ANNUAL OPERATIONAL PLAN

2026

OFFICE OF THE AUDITOR GENERAL OF PUNTLAND

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1. FOREWORD BY THE AUDITOR GENERAL

H.E. OSMAN M. ALI
Auditor General

The year 2026 marks the beginning of a new chapter for the Office of the Auditor General of Puntland. Having spent 2025 in a deep phase of self-assessment and strategic reflection, this is the year we translate our blueprint into action. The insights from our comprehensive, first-ever SAI Performance Measurement Framework (SAI PMF) Self-Assessment and the External Institutional Review have provided us with a clear, evidence-based mandate for reform.

The results were a catalyst for change. The assessment confirmed our strengths in core areas like Audit Coverage and Mandate. More importantly, it provided an unflinching diagnosis of our institutional gaps, with critical functions like Strategic Planning, Organizational Control, and Human Resource Management, meaning they were not yet formally established.

This 2026 Annual Operational Plan is our direct response. It is not a routine plan; it is a reform agenda designed to address these foundational gaps systematically. Every priority in this document, from solidifying our governance to investing in our people, is a deliberate step toward moving our scores from 'foundational' to 'established'.

> ***"This is our commitment to building a truly modern, credible, and high-impact Supreme Audit Institution."***

2. STRATEGIC OVERVIEW

This Annual Operational Plan (AOP) for 2026 is not an isolated document; it is strategically positioned at the intersection of our institutional transformation and national development goals. It serves as the bridge between our long-term vision and our day-to-day operations, grounded in rigorous self-assessment.

2.1. Alignment with OAG Strategic Plan

The 2026 AOP marks the official launch of our Five-Year Strategic Plan (2026–2030). While the Strategic Plan sets the destination, to become a model Supreme Audit Institution (SAI) in the region, this Operational Plan defines the first critical steps of that journey.

This year is designated as the "Foundation Year." Our primary focus is not merely on expanding audit volume, but on building the "Systems and Structures" identified in the Strategic Plan as prerequisites for long-term success. Every activity in this AOP is directly mapped to one of the Strategic Plan's pillars, ensuring that our daily resources are channeled exclusively toward our five-year goals.

2.2. Alignment with Puntland Development Plan 4 (PDP-4)

The Office of the Auditor General plays a critical cross-cutting role in the success of the Puntland Development Plan 4 (2026–2030). Specifically, this AOP aligns with the Good Governance and Rule of Law Pillar of the PDP.

Our role in the PDP-4 is twofold:

1. **Assurance Provider:** By auditing the consolidated financial statements and key development projects, we provide the Government and Parliament with independent assurance that PDP-4 funds are utilized for their intended purposes.
2. **Performance Enabler:** Through our new Performance Audit function, we assess whether PDP-4 flagship projects are achieving Value for Money (Economy, Efficiency, and Effectiveness).

2.3 Lessons From 2025: An Evidence-Based Baseline

Our priorities for 2026 are not based on assumptions; they are a direct response to the rigorous SAI PMF Self-Assessment conducted in 2025. This diagnostic provided an honest baseline of our institutional maturity, highlighting both our resilience and our critical gaps.

Key Achievements (Our Anchors):
OAG has a robust foundation, achieving the highest possible Score of Managed Level in three critical areas: *Audit Mandate, Audit Coverage*, and, notably, *Professional Development & Training.* This confirms that we have the legal authority and operational will to hold government accountable, and that the strength of our aggressive drive for staff professionalization is operating at a world-class level, proving that despite structural HR challenges, we are successfully building a highly skilled workforce. Additionally, Financial Audit Planning scored an Established Level, proving our core business is functional.

Key Gaps (Our Catalysts for 2026):
However, the assessment revealed foundational gaps that this AOP is designed to close. Several critical functions remain stuck at Foundational and Developing Levels (Scores 1 & 2). These include: *Strategic Planning Cycle, Human Resources, Organizational Control Environment,* and *Performance Audit Results.*

Therefore, the 2026 AOP acts as a Corrective Action Plan, aiming to move these specific scores from Not Established Level to Founding Level or Development Level by the end of the fiscal year.

