



Office of the Auditor-General
Strategic Plan
FY2023-2027

May 2022

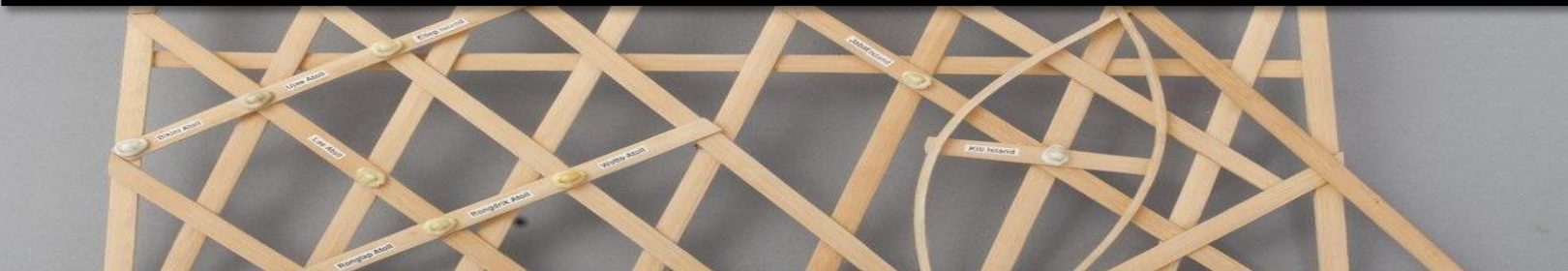


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Message from the Auditor-General



I am pleased to present the Office of the Auditor-General (OAG) of the Republic of the Marshall Islands' Five-Year Strategic Plan for 2023-2027. This plan was developed through a consultation process with our key stakeholders as well as consideration of issues and recommendations that were identified in the past studies such as the SAI Performance

Management Framework (SAI PMF Report) (2021) and the regional study on Accountability and Transparency (2015) in which OAG's legal framework and independence structure was assessed against internationally-recommended setting for SAIs or audit institution as stipulated in the *Mexico Declaration on SAI Independence*.



This strategic plan outlines our priorities and 4 desired outcomes (goals), and how we plan to achieve them. For each of our goals, we have identified measurable actions to allow us to monitor our progress and know we have achieved our goals. We will regularly monitor and evaluate the success of this strategic plan through an annual implementation matrix from 2023 to 2027.

I would like to thank our stakeholders that we met for their feedback and OAG personnel for their contributions during the development of this Strategic Plan. Special thanks to Mr. Chris Yankello, RMI Consultant, who provided useful feedback during the development of this Strategic Plan.

It is my hope that we will receive support and the resources we need to successfully implement our strategic plan.

Ilo Kautiej,

Junior Patrick
Auditor-General

Who We Are

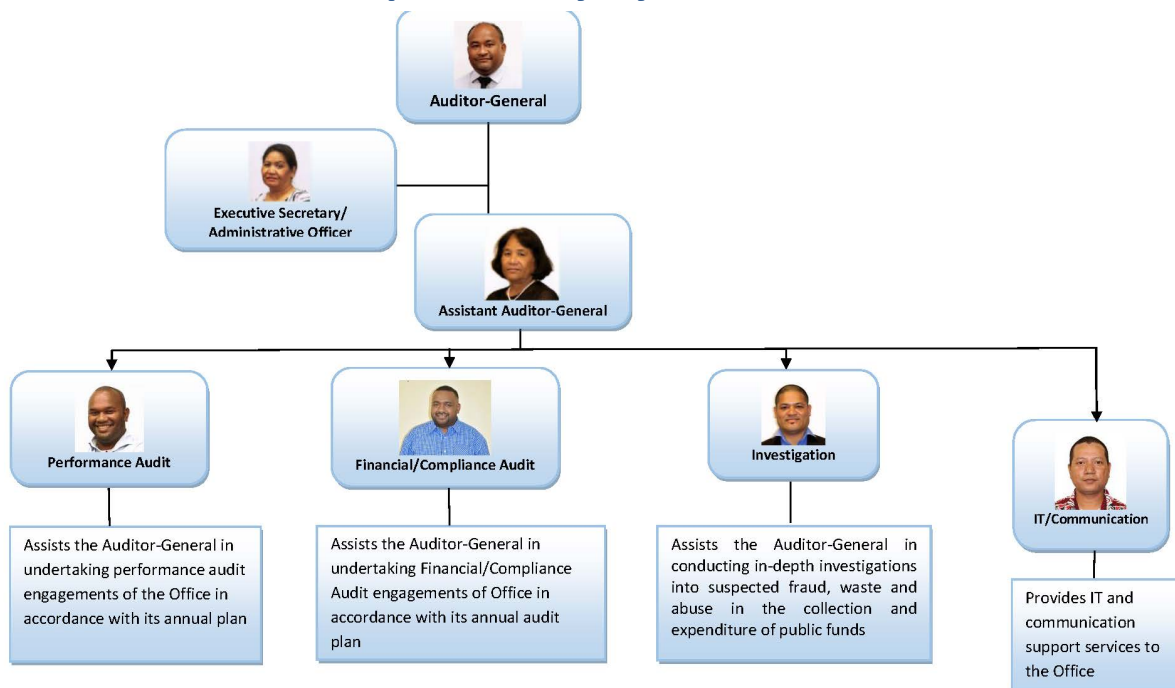
The Auditor-General is established under Article VIII of the RMI Constitution. The Auditor-General is nominated by the Speaker, with the approval of the Nitijela, signified by resolution, and is appointed by the President.

