

STAKEHOLDERS'

Satisfaction and Perception Survey 2016



ROYAL AUDIT AUTHORITY

Supreme Audit Institution of Bhutan

The Stakeholder Satisfaction and Perception Survey 2016 for Royal Audit Authority (RAA), a Supreme Audit Institution(SAI) of Bhutan, was outsourced to M/S AMJ Business Research and Consultancy(www.amj.bt), a National Consulting Firm, as per the National Competitive Bidding and the study was led by the Principal Consultant Mr. JB Rai (bhutanconsultingfirm@gmail.com).



EXECUTIVE SUMMARY

The Stakeholders Satisfaction and Perception Study (SSPS) of the Royal Audit Authority (RAA) was undertaken to assess the satisfaction and perception level of the stakeholders availing audit services. Article 25.1 of the Constitution of the Kingdom of Bhutan and Section 3 of the Audit Act of Bhutan 2006 provide that “There shall be a Royal Audit Authority to audit and report on the economy, efficiency, and effectiveness in the use of public resources.” In line with this important Constitutional responsibility, the Royal Audit Authority (RAA) carries out its functions of auditing and reporting without fear, favor or prejudice towards fulfilling its vision of becoming “A credible Supreme Audit Institution that promotes value for money and good governance in public operations and contributes towards achieving the societal aspirations of Gross National Happiness.” Hence, it is important that the RAA has a meaningful and effective dialogue with its stakeholders about how it fares in the execution of its functions and brings about value addition in public sector operations. Therefore, carrying out a study to understand the level of stakeholders’ satisfactions and their perceptions on the audit services is necessary for its continuous relevance and creating meaningful impact towards bringing positive changes in the lives of the citizens.

The study was carried out with the following objectives:

1. To gauge and understand the level of stakeholders’ satisfaction and perception on the audit services delivered by the Royal Audit Authority.
2. To examine the strengths and areas requiring improvement to demonstrate the RAA’s continuous relevance to its stakeholders.
3. To obtain independent and objective insights/recommendations ensuing from the study to support beneficial change and creating meaningful impact as the Supreme Audit Institution of Bhutan.

The expected output included ascertainment of the level of stakeholders’ satisfaction, their expectations, gaps, challenges and way forward. The study was carried out using a semi-structured survey tool, with a five point Likert scales ranging from 1-5 i.e. *strongly Agree, Agree, Satisfactory, Disagree and Strongly Disagree*. Eight Key Results Area (KRAs) and thirty seven Key Performance Indicator (KPIs) were identified and formed the key items of the instruments. The Survey tool was administered both online as well as through intense field data collection. However, owing to the importance of the study objectives, only 9% of the total data was collected online using the “Survey Monkey” tool. The majority of the data (91%) was collected from the field through face to face interview.

The study covered a wide range of participants representing various groups of stakeholders, comprising members of national assembly, national council, top level bureaucrats, chief executive officers, chief finance officers, head of the autonomous agencies, civil servants, head of Dzongkhags, Gewogs, Thromdes, donor and international agencies. The study was conducted using a sample size of 344 respondents comprising the above identified categories of the stakeholders.

The Stakeholder's Satisfaction and Perception Index is 3.91, indicating aggregate weighted satisfaction score of 78% on the services provided by the RAA. In terms of RAA's current services, the general satisfaction level stood at the aggregate satisfaction score of 84%. Of the eight KRAs designed to assess the overall satisfaction of the stakeholders, the KRA 1: *Integrity of Royal Audit Authority* scored the mean value of 3.99 representing 79.80 %, followed by KRA 3: *Service Efficiency of Royal Audit Authority* with the mean score of 3.95 representing 79% and KRA 2: *Service Accountability of the Royal Audit Authority* with the mean score 3.91 representing 78.2%.

Satisfaction level on KRA 5: *Professionalism of the Royal Audit Authority* and KRA 7: *Trust worthiness of the RAA* was relatively low with the mean score of 3.89 each representing 77.8% each followed by KRA 4: *Service Transparency and Accessibility of the Royal Audit Authority* with the mean score of 3.82 representing 76.4%.

While the stakeholders were moderately satisfied with most of KPIs under each KRA, concerns were shown in some KPIs despite lowest mean score of 3.66 representing 73% indicating that there are still specific areas where the RAA can improve its services.

Recommendations:

With the view to further improve its service delivery and meet stakeholders' expectations, a set of recommendations are made which include need for strengthening independence, improving on ethics and professionalism and engaging closely with stakeholders to promote accountability and transparency.