3. OUR 2026 STRATEGIC PRIORITIES & DEPARTMENTAL OWNERSHIP

In direct response to our SAI PMF findings, our 2026 Annual Operational Plan is structured around Five Strategic Priorities. Each priority is a targeted intervention designed to elevate a specific performance area, aiming to move our critical functions from a 'Not Established Level' or 'Foundational Level' to 'Established Level' and beyond.

To ensure successful execution, we have moved away from a centralized planning model to a Department-Centric Approach. Accountability is shared; every department has a specific mandate in delivering these priorities.

3.1 The 2026 Strategic Ownership Matrix

The following matrix outlines how each department will contribute to the five strategic priorities. This structure ensures there is no ambiguity in roles and that every unit contributes to the collective vision.

Strategic Priority	Audit Department	Quality Management Department	Planning & Performance Department	ICT Department	Admin & Finance Department
Institutional Independence & Governance	• Align audits with the new *Revised Audit Act*.	• Develop *SOPs* aligned with the new Law & SAI PMF.	• Launch *Strategic Plan 2026-2030*. • Develop new *Appraisal System*.	• Digitize governance & communication workflows.	• Implement new *HR Policy*. • Draft autonomous budget model.
Digital Transformation & Fit-for-Purpose Infrastructure	• Define technical needs for audit software (AMS).	• Ensure *AMS* meets ISSAI standards.	• Draft infrastructure *Investment Proposal* for donors.	• Procure and deploy *AMS*. • Upgrade *Cybersecurity*.	• Lead *New HQ* planning. • Procure *2 Field Vehicles*.
Audit Excellence & Value Creation	• Execute 1 *Performance Audit (PAU)*. • Apply *Risk-Based Audit (RBA)* to all audits.	• Pilot *QA Framework*. • Review high-risk audit files pre-issuance.	• Track and report *Audit Quality KPIs* quarterly.	• Implement *CAATs* & train auditors in analytics.	• Provide timely logistics and funding for field audits.
Human Capital Investment & Professionalization	• Identify auditor technical training needs.	• Design *QC & Compliance* training curriculum.	• Evaluate and report on training impact.	• Train all staff on *IT Security* & digital tools.	• Lead *Professionalization Drive* (target 30% certified).
Stakeholder Impact & Public Trust	• Present findings at the "*Audit Lounge*".	• Ensure public reports meet quality and readability standards.	• Organize "*Audit Lounge*". • Produce *Citizen Reports*. • Train *PAC*.	• Manage *Website* & *Social Media* to share reports.	• Fund and support major stakeholder events.

4. THE 2026 ANNUAL AUDIT PROGRAMME

Consistent with our mandate under Article 110 of the Constitution, the OAG has developed a risk-based Annual Audit Programme for 2026. This programme is designed to provide comprehensive assurance on the use of public resources, covering the Central Government, Local Governments, and Donor-Funded Projects.

While the detailed list of auditees is provided in **Annex B**, this section summarizes the scope and focus of our audit engagements for the year.

4.1 Summary of Planned Audits

In 2026, the OAG will conduct a total of 42 distinct audit engagements distributed across four strategic portfolios.

Audit Type	Target Entities/Scope	Strategic Focus
Consolidated Financial Audit	**1** (Whole of Government)	Verifying the accuracy of the State's Annual Financial Statements.
Compliance Audits	**37** Entities	Ministries, Agencies, and Local Governments (ensuring adherence to laws & regulations).
Project Audits (Donor Funded)	**3** Major Projects	Including SURP-II, Damal Caafimaad, and RCRF-III (Ensuring donor compliance).
Performance Audits	**1** Pilot (Biyoole Project)	Assessing Economy, Efficiency, and Effectiveness (Value for Money).
Special/Forensic Audits	*As Required*	Responsive investigations into fraud or mismanagement allegations.

4.2 Strategic Audit Themes

- **Donor Assurance:** A significant portion of our 2026 capacity is dedicated to auditing key development projects (e.g., World Bank-funded projects), ensuring continued trust with our international partners.
- **Sub-National Focus:** We are expanding our reach to include critical Local Governments to support the decentralization agenda.
- **Performance Pilot:** The audit of the Biyoole Project will serve as the launchpad for our new Performance Audit Unit, testing our capacity to deliver value-for-money reports.

