



PRIME MINISTER'S DEPARTMENT
NATIONAL AUDIT DEPARTMENT OF MALAYSIA

REPORT

Knowledge Sharing Webinar Overcoming Issues and Challenges in Follow-up Audit

SECRETARIAT
INTOSAI WORKING GROUP ON FOLLOW-UP AUDIT (WGFA)

Event: Knowledge Sharing Webinar

Date & Venue: 27 November 2025, Putrajaya, Malaysia via Zoom platform

Organizers: INTOSAI Working Group on Follow-up Audit (WGFA) in collaboration with the ASEANSAI Knowledge Sharing Committee (KSC)

Theme: Overcoming Issues and Challenges in Follow-up Audit

1. Purpose of the Event

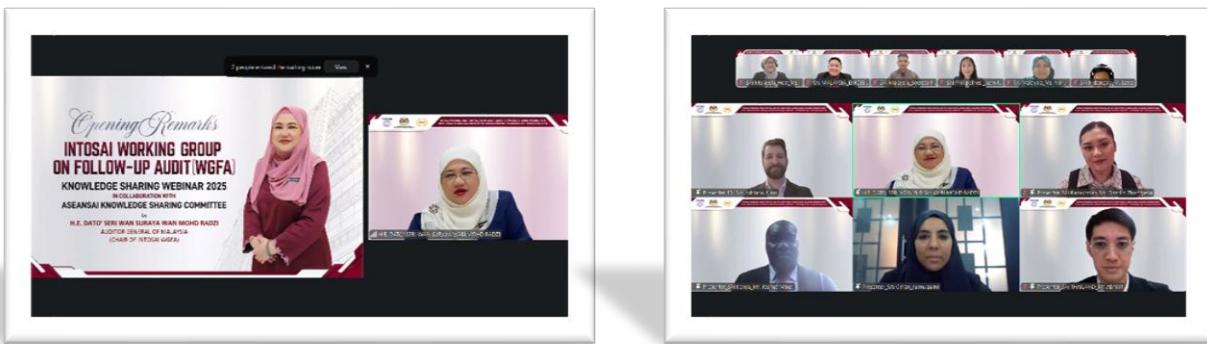


The webinar formed part of the program outlined in the Work Plan Activity 2025-2028 for INTOSAI Working Group on Follow-up Audit (WGFA).

The webinar aimed to foster the exchange of experiences, insights, and good practices among our member Supreme Audit Institutions (SAIs) and also to deepen the understanding of the diverse follow-up work undertaken by SAIs, including their approaches, challenges, and innovations.

The underlying objective as a whole is to build regional capacity in designing and implementing follow-up process. It sought to share practical tools, case studies, and digital innovations that strengthen accountability and ensure audit recommendations lead to measurable improvements in governance.

2. Opening Session



The INTOSAI WGFA, in collaboration with the ASEANSAI Knowledge Sharing Committee (KSC), convened its Knowledge Sharing Webinar on 27 November 2025. The session was chaired by H.E. Dato' Seri Wan Suraya Wan Mohd. Radzi, Auditor General of Malaysia, who also serves as Chair of INTOSAI WGFA, ASEANSAI KSC, and ASOSAI WGSOEA. In her opening remarks, she extended warm greetings to distinguished guests, and welcomed all participants to the half-day event.

The webinar drew an impressive attendance of 365 delegates representing 44 SAIs. This strong turnout underscored the global commitment to accountability, transparency, and professional collaboration within the INTOSAI community. The Chair emphasized that the webinar formed part of the WGFA Work Plan for 2025, designed to foster the exchange of experiences, challenges, and innovations in follow-up audit practices. She highlighted that diversity of approaches among SAIs enriches collective learning and strengthens reform efforts.