TABLE OF CONTENT

| | |
|--|----------|
| CHAPTER ONE: INTRODUCTION | 1 |
| 1.1 BACKGROUND | 1 |
| 1.2 GENERAL AIM OF THE STUDY:..... | 1 |
| 1.3 SPECIFIC OBJECTIVES OF THE STUDY:..... | 2 |
| EXPECTED OUTPUT:..... | 2 |
| CHAPTER TWO: METHODOLOGY | 3 |
| 2.1 Study Design: Data Collection Procedure | 3 |
| 2.2 Survey Design..... | 3 |
| 2.3 Sampling Design and Procedure:..... | 4 |
| 2.4 QUALITY CONTROL..... | 5 |
| 2.5 Stakeholder’s Satisfaction and Perception Index (SSPI): Calculation Process | 6 |
| 2.6 Satisfaction score..... | 7 |
| 2.7 Importance score | 7 |
| 2.8 Importance weight | 7 |
| 2.9 Weighted satisfaction score | 7 |
| 2.10. Limitation of the study:..... | 8 |
| SECTION THREE: FINDINGS, ANALYSIS AND RECOMMENDATIONS..... | 9 |
| 3.1 General Characteristics of data | 9 |
| 3.2 Stakeholder’s Satisfaction and Perception Index (SSPI) 2016 | 10 |
| 3.3 Satisfaction score..... | 10 |
| 3.6 Weighted satisfaction score (SSPI) | 12 |
| 3.7 DISCUSSION OF THE SATISFACTION SCORE OF KEY RESULTS AREAS (8 KRAS) | 13 |
| 3.7.1. Introduction..... | 13 |
| 3.7.2 ANALYSIS OF THE OVERALL FINDINGS OF KRAS..... | 13 |
| 3.7.3. SPECIFIC FINDINGS AND ANALYSIS OF THE INDIVIDUAL KPIS..... | 14 |
| 3.8 THE IMPORTANCE SCORE: Assessing How Important are the KRAs to the Stakeholders..... | 25 |
| 3.9 OTHER FINDINGS:..... | 26 |
| 3.10 Satisfaction Scores by type of Stakeholders (Auditee Agencies) | 26 |
| 3.11 Inter Region satisfaction of each KRA and its comparison:..... | 27 |

| | | |
|------------------|---|-----------|
| 3.12 | SPECIFIC FINDINGS ON IMPORTANT SCORES..... | 27 |
| 3.12.1 | Expected Important attributes of RAA from the stakeholders under Bumthang region: | 28 |
| 3.12.2 | Expected important attributes from RAA for the stakeholders under Phuntsholing region:..... | 28 |
| 3.12.3 | Expected important attributes from RAA for the stakeholders under Samdrupdzongkhar region:..... | 29 |
| 3.12.4 | Expected important attributes from RAA for the stakeholders under Thimphu region:..... | 30 |
| 3.12.5 | Expected important attributes of RAA services from the stakeholders under Tsirang region:..... | 30 |
| 3.13 | Importance Scores by Type of Stakeholders: | 31 |
| 3.13.1 | Ministry: | 31 |
| 3.13.2 | Department..... | 32 |
| 3.13.3 | Autonomous Agency (Including armed forces) | 32 |
| 3.13.4 | Dzongkhag Administration: | 33 |
| 3.13.5 | Gewog Administration | 33 |
| 3.13.6 | International Agency | 34 |
| 3.13.7 | Print and Television Media: | 34 |
| 3.13.8 | Member of National Assembly:..... | 35 |
| 3.13.9 | Member of National Council: | 36 |
| 3.13.10 | Corporation and Financial Institutions: | 36 |
| 3.14 | Important Scores by RAA services | 37 |
| 3.15 | Perception of the Stakeholders on RAA | 38 |
| 3.16 | Client Service Fatigue or References :..... | 39 |
| 3.17 | RAA's service improvement and awareness of the RAA website..... | 41 |
| 3.18 | Financial Accountability Fixation Process: Likes and dislikes by the stakeholders | 42 |
| Reference | | 45 |
| | Annexure 1: Calculation of Stakeholders Satisfaction and Perception Index (SSPI) | 46 |
| | Annexure 2: Consolidated Satisfaction scores of each KRA (1-8)..... | 48 |
| | Annexure 3: Importance score by type of stakeholders..... | 50 |
| | Annexure 4: Agencies who used RAA services more than one | 51 |
| | Annexure 5: Satisfaction scores by Region wise | 54 |

| | |
|--|----|
| Annexure 6: important and satisfaction scores comparison | 58 |
| Annexure 8: Questionnaires | 59 |
| Annexure 9: Sample as agreed between the client and the consulting firm ... | 65 |
| Annexure 10: Study time schedule | 69 |
| Annexure 11: Cross analysis of RAA's strengths and weaknesses: areas for encouragement and improvement | 70 |

Tables:

| | |
|--|----|
| Table 1: Details of the Key Performance indicators for each KRA..... | 4 |
| Table 2: Sample Frame | 5 |
| Table 3: Demographic details of the respondents..... | 9 |
| Table 4: Age of the respondents..... | 9 |
| Table 5: Qualification of Respondents..... | 10 |
| Table 6: KRA: Satisfaction Scores | 10 |
| Table 7: KRA: Importance Scores | 11 |
| Table 8: KRA: Important Weight..... | 11 |
| Table 9: SPPI 2016 | 12 |