4.2 Selection Criteria-Why These Entities?

This audit programme was developed based on the following risk factors:

1. **Materiality:** Entities with the largest budget allocations.
2. **Risk Profile:** Entities with complex procurement or high revenue generation.
3. **Public Interest:** Sectors directly affecting citizens (Health, Water, Education).
4. **Donor Requirement:** Mandatory audits for external funding agreements.

5. BUDGET & RESOURCE MOBILIZATION FOR 2026

Based on the 2025 External Institutional Review (Grant Thornton), the comprehensive capacity and capital investment requirement for the OAG is **$2,284,663.00 USD** over the five-year strategic period (2026-2030).

As a prudent and strategically mature institution, we recognize the principle of absorptive capacity. It is practically and fiscally impossible to execute major infrastructure, ICT overhauls, and five-year educational programs in a single year. Therefore, our 2026 Annual Operational Budget targets only the Year-One Phased Allocation, ensuring 100% realizable project initiation, system design, and the rollout of Cohort 1 activities.

5.1 Phased Budgetary Priorities for 2026 (Estimated at $969,480 USD for Year 1 interventions)

To actualize our strategic transition into a model Supreme Audit Institution without delay, the ~1 Million USD budget for 2026 has been aligned precisely across our core pillars:

- **Priority 1 –** Institutional Independence (~$38,000): Providing the foundational frameworks. Funds key lobby resources needed to navigate the Revised Audit Act enactment process, formally implements robust Appraisal and Risk registers, and covers public Strategic Plan rollouts.
- **Priority 2 –** Capital Infrastructure & Digital Enablement (~ 610,000): Serving as the capital anchor for the year. This intentionally commits an intensive 500,000 fully toward finalizing the blueprints, managing execution, and outfitting the modern, purpose-built OAG Headquarters within the year. The remainder effectively procures robust tactical 4x4 vehicles for regional outreach, secures digital audit hardware (servers/laptops), and establishes our baseline Audit Management System (AMS) capabilities.
- **Priority 3 –** Audit Excellence & Value Creation (~$123,000): Ensures our fieldwork execution is financially guaranteed. Budgeting for executing our premiere Pilot Performance Audit, cascading strict Risk-Based Audit methods across operations, securing field logistical support, and operating a modern Audit Follow-up Unit
- **Priority 4 –** Human Capital & Certifications (~$153,500): A profound launch of our Professionalization Agenda. This actively covers the complete registration, cohort exams, mentorships, and binding policy arrangements for equipping our auditors in ACCA, CFE, CIA, and PESA, supplemented by immediate strategic leadership initiatives.
- **Priority 5 –** Stakeholder Impact & Public Trust (~$45,000): Mobilization meant directly for community access and parliamentary coordination. Facilitates rigorous PAC capacity training blocks, designs infographic audit abstracts for citizen dissemination, and fully funds the flagship "Audit Launch."

5.2 Partnership and Resource Mobilization Strategy

We recognize that an ambitious ~$1M operational and capital overhaul cannot be sustained by the State budget alone. To realize this front-loaded execution model, the OAG is adopting a coordinated, dual-track resource mobilization strategy for 2026:

- **Government of Puntland:** Will sustain core institutional operations, including staff salaries, administration, and essential IT maintenance, while also contributing counterpart funding toward the new OAG Headquarters construction.
- **Development Partners:** will be engaged to support major transformation priorities, including HQ construction, vehicles, ICT/AMS systems, technical advisors, professional certifications, and PAC strengthening through coordinated financial and technical assistance.

The AOP presents a phased and transparent investment framework that positions the OAG as a credible institution for multi-donor and sovereign funding support.

6. MONITORING, EVALUATION & REPORTING FRAMEWORK

To ensure the successful execution of this plan and to demonstrate tangible progress to our stakeholders, we have established a robust Monitoring & Evaluation (M&E) framework. Our M&E system is designed to track performance not just against activities, but against the ultimate goal: improving our SAI PMF scores and delivering greater value.

6.1 Quarterly Performance Reviews

The Planning & Performance Department will lead a quarterly review process with all five key departments. These meetings will track progress against the Key Performance Indicators (KPIs) outlined in the Detailed Action Plan Matrix (Annex A).

