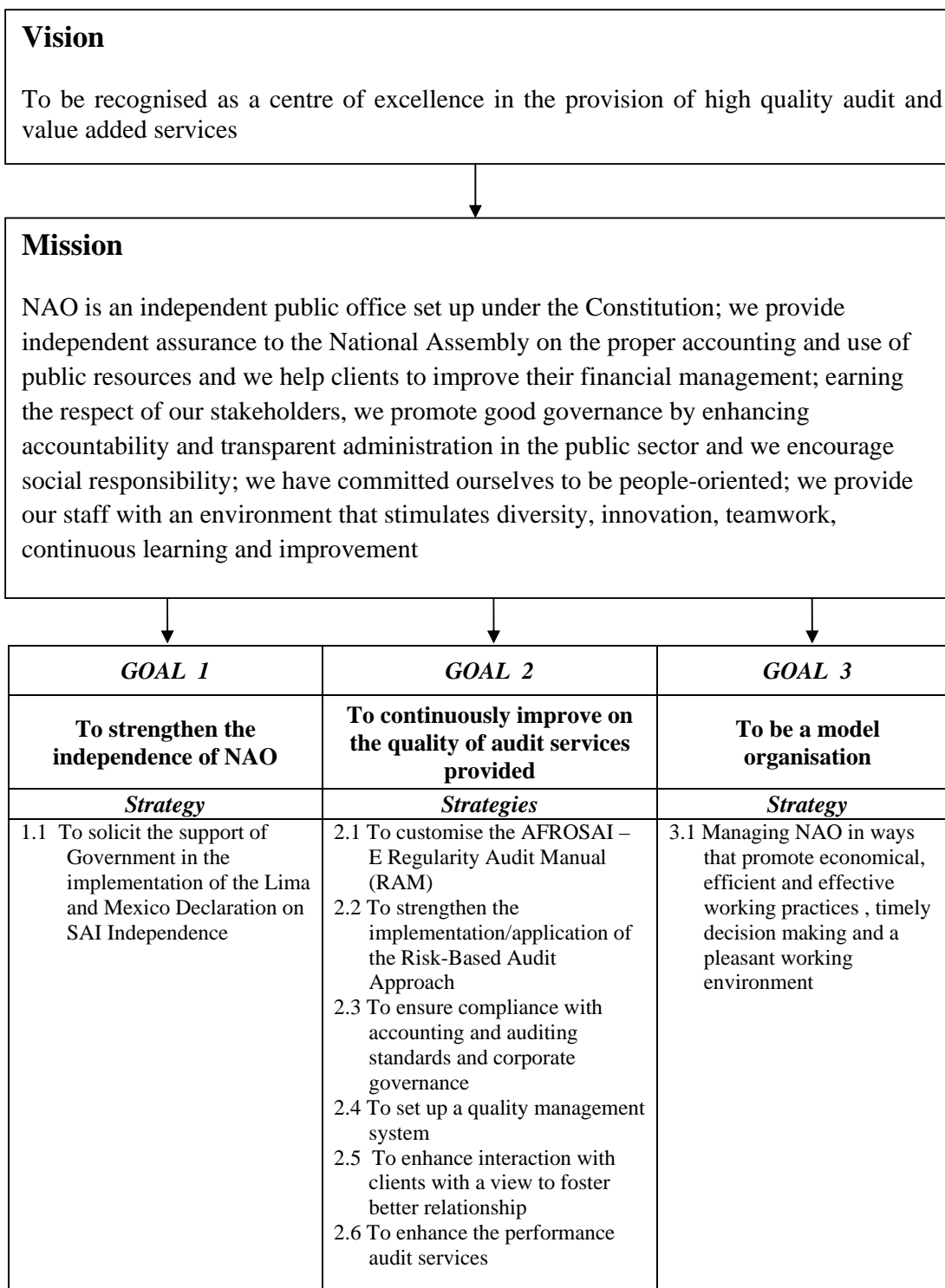
Thus in accordance with our strategic intent, this strategic plan focuses on, independence, the provision of high quality audit and value added services, and the use of information technology in auditing and audit management.