Figures:

| | |
|---|----|
| Figure 1: Sample Collection by Region..... | 5 |
| Figure 2: Region wise: SSPI 2016 | 13 |
| Figure 3: Satisfaction score of each KRAs..... | 14 |
| Figure 4: Mean Satisfaction scores of KRA 1 | 15 |
| Figure 5: Mean Satisfaction scores of each KRA 2..... | 16 |
| Figure 6: Mean Satisfaction scores of each KRA 3..... | 17 |
| Figure 7: Mean Satisfaction scores of each KRA 4..... | 18 |
| Figure 8: Mean Satisfaction scores of each KRA 5..... | 20 |
| Figure 9: Mean Satisfaction scores of each KPIs under KRA 6. | 22 |
| Figure 10: Mean Satisfaction scores of each KRA 7..... | 24 |
| Figure 11: Mean Satisfaction scores of each KRA 8..... | 24 |
| Figure 12: 8 KRAs in the sequence of its importance..... | 25 |
| Figure 13: Satisfaction by Type of Stakeholders..... | 26 |
| Figure 14: Satisfaction scores on Key KRAS | 27 |
| Figure 15: Important KRAs for Bumthang Region..... | 28 |
| Figure 16: Important KRAs for Phuentsholing Region..... | 29 |

| | |
|---|----|
| Figure 17: Important KRAs for SamdrupjongkharRegion..... | 29 |
| Figure 18: Important KRAs for Thimphu Region | 30 |
| Figure 19: Important KRAs for Tsirang Region | 31 |
| Figure 20: Important KRAs for the Ministry | 31 |
| Figure 21: Important KRAs for the Departments | 32 |
| Figure 22: Important KRAs for the Autonomous Agencies | 32 |
| Figure 23: Important KRAs for the Dzongkhags | 33 |
| Figure 24: Important KRAs for the Gewog Administration | 33 |
| Figure 25: Important KRAs for the International Agencies | 34 |
| Figure 26: Important KRAs for the Print and Television Media Houses | 34 |
| Figure 27: Important KRAs for the MPs | 35 |
| Figure 28: Important KRAs for the NCs..... | 36 |
| Figure 29: Important KRAs for the CEOs of Corporations and Financial Institutions..... | 36 |
| Figure 30: Importance scores of RAA services..... | 38 |
| Figure 31: Overall rating by the stakeholders on RAA's services..... | 38 |
| Figure 32: Satisfaction ratio of RAA services | 39 |
| Figure 33: Continuity of the RAA's services..... | 40 |
| Figure 34: Recommendations of RAA's services to other Agencies | 40 |
| Figure 35: Client's services by RAA..... | 41 |
| Figure 36: Comparison of RAA's services | 42 |
| Figure 37: Website awareness by the stakeholders..... | 42 |
| Figure 38: Financial Accountability Fixation Process..... | 43 |

Abbreviations and Acronyms

| | |
|---------|---|
| ASOSAI | Asian Organization of Supreme Audit Institutions |
| INTOSAI | International Organization for Supreme Audit Institutions |
| KPI | Key Performance Indicator |
| KRA | Key Results Area |
| RAA | Royal Audit Authority |
| RBA | Royal Bhutan Army |
| RBG | Royal Body Guard |
| RBP | Royal Bhutan Police |
| SAI | Supreme Audit Institution |
| SSPI | Stakeholder's Satisfaction and Perception Index |
| SSPS | Stakeholder's Satisfaction and Perception Survey |

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

The primary mission of the Royal Audit Authority is to “contribute to accountability, transparency, and effective service delivery... In the service of Tsa-Wa-Sum (the King, Country and people), to audit without fear, favor or prejudice and provide timely, reliable and quality audit services to assist effective decision making in the public sector”. Typically, the ‘stakeholders’ of any organization are those who have some stake or vested interest in the actions and policies of that organization. In Bhutan, the important stakeholders of the RAA include His Majesty the King, the Parliament and the general public. In line with this important Constitutional responsibility, the Royal Audit Authority (RAA) carries out its functions of auditing and reporting without fear, favor or prejudice to promote accountability and transparency in the use of public resources. Public sector auditing thus assumes an important role in making a difference to the lives of citizens. In addition, the Royal Audit Authority (RAA) as the Supreme Audit Institution (SAI) of the country also assumes an important role in strengthening fiscal discipline, making the government accountable, and in ensuring efficient use of public resources by changing government behavior to move towards fulfilling its vision of becoming “A credible Supreme Audit Institution that promotes value for money and good governance in public operations and contributes towards achieving the societal aspirations of Gross National Happiness.” Given these important responsibilities, it is critical that the RAA shows its relevance by appropriately responding to the challenges of citizens, the expectations of different stakeholders, and the emerging risks and the changing environments in which audits are conducted. Furthermore, it is important that RAA has a meaningful and effective dialogue with its stakeholders about how it fares in the execution of its functions and brings about value addition in public sector operations. Therefore, carrying out a study to understand the level of stakeholders’ satisfactions and their perceptions on the audit services is fundamental to achieving these objectives. Hence the study was carried out with the following aim and objectives.

1.2 GENERAL AIM OF THE STUDY:

To understand the level of stakeholders’ satisfaction and their perception on the audit services.

1.3 SPECIFIC OBJECTIVES OF THE STUDY:

1. To gauge and understand the level of stakeholders' satisfaction and perception on the audit services delivered by the Royal Audit Authority.
2. To examine the strengths and areas requiring improvement to demonstrate the RAA's continuous relevance to its stakeholders.
3. To obtain independent and objective insights/recommendations ensuing from the study to support beneficial change and creating meaningful impact as the Supreme Audit Institution of Bhutan.