6.2 The 2026 OAG Scorecard

At the end of the fiscal year, the Office of the Auditor General will produce the public "2026 Performance Scorecard." This dashboard will report on our progress in a transparent and auditable format. Instead of tracking mere activities, the scorecard links our annual deliverables to tangible verification evidence and their direct remedial impact on our baseline SAI PMF scores. The scorecard metrics are defined as follows:

Strategic Pillar	Key 2026 Deliverable (SMART Target)	Verification Evidence / End of Year Target	Impact on Baseline SAI PMF Score
1. Institutional Governance	Finalized Revised Audit Act submitted to Parliament, supported by a fully executed advocacy and stakeholder lobbying campaign.	*Official transmission records to the House of Representatives and documented PAC hearing minutes.*	Eliminates critical gaps in Mandate Autonomy. Directly moves **SAI-1 (Independence)** from a score of 2 towards 3.
2. Fit-for-Purpose Infrastructure	Formal, multi-year funding commitment secured for the construction of the New OAG HQ, and initiation of procurement for the Audit Management System (AMS).	*Donor/MoF formal commitment letter and published RFP (Request for Proposal) for the AMS software.*	Directly addresses capability constraints documented in **SAI-21 (Assets and IT Infrastructure)**.
3. Audit Excellence	Completion, publication, and parliamentary submission of our inaugural pilot Performance Audit (e.g., Biyoole Project).	*Published Performance Audit Report and PAC submission records.*	Establishes formal function; eradicates the '0' baseline scores across **SAI-12, SAI-13, and SAI-14**.
4. Human Capital	Approval of the customized HR Strategy and official enrollment of at least 30% of eligible staff in recognized global certifications (ACCA, CPA, CISA).	*Signed HR Policy manual, accompanied by official examination/registration receipts.*	Advances **SAI-22 (Human Resource Management)** from Level 0 to 2, indicating strategy formalization.
5. Stakeholder Impact	Institutionalization of the annual public engagement forum (The "Audit Lounge") and production of Citizen-Friendly audit infographics.	*Media publication links, Civil Society (CSO) feedback forms, and event attendance registers.*	Triggers an immediate uplift in **SAI-24 & SAI-25** by demonstrating structured Public and Legislative communication.

6.3 Reporting to Stakeholders

The results of our quarterly reviews and the final 2026 Scorecard will be:

- Presented to the Auditor General and senior management for strategic decision-making.
- Shared with the Parliamentary Accounts Committee (PAC) to demonstrate progress and accountability.
- Presented to our key development partners (EU, World Bank) as part of our commitment to transparency and results-based management.

This framework ensures that our 2026 AOP is a living document, not a static plan. It allows us to adapt, learn, and remain accountable for delivering on our promise of reform.

ANNEX A: 2026 DETAILED ACTION PLAN MATRIX

PRIORITY 1. INSTITUTIONAL INDEPENDENCE & GOVERNANCE

Objective	Key Activities	2026 Timeline Q1	Q2	Q3	Q4	KPI (Key Performance Indicator)	Champion	Budget Source	Budget Estimate (USD)
Finalize & Enact Revised Audit Act	Conduct final legal review of the Draft Act	✓				Revised Audit Act formally tabled at Parliament, with OAG completing all required lobbying efforts. Targeted enactment by Q3. Provisions of the Act effectively localized and publicized by Q4	AGO / Planning & Perf.	PSS Budget/ Development partners	$10,000
	Conduct technical advocacy sessions with Parliament		✓						
	Engage with the Parliamentary Accounts Committee (PAC) and legal committees.			✓					
	Promote Act provisions via translated manuals, TV/Radio campaigns, and stakeholder sensitization events.				✓				
Launch Strategic Plan 2026-2030	Finalize the Strategic Plan document based on GT & SAI PMF insights.	✓				Strategic Plan validated by stakeholders, officially published, launched, and cascaded internally.	Planning & Perf.	Development partners	$8,000
	Design, print, & host an Official Public Launch Event for the Strategic Plan.		✓						
	Conduct internal workshops to cascade the plan to all OAG staff.		✓						
Operationalize Performance Appraisal System	Review and update comprehensive Job Descriptions (JDs) for all staff, aligning them with the new OAG organizational structure.	✓	✓			100% of staff have a completed, formally evaluated performance appraisal by the end of Q4.	Admin & Finance (HR)	PSS Budget	$0
	Design and approve Performance Appraisal forms and guidelines.		✓						
	Train all Directors and staff on the objectives & usage of the new system.			✓					
	Conduct the first mandatory cycle of appraisals for all staff.				✓				
Institutionalize Enterprise Risk Management (ERM)	Draft and formally adopt the OAG Enterprise Risk Management (ERM) Policy and Whistleblowing Framework.		✓			Approved OAG Institutional Risk Register published and Whistleblowing Policy operationalized.	Quality Mgt / Planning	PSS Budget / Development partners	$20,000
	Conduct institution-wide sensitization and training on risk identification and secure reporting (whistleblowing) channels.			✓					
	Facilitate a management workshop to conduct risk assessments and publish the inaugural OAG Institutional Risk Register.				✓				