Our Strategic Plan 2011 - 2013 outlines our key intentions and commitments for the next three years to deliver high quality audit and value added services and:

- describes to our stakeholders what we aim to achieve during the next three years
- provides direction for our staff on how their work contributes to achieving our objectives
- provides direction for our management on the priorities and in allocating resources
- identifies the challenges we are expecting to face in achieving our goals
- guides our operational planning and budgeting

# STRATEGIC PLAN 2011 – 2013

## AN OVERVIEW



<i>GOAL 4</i>	<i>GOAL 5</i>	<i>GOAL 6</i>
<b>To have a motivated, skilled, and productive workforce</b>	<b>To promote a knowledge sharing culture at NAO</b>	<b>To contribute in enhancing good governance in public sector</b>
<i>Strategy</i>	<i>Strategy</i>	<i>Strategies</i>
4.1 To build a high performance culture 4.2 To enhance the working environment at NAO	5.1 To facilitate and nurture interactions among staff and other professionals to share a common interest, experience, problems solutions etc.	6.1 Development and implementation of risk register in Ministries, parastatal bodies and other public bodies 6.2 Encourage ministries to present an annual report
<i>GOAL 7</i>		
<b>To improve the quality of IT Operations and Support</b>		
<i>Strategy</i>		
7.1 To align the IT function with the business objectives. 7.2 To optimize the use of IT resources 7.3 To identify the needs of the business with respect to IT and acquire appropriate technology 7.4 To ensure sustainable capacity in the use of IT for the organization		

## **Values**

Maintain our independence and political neutrality  
 Observe a high level of professionalism and integrity  
 Show fairness, objectivity and impartiality in our work  
 Ensure confidentiality of materials/information provided to us  
 Honour the confidence of trust conferred on us  
 Be courteous, tolerant and respectful

# **STRATEGIC PLAN 2011-2013**

## **Vision**

To be recognised as a centre of excellence in the provision of high quality audit and value added services

## **Mission**

NAO is an independent public office set up under the Constitution. We provide independent assurance to the National Assembly on the proper accounting and use of public resources and we help clients to improve their financial management.

Earning the respect of our stakeholders, we promote good governance by enhancing accountability and transparent administration in the public sector and we encourage social responsibility.

We have committed ourselves to be people-oriented. We provide our staff with an environment that stimulates diversity, innovation, teamwork, continuous learning and improvement.

## **Values**

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## GOALS AND STRATEGIES

### **Goal 1: To strengthen the independence of NAO**

Independence of the SAI is crucial to ensure public sector transparency and accountability in the efficient use of public funds for the benefits of the citizens. The Lima Declaration states that SAIs can accomplish their tasks only if they are independent of the audited entity and are protected against outside influence. State institutions cannot be absolutely independent, nevertheless a SAI should have the functional and organizational independence required to carry out its mandate. It is recognized that currently NAO does not meet all the provisions of the Lima and Mexico Declarations on SAIs independence.

### **Strategy**

#### ***1.1 To solicit the support of Government in the implementation of the Lima and Mexico Declarations on SAI Independence***

For SAIs to accomplish their tasks it is indispensable for a healthy democracy that each country has a SAI whose independence is guaranteed by an appropriate and effective constitutional/statutory/legal framework and of de facto application provisions of this framework. The existing legislations regarding the Director of Audit are not adequate in meeting the principles which flow from the Lima and Mexico Declarations. There is a need to review the existing legislations in the light of current trends and requirements in public sector auditing. The review should culminate into a consolidated legal framework specific for the NAO and the Auditor General.

### **Goal 2: To continuously improve on the quality of audit services provided**

Enhancing the quality of audit services and confidence in audit is of paramount importance. Presently around the world governments and regulators are trying to re-establish trust and market confidence in the wake of the global financial crisis. In an interview with *Accountancy Age*, James Doty, recently appointed as the new chairman of the Public Company Accounting Oversight Board (PCAOB), said there were questions being asked "in important venues" on the issue of "what auditors do, what they say they are doing and what people understand about what they do".

With the changes that have been flowing audit firms are continuously investing to improve their resources, policies and operational practices with the primary goal of raising the general standard of the quality of audit work and services.

## **Strategies**

### ***2.1. To customise the AFROSAI – E Regularity Audit Manual (RAM)***

This Regularity Audit Manual is part of an overall process to uplift SAIs in the AFROSAI-E region to a professional standard. The manual is in accordance with the International Standards of Supreme Audit Institutions (ISSAIs) (1000-2999), which means full compliance with all relevant International Standards on Auditing (ISAs) and the additional guidance set out in the INTOSAI Practice Notes to the ISAs. Auditing standards constitute the criteria or yardstick against which the quality of the audit is evaluated.