EXPECTED OUTPUT:

1. Stakeholders' expectations from the RAA;
2. RAA's strengths and opportunities in meeting its stakeholders' expectations;
3. Drawbacks, challenges or gaps (weaknesses) in fulfilling stakeholders' expectations; and
4. Set of recommendations for the RAA to enhance stakeholders' trust, confidence and satisfaction.

CHAPTER TWO: METHODOLOGY

2.1 STUDY DESIGN: DATA COLLECTION PROCEDURE

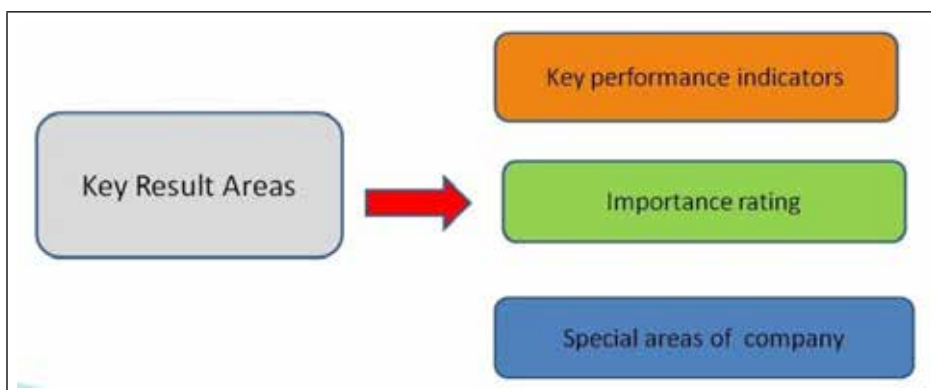
The data collection methodology entailed a survey using standard semi-structured survey tool which was developed jointly by the client and the consulting team. A five Point Likert tool with scales ranging from Strongly Agree, Agree, Satisfactory, Disagree and Strongly Disagree was used to assess the satisfaction and perception of all the relevant stakeholders, including auditee agencies as well as individuals. The Survey tool was administered both online as well as through intense field data collection. However, owing to the importance of the study objectives, only 9% of the total data was collected online using the “Survey Monkey” tool. The majority of the data (91%) was collected from the field through face to face interview.

Eight Key Results Area (KRA) and thirty seven Key Performance Indicator (KPI) were identified and they formed the key items of the tool. The survey was first piloted to 15 participants to confirm whether or not the tool got the intended results. The tool was further modified and then employed to a sample of 344 relevant key stakeholders.

2.2 SURVEY DESIGN

The survey questionnaire was designed to gauge the stakeholder’s satisfaction and perception experiences around a comprehensive service attribute. A total of eight service attributes were identified and used as generic indicators of satisfaction. These generic indicators are described as Key Result Areas (KRAs) which comprises of the following:

1. **KRA 1:** Integrity of the Royal Audit Authority
2. **KRA 2:** Service Accountability of the Royal Audit Authority
3. **KRA 3:** Service Efficiency of Royal Audit Authority
4. **KRA 4:** Service Transparency and Accessibility of the Royal Audit Authority
5. **KRA 5:** *Professionalism of the Royal Audit Authority*
6. **KRA 6:** *Independence of the Royal Audit Authority*
7. **KRA 7:** *Trust Worthiness of Royal Audit Authority*
8. **KRA 8:** *Public Interest and Selflessness of Royal Audit Authority*



Each of the eight KRAs is further broken down into 37 “Key Performance Indicators” (KPI). The questionnaire development modality is presented alongside. The details of the KPIs are given in the table 1. (Approved KPIs and KRAs)

Table 1: Details of the Key Performance indicators for each KRA.

| KRA (Key Results Area) | KPI |
|--|------------|
| KRA 1: Integrity of the Royal Audit Authority | 5 |
| KRA 2: Service Accountability of the Royal Audit Authority | 4 |
| KRA 3: Service Efficiency of Royal Audit Authority | 4 |
| KRA 4: Service Transparency and Accessibility of the Royal Audit Authority | 6 |
| KRA 5: Professionalism of the Royal Audit Authority | 5 |
| KRA 6: Independence of the Royal Audit Authority | 5 |
| KRA 7: Trust Worthiness of Royal Audit Authority | 4 |
| KRA 8: Public Interest and Selflessness of Royal Audit Authority | 4 |
| Total | 37 |