PRIORITY 2. DIGITAL TRANSFORMATION & FIT-FOR-PURPOSE INFRASTRUCTURE

Objective	Key Activities	2026 Timeline				KPI (Key Performance Indicator)	Champion	Budget Source	Budget Estimate (USD)
		Q1	Q2	Q3	Q4				
Secure a Modern & Purpose-Built Headquarters	Finalize design, BoQ, and procurement of contractor & supervision firm	✓				Fully operational OAG HQ delivered by Q4 2026 in line with approved specifications and quality standards.	AG's Office & Strategic Project Committee	Development partners	$500,000
	Execute full-scale construction, supervision, and quality assurance of OAG Headquarters		✓	✓					
	Complete furnishing, ICT infrastructure setup, and operational handover				✓				
Acquire a Modern Audit Management System (AMS)	Establish a technical committee (ICT, Audit, QA) to define user requirements.	✓				Proposals for full AMS accepted; initial deployment of low-cost CAATs for 2026 active.	ICT & Audit Depts	PSS Budget (for design) / Development partners	$30,000
	Draft and submit funding proposals & specs for large AMS software (e.g., TeamMate) aimed at 2027 deployment.		✓						
	Draft a comprehensive funding proposal and technical specifications for donor submission.			✓	✓				
Enhance Operational Mobility & Regional Reach (Batch 1)	Conduct a technical needs assessment for the First Batch of off-road 4x4 vehicles.	✓				Procurement of initial critical field vehicles to immediately support expanding district access.	Admin & Finance	Development partners	$35,000
	Execute the procurement process in line with Public Procurement Law.		✓						
	Register Batch 1 vehicles into the OAG asset log and assign directly to field-audit teams.			✓					
Strengthen Tactical ICT Infrastructure & Security	Procure Batch 1 of heavy-duty, modern fieldwork laptops for active audit teams.	✓	✓			Batch 1 of secure laptops deployed; centralized secure server network established by the end of the year.	ICT	Development partners	$45,000
	Procure and install necessary hardware to improve network stability and speed.		✓	✓					
	Install secure, centralized local servers and perform test on OAG disaster recovery backup systems.			✓	✓				