A heavy emphasis of this manual is the provision of working papers in a public sector environment. As this manual is meant for the whole AFROSAI-E region it has to be customised to specific SAI's needs.

### ***2.2 To strengthen the implementation/application of the Risk-Based Audit Approach***

Risk-based audit is a process, an approach, a methodology and an attitude of mind rolled into one. It is generally accepted that for most entities of size, the risk-based audit approach will minimise the possibility of audit objectives not being met. Consequently ISA 315, *Identifying and Assessing the Risks of Material Misstatement Through Understanding the Entity and its Environment (Redrafted)*, compels auditors to adopt a risk-based approach to audits.

This approach requires attitudinal changes and a broader range of skills. NAO has just adopted this approach in 2010, and the implementation needs to be strengthened.

### ***2.3 To ensure compliance with accounting and auditing standards and corporate governance***

The laws in Mauritius require financial statements to be prepared in accordance with the appropriate accounting standards. Similarly, the ISAs served as benchmark for high-quality auditing. Consequently, the auditor has to ensure that the relevant accounting standards have been complied with by the audited entity while at the same time ensure that his audit has been conducted in accordance with the appropriate auditing standards. The law also requires that the annual report of a public body includes a Statement of Corporate Governance.

## ***2.4 To set up a quality management system***

Auditing standards require SAIs to assure the high quality of their work and the resulting products. Audit quality is obtained by a process of identifying and administering the activities needed to achieve the quality objectives of a SAI. Improving audit quality therefore, requires a systematic SAI-wide approach.

## ***2.5 To enhance interaction with clients with a view to foster better relationship***

While the auditor must act with professional scepticism, auditor-client relationship is essential to the efficient and effective conduct of an audit. A good relationship enhances the financial reporting process without impairing auditors or SAI independence. New issues can be dealt with collaboratively, “surprises” are reduced, and working more as a team, rather than “us vs. them” is encouraged.

## ***2.6 To enhance the performance audit services***

NAO has been recently mandated to carry out performance audits. Performance audit refers to an examination of a program, function, operation or the management systems and procedures of a governmental or non-profit entity to assess whether the entity is achieving economy, efficiency and effectiveness in the employment of available resources. This type of audit being new in Mauritius, the understanding and appreciation by official of Ministries and other Government bodies need to be promoted and improved.

<b>Goal 3: To be a model organisation</b>
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According to Jim Collins, the difference between successful organisations is the difference between good organisations and great ones. Great organisations deliver superior performance and make a distinctive impact. A great organisation is a model organisation. As the Supreme Audit Institution of the Republic of Mauritius, NAO has to be a model organisation.

### **Strategy**

#### ***3.1 Managing NAO in ways that promote economical, efficient and effective working practices, timely decision making and a pleasant working environment***

Mahatma Gandhi once said “*You must be the change you wish to see in the world.*” To be a model organisation we need to lead by example that is to fashion our organisation into the kind of organisation that others will follow and emulate. Leading by example is something that we can all do, no matter our role, no matter our position. We can all make the choice and take responsibility to be the change we want to see. We can all take initiative, we can all make the decision to “*show the way for others*”.

## **Goal 4: To have a motivated, skilled, and productive workforce**

It is said that building a skilled, motivated and productive workforce to perform at higher levels is a winning recipe for an organization to raise the bar on performance. There certainly is a relationship between job satisfaction and productivity but while everyone wants to work in an environment that makes them happy, the reality is that satisfied employees are not necessarily more productive.

Research has proved that a motivated employee is a productive employee and also employees are more productive when they're part of a team that works and plays together.

### **Strategies**

#### ***4.1. To build a high performance culture***

The culture of an organisation is the typical way of doing things in the organisation. It is created by the people that work for the organisation – its managers and workforce. A 'high performance culture' exists when everyone in the organisation shares the same vision and where they trust and value each other's contribution. The culture inspires people to go the extra mile. They build teamwork and are open to change.

#### ***4.2 To enhance the working environment at NAO***

A good working environment, improves employee morale which in turn benefits everyone involved in a work place. Boosting employee morale means that people will take more pride in their work, be more productive and feel engaged and willing to go the extra mile. It is our intent to create a climate where people feel valued and, therefore, more committed to contribute in a meaningful way.