2.3 SAMPLING DESIGN AND PROCEDURE:

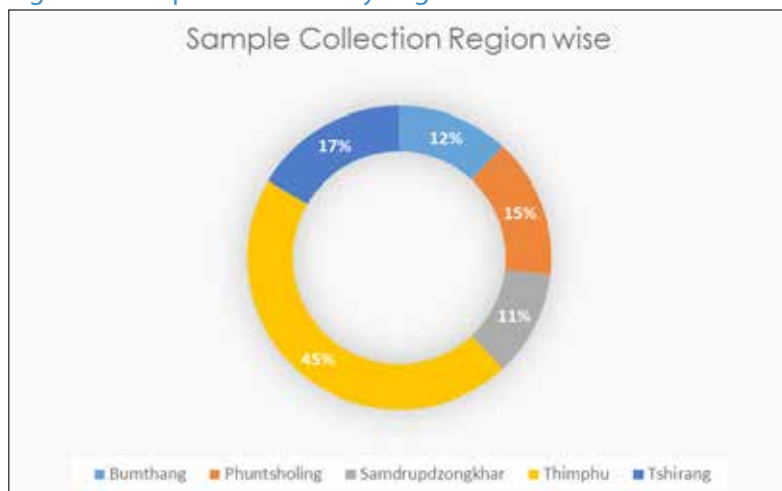
The study covered a wide range of participants ranging from members of the National Assembly, National Council, top level Bureaucrats, CEOs, CFOs, Head of the Autonomous agencies, civil servants, Head of Dzongkhags, stakeholders in Gewogs, Thromdes, Donor and international agencies, and the general public. The sampling frame below provides the scope of the sample in the study.

Table 2: Sample Frame

| Sample frame by type of stakeholders | | | | | | | |
|--------------------------------------|--|-----------------|-----|-----------|---------|---------------|--------------------|
| | | Approved Sample | % | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Ministry | 10 | 3% | 36 | 10.5 | 10.5 | 10.5 |
| | Department | 24 | 8% | 30 | 8.7 | 8.7 | 19.2 |
| | Autonomous Agency (Including armed Forces) | 70 | 24% | 40 | 11.6 | 11.6 | 30.8 |
| | Dzongkhag Administration | 20 | 7% | 103 | 29.9 | 29.9 | 60.8 |
| | Gewog Administration | 64 | 22% | 63 | 18.3 | 18.3 | 79.1 |
| | International Agency and Donors | 19 | 6% | 5 | 1.5 | 1.5 | 80.5 |
| | Print and Television Media Houses | 5 | 2% | 2 | .6 | .6 | 81.1 |
| | Member of National Assembly | 24 | 8% | 14 | 4.1 | 4.1 | 85.2 |
| | Member of National Council | 12 | 4% | 11 | 3.2 | 3.2 | 88.4 |
| | CEOs of the Corporation and Financial Institutions | 48 | 16% | 40 | 11.6 | 11.6 | 100.0 |
| | Total | 296 | | 344 | 100.0 | 100.0 | |

Further, respondents from each jurisdiction are represented below:

Figure 1: Sample Collection by Region.



2.4 QUALITY CONTROL

To ensure the quality of the study, the following mechanisms were adopted:

Enumerators Training

After finalizing the questionnaire, a total of 11 enumerators were trained on the conduct and process of carrying out the survey. The training mainly focused on:

- Discussion on the indicators
- Discussion on the terms and terminologies of the survey instrument
- Conduct and process of carrying out the survey
- Simulation on testing the survey questionnaire
- Ethical requirement of the survey

Reliability Testing

Reliability testing of all 37 KPIs yielded an alpha value of .929, which indicates excellent reliability. Hence it is proved that the instrument used was highly reliable. The reliability finding is as presented in the table below.

| Reliability Statistics | | |
|------------------------|--|--------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | No. of Items |
| .920 | .929 | 37 |

Theory on reliability of the instrument states that an alpha of .929 indicates excellent internal consistency. The table below shows the alpha range and its measure of internal consistency.

| Cronbach's alpha | Internal consistency |
|-------------------------|----------------------|
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

2.5 STAKEHOLDER'S SATISFACTION AND PERCEPTION INDEX (SSPI): CALCULATION PROCESS

SSPI is an indicator that provides an overall measure of the Stakeholder's satisfaction and perception as reported by the respondents. The SSPI is a composite score of satisfaction and perception as experienced and reported by the auditee agencies or stakeholders after availing the services of the RAA. A total of eight attributes termed as Key Result Areas (KRAs) and indicators designated as Key Performance Indicators (KPIs) were used for assessing experiences of the stakeholders with the services of the RAA. SSPI is computed on the aggregated

means of all the eight attributes factoring in the importance of each attributes as reported by the Stakeholders.

The following scores were used as input to build the SSPI:

- Satisfaction score
- Importance score
- Importance weight
- Weighted satisfaction score

2.6 SATISFACTION SCORE

The satisfaction score is the aggregated mean calculated from each KPIs under the eight KRAs. For each KRA, a satisfaction score is obtained by finding the mean of the KPIs under their respective KRAs. Therefore, there are eight different satisfaction scores attributable to the eight KRAs. These scores represent the aggregated satisfaction level of the entire Stakeholders reduced into a single index against their respective KRAs.

2.7 IMPORTANCE SCORE

The importance score is generated to ascertain and discriminate the value amongst the eight attributes. This is undertaken with the presumption that the eight different attributes, the KRAs, differ in their influence and contribution to the satisfaction of the Stakeholders. Therefore, the Stakeholders were asked to rate the eight KRAs based on their importance to their satisfaction. The aggregated ratings obtained from all the Stakeholders resulted in the importance rating of the KRAs. The score obtained is designated as the importance score against the corresponding KRA.

2.8 IMPORTANCE WEIGHT

Importance weight is an arithmetic derivation to assign an importance index against each KRA. This derivation is obtained by dividing each importance score by the sum total of the importance score. Therefore for each KRA, an importance weight is obtained.

