



OAG
Puntland

Office of the Auditor General



Strategic Plan

2026 – 2030

Advancing Accountability, Empowering Human
Capital, and Building Public Trust.

Table of Contents

Foreword from the Auditor General	01
Our Mandate, Role, and Core Values	02
Our Operating Environment & 2025 Baseline	03
The 2026-2030 Strategic Framework At A Glance	04
Our Strategic Context (PESTLE & SWOT Analysis)	05
The Strategic Priorities:	
Pillar 1: Institutional Independence & Governance	06
Pillar 2: Digital & Fit-for-Purpose Infrastructure	07
Pillar 3: Audit Excellence & Value Creation	08
Pillar 4: Human Capital Investment	09
Pillar 5: Stakeholder Impact & Public Trust	10
Cross-cutting: Mainstreaming Integrity & Inclusion	11
Translating Strategy into Action (AOPs)	12
Strategic Investment & Capacity Building	13
Detailed Investment Breakdown (2026-2030)	14
Measuring Progress (KPI Dashboard)	15

Foreword by The Auditor General



The 2026-2030 Strategic Plan sets an uncompromising, yet entirely necessary, trajectory for the Office of the Auditor General (OAG) of Puntland.

Over the past few years, we have taken important steps to consolidate our foundational mandate under Article 109 and 110 of the Puntland Constitution. We have institutionalized compliance audits, increased our coverage of financial statements, and engaged more deliberately with our development partners and the Public Accounts Committee (PAC).

However, an honest reflection on our current operational reality demands a profound leap forward. In 2025, we conducted a comprehensive self-assessment using the globally recognized INTOSAI Supreme Audit Institution Performance Measurement Framework (SAI PMF), complemented by an independent external Institutional Review conducted by Grant Thornton.

The diagnostic results provided absolute clarity: While our commitment is unquestionable, we remain constrained by centralized human resource barriers, the lack of an enacted Audit Act guaranteeing full independence, severe gaps in our ICT infrastructure, and the necessity to formalize specialized methodologies like Performance and Forensic auditing.

This document is not merely a strategic plan; it is a declaration of our institutional emancipation. We recognize that true oversight cannot exist without complete financial, organizational, and operational autonomy. We must transition from an environment constrained by legacy frameworks into a highly professionalized, certified, and digitally enabled Supreme Audit Institution.

We have designed this strategy around Five Core Pillars, focusing obsessively on Independence, Digital Transformation, Audit Excellence, Human Capital Investment, and Public Trust. Implementing these pillars requires courageous reform, sustained investment, and collaborative partnerships.

We present this bold vision confident that with the unwavering support of the Parliament of Puntland, the Government of Puntland, our citizens, and our international development partners, we will forge an Office capable of fiercely protecting the public resources of Puntland.

H.E. OSMAN M. ALI
Auditor General

“We cannot demand transparency and modernization from our public institutions if we are not aggressively embedding those exact qualities within our own walls.”

Our Mandate, Role, and Core Values



Who We Are

We are the independent Supreme Audit Institution (SAI) of the Puntland State of Somalia. Established under Articles 109 and 110 of the Puntland Constitution, the Office of the Auditor General (OAG) operates as an autonomous body mandated to oversee the management of public resources and ensure accountability across all levels of government.



What We Do

We conduct timely, risk-based, and evidence-driven audits across state public institutions, including ministries, departments, agencies (MDAs), district councils, and donor-funded projects. Our core output spans comprehensive Financial Audits, robust Compliance checks, and an evolving focus on Performance and Forensic Investigations, all conducted in alignment with the International Standards of Supreme Audit Institutions (ISSAIs).



Why We Do It

To foster accountability, eradicate financial mismanagement, and drive the efficiency of public service delivery in Puntland. We act as the primary assurance mechanism for the House of Representatives, building citizens' trust by illuminating how public funds are collected, safeguarded, and utilized.

Our Guiding Values



INTEGRITY:

We act with honesty, courage, and ethics in every decision.



INDEPENDENCE:

We work without fear or favor to serve the public interest.



PROFESSIONALISM:

We adhere to international standards (ISSAIs) to ensure quality.



TRANSPARENCY:

We lead by example, ensuring our work is accessible to all.



INNOVATION:

We embrace technology and modern methodology to deliver greater impact.