The Auditor-General is responsible to audit all funds and accounts of the Republic including those of all Departments or offices of the legislative, executive and judicial branches of government and of any other public corporation or other statutory authority constituted under the law of the Republic unless, in relation to any such public corporation or other statutory authority, provision is made by Act for audit by any other person. The Auditor-General may exercise his responsibility either in person or through officers of the Public Service who are Subordinate to him, acting in accordance with his general or special instructions. In the interest of maintaining organizational independence, Article VIII Section 15 (5) of the RMI Constitution states that the Auditor-General shall not receive any direction from the Cabinet or from any other authority or person, but shall act independently.

The Office of the Auditor-General (OAG) supports the Auditor-General. The OAG reports directly to the Nitijela (Parliament) on its functions and activities during the January and August regular session of each year as required by the RMI Constitution and the Audit Act (Public Law 1986-25).



Responsibility By Division



What We Do

The Auditor-General is responsible for:

- Auditing the RMI Government and its component units issuing audit opinions and report on internal controls and compliance matters¹
- Conducting financial statement audits and issuing audit opinions for local governments and report on internal controls and compliance matters
- Undertaking performance audits to ensure there are adequate controls within government institutions and programs, compliance with legislation, and most importantly efficiency and effectiveness of government programs and operations
- Conducting in-depth investigation into suspicious activities of fraud and prepare referrals to appropriate authorities for legal proceedings when there is ground to believe that criminal laws have been violated and other instances where civil recovery proceeding would be appropriate.
- Referring matters requiring administrative proceedings to the appropriate authorities in accordance with the revised Audit Act².
- Enforcing the ethical conduct principles (Code of Conduct) imposed on elected officials and government employees

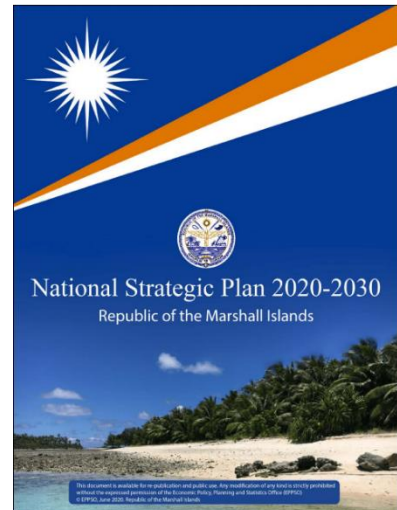
¹ Annual financial statements audit of RMI Government and its component units are conducted by our contracted audit firm partner.

² In 2019, Nitijela passed an Amendment to the Audit Act enabling the Auditor-General to refer matters directly to any government agency for administrative sanctions and remedies when the alleged breach or wrongdoing is by the agency's employee.

OAG Supports RMI National Policies

Good Governance is one of the five pillars of the RMI National Strategic Plan 2020 - 2030. The RMI Government recognizes that strengthening the machinery of government at all level is vital to effective public service while being accountable and transparent in its action. It also recognizes the rights of the citizens to a responsible and ethical government and the need to eradicate any form of corruption and illegal conduct. Furthermore, the RMI government recognizes the need to strengthen oversight and audit within the public service and the capability of RMI accountability and integrity institutions.