The Chair recalled the establishment of WGFA during the 78th INTOSAI Governing Board meeting in Cairo in October 2024, noting that despite its recent inception, WGFA has already become the second largest INTOSAI working group, with 60 SAIs from all seven regional organizations. She further reflected on the inaugural WGFA meeting held in Penang in June 2025, which gathered 73 delegates from 43 SAIs. That meeting finalized the Terms of Reference, identified training needs, and adopted a four-year Work Plan (2025–2028). A key deliverable of this plan is the development of a Good Practice Guideline on Follow-Up Audit, envisioned as a practical, experience-based resource to support SAIs worldwide. Member contributions were strongly encouraged to ensure the guideline reflects diverse insights and real case studies.

The webinar featured country presentations from SAI Thailand, Oman, Kenya, Tunisia, and Kazakhstan, each sharing national experiences and lessons learned in follow-up audit. The Chair also welcomed the participation of the INTOSAI Development Initiative (IDI) as an observer, acknowledging its pivotal role in strengthening SAIs through capacity

building, digitalisation, and promotion of international audit standards. IDI's involvement was recognized as enriching the group's global perspective and collaborative spirit.

In her concluding remarks, the Chair emphasized that the webinar was not merely a knowledge-sharing exercise but a strategic platform to identify challenges and explore solutions collectively. She reiterated that strengthening follow-up audit practices is essential to reinforcing the impact of audits and upholding transparency, accountability, and continuous improvement. The session was framed as the beginning of a collective journey toward innovation and reform, where follow-up audits serve not only as accountability mechanisms but also as drivers of meaningful change.

3. Session Highlights



Session 1: IDI

Topic: Robust Follow-up Systems for Audit Impact



The INTOSAI Development Initiative (IDI) delivered a comprehensive presentation on the theme *“Robust Follow-Up Systems for Audit Impact”*. The session highlighted the evolving understanding of audit impact and the critical role of follow-up systems in

ensuring that the work of SAIs translates into meaningful change for societies and governance.

IDI began by defining audit impact as the contribution of SAIs' audit work to positive effects on people and the planet, particularly those left behind or at risk of exclusion. This concept is rooted in INTOSAI's principle of making a difference (P-12), which emphasizes the value and benefits SAIs deliver through independent oversight, accountability, transparency, and ethical governance. The presentation underscored that financial, compliance, and performance audits each contribute uniquely to strengthening trust in government systems, improving efficiency, and fostering better lives.

The Facilitating Audit Impact (FAI) initiative was introduced as a cornerstone of IDI's work. Since 2020, IDI has engaged stakeholders, conducted stocktaking, and piloted approaches to embed impact considerations into cooperative audits. Key resources include the *Planning for Audit Impact Playbook (2024)*, the IDI-ADB Sustainable Performance Audit Practices, the IDI-AFROSAI-E initiative, and the SAI Strategic Management Handbook. These tools support SAIs in planning strategically for impact, building stakeholder coalitions, and institutionalizing follow-up mechanisms.

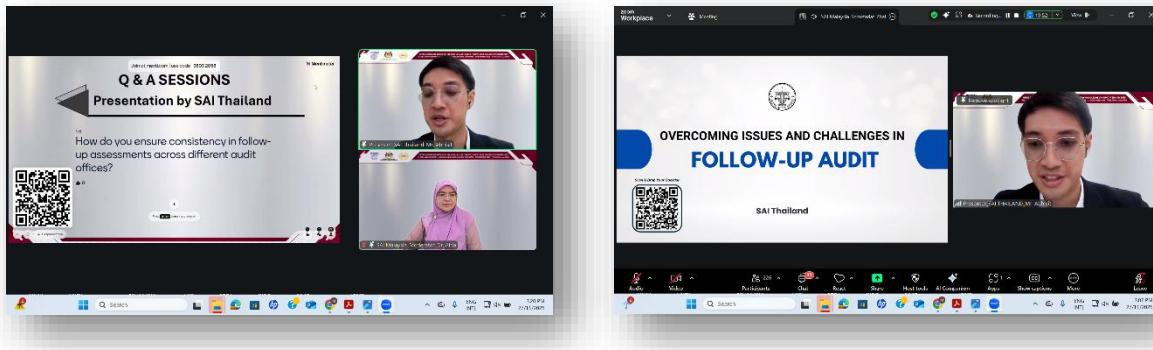
Central to the presentation was the audit impact value chain, which links strategic planning, audit planning, and annual audit execution. IDI emphasized that follow-up is not an isolated activity but an integral part of this chain. Standards such as the Mexico Declaration on SAI Independence (P-10), INTOSAI P-12 on value and benefits, INTOSAI P-20 on transparency and accountability, and ISSAIs across financial, compliance, and performance audits provide the normative foundation for follow-up practices.

