

# STRATEGIC FOCUS AREAS-2020/2021: Q2

## PROGRAMME 1

### STRATEGIC FOCUS AREA 1: AUDITING AND ETHICS STANDARDS

STRATEGIC OBJECTIVE	To develop and maintain auditing and ethical standards which are internationally comparable				
Measurable Objective	Output	Outcomes	Output Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
Standards and Guidance issued.	Issued auditing pronouncements, auditor reports and comment letters.	High-quality audits.	Target dates met for issuing audit pronouncements, audit reports and comment letters.	85% of target dates met	100% of target dates achieved.  Target: 6 Actual: 6 Achieved: Yes
To adopt and/or develop and issue additional guidance on ethical issues, based on the IRBA Code.	Issued additional guidance on ethical issues, comment letters and Code amendments.	To provide auditors with a Code that is consistent with International Codes and one that enables the IRBA to take disciplinary action, where necessary.	Target dates met for issuing additional guidance on ethical issues, comment letters and Code amendments.	85% of target dates met	100% of target dates achieved.  Target: 3 Actual: 3 Achieved: Yes

## STRATEGIC FOCUS AREA 2: EDUCATION

STRATEGIC OBJECTIVE	To provide an appropriate framework for the education and training of properly qualified auditors and to establish processes so that only competent candidates enter the audit profession				
Measurable Objective	Output	Outcomes	Output Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
To monitor the environment in which the Audit Development Programme is offered.	Monitoring reports.	To ensure that the environment is conducive to the development of audit competence.	The number of monitoring visits completed.	10 visits	Target: 10 Actual: 15 Achieved: Yes  <i>Explanation for deviation: The actual is above target due to the efficiencies from remote monitoring visits.</i>
To monitor the programmes and institutional requirements of accredited professional bodies.	Monitoring reports.	To ensure compliance with the Accreditation Model.	The number of final monitoring reports to be submitted to the accredited professional body within 10 working days after EDCOM's third quarterly meeting.	N/A	Target: N/A Actual: N/A Achieved: N/A
To contribute to the transformation of the profession.	IRBA transformation initiatives.	Increased awareness of the RA profession among Black trainees.	The number of IRBA transformation initiatives held	2	Target: 2 Actual: 2 Achieved: Yes  <i>Explanation for deviation: N/A</i>
To monitor the CPD compliance of RAs.	Monitoring reports.	To ensure that RAs are complying with the CPD Policy.	Analysis of the CPD monitoring results.	1 report	Target: 1 Actual: 1 Achieved: Yes

### STRATEGIC FOCUS AREA 3: INSPECTIONS

To monitor registered auditors' compliance with professional standards					
STRATEGIC OBJECTIVE					
Measurable Objective	Output	Outcomes	Output Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
Risk-based Inspections per- formed.	Inspection reports.	Compliance of firms (including their individually registered auditors) with the auditing and ethics standards.	The number of planned inspections completed.	35 inspections	Target: 35 Inspections Actual: 31 Inspections performed Achieved: No  <i>Explanation for deviation:            The target is based on a pre-Covid-19 scenario. The National Covid-19 lockdown adversely impacted on the Inspections Department's capacity and timeframes; it similarly impacted adversely on the firms' ability to access and submit information, causing delays and rescheduling of a number of planned inspections.</i>

### STRATEGIC FOCUS AREA 4: INVESTIGATIONS

STRATEGIC OBJECTIVE	To investigate and take appropriate action against registered auditors in respect of improper conduct				
Measurable objective	Output	Outcomes	Measurable Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
Completed investigations.	Closed matters.	Relevant findings and appropriate charges for improper conduct.	The number of investigations completed.	29 completed investigations  [10 high-profile public interest matters and 19 other matters]	Target: 29 Actual: 0 Achieved: No  <i>Explanation for deviation:  The Disciplinary Advisory Committee (DAC) did not meet during the 6 month period, resulting in no matters being completed. The reason for DAC not meeting is that this committee did not have any members. This is because DAC is comprised of IRBA Board members and no IRBA Board was constituted during the period.</i>

### STRATEGIC FOCUS AREA 6: DISCIPLINARY

STRATEGIC OBJECTIVE	To take appropriate action against registered auditors in respect of improper conduct				
Measurable objective	Output	Outcomes	Measurable Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
Disciplinary strategy and implementation plan	A disciplinary strategy and an implementation plan developed and adopted.	Disciplinary processes designed to be more effective and efficient.	Approved disciplinary strategy and implementation plan.	N/A	N/A

## STRATEGIC FOCUS AREA 6: OPERATIONAL EFFECTIVENESS

STRATEGIC OBJECTIVE	Strengthening the IRBA's organisational capability, capacity and performance to deliver on its mandate in an economically, efficient and effective manner, in accordance with the relevant regulatory frameworks				
Measurable Objective	Output	Outcomes	Output Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
Reports from internal and external audits.	Systems, policies and processes that ensure compliance, accountability and sound management of the revenue, expenditure, assets and liabilities.	Financial sustainability to deliver on the mandate.	A clean audit report regarding financials, compliance and performance information.	Clean audit	Clean audit report: Achieved
Promote transformation through targeted procurement policies.	Implementation of the preferential procurement policy framework.	Increased procurement and effective payments to promote empowered businesses.	Percentage of SMME payments effected within 30 days.	97%	Target: 97% Actual: 98.24% Achieved: Yes
Promote transformation through targeted procurement policies.	Implementation of the preferential procurement policy framework.	Increased procurement and effective payments to promote empowered businesses.	Percentage of contracts awarded to SMMEs and small businesses.	12%	Target: 11% Actual: 16.33% Achieved: Yes  <i>Explanation for deviation:</i>  <i>During the first quarter SCM implemented additional internal efficiencies to source goods and services from SMME service providers.</i>

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Measurable Objective	Output	Outcomes	Output Indicator	Performance Targets	
				Q2 2020/2021	Status for the quarter ended 30 September 2020
Promote transformation through targeted employment policies.	Transformed workforce.	Transformation of management control achieved according to the relevant B-BBEE codes.	Achievement of the management control score calculated according to the B-BBEE scorecard. The maximum score attainable is 20.	16	Target: 16 Actual: 17.25 Achieved: Yes
Promote transformation through targeted employment policies.	Transformed workforce.	Transformation of staff achieved according to the approved Employment Equity Plan.	Achievement of the employment equity target according to the approved Employment Equity Plan.	73% Black 26% White 1% Other	Target: 73% Black 26% White 1% Other Actual: 74% Black 24% White 1% Other Achieved: Yes Yes Yes