## **Goal 5: To promote a knowledge sharing culture at NAO**

Knowledge sharing is the process of exchanging knowledge (skills, experience, and understanding) among colleagues. It is a tool that can be used to promote evidence-based practice and decision making, and also to promote exchange and dialogue among colleagues. In modern organisations the increasing interdependencies between jobs and the information explosion resulting from interconnectivity and rapid change, mean that many people have pieces of solutions and no one knows it all (Stauffer, 1999). Instilling a knowledge sharing

culture is thus a necessary prerequisite for organisations that believe that it is a significant way to differentiate themselves.

## **Strategies**

### ***5.1 To facilitate and nurture interactions among staff and other professionals to share a common interest, experience, problems solutions etc.***

Sharing knowledge and experience is a key part of continuous improvement process. It is said that knowledge and technical abilities are acquired through formal education, practical experience, or interaction with other organisational members and other professional. Consequently it is important that interactions among staff and other professional be facilitated and nurtured.

<b>Goal 6: To contribute in enhancing good governance in public sector</b>
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Good governance is an increasingly important issue in the public sector around the world. The public sector governance concept encompasses the manner in which public sector organisations acquit their responsibilities of stewardship by being open, accountable and prudent in managing and delivering programs. The auditor has an important role in improving the governance process

## **Strategies**

### ***6.1 Development and implementation of risk register in ministries, departments, parastatal bodies and other public bodies***

Risk management is an important responsibility for any public sector entity for effective and efficient use of resources. The auditor's role in risk management involves assessing and monitoring the risks that the organization faces and recommending the controls required to mitigate those risks.

A risk register is developed to provide a useful tool for managing and reducing the risks identified.

### ***6.2 Encourage ministries to present an annual report***

A core principle of good governance is accountability and annual reports are key accountability documents that provide information to users about the achievements, performance and financial result of the organisation for the financial year. Ministries and Departments have multiple accountabilities: to the public and to those who have the authority and responsibility to hold them to account. Moreover, users of annual reports include the public, members of Parliament, the media, other agencies and the

organisation itself. Consequently, they have a duty to report on both the financial and non-financial results they have achieved with the authority and public funds entrusted to them.

## **Goal 7: To improve the quality of IT Operations and Support**

As is the trend for all businesses, audit management is being effected through the use of IT. There is need to ensure that the IT function is aligned with the business objectives, the use IT resources is optimised, appropriate technology is acquired and maintained and also to ensure information security of the organisation

### **Strategies**

#### ***7.1 To align the IT function with the business objectives and optimize the use IT***

There is a risk that investment in IT exceeds what is actually required to meet the business objectives. It is therefore important to align the IT function with the business objectives. On the other hand it is important that opportunities offered by development in the IT sector are being optimally considered.

#### ***7.2 Acquire appropriate technology to ensure that the needs of the business are met***

To achieve efficiency in the business operations it is important to use the right technology.

#### ***7.3 Ensure sustainable capacity in the use of IT for the organization***

Being given that audit management is being effected through the use of IT, availability of IT resources is fundamental to business continuity.



## OPERATION PLAN 2011 – 2013

<b>GOAL 1</b>	<b>To strengthen NAO's independence</b>		
<b>Strategy 1.1</b>	<b>To solicit the support of Government in the implementation of the Lima and Mexico Declarations on SAI Independence</b>		
<b>Key Activity</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>1.1.1</b> To review the current legal frameworks and propose a new legal framework which will, in addition to consolidate all the different pieces of legislations relating to accounts and audit, encompass the eight principles of the Mexico Declaration.	A proposed new legal framework – The Public Audit Act – submitted to Ministry of Finance and Economic Development.	1February to end of March 2011	Director of Audit

<b>GOAL 2</b>	<b>To continuously improve on the quality of audit services provided</b>		
<b>Strategy 2.1</b>	<b>To customise the AFROSAI – E Regularity Audit Manual (RAM)</b>		
<b>Key Activity</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
2.1.1 To customise RAM	A customised RAM for NAO	1 March to end of September 2011	Mrs K.C. Tse Yuet Cheong
<b>Strategy 2.2</b>	<b>To strengthen the implementation/application of the Risk-Based Audit Approach</b>		
<b>Key Activities</b>	<b>Output Indicators</b>	<b>Time Frame</b>	<b>Responsible Person</b>
2.2.1 To continue the present coaching and monitoring of the application of Risk-Based Audit approach	Risk-Based Audit approach being effectively put into practice	1 January 2011 to end of May 2012	Messrs A.A. Gaffoor and D. Ramkishore and assisted by Mr C.Q.S. Chan Hon Sen and Mrs L.F.L. Chung Chun Lam
2.2.2 To train and then transfer the responsibility of coaching and monitoring of the application Risk-Based Audit approach to “Supervisors”	Supervisors being conversant with Risk-Based Audit	Mid May 2011 to December 2012	Messrs C.Q.S. Chan Hon Sen, A.A. Gaffoor, D. Ramkishore, Mrs L.F.L. Chung Chun Lam