2.9 WEIGHTED SATISFACTION SCORE

The weighted satisfaction score is the product (obtained after multiplying the importance weight with the satisfaction score). Thus, the weighted satisfaction

score is derived for each KRA. Formula to calculate customer satisfaction Index is as follows:

The CSI is calculated by using the following formula:

$$CSI = \sum_{k=1}^N [\bar{S}_k \cdot W_k]$$

in which

\bar{S}_k is the mean of the satisfaction scores expressed by users on the service attributes k attribute

W_k (Importance weight) is a weight of the k attribute, calculated on the basis of the importance rates expressed by users.

It is the ratio between the mean of the importance rates expressed by users on the k attribute and the sum of the average importance rates of all the service quality attributes:

$$W_k = \frac{\bar{I}_k}{\sum_{k=1}^N \bar{I}_k}$$

2.10 LIMITATION OF THE STUDY:

- It is to be noted that due to reasons like transfer cases of the respondents, responses can be influenced by their earlier posting and the services availed at earlier stations. This could have influenced the present findings to a certain extent, though it is not a major concern.
- The questionnaire consisted of 37 KPI items as well as other demographic and general items. Responses can be limited by the level of understanding of the questionnaire by the respondents or can be influenced by their perceptions and emotions at the time of survey. However, this limitation was mitigated by the enumerators by sitting face to face with the respondents while filling up the data.
- A certain percentage of the data could also be influenced by respondents' fatigue, responding survey questionnaire without any analysis by some stakeholders.

SECTION THREE: FINDINGS, ANALYSIS AND RECOMMENDATIONS

This section discusses the major findings of the study along with analysis of the findings and discussions related to the themes emerging out of the analysis. The chapter begins with general characteristics of the data, followed by discussion on Importance score. This is followed by a presentation and discussion on satisfaction score of the eight KRAs. This discussion is followed by specific discussion on individual KRAs and their respective KPIs. The chapter concludes with analysis and discussion of the major findings.

3.1 GENERAL CHARACTERISTICS OF DATA

This section entails details of the respondents responding the questionnaires. Table 3 below provides the percentage ratio of the respondents, in which 81.1% were male and 18.9% were female. Furthermore, 36% of respondents had Masters' qualification and above, followed by 45.6% of the respondents having Bachelor's degree, and 13.1% with class 12 and below. The respondents with informal education represent only 5.3% (inclusive of Monastic education -1.2% and Non Formal Education 4.1%) as mentioned in the table 5. With regards to the age of the respondents, majority of them belong to the age bracket of 26-35, 36-45 and 46-55 and only 8.4% respondents belong to senior and junior most as shown in the table 4. Above mentioned percentage indicates that majority of the respondents were well qualified and had adequate work experiences in their areas.

Table 3 : Demographic details of the respondents

| Sex | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 279 | 81.1 | 81.1 | 81.1 |
| | Female | 65 | 18.9 | 18.9 | 100.0 |
| | Total | 344 | 100.0 | 100.0 | |

Table 4: Age of the respondents

| Age of the Respondents | | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|--------------------|-----------|---------|---------------|--------------------|
| Valid | 18-25 Years | 17 | 4.9 | 4.9 | 4.9 |
| | 26-35 Years | 81 | 23.5 | 23.5 | 28.5 |
| | 36-45 Years | 128 | 37.2 | 37.2 | 65.7 |
| | 46-55 Years | 106 | 30.8 | 30.8 | 96.5 |
| | 56 Years and above | 12 | 3.5 | 3.5 | 100.0 |
| | Total | 344 | 100.0 | 100.0 | |

Table 5: Qualification of Respondents

| Qualifications of the Respondents | | | | | |
|-----------------------------------|----------------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Masters and Above | 124 | 36.0 | 36.0 | 36.0 |
| | Bachelors | 157 | 45.6 | 45.6 | 81.7 |
| | Class 12 and below | 45 | 13.1 | 13.1 | 94.8 |
| | Monastic Education | 4 | 1.2 | 1.2 | 95.9 |
| | Non Formal Education (NFE) | 14 | 4.1 | 4.1 | 100.0 |
| | Total | 344 | 100.0 | 100.0 | |

3.2 STAKEHOLDER'S SATISFACTION AND PERCEPTION INDEX (SSPI) 2016

As stated in the methodology section, SSPI was computed as follows:

3.3 SATISFACTION SCORE

The satisfaction score is the aggregated mean calculated from each KPIs under the eight KRAs. For each KRA, a satisfaction score is obtained by finding the mean of the KPIs under their respective KRAs. Therefore, there are eight different satisfaction scores attributable to the eight KRAs. These scores represent the aggregated satisfaction level of the entire Stakeholders reduced into a single index against their respective KRAs.