The purposes of follow-up were clearly articulated: to encourage accountability and transparency, verify implementation of recommendations, identify the impact of audit work, inform future audit planning, support continuous improvement, and enhance public trust. IDI stressed that robust follow-up systems must be purpose-driven, institutionalised, and sustainable. They should facilitate learning both internally and externally, promote a collaborative culture, and be supported by reliable IT systems, including data tracking tools and communication platforms between SAIs and audited entities.

In closing, IDI highlighted the importance of measuring and demonstrating audit impact. SAIs must go beyond conducting audits and follow-ups to actively showcase the value of their work. By doing so, they strengthen their credibility, reinforce accountability, and position themselves as agents of positive change in society. The presentation reaffirmed that robust follow-up systems are essential for translating audit recommendations into tangible improvements, thereby ensuring that SAIs truly make a difference in people's lives.

Session 2: SAI Thailand

Topic: Overcoming Issues and Challenges in Follow-up Audit



The State Audit Office of the Kingdom of Thailand (SAI Thailand) presented its country paper on “*Overcoming Issues and Challenges in Follow-Up Audit*”. The presentation provided an overview of SAI Thailand’s institutional structure, its core values underpinning follow-up audit, the challenges encountered in practice, and strategies for strengthening the follow-up framework.

SAI Thailand operates under the Organic Act on State Audit, with a mandate to conduct financial, compliance, and performance audits across the public sector. Its institutional structure includes specialized offices for financial, compliance, performance, information systems, megaproject audits, and regional/provincial audits. The Auditor General, supported by the State Audit Commission, oversees these functions to ensure accountability in public financial management.

The presentation emphasized the core value of follow-up audit, posing the critical question: “*What good are our best recommendations if they remain shelved and unimplemented?*” Follow-up was described as the cornerstone of governance, transforming audit findings into tangible improvements and ensuring value-for-money for taxpayers. Audited entities are required to report progress every 60 days, with auditors monitoring implementation status as fully, partially, or not implemented. In cases of non-compliance, administrative sanctions such as warnings, public disclosure, fines, or disciplinary recommendations may be enforced.

Despite this framework, SAI Thailand identified several issues and challenges:

1. Legal enforcement gap – While financial and compliance audit findings carry enforceable sanctions, performance audit recommendations lack specific legal penalties, leading to delays or neglect.
2. Delayed responses from audited entities – Progress reports are often late or missing, slowing implementation.

3. Multi-agency complexity and political sensitivity – Recommendations requiring coordination across agencies or long-term reforms are vulnerable to political changes and instability.
4. Structural and resource burden – Absence of a dedicated follow-up unit places responsibility on original auditors, who must balance new audits with follow-up tasks, resulting in delays.

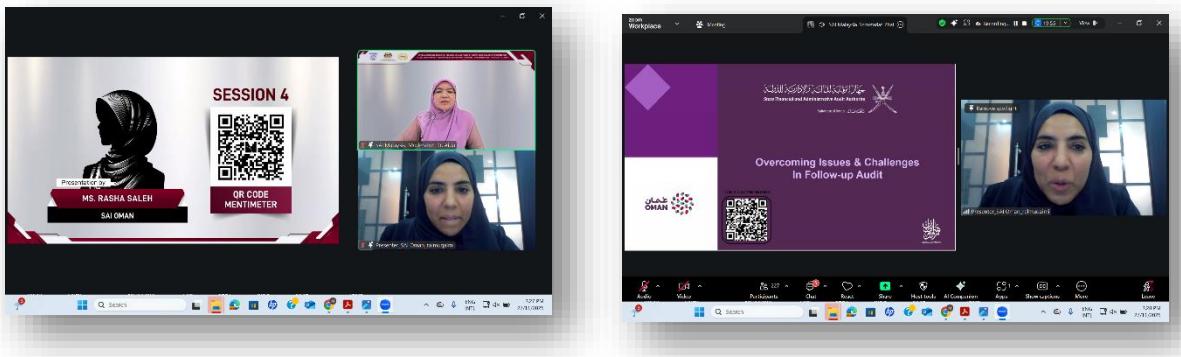
To address these challenges, SAI Thailand outlined strategic approaches leveraging technology and institutional engagement. These include:

- Digitalizing the follow-up process through an audit management system with dedicated tracking features, reducing manual workload and improving efficiency.
- Systematic public communication by disclosing the resolution status of major performance audit findings, creating social sanctions through public pressure.
- Strategic parliamentary engagement by elevating follow-up reporting to Parliament, thereby establishing political accountability and urgency for implementation.

In conclusion, SAI Thailand acknowledged that while its legal mandate is clear, practical challenges persist in ensuring effective follow-up. Moving forward, the institution aims to strengthen its framework by integrating digital tools, enhancing transparency, and fostering accountability through parliamentary and public engagement. The ultimate goal is to “close the audit loop” and maximize the real-world impact of audits on public expenditure, thereby reinforcing trust in governance and delivering value to citizens.

Session 3: SAI Oman

Topic: Overcoming Issues and Challenges in Follow-up Audit



The State Financial and Administrative Audit Authority of the Sultanate of Oman presented its country paper on *“Overcoming Issues and Challenges in Follow-Up Audit”*. The presentation offered a detailed account of Oman’s organizational framework for follow-up, the procedures adopted by audit units and the central follow-up department, the challenges encountered, and the strategies being pursued to strengthen the system.

SAI Oman has established a clear organizational structure for monitoring the implementation of audit recommendations. At the core is the Recommendation Implementation Follow-Up Department, supported by specialized sections for corrective actions and financial impact. Their responsibilities include coordinating with audit units, maintaining databases and follow-up records, preparing periodic reports on the added value of audit work, and conducting studies to identify recurring issues and opportunities for improvement. The corrective actions and financial impact sections further ensure that evidence and documentation are verified, implementation percentages are updated, and financial implications of corrective measures are assessed.

The overview of procedures highlighted the dual role of audit units and the central follow-up department. Audit units are tasked with tracking audited entities’ implementation of recommendations, assigning focal points for coordination, entering data into the follow-up system within ten days of report issuance, and updating implementation status three months after issuance. They also conduct field follow-ups, classify recommendations as fully, partially, or not implemented, and submit periodic reports. The Follow-Up Department consolidates these reports, monitors compliance with templates, and ensures accuracy before submission to higher management. This integrated system combines data entry, periodic updates, field verification, and reporting.

Despite this structured framework, SAI Oman identified several key challenges. These include inadequate or inaccurate data provided by audited entities, insufficient documentation of evidence, delays in implementing recommendations or responding within specified timeframes, and the absence of clear and detailed implementation

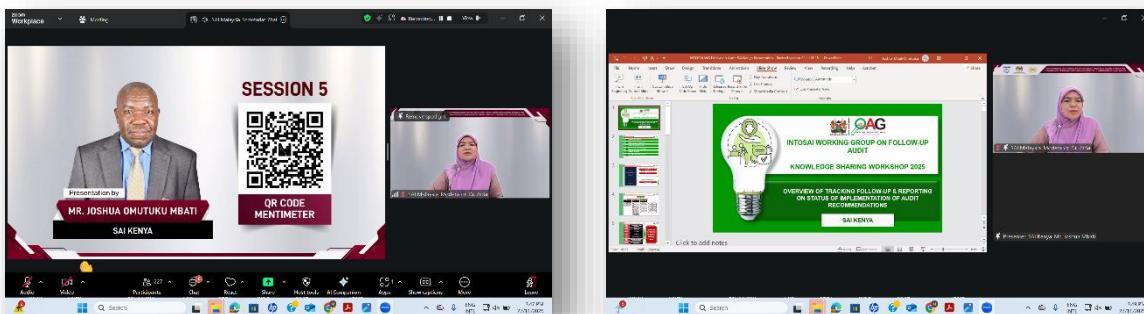
plans in some entities. These weaknesses limit the effectiveness of evaluation and hinder timely corrective action.