Our Operating Environment & 2025 Baseline

Our Reality to Build Our Future

To design a credible path forward, we must first confront where we stand today. In 2025, the OAG undertook a rigorous Institutional Capacity Assessment (conducted by Grant Thornton) and a comprehensive Supreme Audit Institution Performance Measurement Framework (SAI PMF) self-assessment.

The results provided absolute clarity. While we possess a strong constitutional mandate and achieve high coverage in our compliance and financial audits, our foundational and operational structures require a profound transformation.

Our Strengths to Build On:



Constitutional Mandate:

A clear legal mandate under Article 109 and 110 of the Constitution.



Audit Coverage:

Exceptional coverage in financial and compliance audits (SAI-8).



Workforce Potential:

A young, dynamic workforce of 110 staff members eager for professionalization.

The Critical Gaps We Must Address (Our Baseline):



0 Score:

Advanced Audits (SAI-12, 13, 14)

While compliance & Financial auditing is well-established, Performance Auditing, IT Auditing, and Forensic Investigations are in their infancy and lack operationalization.



Critical Gap:

IT & Modernization (SAI-21)

The absence of an active Audit Management System (AMS), reliance on manual working papers, and severe physical infrastructure shortages drastically limit our operational efficiency.



2 Score:

HR Constraints (SAI-22)

Recruitment and remuneration remain centralized under the Civil Service Commission (CSC), restricting independent talent acquisition. Currently, only 4.5% of staff hold full professional certifications.



2 Score:

Stakeholder Impact (SAI-24, 25)

The absence of a formalized follow-up mechanism means audit recommendations often go unimplemented. Engagement with the Public Accounts Committee (PAC) requires structural formalization.

The 2026-2030 Strategic Framework At A Glance

OUR VISION 2030

To be a resilient, professional, and independent Supreme Audit Institution that guarantees transparency, accountability, and the optimal use of public resources in Puntland.

Pillar 1:

Institutional
Independence
& Governance



Pillar 2:

Digital
Transformation
& Fit-for-
Purpose
Infrastructure



Pillar 3:

Audit
Excellence &
Value
Creation



Pillar 4:

Human Capital
Investment &
Professionaliz
ation



Pillar 5:

Stakeholder
Impact &
Public Trust



OUR FOUNDATION

Independence • Integrity • Professionalism • Transparency • Innovation

OUR STRATEGIC CONTEXT

Operating Environment (PESTLE & SWOT Analysis)

To build a resilient strategy, the OAG must align its internal capabilities with the external macro-environment shaping Puntland's public financial management landscape.

PESTLE Analysis



[P] POLITICAL

Evolving federal and state-level governance dynamics underscore the need for the OAG to remain a steadfast, non-partisan oversight institution, ensuring public resources are shielded from political transitions.



[E] ECONOMIC

Puntland faces fiscal constraints and a high reliance on donor-funded projects. This economic reality demands rigorous Value-for-Money (Performance) audits to ensure every dollar directly impacts citizen welfare.



[S] SOCIAL

There is a growing, vocal demand from citizens, civil society, and the media for transparency in government spending. The OAG must respond by making audit findings publicly accessible and citizen-friendly.



[T] TECHNOLOGICAL

The government's shift toward digital financial systems (e.g., IFMIS) renders manual auditing obsolete. The OAG must rapidly adopt Computer Assisted Audit Techniques (CAATs) and IT auditing capabilities.



[L] LEGAL

The pending enactment of the Revised Audit Act is the most critical catalyst for the OAG. Its passage will legally guarantee the financial, operational, and human resource independence required by ISSAI standards.



[E] ENVIRONMENTAL

Climate-induced shocks (such as recurring droughts and floods) frequently impact state budgets. The OAG must be prepared to audit emergency relief funds, climate-adaptation projects, and environmental sustainability initiatives.

SWOT Analysis

(Strength) - What We Do Well:

- **Strong Constitutional Mandate:** Clear authority under Articles 109 & 110.
- **Audit Coverage:** Reasonable track record in executing financial and compliance audits and project audits
- **Dynamic Workforce:** A young, eager staff base actively pursuing professional certifications.

(Weakness) - Internal Gaps to Close:

- **Lack of HR Autonomy:** Over-reliance on the Civil Service Commission for recruitment and promotions.
- **Low-paid staff:** Lower morale might affect the performance levels of staff and threat to their integrity.
- **Manual Processes:** Absence of an automated Audit Management System (AMS).
- **Methodology Gaps:** Limited operational capacity in Performance, IT, and Forensic auditing.