PRIORITY 3. AUDIT EXCELLENCE & VALUE CREATION

Objective	Key Activities	2026 Timeline				KPI (Key Performance Indicator)	Champion	Budget Source	Budget Estimate (USD)
		Q1	Q2	Q3	Q4				
Fully Operationalize the Performance Audit Unit (PAU)	Select one high-impact public programs for the first full-cycle performance audits.	✓				One (1) Pilot Performance Audit report published (Biyoole Project) and submitted to Parliament.	Audit (PAU)	PSS Budget / Development partners	$48,000
	Conduct fieldwork and evidence-gathering in strict adherence to AFROSAI-E methodology.	✓	✓	✓					
	Draft, review, clear management responses, and formally publish the final PA report.				✓				
Integrate Risk-Based Audit (RBA), IT & Fraud Methodologies	Update, Translate, and Localize the Financial Audit Manual to fully incorporate RBA principles, IT Audit, and Fraud guidelines	✓				100% of financial audit staff trained; Localized RBA & Fraud methodology explicitly evident in working papers.	Quality Management / Audit	PSS Budget	$15,000
	Conduct mandatory training for all financial auditors on the new RBA methodology.		✓						
	Ensure at least 75% of 2026 financial audits explicitly utilize the newly integrated RBA and Fraud tracking files.			✓					
Establish a Formal Quality Assurance (QA) Framework	Draft and ratify the official OAG Quality Assurance & Control Policy. *(including the SoQM manual aligned with ISSAI 140).*	✓				QA Policy (SoQM) officially adopted. At least five audit files have undergone a formal QA review.	Quality Management	PSS Budget / Development partners	$15,000
	Develop a standardized "pre-issuance" review checklist for all audit reports.	✓	✓						
	Pilot the QA review process on at least five major audit reports (including the Performance Audits).			✓	✓				
Enhance Follow-Up of Audit Recommendations	Formal establishment and operationalization of a dedicated OAG Audit Follow-up Desk/Unit.	✓	✓			Audit Follow-up Unit officially launched; 100% of 2025 recommendations are tracked. Two status reports submitted to the PAC.	Audit / Follow-Up Unit	PSS Budget	$5,000
	Develop a formal tracking matrix for all recommendations issued in 2025.		✓						
	Present a bi-annual "Recommendation Implementation Status Report" to the PAC.		✓		✓				
	Incorporate follow-up activities into the subsequent year's audit plan.				✓				
Ensure Operational Support for Field Audits	Provide structured logistical, technical, and resource support to facilitate the effective execution of remote field audit assignments.	✓	✓	✓	✓	Field audit assignments strictly executed without logistical delay, ensuring optimal territorial coverage.	Admin & Finance / Audit	Development partners	$40,000

PRIORITY 4. HUMAN CAPITAL INVESTMENT & PROFESSIONALIZATION

Objective	Key Activities	2026 Timeline Q1	Q2	Q3	Q4	KPI (Key Performance Indicator)	Champion	Budget Source	Budget Estimate (USD)
Drive the Professional Certification Agenda	Identify & enroll a new cohort of high-potential staff in key certification prog. (ACCA, CFE, CIA, CIPFA, IDI-PESA, etc.).	✓	✓			30% baseline increase in the number of staff actively enrolled in professional certification programs. Formal Bonding Agreements executed.	Admin & Finance (HR)	PSS Budget / Development partners	$98,480
	Establish and ratify a formal "Study Support Policy," featuring clear study leave guidelines, exam fee reimbursements, and strict staff retention/bonding agreements.		✓	✓					
	Monitor and formally report the quarterly progression, examination passes, and development of all sponsored staff				✓				
Deliver Targeted Internal & Leadership Capacity Building	Conduct a formal Training Needs Assessment (TNA) linked to individual staff performance goals.		✓			At least four (4) mandatory internal methodology workshops & one (1) Leadership seminar delivered, capturing 80% staff attendance.	Admin & Finance (HR) / Quality Management	PSS Budget	$25,000
	Develop intensive internal technical workshops on new methodologies (e.g., RBA, QA Framework, and AMS protocols).		✓	✓					
	Execute targeted Leadership, Management, and Succession Planning seminars for Directors and Senior Audit Managers		✓	✓					
	Design and roll out a structured "Training of Trainers (ToT)" model to rapidly cascade internal training capacities.				✓				
Launch a Formal Mentorship Program & International Peer Learning	Design & launch the "OAG Mentorship Program actively pairing highly experienced senior auditors with newly recruited/junior staff.		✓			Official Mentorship program functioning with a minimum of 7 structured pairings; 2-3 officers attend high-level international/AFROSAI-E events.	Admin & Finance (HR)	PSS Budget / Development partners	$20,000
	Develop mentorship guidelines and provide a briefing session for all participants.		✓						
	Facilitate the participation of high-performing officers in High-Impact Regional Professional Conferences (e.g., AFROSAI-E, INTOSAI forums) for peer knowledge exchange.			✓	✓				
Enhance Staff Welfare & Sustainable Retention Mechanisms	Conduct an anonymous "Staff Satisfaction Survey" to identify key areas for improvement.		✓			Detailed Satisfaction Survey formally documented & analysed. A minimum of two (2) targeted institutional welfare or retention initiatives executed.	Admin & Finance (HR)	PSS Budget	$10,000
	Propose and implement at least two new staff welfare initiatives based on survey feedback.		✓	✓					
	Formalize the staff recognition program to celebrate high-performing individuals and teams quarterly.			✓					