To address these issues, SAI Oman is pursuing digital transformation. Currently, reliance on manual Excel templates for tracking implementation rates and financial impact creates inefficiencies. An integrated electronic system is under development, designed to centralize databases, automate data entry and updates, and streamline follow-up processes. This initiative is expected to enhance the quality of reports, improve performance indicators, and strengthen accountability.

In conclusion, SAI Oman emphasized that its follow-up system is grounded in a clear organizational framework and integrated procedures. The ongoing digital transformation represents a pivotal step toward overcoming existing challenges and ensuring more effective monitoring of recommendation implementation. By institutionalizing robust follow-up mechanisms and leveraging technology, SAI Oman aims to reinforce accountability, improve governance, and maximize the impact of its audit work on public financial and administrative management.

Session 4: SAI Kenya

Topic: Overview Of Tracking Follow-Up & Reporting On Status Of Implementation Of Audit Recommendations



The Office of the Auditor-General of Kenya (SAI Kenya) presented its country paper on “*Overview of Tracking Follow-Up and Reporting on Status of Implementation of Audit Recommendations*”. The presentation provided a comprehensive overview of SAI Kenya’s institutional framework, the processes for implementing audit recommendations, the mechanisms for follow-up, challenges encountered, and the future direction of follow-up audit practices.

SAI Kenya’s mandate is anchored in the Constitution of Kenya (2010) and the Public Audit Act (2015). The institution is empowered to conduct financial, compliance, and performance audits, as well as investigations, arbitration, and risk management reviews. Importantly, Sections 31 and 53 of the Public Audit Act establish the legal basis for

follow-up procedures, requiring audited entities to report within three months on the actions taken to implement audit recommendations, or, if the recommendations are not acted upon, to provide written explanations to Parliament. This framework positions follow-up as a statutory obligation and a cornerstone of accountability.

The presentation outlined the institutional structure of SAI Kenya, which includes specialized audit services such as performance, forensic, public debt, citizen accountability, and emerging audits, alongside regional offices covering counties and state-owned enterprises. The Auditor-General is supported by directorates for strategy, innovation, legislative relations, and quality management, ensuring that follow-up is integrated across the audit cycle.

SAI Kenya emphasized that recommendations arise from multiple sources: internal audits, oversight committees, legislative resolutions, and reports of the Auditor-General. Implementation requires audited entities to act upon these recommendations within defined timelines. The follow-up process is embedded in audit manuals and working papers, with prior-year matters tracked systematically. Audit reports disclose unresolved issues, classify recommendations as implemented, partially implemented, not implemented, not implementable, or not applicable, and highlight outstanding matters for legislative deliberation.

The presentation highlighted SAI Kenya's progress in tracking recommendations. A total of 1,269 recommendations were monitored across 150 entities, including ministries, departments, agencies, county governments, and other referrals. Of these, 287 were fully implemented, 249 partially implemented, and 714 not implemented. Eleven recommendations were deemed not implementable, while eight were no longer applicable. The follow-up process yielded tangible financial impact, with revenue savings of approximately Kshs. 291.8 million (USD 2.25 million) through recovery of uncollected revenue and irregular expenditure.

Despite these achievements, SAI Kenya identified several issues and challenges. Internally, resource limitations, staff capacity, and statutory timelines constrain the scope of follow-up audits. Externally, challenges include audit fatigue among entities, resistance to change, delays in legislative deliberations, and difficulties in translating recommendations into corrective actions. These factors hinder timely and effective implementation.