<b>GOAL 2</b>	<b>To continuously improve on the quality of audit services provided</b>		
<b>Strategy 2.3</b>	<b>To ensure compliance with accounting and auditing standards and corporate governance</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>2.3.1</b> To prepare checklists for ISSAIs	checklists for compliance with ISSAIs	1 May to 31 December 2011	Mr P.K. Napaul
<b>2.3.2</b> To prepare checklists for IPSAS	checklists for compliance with IPSAS	1 June to 31 December 2011	Mrs K.C. Chan Moo Lan and Mr Dodah
<b>2.3.3</b> To prepare disclosure checklists for IPSAS	disclosure checklists for IPSAS	1 May to 31 October 2011	Mr C.Q.S. Chan Hon Sen
<b>2.3.4</b> To prepare disclosure checklists for the statement on Corporate Governance	disclosure checklists for the statement on Corporate Governance	1 May to 30 September 2011	Mr L. Appasamy
<b>2.3.5</b> To assist auditees in the identification of risks during the planning stage of audits	a model risk register	1 May to 31 July 2011	Mr A.A. Gaffoor + Mr Ramkishore
<b>Strategy 2.4</b>	<b>To set up a quality management system</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>2.4.1</b> To customise the AFROSAI-E Quality Assurance Handbook 2009	A customised Quality Assurance Handbook for NAO	1 May – 31 July 2012	Director
<b>2.4.2</b> To set up a Quality Assurance Unit	A Quality Assurance Unit	1 September 2012	Director
<b>2.4.3</b> To have External Peer Reviews every three years	An External Peer Review in 2013	30 November 2013	Director

<b>GOAL 2</b>		<b>To continuously improve on the quality of audit services provided</b>	
<b>Strategy 2.5</b>		<b>To enhance interaction with clients with a view to foster better relationship</b>	
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>2.5.1</b> To obtain feedback from clients through surveys	Development of a client survey form A survey immediately after completion of each audit assignment	September 2011  As from October 2011	Director
<b>2.5.2</b> To ensure that, for each regularity audit assignment, a letter of engagement is sent to and signed by the client every year	Signed letter of engagement for each assignment in working paper file	On going	All Divisional Heads
<b>2.5.3</b> To ensure that all findings and recommendations during audits are discussed verbally with officers responsible before submission of draft management letters.	A memorandum, in the working paper file, listing all observations made and discussed with clients' officers together with their responses and the conclusions drawn	On going	All Divisional Heads
<b>2.5.4</b> To ensure that deadlines for completion of audits and submission of audit reports, for both regularity and performance audits, are met.	Reports submitted within time agreed in entry meeting	On going	All Divisional Heads

<b>GOAL 2</b>	<b>To continuously improve on the quality of audit services provided</b>		
<b>Strategy 2.6</b>	<b>To enhance the performance audit services</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>2.6.1</b> To disseminate the concept of performance audit to auditees	pamphlets	31 December 2011	Performance Audit Division
<b>2.6.2</b> To put in place a Register of Events, to facilitate selection of performance audit topics	Register of Events	1 July 2011	Performance Audit Division

<b>GOAL 3</b>	<b>To be a model organisation</b>		
<b>Strategy 3.1</b>	<b>Managing NAO in ways that promote economical, efficient and effective working practices , timely decision making and a pleasant working environment</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>3.1.1</b> Close monitoring of the economy, efficiency and effectiveness of NAO's own operations	1. Expenditure within budget 2. Over 75 per cent of service standards in the estimates achieved	Every year	Director
<b>3.1.2</b> To promote a welcoming and friendly atmosphere at NAO	At least three social activities organised every year	Every year	NAO Welfare Fund
<b>3.1.3</b> To promote accountability in government	Preparation and submission to the National Assembly of the Annual Report of NAO	Every year	Director
<b>3.1.4</b> To design and conduct annual employee opinion surveys	Employee Survey Reports	End of each year	NAO Welfare Fund