PRIORITY 5. STAKEHOLDER IMPACT & PUBLIC TRUST

Objective	Key Activities	2026 Timeline				KPI (Key Performance Indicator)	Champion	Budget Source	Budget Estimate (USD)
		Q1	Q2	Q3	Q4				
Institutionalize the "Audit Launch" Initiative	Formalize the "Audit Launch" as an annual flagship event in the OAG calendar to unpack reports.		✓	✓		One (1) high-level Audit Launch event successfully hosted, with at least 100 key stakeholders in attendance. All multimedia effectively archived.	Planning & Performance (Comms)	Development partners / PSS Budget	$10,000
	Host the 2026 Audit Launch, focusing on the results of the 2025 audits and the 2026 reforms.				✓				
	Develop & distribute post-event press releases, communiqués, and archived multimedia to the public.				✓				
Drive the Strategic Communications Plan & Enhance Public Access	Host a participatory Validation Workshop to formalize & adopt the multi-year OAG Strategic Comms Plan.	✓	✓			Strategic Comms Plan adopted. Three (3) infographic summaries & Two (2) bi-annual newsletters published. Audience targets met.	Planning & Performance (Comms)	PSS Budget/ Development partners	$5,000
	Design and publish 3 "Citizen-Friendly Infographic Summaries" translated clearly for high-impact audits.			✓	✓				
	Launch a semiannual OAG Newsletter ("Warsidaha Isla-xisaabtan") and aggressively grow digital audience targets (Facebook: 5K, X/Twitter: 2k).		✓		✓				
Strengthen Parliament (PAC) Oversight & MDAs Compliance	Develop a targeted PFM and Audit curriculum specific to the needs of the Parliamentary Accounts Committee.		✓			One (1) PAC intensive workshop delivered. Fifteen [15] key MDAs sensitized proactively before the audit cycle begins.	AGO / Planning & Performance	Development partners	$25,000
	Deliver a 2-day intensive PAC member /staff workshop focused on "How to Effectively Interpret & Use Audit Reports."			✓					
	Conduct proactive compliance & audit readiness sensitization workshops for at least 15 prioritized MDAs.			✓	✓				
	Establish a formal quarterly briefing mechanism with the PAC chairperson.		✓	✓	✓				
Build Academic & Future Talent Pipelines	Formalize partnerships through a signed Memorandum of Understanding (MoU) with a leading local university.		✓			One (1) MoU officially signed with a university. At least two (2) guest lectures/masterclasses delivered to PFM /Accounting students.	Admin & Finance (HR)	PSS Budget	$5,000
	Deliver at least 2 interactive guest lectures or masterclasses to university students on "Public Sector Auditing & Ethics."			✓	✓				
	Explore the feasibility of establishing a formal internship program for 2027.				✓				

ANNEX B: 2026 ANNUAL AUDIT PROGRAMME

1. PORTFOLIO A: STRATEGIC DEVELOPMENT PROJECTS (Donor Funded)

Focus: Ensuring compliance with donor agreements and effective service delivery.

#	Project Name	Funding Partner	Audit Type	Strategic Focus Area
1	SURP-II (Somali Urban Resilience Project)	World Bank	Financial/ Compliance	Ensuring strict compliance with financing agreements, procurement rules, and delivering on project development objectives (PDOs).
2	Development Projects	Development Partners	Financial/ Compliance	
3	Biyoole Project	World Bank	Performance Audit	**Pilot Audit:** Assessing the economy, efficiency, and effectiveness of water infrastructure.

2. PORTFOLIO B: WHOLE OF GOVERNMENT & KEY MINISTRIES

Focus: Budget credibility, revenue assurance, and expenditure controls.