As an independent arm of the government, OAG plays an important role in maintaining government accountability and transparency. In verifying government accounts, assessing regulatory compliance and ensuring the highest standards of financial integrity, the OAG plays an ultimate role in deterring and detecting public sector corruption. Accordingly, the OAG has a positive impact on trust in society because it focuses the minds of the custodians of government resources on how well they use those resources.



In addition to the audit responsibility, the OAG also has a special responsibility to prevent and detect fraud, waste, and abuse of public funds. The OAG conducts in-depth investigations into suspected fraud, waste and abuse involving public funds and prepares referrals to the Attorney-General when there is evidence that criminal statutes have been violated and other instances where civil recovery proceeding would be necessary. Furthermore, the OAG refers matters requiring administrative proceedings to the respective agency to institute administrative disciplinary proceedings when determination of fault or wrongdoing is by the agency's employees, in accordance with the revised Audit Act (2019). Accordingly, the OAG is at the forefront in combating fraud and fighting corruption which is a policy objective under the RMI NSP 2020 - 2030. The OAG dedicates approximately 25%-30% of its resources each year towards the fraud prevention and detection function.

Strategic Direction

The desired outcomes (goals) are:

- Strengthen Accountability & Transparency in Government Institutions
- Strengthen OAG Independence
- Strengthen OAG Capabilities
- Safeguard RMI Public Funds

Strategic Goal 1: Strengthen Accountability & Transparency in Government Institutions

Objectives	Performance Measures
Objective 1: Complete all audits required by legislation and treaties in a timely manner.	National Government and component units' audits are completed annually in accordance with the relevant audit standards by June 30 th each year.
Objective 2: Increase the performance audit coverage.	Improved regulatory compliance, internal control, efficiency and effectiveness in government operations.
Objective 3: Increase audit coverage for local governments & RMI Embassies abroad.	Improved accountability by local governments and RMI Embassies.
Objective 4: Extend the presence of OAG to Ebeye.	Ebeye Sub office is established and staffed by October 1st, 2024.
Objective 5: Improve communication of OAG products & benefits to stakeholders.	Final Communication Strategy is adopted and implemented by September 2023.

Strategic Goal 2: Strengthen OAG Independence

Objectives	Performance Measures
Objective 1: Strengthening the legal framework of OAG.	Independence requirements of audit institutions in the Mexico Declaration on SAI Independence is met

Strategic Goal 3: Strengthen OAG Capabilities

Objectives	Performance Measures
Objective 1: Address technical and professional needs of all positions.	Increased number of trained staff in their respective fields and senior staff to attain professional certification in their respective fields.
Objective 2: A Competitive compensation strategy for auditors and investigators to retain skills.	A new HR Strategy Plan is developed that addresses competitive and fair compensation for staff.
Objective 3: Maintain an innovative work environment.	Increased employee engagement and productivity.

Strategic Goal 4: Safeguard RMI Public Funds

Objectives	Performance Measures
Objective 1: Deliver quality & timely investigations of known allegations of fraud	Increase number of investigations completed with better quality.
Objective 2: Improve prosecutions and administrative sanctions of completed investigations.	Increase in number of criminal cases prosecuted based on investigations completed in referred.
Objective 3: Improve complaint handling mechanism.	Increase number of complaints received and investigated.
Objective 4: Advocate for the creation of the Ombudsman.	OAG to support awareness & education program to create the Ombudsman office to compliment OAG works to improve integrity across governmental institutions.

Acknowledgement & Contacts

Acknowledgement

Acknowledgement and thanks is given to our stakeholders for their feedback and all OAG personnel for their contributions during the development of this Strategic Plan.

Contacts

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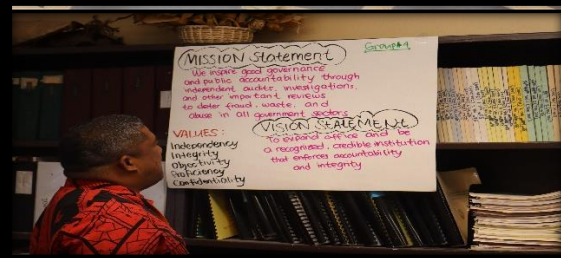
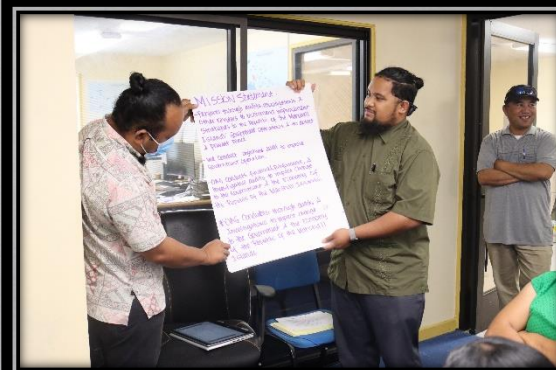
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Office of the Auditor-General
Strategic Plan FY2023 - FY2027
Implementation Matrix

STRATEGIC GOALS	OBJECTIVES	PERFORMANCE MEASURE	ACTION STEPS	RESULTS/OUTCOMES/INDICATORS	TIMEFRAME	RESPONSIBLE OFFICIALS	RESOURCES	RISK	RISK MANAGEMENT	STATUS		
GOAL 1: STRENGTHEN ACCOUNTABILITY & TRANSPARENCY IN GOVERNMENT INSTITUTION	Objective1: Complete all audits required by legislation and treaties in a timely manner	National Government and component units' audits are completed annually in accordance with the relevant audit standards by June 30th each year.	1. Ensure National Government and the component units audits are completed before June	All audits required by legislations and treaty (National Government and 24 Component Units) are completed; audits communicates problems and solutions to improve business operations, enable Nitijela to oversee public expenditures, and citizens are informed of what government institutions spent their monies on.	By June 30th each year	Auditor-General	Contractors time, AG's time, and audit fees	Financial statements are not submitted to auditors timely and availability of auditors.	Close monitoring with Secretary of Finance and respective heads of component units and AG will work with contractors to determine priority.	Ongoing		
			2. Coordinate with the audit contractor to monitor audit progress		Continuously	Auditor-General	Contractors time & AG's time			Ongoing		
			3. Coordinate with Ministry of Finance and Component Units to ensure audits meet deadlines		Continuously	Auditor-General	Contractors time & AG's time			Ongoing		
			4. Transmit semi-annual report to Nitijela in January and August each year.		January and August each year	AG, AAG, PAM, FAM & all staff	Staff Time			Delay in completion of financial and performance audit for inclusion in the SAR.	Close monitoring by AG and Senior Management team	Ongoing
			5. Develop and implement an audit follow up system.		6 months after issuance of audit	AM & AS				Follow up are not conducted as planned.	AG & AAG will monitor follow up.	Ongoing
	Objective2: Increase the performance audit coverage	Improved regulatory compliance, internal control, efficiency and effectiveness in government operations.	1. Conduct 7 performance audits (3 small audits (720 hours), 2 medium audits (1440 hours), & 2 large audits (2700 hours).	Increased number of performance audits conducted and increased regulatory compliance, internal control, efficiency and effectiveness in government operations by 25% with 2022 as the base year.	January-December Each year	All Performance Staff	Staff Time	Audit plan is not followed, required data for audit are not provided timely by auditees and inefficient audit process result in delays.	Proper audit planning at the start of each audit engagement and monitoring of audit progress. AG to obtain data required for audit from respective government departments.	Ongoing		
			2. Conduct monthly meetings to provide status of an audit assignment.		Monthly	All Performance Staff				Meetings are not productive.	AG and AAG to ensure the meetings are productive and address audit issues.	Ongoing
			3. Timely review and sign-off of working papers by audit supervisors / audit manager.		At the completion of an audit procedure.	AM & AS	Staff Time & Workpapers			Regular review by AM & AS not occurring.	AAG will monitor the supervisory function	Ongoing
			4. Develop and implement an audit follow up system.		January-December Each year	AM & AS	Staff Time			Follow up system is not implemented and followed.	AG & AAG to monitor all audit follow up.	Ongoing
	Objective3: Increase audit coverage for local governments & RMI Embassies abroad	Improved accountability by local governments and RMI Embassies.	1. Conduct 6 local government audits each year (3 teams - 2 staff; Audit target - 6 Local governments audit, follow ups and 2 components audits per year).	6 local government audits completed annually and with the goal to complete all 18 during a term (to improve regulatory compliance and internal controls).	Annually	All Financial & Compliance Audit Staff	Staff Time	Backlog audits affect current audit and 6 local government audits and follow ups may not be completed as planned.	AG & AAG to meet with Financial Auditors to come up with a resolution to address backlogs and current audits.	Ongoing		
			2. Complete 2 Embassy audits annually.		Annually	All Performance Audit Staff.	Staff Time			Required data for audit are not provided timely, current travel restrictions, staff turnover and inefficient audit process.	AG & AAG to meet with Performance Auditors to resolve all current challenges.	Ongoing
			3. Conduct monthly meetings to provide status of an audit assignment.		Monthly	All Performance Audit Staff	Staff Time			Monthly meetings are not productive.	AG and AAG to ensure the meetings are productive and address audit issues.	Ongoing
			4. Improve coverage of back log audits, while current audits continue		January-December Each year	All Financial & Compliance Audit Staff	Staff Time			Audits are not conducted as planned.	AG AND AAG to meet with Financial and Compliance Auditing Team to resolve all current challenges.	Ongoing
			5. Ensure quality control for all ongoing audits and quality assurance review is performed on all audits.		January-December Each year	All Financial & Compliance Audit Staff	Staff Time			Supervisory reviews are not performed.	AAG to monitor all audit supervisory review function.	Ongoing
			6. Timely review and sign-off of working papers by audit supervisors / audit manager.		As scheduled in audit workplan	All Financial & Compliance Audit Staff	Staff Time					
7. Develop and implement an audit follow up system for Performance Audit completed.			6 months after issuance of audit		All Performance Audit Staff	Staff Time	Audit follow ups are not performed.			AG & AAG to monitor all audit follow up.	Ongoing	
Objective4: Extend the presence of OAG to EBEBE	Ebeye Sub office is established and staffed by October 1st, 2024	1. Identify office location - due diligence on whether to rent or build new office.	Ebeye office is opened and staffed by 2025.	FY2025	Senior management	Cost and Staff Time	Funds not available and location cannot be identified to house Ebeye sub office.	AG to secure funds and location for Ebeye sub office.	Ongoing			
		2. Include budget for Ebeye office in budget submissions.										
		3. Open office										
Objective5: Improve communication of OAG products & benefits to stakeholders	Final Communication Strategy is adopted and implemented by September 2023	1. Management team to review and finalize current communications plan.	Published Communication Policy by 2023	September 2023	Management Team	Staff Time	Communication Strategy is not in place by September 2023 as planned.	AG to ensure Communication Strategy is adopted and followed by September 2023.	Communication Strategy Draft in place.			

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GOAL 2: STRENGTHEN OAG INDEPENDENCE	Objective1: Strengthening the legal framework of OAG	Independence requirements of audit institutions in the Mexico Declaration on SAI Independence	1. Obtain immunity from lawsuit in the normal discharge of official duties	A new legislation to be enacted to guarantee immunity	FY2023	AG & Senior Management Team	Staff Time	No support for new legislation.	AG and Senior Management Team to plan properly and secure support.	Ongoing
			2. Obtain independence from budget and operational control	A new legislation to be enacted to have budget and operational autonomy	FY2024					
			3. Obtain human resource autonomy	Amendment to the constitution or PSC delegates through MoU to have autonomy over employment matters	Ongoing to FY2027 Referendum					
			4. Obtain ability to publicize audit reports timely	A new legislation to be enacted to obtain ability to publicize audits in a timely manner	FY2024					

GOAL 3: STRENGTHEN OAG CAPABILITIES	Objective1: Address technical and professional needs of all positions.	Increase number of trained staff in their respective fields and senior staff to attain professional certification in their respective fields.	1. Perform a gap analysis of staff performance against job requirements.	Increase number of trained staff in their respective fields and senior staff to attain professional certification in their respective fields.	Annually (Annual Evaluation)	Senior Management Team	Staff Time	Lack of experience in performing gap analysis	Research on how to conduct gap analysis or hire a consultant to provide the service	Jun-23
			2. Identify staff to enroll in professional certification programs (CFE, CIA, CPA)		Annually	AG & Senior Management Team	Cost & Staff Time	Staff not complete program and funds not available for training.	Staff payback	Ongoing
			3. Develop an induction program for new staff regarding office policies and expectations.		4 Weeks	AG & Senior Management Team	Staff Time	Induction program does not address the needs of new staff members.	Management meet with staff and discuss	Ongoing
			4. Provide on the job training - coaching & mentoring.		Ongoing	Manager & Supervisors	Staff Time	Staff not properly guided on the audit process	Seek assistance from AG & AAG	ASAP
			5. Allocate funding for training.		Annually	Senior Management Team	Cost & Staff Time	Lack of financial resources to support training programs	Explore training from external partners, virtual trainings, and bring trainers on island	Ongoing
			6. Implement an individual Training Plan and detailed guidance.		Annually (October 1st each year)	All Staff	Staff Time	Training plan not submitted within the timeframe	Division heads to coordinate with staff	Ongoing
			7. OAG to identify trainings to enable staff to meet their required 40 CPE hours annually.		Annually	Senior Management Team	APIPA, PASAI, Lakewood, Staff Time	Staff not enrolled in targeted training and lack of financial resources.	Division heads to coordinate with staff, bring trainers on island	Ongoing
	Objective2: A competitive compensation strategy for auditors and investigators to retain skills.	A new HR Strategy Plan is developed that addresses competitive and fair compensation for staff.	1. Allocate funding for new compensation package for staff.	Highly skilled performing staff are retained.	Annually	Senior Management Team	Cost & Staff Time	Lack of financial resources and support.	Prioritize operating expenses/proactively lobby for support	New compensation package to be submitted in FY2023.
			2. Develop a staff competency framework that sets out the different levels of responsibilities with compensations.		October 1st, 2022	Senior Management Team	Cost & Staff Time	Incomplete/inefficient Competency Framework	Proper planning and identifying requirements against compensations	Ongoing
			3. Develop a recognition program to ensure rewards for outstanding staff performance.		October 1st, 2023	Senior Management Team	Cost & Staff Time	Lack of financial resources, support, and lack of good performance	Proper planning and implementation of the reward program.	Planning to commence FY2023
	Objective3: Maintain an innovative work environment	Increase employee engagement and productivity.	1. Ensure staff have adequate working equipments (hardware & software)	Staff are provided with appropriate tools to perform their duties effectively and efficiently.	Ongoing	AG & Senior Management Team	Cost & Staff Time	Lack of financial resources.	Seek financial resources from stakeholders, obtained through grant funds	Ongoing
			2. Update the Audit & Investigation Manual		October 2022	AG & Senior Management Team	Staff Time	Inefficient/ineffective procedures continued to be implemented	Set the target date to complete and adopt new Audit Manual.	Ongoing
			3. Digitization of Office filing system		FY2023	All OAG Personnel	Cost & Staff Time	Loss of data	Backup and network security	To be implemented in FY2023
			4. Promote social and team building initiatives.		Ongoing	All OAG Personnel	Cost & Staff Time	Unmotivated/Uncooperative staff	Proper planning.	Ongoing
5. Assist staff who live far away with transportation to office.			FY2022		AG	None required	Unavailability of transportation and support from other departments.	AG to secure transportation support from other departments.	Ongoing	
Objective 1: Deliver quality & timely investigations of known allegations of fraud	Increased number of investigations completed with better quality.	1. Investigators to attend trainings on investigation procedures, software, hardware and techniques.	Increase number of trained investigators by 20% over FY2022 period.	Ongoing	Chief Investigator / Consultant / AG	Cost & Staff Time	Lack of funds for trainings.	Secure funds for trainings in the annual budget and explore other training opportunities from our partners.	Ongoing	
		2. Develop an annual investigation workplan		An annual investigation workplan is developed by October 1st each year.	October each year	Chief Investigator & Deputy Investigators	Staff Time	Workplan is not developed properly and followed.	AG, AAG & Chief Investigator to review annual workplan.	Ongoing
		3. Conduct monthly investigation status meetings to monitor progress against workplan.		Monthly meetings held and action items to be resolved are documented in the minutes.	Monthly	All Investigation Staff	Staff Time	Monthly meetings are not productive.	AG and AAG to ensure the meetings are productive and address investigation issues.	Ongoing
		4. Develop case files on each reported allegations		Better records of all known allegations to be investigated and their priorities.	Ongoing	Investigator-In-Charge	Staff Time	Case file is not developed and maintained as planned.	Chief Investigator to develop checklist to monitor all investigations.	Ongoing
		5. Acquire a case management software to properly document all investigations		Case management software procured and implemented by FY2023.	FY2023	Chief Investigator & Deputy Investigators	Cost & Staff Time	Lack of funds for software and unavailability of software that suit our needs.	Explore funding opportunities from our partners; properly review or research for software that serves our needs.	Ongoing
		6. Acquire investigation software & hardware to be able to retrieve and examine data from all computer devices.		Procure investigation software & hardware by 2024 to improve our computer forensic capabilities.	FY2024	Chief Investigator & Deputy Investigators	Cost & Staff Time	Lack of funds for software and unavailability of software that suit our needs.	Explore funding opportunities from our partners; properly review or research for software that serves our needs.	Ongoing

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GOAL 4: SAFEGUARD PUBLIC FUNDS	Objective 2: Improve prosecution and administrative sanctions of completed investigations.	Increase in number of criminal cases prosecuted based on investigations completed in referred.	1. Obtain status report on cases referred to prosecutors in January and July each year.	Status reports are received in January and July indicating cases filed and pendings and justifications for pending referrals.	Semi-Annually	Chief Investigator & Deputy Investigators	Staff Time	Data are not received concerning status of referred investigations.	AG to communicate with Attorney General to obtain status of all investigations completed and referred for prosecution.	Ongoing
			2. Produce investigation reports with all required evidences and affidavits.	Increase number of prosecutions of referred cases.	At the conclusion of each investigation	Investigator-In-Charge	Staff Time	Complex investigations takes time and investigators may not get all evidence required.	Proper planning of all investigations.	Ongoing
			3. Produce quality reports for administrative discipline to appropriate government authorities.	Increase the number of administrative sanctions for violating RMI's standard of conduct by 25% over 2022 as the base year.	At the conclusion of each investigation	Investigator-In-Charge	Staff Time	Administrative sanctions are not carried out despite evidence indicating violations of government policy and/or standard of conduct for elected officials and government employees.	AG to follow up with the respective oversight bodies on status of any administrative sanctions.	Ongoing
	Objective 3: Improve complaint handling mechanism.	Increase number of complaints received and investigated.	1. Develop brochures, posters, video production, Mass SMS Text, Radio Programs, community outreach, and social media to raise awareness of the OAG Hotline.	Increase number of complaints against suspicious fraud to be investigated.	FY2023 & onwards	All Investigators & IT/Communication Officer	Cost & Staff Time	Fraud awareness initiatives are not implemented.	Proper planning of all fraud awareness initiatives.	To be implemented in FY2023
			2. Reconnect the phone hotline to enable convenient reporting of complaints.	Increase number of complaints against suspicious fraud to be investigated.	FY2023 & onwards	Chief Investigator	Cost & Staff Time	Technological challenges.	Proper planning.	To be implemented in FY2023
			3. Assign a staff to monitor and record all complaints.	Better records of all known allegations to be investigated and their priorities.	ASAP	Chief Investigator	Staff Time	Staff capacity limitation.	Proper training.	Ongoing
			4. Reconstruct website hotline to add more security to avoid SPAM emails.	Increase number of complaints against suspicious fraud to be investigated and avoid unwanted SPAM emails.	ASAP	Chief Investigator & IT/Communication Officer	Cost & Staff Time	Cyber security risks.	Proper planning.	To be implemented in FY2023
	Objective 4: Advocate for the creation of the Ombudsman	OAG to support awareness & education program to create the Ombudsman office to compliment OAG works to improve integrity across governmental institutions.	1. Sponsor News Paper Ads, Mass Text SMS Ads, Radio Programs, Community Outreach, Social Media, Video production	Increase citizen knowledge of the Ombudsman office.	Ongoing and before referendum	AG & IT/Communication Officer	Cost & Staff Time	Lack of funds for awareness initiatives and support for Ombudsman.	Proper planning.	Ongoing and before referendum
			2. Support the creation of the Ombudsman through public forums (during budget hearing, public account committee hearings)	Increase citizen knowledge of the Ombudsman office.	Ongoing and before referendum	AG & Senior Management Team	Staff Time	Lack of support for the Ombudsman.	Proper planning of awareness program.	Ongoing and before referendum



Office of the Auditor-General
Strategic Plan Summary
FY2023 – FY2027

OUR VISION

To be an institution that enforces accountability and integrity and a source of credible and objective information.

OUR VALUES

We are: Professional, Fair, Independent, Ethical, Effective, Efficient, Accountable, and Credible.

OUR GOALS & OBJECTIVES

1. Strengthen Accountability & Transparency in Government Institutions;
2. Strengthen OAG Independence;
3. Strengthen OAG Capabilities; and
4. Safeguard RMI Public Funds

OUR MISSION

We conduct audits and investigations to improve accountability, transparency, and integrity in RMI Government institutions.