<b>GOAL 4</b>	<b>To have a motivated, skilled, and productive workforce</b>		
<b>Strategy 4.1</b>	<b>To build a high performance culture</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>4.1.1</b> To carry out a training and development needs assessment	A needs assessment report	31 August 2011	Mrs L.F.L Chung Chun Lam
<b>4.1.2</b> To prepare an annual skills development programme	A skills development programme every year	1 December of every year	Director
<b>4.1.3</b> To implement the annual skills development programme	Training provided	In accordance with the programme	Director
<b>4.1.4</b> To establish and implement a job rotation policy	A Job rotation programme for each Officer	On going	All Division Heads
<b>Strategy 4.2</b>	<b>To enhance the working environment at NAO</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>4.2.1</b> To have meeting of the Occupational Safety and Health Committee every two months	Minutes of meeting held	On going	Senior Officer
<b>4.2.2</b> Quarterly meetings with Union	Minutes of meeting held	On going	Senior Human Resource Officer
<b>4.2.3</b> To promote anti-stress activities	Three activities to be held	Every year	NAO Welfare Fund
<b>4.2.4</b> To make our Head Office environment-friendly	Green plants in each office at Headquarters No files lying on floors of each office + a clean kitchen	On going	Mrs K.C. Chan Moo Lan

<b>GOAL 5</b>	<b>To promote a knowledge sharing culture at NAO</b>		
<b>Strategy 5.1</b>	<b>To facilitate and nurture interactions among staff and other professionals to share a common interest, experience, problems solutions etc.</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>5.1.1</b> All officers who are sponsored to participate in a training program/workshop to make a powerpoint presentation in the Office	The actual power-point presentation	within one month after end of the training program/workshop.	Director
<b>5.1.2</b> To have technical update sessions for all staff on a quarterly basis.	A technical update session	on a quarterly basis starting end June 2011	Director
<b>5.1.3</b> To have a presentation of about one hour in the Office from a Division, every end of month, sharing any problem encountered during an audit, or any information/knowledge of interest, came across by its staff, etc.	A monthly presentation	starting end June 2011	Director

<b>GOAL 6</b>	<b>To contribute in enhancing good governance in public sector</b>		
<b>Strategy 6.1</b>	<b>Development and implementation of risk register in ministries, parastatal bodies and other public bodies</b>		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>6.1.1</b> Develop and implement a Risk Register at NAO	A Risk Register at NAO	End June 2011	Mr A.A.Gaffoor & Mr Ramkishore
<b>6.1.2</b> Presentation of the Risk Register to Ministries and parastatal bodies	Presentation of the Risk Register	31 October 2011	Mr A.A.Gaffoor & Mr Ramkishore
<b>6.1.3</b> Help Ministries and parastatal bodies in the implementation of a Risk Register.	Risk Register in Ministries Risk Register in parastatal bodies	31 March 2012 31 May 2012	Mr A.A.Gaffoor & Mr Ramkishore
<b>Strategy 6.2</b>	<b>Encourage ministries to present an annual report</b>		
<b>Key Activity</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>6.2.1</b> Liaising with MOFED to help ministries in the preparation of their annual report	A draft model of annual report	31 January 2013	Director

<b>GOAL 7</b>	<b>To improve the quality of IT Operations and Support</b>		
<b>Strategy 7.1</b>	Align the IT function with the business objectives. and optimize the use IT		
<b>Key Activities</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>7.1.1</b> Appoint IT Steering Committee and Draw up Terms of Reference Select Team	IT Steering Committee and Term of reference	December 2011	Director
<b>7.1.2</b> Dispense necessary training to staff of the ICT Division	Training carried	December 2012	Director
<b>Strategy 7.2</b>	<b>To Acquire appropriate technology to ensure that the needs of the business are met</b>		
<b>Key Activity</b>	<b>Output Indicator</b>	<b>Time Frame</b>	<b>Responsible Person</b>
<b>7.2.1</b> Develop migration plan for hardware and software	Migration Plan for hardware and software	2011- 2012	ICT Division with the help of the Ministry of IT
<b>7.2.2</b> To foster the ownership of the IT security policies and procedure	Manual & Circulars	Continuous	ICT Division
<b>7.2.3</b> To carry out an annual IT security evaluation, review and report on the performance	Report on performance	Continuous	ICT Division