(Opportunity) - External Levers to Pull:

- **Reform Momentum:** Strong leadership commitment to institutional modernization.
- **Increased reputation:** Citizens are believing more on our work and the impact it is having in managing public resources
- **Good relationship with development partners:** Attracting additional support with favorable ears
- **Digital Solutions:** Availability of cost-effective, regional audit software like AFROSAI-E's A-SEAT.

(Threat) - Risks to Mitigate:

- **Legislative Delays:** Potential delays in Parliament enacting the Revised Audit Act.
- **Political implications:** Dysfunctional federal system of governance
- **Brain Drain:** The risk of losing newly certified auditors to the private sector due to rigid civil service pay scales.



Pillar 1: Institutional Independence & Governance

Our Objective:

To secure full organizational, financial, and operational independence, backed by a modernized legal framework and robust internal governance controls.

Why It Matters (The Context):

According to the 2025 SAI PMF self-assessment, our independence is constitutionally recognized, but practically constrained. Without an enacted Revised Audit Act, the OAG relies on the executive for budget allocations and on the Civil Service Commission for human resources. True oversight demands full autonomy.

Key Strategic Initiatives (What We Will Do):



Enact the Revised Audit Act: Vigorously advocate and lobby the Legislature and Executive to pass the Revised Audit Act, legally cementing the OAG's financial and operational independence in alignment with ISSAI standards.



Establish Internal Audit & Risk Management: Establish an independent Internal Audit Unit reporting directly to an Audit Committee, and deploy a comprehensive Risk Management Framework to safeguard our own institutional integrity.



Operationalize Quality Assurance (QA): Transition from basic quality control to an independent, post-audit Quality Assurance system to systematically verify compliance with ISSAI 140.

What Success Looks Like (2030 Targets)

- Revised Audit Act officially enacted and implemented.
- OAG budget prepared, defended, and managed independently.
- Annual publication of an internal performance and quality assurance report.



Pillar 2: Digital Transformation & Fit-for-Purpose Infrastructure

Our Objective:

To equip the OAG with modern, secure, and technologically advanced infrastructure that automates the audit lifecycle and enhances operational productivity.

Why It Matters (The Context):

The 2025 Institutional Review identified significant constraints: a lack of adequate office space, shared computers among auditors, and the discontinuation of previous audit software due to funding gaps. Manual auditing in the 21st century is neither efficient nor sustainable. We must digitize to scale our impact.

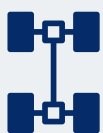
Key Strategic Initiatives (What We Will Do):



Audit Automation & CAATs: Procure and deploy an appropriate Audit Management System (e.g., A-SEAT TeamMate Lite CaseWare or similar systems) alongside Computer Assisted Audit Techniques (CAATs) to digitize working papers and execute data-driven audits.



Headquarters & Infrastructure Modernization: Secure funding and initiate the construction of a purpose-built OAG Headquarters featuring secure archiving, modern training facilities, and sufficient workspaces.



Equip the Auditor: Ensure a 1:1 laptop-to-auditor ratio equipped with Microsoft 365, secure cloud networks, and procure dedicated off-road vehicles to facilitate unrestricted regional & district-level audit fieldwork.

What Success Looks Like (2030 Targets)

- 100% of audits planned, executed, and archived through a digital AMS.
- Completion of a modern, secure, and fully equipped OAG Headquarters.
- Unrestricted logistical access to all Puntland districts for fieldwork.



Pillar 3: Audit Excellence & Value Creation

Our Objective:

To deliver high-quality, ISSAI-compliant audits that move beyond basic financial compliance to actively assess the economy, efficiency, and effectiveness of government operations.

Why It Matters (The Context):

While we successfully covered the consolidated financial statements and key compliance areas, the 2025 SAI-PMF self-assessment revealed that Performance Auditing is at a "Score 0" baseline. To add tangible value to the lives of citizens, we must evaluate whether public funds are delivering the intended public services.

Key Strategic Initiatives (What We Will Do):



Mainstream Performance Auditing: Transition the newly established Performance Audit Unit from its pilot phase into executing a consistent, risk-based annual pipeline of performance audits.



Develop Specialized Audit Streams: Build institutional capacity and dedicated manuals for Information Systems (IT) Audits and Forensic/Investigative Audits to address complex public sector fraud and digital payroll systems.