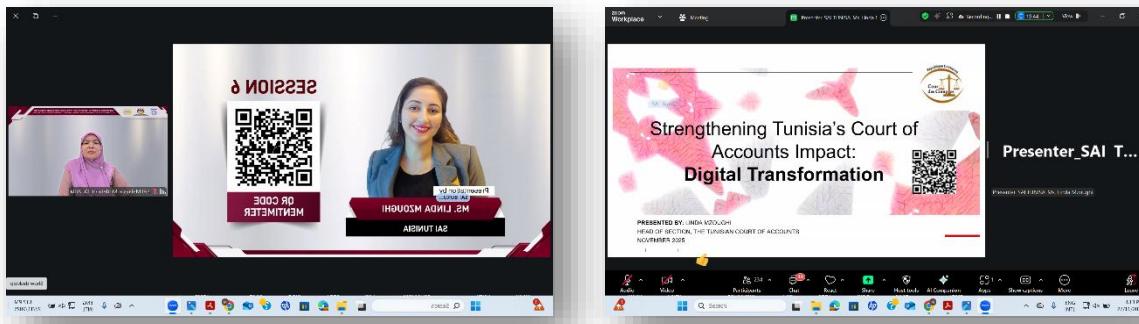
To address these challenges, SAI Kenya is leveraging technology. Tools such as TeamMate+ are used to document follow-up audits and generate reports, while Microsoft applications support capacity enhancement and monitoring. Looking ahead, SAI Kenya envisions the next frontier of follow-up audit to include developing metrics for measuring impact, creating web-based applications for external tracking of recommendations, supporting parliamentary and county assembly committees, and embedding follow-up

as a performance measurement metric in public service. Operationalizing follow-up across all audit types is seen as critical to enhancing accountability and governance.

In conclusion, SAI Kenya reaffirmed its commitment to strengthening follow-up audit practices as a statutory and professional responsibility. By institutionalizing robust tracking mechanisms, leveraging technology, and collaborating with legislative bodies, SAI Kenya aims to maximize the impact of its audits. The presentation underscored that effective follow-up not only enforces accountability but also contributes to sustainable service delivery and national development.

Session 5: SAI Tunisia

Topic: Strengthening Tunisia's Court of Accounts Impact: Digital Transformation



The Tunisian Court of Accounts presented its country paper titled “*Strengthening Tunisia's Court of Accounts Impact: Digital Transformation*”. The presentation highlighted the legal framework underpinning follow-up audits, the challenges faced in ensuring effective implementation of recommendations, and the innovative digital solutions developed to enhance accountability and governance.

The Court of Accounts operates under the Organic Law No. 2019-41, which significantly expanded its mandate. The law granted judicial competence over public accountants, oversight authority over state institutions and enterprises benefiting from public funds, and the responsibility to evaluate public policies and programs. Crucially, Article 16 introduced a legal obligation for the Court to conduct follow-up audits, ensuring that recommendations are not only issued but also implemented. This reinforced the Court's role as both an oversight body and a key advisor to Parliament and the Executive.

The presentation outlined the Court's follow-up procedures, which combine two complementary approaches:

- Global (documentary) follow-up, based on declarative information submitted by audited entities through standardized templates and supporting documents.

- Targeted (on-site) follow-up, conducted in the style of audit missions, involving interviews, document reviews, sampling, surveys, and direct verification of evidence.

These approaches allow the Court to monitor implementation rates systematically while verifying compliance in high-risk or sensitive areas. Examples of follow-up audits demonstrated varying implementation rates: management of archaeological heritage improved from 20% in 2020 to 65% in 2025, while energy management and municipal audits showed lower rates, underscoring the need for stronger institutional engagement.