#	Audit Entity	Audit Scope	Audit Type	Primary Risk Focus
1	Consolidated Financial Statements 2025	Whole of Govt.	Financial Audit	Accuracy, Completeness, and IPSAS Compliance of the State Accounts.
2	Revenue & Treasury Cluster (*Finance, Customs, Revenue*)	Ministries HQ	Compliance Audit	Revenue leakage, accuracy of financial reporting, budget credibility, & public debt management.
3	Social Sector Cluster (Education, Health, Labor)	Ministries HQ	Compliance Audit	Payroll integrity (ghost workers), grants management, and effectiveness of service delivery funds.
4	Infrastructure Cluster (*Public Works, Ports*)	Ministries HQ	Compliance Audit	Procurement integrity for large contracts, asset management, and fee collection systems.
5	Governance, Security & Other Ministries	Ministries HQ	Compliance Audit	Ensuring adherence to PFM laws and regulations across all remaining central government bodies.

3. PORTFOLIO C: INDEPENDENT BODIES & REVENUE GENERATING AGENCIES

Focus: Autonomy, corporate governance, and revenue integrity.

#	Audit Entity	Audit Scope	Audit Type	Primary Risk Focus
1	Puntland Revenue Directorate (PRD) (Baarista Dakhliga)	State-wide Revenue	Compliance & Financial Audit	Revenue leakages, accuracy of tax assessments, custom duties collection, & timely remittance to Treasury.
2	Puntland State House	Agency HQ	Compliance Audit	Administrative expenditure, presidential & discretionary fund usage, & compliance with allowances/travel budgets.
3	Puntland Water Agency	Agency HQ	Compliance Audit	Utility revenue management & service expansion projects.
4	Puntland State Television	Agency HQ	Compliance Audit	Sponsorship & advertisement revenue retention, capital asset tracking (broadcasting equipment), & procurement compliance.
5	Human Rights Commission	Agency HQ	Compliance Audit	Donor & State program fund utilization, accountability of workshop/travel advances, & basic internal controls.
6	Garowe, Bosaso & Qardho General Hospitals	Health Facilities	Compliance Audit	Validation of recurrent operational expenditures, payroll compliance, procurement of operational services, and security fund oversight.

4. PORTFOLIO D: LOCAL GOVERNMENTS (Decentralized Oversight)

Focus: Service delivery at the district level and local revenue management.

#	District / Municipality	Classification	Audit Type	Primary Risk Focus
1	Garowe Municipality	Class A	Compliance Audit	Urban planning contracts, Land tax collection, & Service delivery.
2	Bosaso Municipality	Class A	Compliance Audit	Trade licensing, Port-city infrastructure, & Revenue assurance.
3	Galkayo Municipality	Class A	Compliance Audit	Municipal finance reforms & Cross-border trade taxation.
4	Qardho District	Class B	Compliance Audit	Local development projects & Fiscal transfers.
5	Baran District	Class B	Compliance Audit	Basic financial controls & Asset verification.
6	Dhahar District	Class B	Compliance Audit	Grants utilization, local procurement compliance, & decentralized service delivery.
7	Carmo District	Class B	Compliance Audit	Transit tax revenues, municipal infrastructure projects, & expenditure documentation.
8	Ufayn District	Class C	Compliance Audit	Local council funding utilization, internal controls, & basic asset safeguarding.
9	Xarfo District	Class C	Compliance Audit	Inter-governmental transfers, market taxation controls, & payroll compliance.
10	Bandarbeyla District	Class C	Compliance Audit	Coastal resource fees, community development funds, & operational budgeting.
11	Waaciye District	Class C	Compliance Audit	Execution of decentralization grants, basic bookkeeping, & contract transparency.
12	Baargaal District	Class C	Compliance Audit	Remote service delivery tracking, local maritime revenues, & financial reporting accuracy.

ANNEX C: TEMPLATE FOR QUARTERLY PROGRESS REPORT

Department Name ___________________________

Progress Report for the Period Covering______________

Planned Activity Reference (a)	Planned Activity Description (b)	Expected Result/ Indicator (c)	Actually, Achieved Result/ Indicator (d)	Deviation (e)= (c)-(d)	Justification for Deviation (f)	Description how you plan next to address deviation (g)

Prepared by

Name:

Designation:

Date:

Approved by

Name:

Designation:

Date: