

# MESSAGE FROM THE CHAIR

Brian Bost, CPA, CA, CIA, CGAP, CRMA

# MESSAGE FROM THE MANAGEMENT TEAM



This year represents a significant milestone for CCAF on a number of fronts. 2015 marks the 35<sup>th</sup> year of continuous operations for CCAF. I have had the honour of serving on the Board for the past four years. In that time, my appreciation for the role and accomplishments of this organization since its founding in 1980 has grown immensely. From the beginning, CCAF's objectives of strengthening performance auditing (termed comprehensive auditing at the time), public accounts committees and other oversight bodies, and making contributions overall to public sector accountability, have played a crucial role for its members, partners, and stakeholders. CCAF has achieved these objectives through research and education, but the key to its success has always been its ability to bridge communities and bring all key stakeholders together to further enhance the depth, breadth, and consistency of performance audit practice.

This year also represents another important milestone for CCAF – a new [strategic plan](#) to take the organization to 2020. Approved by the Board on March 3, 2015, the plan sets out a new vision and mission for the organization to deliver value to its members over the next five years:

## Our new Vision:

*To be recognized as a global knowledge leader in performance auditing.*

## Our new Mission:

*To promote and strengthen public sector performance audit, oversight and accountability in Canada and abroad through research, education and knowledge sharing.*

Throughout 2014-15, we consulted with our [members, partners and stakeholders](#) to assess their current and future priorities to determine how CCAF can best deliver value to them. I had the opportunity to participate in some of these consultations, and they have only further confirmed my belief that CCAF can and will continue to play an important role going forward.

In my role as Chair of the [CCAF Board of Directors](#), I have the privilege to work with an excellent group of committed Board members. These individuals are of the highest caliber and bring a strong and diverse set of backgrounds and experience. I am confident that, as a Board, we will continue to serve CCAF well in our role of leading and providing oversight. In addition to periodic meetings of the Board throughout the year, a number of Board committees meet regularly to provide oversight and strategic direction and advice to management.

As part of our role, we worked with management over the past year to draft and finalize [Articles of Continuance and new By-laws](#) as part of CCAF's transition under the new Canada Not-for-profit Corporations Act. CCAF's members, at a Special Members Meeting held in Ottawa on July 8, 2014, approved these charter documents. The Act required all federally incorporated not-for-profits to complete their transition by October 17, 2014, and I am pleased to report that CCAF received its Certificate of Continuance, effective September 9.

All in all, 2014-15 was a very exciting and important year for the organization. I would like to acknowledge the important contributions made by the two vice-chairs, **Bonnie Lysyk** and **James Sylph**, the rest of my Board colleagues, and all of CCAF's [management and staff](#) in making CCAF's year a success.



**BRIAN BOST, CPA, CA, CIA, CGAP, CRMA**  
Chair, Board of Directors and  
Partner, Risk Consulting, KPMG, LLP

## Our Vision ...

*To be recognized as a global knowledge leader in performance auditing.*

## Our Mission ...

*To promote and strengthen public sector performance audit, oversight and accountability in Canada and abroad through research, education and knowledge sharing.*

We are pleased to present CCAF's Annual Report to Members for 2014-15. As the Chair has noted in his message, CCAF has marked its 35<sup>th</sup> anniversary with a new strategic plan that will take the organization to 2020. CCAF is very much a collective enterprise, a pooling of knowledge and resources by those who have an interest in strengthening public sector performance audit, oversight and accountability. We greatly appreciate the significant contributions provided by CCAF's members, partners and stakeholders, and believe the new strategic plan will serve their needs well.

**Research** has always been a mainstay of CCAF's activities – it flows through everything CCAF does – from providing new knowledge and insights for education and training, to informing larger discussions and knowledge sharing initiatives. The new [strategic plan](#) calls on CCAF to undertake new and exciting research activities that will advance knowledge and innovation in performance auditing, oversight and accountability.

CCAF will continue to play an important role in providing **education and professional development** opportunities to performance auditors and members of the oversight bodies they report to. Our [courses and workshops](#), which we renew and refresh to meet the changing needs of our members, continue to be well received and we will continue to expand our offerings to optimize both in-person and online learning.

**Knowledge sharing and networking opportunities** have always served a crucial role in CCAF's mission. In recent years we have continued to play a role in supporting and organizing a number of events to serve this purpose. This past year, we convened municipal auditors from across Canada for the first [Municipal Auditors Forum](#), which saw members from this community discuss a number of issues and challenges they face. Going forward, we will continue to play this important role – fostering networks and information exchange opportunities among our members, partners and stakeholders.

Woven throughout all of these important areas of activity is CCAF's **international program**. 2014-15 saw us wrap up the 3<sup>rd</sup> year of the International Legislative Oversight Program (ILOP). Funded by the Department of Foreign Affairs, Trade and Development (DFATD), the ILOP plays an essential role in bringing Canadian knowledge, expertise, and capacity building support to selected developing countries and regions. CCAF has always delivered an international program in partnership and with significant support from the Canadian legislative audit community. Since 1980, the Program has seen over 250 auditors from 53 countries come to Canada for professional development placements, and numerous training and mentoring initiatives delivered in developing countries.

Also of strategic importance, we are pleased to report that in 2014-15, CCAF and the Auditors General of Canada and of all the provinces, through the Canadian Council of Legislative Auditors (COLA), began the process of developing a memorandum of understanding (MOU), which will more formally acknowledge the principles and expectations that will further strengthen the strong and unique relationship between CCAF and Canada's federal and provincial legislative audit community. Our new strategic plan also includes the expansion of our programs and services to bring value to an important and growing Canadian municipal audit community.

Finally, CCAF continues to manage its operations and governance in a way that is **sustainable and accountable** to its members. We are able to attract [staff](#) and [associates](#) of the highest quality and caliber, and we have no doubt the organization will continue to be well served by their talents and hard work.

This Annual Report takes stock of our considerable accomplishments over the past year. As the organization forges ahead with the new strategic plan, we are certain it will provide excellent value to its members, partners and stakeholders to 2020 and beyond.

## CCAF SENIOR MANAGEMENT TEAM



From left to right:  
John Reed, VP, Performance Audit & Oversight; Paul Lohnes, President & CEO;  
Nicole Wiczorek, VP, Operations & CFO; Yves Gauthier, VP, International Programs

CCAF's members play a crucial role in its success. From providing funding, to partnering on key projects, the value of their contributions is essential. You can access a full list of CCAF institutional members and funding partners [here](#).