Enforce ISSAI Quality Standards: Elevate audit rigor by strictly enforcing ISSAI documentation standards, materiality thresholds, and evidence evaluation across all teams.

What Success Looks Like (2030 Targets)

- Minimum 2 high-impact Performance Audit reports published annually.
- Fully functional Forensic and IT Audit unit established.
- 100% of audit files passing internal ISSAI compliance checks.



Pillar 4: Human Capital Investment & Professionalization

Our Objective:

To transition our workforce into a highly specialized, certified, and motivated team of public sector auditors through strategic autonomy and targeted capacity building.

Why It Matters (The Context):

Currently, only 4.5% of our staff hold full professional certifications (ACCA, CIPFA). Furthermore, because recruitment is externally managed by the Ministry of Labour and CSC, we lack the agility to hire specialized experts (such as IT or Forensic auditors). Our human capital is our greatest asset, and it requires aggressive investment.

Key Strategic Initiatives (What We Will Do):



HR Autonomy & Strategic Management: Engage the relevant state authorities to decentralize human resource management, allowing the OAG to independently recruit, appraise, and promote staff based on an internal Competency Framework.



The Mass Certification Program: Implement a fully funded, multi-year certification program supporting staff to attain globally recognized qualifications (IDI-PESA, ACCA, CPA, CIA, CISA, CFE, ICGFM PFM).



Continuous Professional Development (CPD): Develop an internal Learning Management System (LMS) combining structured classroom training with rigorous on-the-job mentoring and peer-learning.

What Success Looks Like (2030 Targets)

- OAG assumes full autonomous control over recruitment and promotion.
- Over 40% of the audit workforce fully certified (PESA, ACCA, CPA, CFE, etc.) by 2030.
- Implementation of an automated, merit-based Performance Appraisal System.



Pillar 5: Stakeholder Impact & Public Trust

Our Objective:

To amplify the impact of our audit reports by strengthening legislative oversight, enforcing the implementation of recommendations, and actively engaging civil society and the media.

Why It Matters (The Context):

An audit report that sits on a shelf has zero impact. Currently, there is no formal mechanism to track whether MDAs implement our recommendations. Additionally, while we have improved report publication, our engagement with the Public Accounts Committee (PAC), the media, and citizens requires a formalized strategy to drive real accountability.

Key Strategic Initiatives (What We Will Do):



Institutionalize a Follow-Up Mechanism: Establish a dedicated Follow-up Unit and an automated tracking system to monitor, verify, and publicly report on the implementation status of all prior audit recommendations by MDAs.



Empower Legislative Oversight: Conduct structured capacity-building and sensitization workshops for the Public Accounts Committee (PAC) to enhance their ability to scrutinize audit reports and hold executive accounting officers accountable.



Proactive Public Engagement: publish simplified "Citizen Audit Reports," and designate a media relations unit to disseminate audit findings through town halls, press briefings, and digital platforms.

What Success Looks Like (2030 Targets)

- Verifiable increase in audit recommendations fully implemented by MDAs.
- Annual publication of a consolidated Audit Recommendation Follow-Up Report.
- Regular, structured accountability hearings held by the PAC.

Cross-Cutting Themes



Mainstreaming Integrity and Ethics

As the supreme oversight body, the OAG must lead by example. Over the next five years, we will update our Code of Ethics to fully align with ISSAI 130. We will ensure this code is publicly available, integrate ethical compliance into all third-party contracts, and implement a secure whistleblowing framework to protect the integrity of our operations.

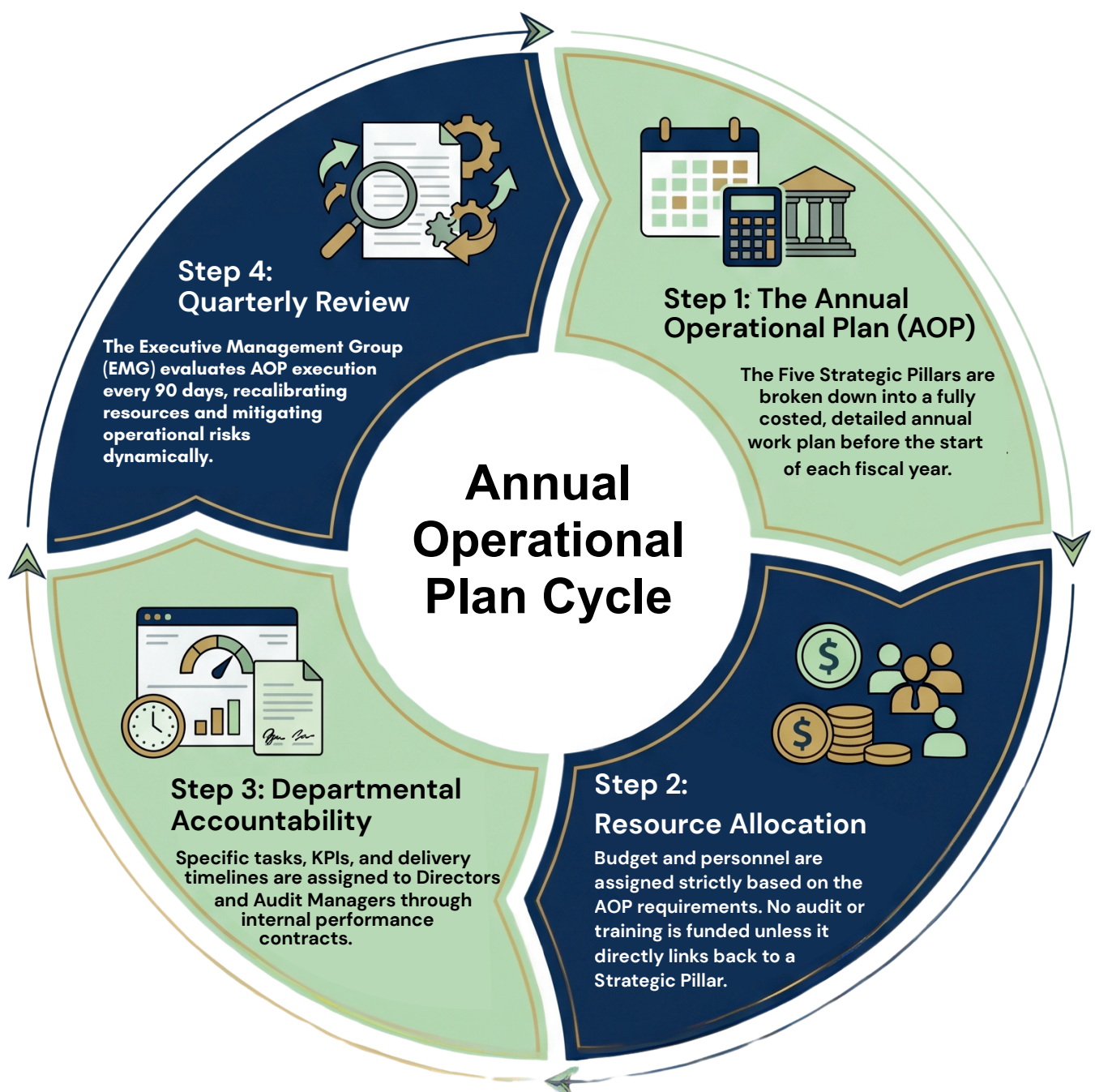


Gender Mainstreaming & Inclusion

Currently, **24%** of the OAG workforce is female. We recognize that a diverse workforce enhances organizational resilience and perspective. We will develop and implement a Gender Mainstreaming and Inclusion Policy to promote equal opportunities in recruitment, ensure female representation in leadership roles, and foster a safe, inclusive, and empowering workplace for all staff.

Translating Strategy into Action (AOPs)

A strategic plan is only as effective as its execution. To ensure the ambitious objectives outlined in this 2026-2030 framework are realized, the OAG will depart from ad-hoc activities and adopt a rigorous, cascade-planning approach.



Strategic Investment & Capacity Building

To transition from our current baseline to a fully modernized Supreme Audit Institution, significant technical and financial investments are required. The 2025 Comprehensive External Assessment of GT identified an estimated **\$2.28 Million USD** gap in our infrastructure, ICT, and capacity-building needs over the strategic period. Furthermore, recognizing that audit impact relies on strong parliamentary oversight, the OAG is actively advocating for an additional **658K** in capacity-building support for the Public Accounts Committee (PAC). We will proactively engage the Government of Puntland and international development partners to mobilize these critical resources.



Infrastructure & Logistics Est. \$570,000+

Funding required for a purpose-built OAG headquarters, secure archiving facilities, and operational off-road vehicles to facilitate regional and district-level audit fieldwork.



ICT & Digitalization Est. \$84,400+

Procurement of a comprehensive Audit Management System (AMS), secure servers, laptops for auditors, and Microsoft 365 enterprise licenses to automate the audit lifecycle.



Professionalization Est. \$886,263+

Sustained funding to cover examination fees, expert trainers, and specialized capacity-building programs for ACCA, CPA, CFE, IDI-PESA, and IT Audit certifications.



Specialized Audit Ops & TA Est. \$744,000+

Deployment of Technical Advisors to develop specialized frameworks (Legal, HR, IT), combined with direct operational funding to execute high-impact Performance Audits and drive strategic transformations.



Parliamentary Oversight (PAC) Est. \$658,850+

Targeted advocacy to strengthen the Public Accounts Committee (PAC) through legislative training, field oversight missions, study tours, and technical secretariat support to effectively enforce audit recommendations.

Detailed Investment Breakdown (2026-2030)

PART A: OAG STRATEGIC INVESTMENT NEEDS

1. Infrastructure & Logistics Needs

Purpose-built OAG headquarters	\$500,000.00
Operational off-road vehicles	70,000.00
Sub-Total	\$570,000.00

2. ICT & Digitalization

Comprehensive Audit Management System (A-SEAT)	TBC
Desktop Computers & Laptops	\$45,000.00
Video conference equipment	22,500.00
Network infrastructure	8,000.00
Printers, Scanners and Copiers	6,000.00
Cameras and voice recorders for audit evidence	2,400.00
Sub-Total	\$84,400.00

3. Training and Capacity Development Needs

Professional development & training (ISSAIs, RBA, IT Audit, etc.)	\$485,440.00
Global Certification Programme (ACCA, CPA, CFE, PESA, CIPFA, etc.)	400,823.00
On-the-Job Training through Secondment to Developed SAIs	TBC
Sub-Total	\$886,263.00

4. Technical Assistance & Specialized Audit Operations

Performance Audit TA (12-Month Contract)	\$200,000.00
Performance Audit Operations (Fieldwork for 10 Reports / 5 Yrs)	250,000.00
Legal, Governance, and Strategic TA	150,000.00
Core Audit Processes TA (Financial, Compliance, IT)	72,000.00
Human Resource Management TA	72,000.00
Sub-Total	\$744,000.00

TOTAL ESTIMATED BUDGET (OAG)	\$2,284,663.00
-------------------------------------	-----------------------

PART B: PARLIAMENTARY OVERSIGHT ADVOCACY (PAC SUPPORT)

Legislative Development & Public Hearings	\$120,000.00
Oversight Missions & Stakeholder Forums	140,000.00
Study Tours & PAC Sensitization/Training	210,000.00
Recruitment of TA (PFM & Legal Advisor)	160,000.00
PAC Secretariat ICT & Infrastructure	28,850.00
TOTAL PAC ADVOCACY BUDGET	\$658,850.00

Measuring Progress (KPI Dashboard)

To hold ourselves accountable, the Executive Management Group (EMG) will monitor progress dynamically. We will measure our success against the following high-level institutional targets, evaluated quarterly and undergoing a comprehensive Mid-Term Strategy Review in 2028:



Pillar 1: Independence & Governance

Target: 100%

Metric: Official enactment of the Revised Audit Act and full implementation of independent budget and recruitment structures.



Pillar 2: Digital Transformation

Target: 100%

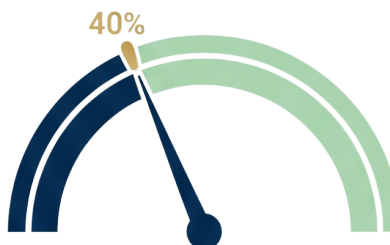
Metric: Percentage of all audits planned, executed, and archived completely through an automated Audit Management System (AMS).



Pillar 3: Audit Excellence

Target: 3+ Annually

Metric: Number of specialized Performance, Forensic, and IT Audit Reports published per year, fully complying with ISSAI quality standards.



Pillar 4: Human Capital

Target: >40%

Metric: Percentage of the total audit staff holding full, globally recognized professional certifications (e.g., ACCA, CPA, CFE).



Pillar 5: Stakeholder Impact

Target: Year-on-Year Growth

Metric: The verifiable percentage of OAG audit recommendations fully implemented by MDAs and followed up by the Public Accounts Committee.



**Office of the Auditor General
Puntland State of Somalia
Garowe, Puntland
Email: info@oag.pl.so
Website: www.oag.pl.so**