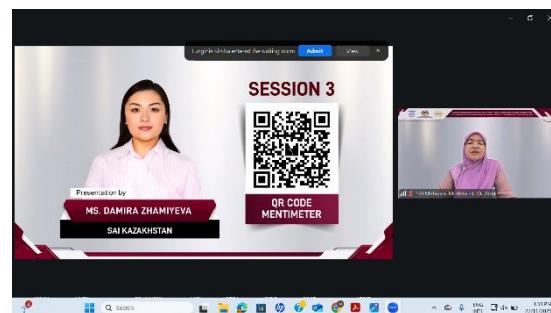
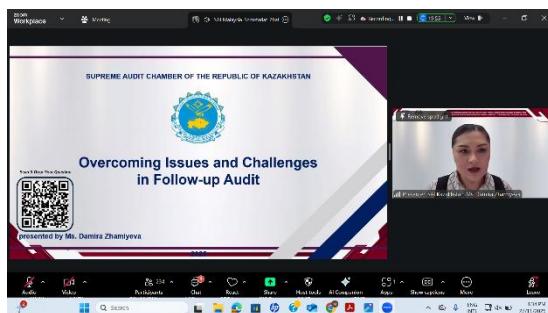
Recognizing the limitations of traditional methods, particularly the low follow-up rate (below 20%) and the high cost of on-site audits, the Court embarked on a digital transformation strategy. This innovation was driven by the SAI Young Leader Program Hackathon, where a team of young developers created a prototype of a digital tracking platform, later developed into TABAA – the Recommendations Tracking Platform. TABAA has since gained international recognition, being showcased at INTOSAI and presented in Parliament during the Court's 2026 budget negotiations.

TABAA represents a comprehensive digital solution for monitoring the implementation of audit recommendations. It provides a centralized framework for results monitoring, follow-up mission management, and performance measurement. The platform integrates both global and targeted monitoring streams, ensuring real-time visibility, accountability, and transparency. Its features include digitalization of workflows, intuitive interfaces for auditees, automation to reduce costs, dashboards for tracking implementation rates and trends, and mechanisms for informed decision-making. TABAA also strengthens communication between the Court and audited entities, enhances data security, and demonstrates operational independence.

In conclusion, SAI Tunisia emphasized that the digital transformation of follow-up audits through TABAA has modernized its operations, improved efficiency, and enhanced governance. By institutionalizing structured monitoring and leveraging technology, the Court of Accounts is reinforcing transparency, accountability, and public trust. The initiative illustrates how innovation can overcome systemic challenges, maximize the impact of audit recommendations, and position SAIs as drivers of reform and better public financial management.

Session 6: SAI Kazakhstan

Topic: Overcoming Issues and Challenges in Follow-up Audit



The Supreme Audit Chamber (SAC) of the Republic of Kazakhstan presented its country paper on “*Overcoming Issues and Challenges in Follow-Up Audit*”. The presentation provided an overview of the SAC’s institutional framework, its mandate, audit processes, and the mechanisms employed to strengthen follow-up audits.

The SAC traces its origins to the Accounts Committee for Control over Execution of the Republican Budget, established by Presidential Decree on 19 April 1996. In November 2022, the Committee was reorganized into the Supreme Audit Chamber, reflecting Kazakhstan’s commitment to modernizing state audit and financial control. Today, the SAC employs 237 staff and is structured into specialized departments covering financial audits, performance audits, compliance audits, quasi-public sector audits, digitalization, quality control, international cooperation, and analysis and reporting. This organizational framework ensures comprehensive oversight of public resource management.

The SAC operates under a robust legal and regulatory framework, including the Budget Code of the Republic of Kazakhstan, the Law on State Audit and Financial Control, and procedural standards governing audit practices. Its Development Strategy for 2026–2030 emphasizes independence, transparency, accountability, and maximizing the value and benefits of state audit. The vision is to be recognized as a professional, independent, and exemplary audit institution that strengthens financial discipline and contributes to economic stability.

The SAC conducts three main types of audits:

- Financial audits, assessing the accuracy and reliability of financial statements.
- Performance audits, evaluating efficiency, economy, and effectiveness.
- Compliance audits, verifying adherence to legislation and regulations.

Follow-up audits are integral to this framework. The Department of Quality Control and Evaluation oversees the timeliness and completeness of recommendation implementation. Controls are carried out systematically, verifying supporting documentation, assessing justification for deadline extensions, and determining whether recommendations have been fully executed. Methods include on-site visits, inclusion of verification issues in audit programs, and preparation of follow-up acts supported by inspection reports, surveys, interviews, and photographic or video evidence. Outcomes may result in closure of recommendations, extension of deadlines, or continuation of monitoring.

The presentation highlighted that follow-up audits in Kazakhstan are designed to ensure that recommendations issued in audit reports and instructions are not only acknowledged but effectively implemented. By institutionalizing systematic monitoring, the SAC reinforces accountability, strengthens financial discipline, and enhances public trust in governance.

In conclusion, SAI Kazakhstan emphasized that its follow-up audit framework is a cornerstone of its mission to improve national resource management and ensure transparency. Through structured processes, legal mandates, and continuous evaluation, the SAC aims to maximize the impact of its audit work. The country paper reaffirmed Kazakhstan's commitment to building a professional and independent audit institution that contributes to economic stability and better governance for its citizens.

4. Closing Session

The INTOSAI Working Group on Follow-Up Audit (WGFA), in collaboration with the ASEANSAI Knowledge Sharing Committee (KSC), concluded its 2025 Knowledge Sharing Webinar concluded with closing remarks delivered by H.E. Dato' Seri Wan Suraya Wan Mohd. Radzi, Auditor General of Malaysia and Chair of INTOSAI WGFA, ASEANSAI KSC, and ASOSAI WGSOEA.

In her address, the Chair expressed deep appreciation to all participants for their active engagement, thoughtful insights, and genuine enthusiasm throughout the session. She emphasized that the contributions made during the webinar had rendered the event both productive and meaningful. Special acknowledgment was extended to presenters from SAI Thailand, Oman, Kenya, Tunisia, and Kazakhstan, whose comprehensive country papers enriched the collective understanding of challenges and innovations in follow-up audit. Gratitude was also conveyed to Mr. Adriano Juras of the INTOSAI Development Initiative (IDI) for his perspectives on robust follow-up systems that maximize audit impact by ensuring recommendations are effectively implemented.

The Chair highlighted that the experiences shared, ranging from institutional challenges to the role of technology in enhancing follow-up processes, demonstrated the diversity of contexts across SAIs, yet underscored a common commitment to accountability, transparency, and improved audit impact. She noted that these insights would serve as a cornerstone for the forthcoming INTOSAI Good Practice Guideline on Follow-Up Audit in line with the WGFA Work Plan for 2025–2028.

Acknowledging the interactive nature of the webinar, she recognized that 46 questions had been raised by participants. Due to limited time, only fifteen of these were addressed during the live session. The active participation and thoughtful reflections shared are sincerely appreciated. Appreciation was extended to the WGFA Secretariat and the ASEANSAI KSC Secretariat for their collaboration, as well as to all member SAIs for their unwavering support and trust, which continue to embody the collaborative spirit of INTOSAI.

The Chair informed participants that a summary report of the webinar, including questions and feedback, would be circulated to WGFA members within 14 days and uploaded to the WGFA Portal. Looking ahead, she outlined the strategic priorities for 2026, focusing on Strategic Goal 3C: Engagement with Stakeholders and Strategic Goal 3E: Compendium of Good Practice. Plans include circulating surveys and conducting discussions to gather insights into existing practices, with the aim of developing a compendium of case studies that reflect diversity and good practices in follow-up audit across the INTOSAI community.

In her concluding remarks, the Chair urged participants to sustain the momentum by strengthening partnerships, nurturing innovation, and building capacity. She emphasized that follow-up audits are not only about improving audit processes but also about building trust and shaping governance for the benefit of citizens. She wished all participants continued success, good health, and enduring commitment to the shared mission of promoting excellence in public sector auditing.

Finally, she expressed gratitude to the moderator, Dr. Alifah Aida Lope Abdul Rahman, and the master of ceremony, Mr. M. Zakaria Ibrahim, for their effective management of the webinar. She announced that the next WGFA engagement would be a face-to-face meeting in India, with further details to be shared in due course.