Table 6: KRA: Satisfaction Scores

| Key Result Areas (KRA) | Satisfaction Score |
|--|--------------------|
| KRA 1: Integrity of the Royal Audit Authority | 3.99 |
| KRA 2: Service Accountability of the Royal Audit Authority | 3.91 |
| KRA 3: Service Efficiency of Royal Audit Authority | 3.95 |
| KRA 4: Service Transparency and Accessibility of the Royal Audit Authority | 3.82 |
| KRA 5: Professionalism of the Royal Audit Authority | 3.88 |
| KRA 6: Independence of the Royal Audit Authority | 3.91 |
| KRA 7: Trust Worthiness of Royal Audit Authority | 3.89 |
| KRA 8: Public Interest and Selflessness of Royal Audit Authority | 3.91 |

3.2.1 Importance score

The importance score is generated to ascertain the value amongst the eight

attributes. This is undertaken with the presumption that the eight different attributes, the KRAs, differ in their influence and contribution to the satisfaction experience of the Stakeholders. Therefore, the Stakeholders were asked to rate the eight KRAs based on their importance to their satisfaction. The aggregated ratings obtained from all the Stakeholders resulted in the importance rating of the KRAs. The score obtained is designated as the importance score against the corresponding KRA.

Table 7: KRA: Importance Scores

| Key Result Areas (KRA) | Importance Score |
|--|------------------|
| KRA 1: Integrity of the Royal Audit Authority | 6.03 |
| KRA 2: Service Accountability of the Royal Audit Authority | 5.05 |
| KRA 3: Service Efficiency of Royal Audit Authority | 4.74 |
| KRA 4: Service Transparency and Accessibility of the Royal Audit Authority | 4.49 |
| KRA 5: Professionalism of the Royal Audit Authority | 4.19 |
| KRA 6: Independence of the Royal Audit Authority | 4.06 |
| KRA 7: Trust Worthiness of Royal Audit Authority | 3.81 |
| KRA 8: Public Interest and Selflessness of Royal Audit Authority | 3.58 |

3.2.2 Importance weight

Importance weight is an arithmetic derivation to assign an importance index against each KRA. This derivation is obtained by dividing each importance score by the sum total of the importance score. Therefore for each KRA, an importance weight is obtained.

Table 8: KRA: Important Weight

| Key Result Areas (KRA) | Importance Score | Importance Weight |
|--|------------------|-------------------|
| KRA 1: Integrity of the Royal Audit Authority | 6.03 | 0.17 |
| KRA 2: Service Accountability of the Royal Audit Authority | 5.05 | 0.14 |
| KRA 3: Service Efficiency of Royal Audit Authority | 4.74 | 0.13 |
| KRA 4: Service Transparency and Accessibility of the Royal Audit Authority | 4.49 | 0.12 |
| KRA 5: Professionalism of the Royal Audit Authority | 4.19 | 0.12 |
| KRA 6: Independence of the Royal Audit Authority | 4.06 | 0.11 |

| | | |
|---|--------------|-------------|
| KRA 7: Trust Worthiness of Royal Audit Authority | 3.81 | 0.11 |
| KRA 8: Public Interest and Selflessness of Royal Audit Authority | 3.58 | 0.10 |
| Total Scores | 35.95 | 1.00 |

3.6 WEIGHTED SATISFACTION SCORE (SSPI)

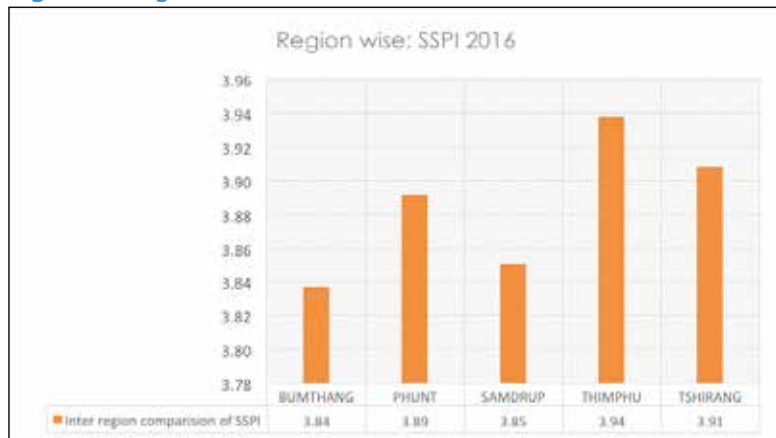
The weighted satisfaction score is the product (obtained after multiplying the importance weight with the satisfaction score). A weighted satisfaction score is derived for each KRA using the formula mentioned in the methodology section. The Stakeholder's Satisfaction and Perception Index (SSPI) for the year 2016 is 3.91 in the scale of 5. KRA 1 followed by KRA 2 scored the highest weighted satisfaction scores (0.67 and 0.55) respectively and KRA 8 and KRA 7 scored the SSPI of 0.39 and 0.41 respectively as mentioned in the table 9. Overall index of the Thimphu (Head Office) scored SSPI 3.94 followed by Tsirang and Phuentsholing region by 3.91 and 3.89 respectively. Bumthang and Samdrupjongkhar region scored 3.84 and 3.85 at the lower scale. However, regional SSPI comparison may subject to limitation of the study as the respondents' experience in one place may be expressed in other places too.

Table 9: SPPI 2016

| SSP INDEX FOR THE YEAR 2016 | | | | |
|---|---------------------------|-------------------------|--------------------------|------------------------------------|
| Key Result Areas (KRA) | Satisfaction Score | Importance Score | Importance Weight | Weighted Satisfaction Score |
| KRA 1: Integrity of the Royal Audit Authority | 3.99 | 16.03 | 0.17 | 0.67 |
| KRA 2: Service Accountability of the Royal Audit Authority | 3.91 | 5.05 | 0.14 | 0.55 |
| KRA 3: Service Efficiency of Royal Audit Authority | 3.95 | 4.74 | 0.13 | 0.52 |
| KRA 4: Service Transparency and Accessibility of the Royal Audit Authority | 3.82 | 4.49 | 0.13 | 0.48 |
| KRA 5: Professionalism of the Royal Audit Authority | 3.88 | 4.19 | 0.12 | 0.45 |
| KRA 6: Independence of the Royal Audit Authority | 3.91 | 4.06 | 0.11 | 0.44 |
| KRA 7: Trust Worthiness of Royal Audit Authority | 3.89 | 3.81 | 0.11 | 0.41 |
| KRA 8: Public Interest and Selflessness of Royal Audit Authority | 3.91 | 3.58 | 0.10 | 0.39 |
| Total Scores | | 35.95 | | 3.91 |
| | | | | 78% |

3.6.1 Region wise: Stakeholders Satisfaction and Perception Index

Figure 2: Region wise: SSPI 2016



3.7 DISCUSSION OF THE SATISFACTION SCORE OF KEY RESULTS AREAS (8 KRAS)

3.7.1. Introduction

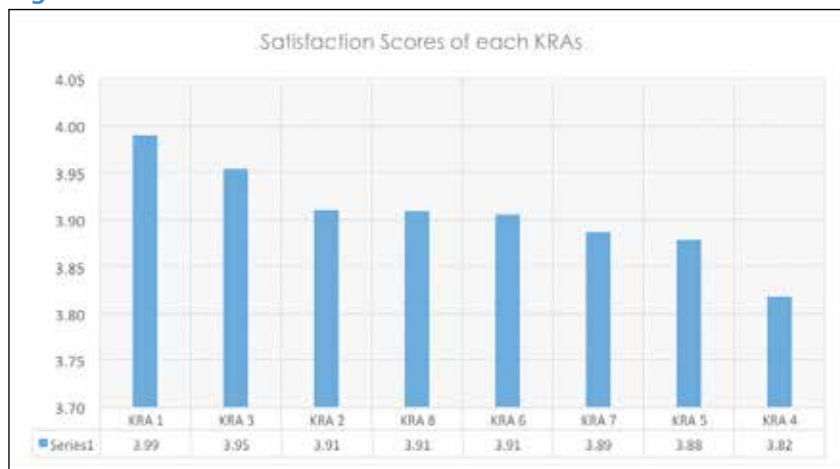
This section pertains to what percentage of the stakeholders was satisfied with the services provided by the RAA. The satisfaction score is the aggregated mean calculated from each KPIs under the eight KRAs. For each KRA, a satisfaction score is obtained by finding the mean of the KPIs under their respective KRAs. Therefore, there are eight different satisfaction scores attributable to the eight KRAs. These scores represent the aggregated satisfaction level of the entire Stakeholders reduced into a single index against their respective KRAs. Eight Key Result Areas (KRAs) related to RAA's core values were designed to test the satisfaction levels of the relevant stakeholders. Measured on a Likert Scale ranging from 1- *Strongly disagree*, 2- *Disagree*, 3- *Satisfactory*, 4- *Agree* and 5- *Strongly agree*, these KRAs were specifically designed to test and analyze the satisfaction scores of the stakeholders in depth. ***Though all the KPIs are analyzed and discussed, those KPIs with relatively lesser means in the individual KRAs have been analyzed and discussed in depth.***

3.7.2 Analysis of the overall findings of KRAs

KRA 1: Integrity of Royal Audit Authority scored the mean value of 3.99 in the Likert scale of 5, followed by **KRA 3: Service Efficiency of Royal Audit Authority**, with the mean score of 3.95 and **KRA 2: Service Accountability of the Royal Audit Authority**. 79.80% of the respondents (irrespective of gender, qualifications, type of stakeholders and regions) agreed that RAA has been maintaining its integrity in fulfilling the Constitutional Mandates closely followed by Service Efficiency (KRA 3- 79%) and Accountability (KRA 2-78.2%).

On the other hand, “**KRA 4: Service Transparency and Accessibility of the Royal Audit Authority**” is rated the lowest with the mean score of 3.82 followed by “**KRA 5: Professionalism of the Royal Audit Authority** with a mean score of 3.89 and **KRA 7: Trust worthiness of the RAA** with the mean score of only 3.89 have also been rated relatively lower as compared to other KRAs, as shown in the figure 3. However, irrespective of the general background of the respondents, **KRA 1** has been rated the “**most satisfied**” amongst the other KRAs. Figure 3 below shows the level of satisfaction derived from the services provided by RAA.

Figure 3: Satisfaction score of each KRAs



Furthermore, Key Performance Indicators (KPIs) under each of the KRAs were analyzed to assess the satisfaction score in depth. The sections below present the findings of each KRA and KPIs.

3.7.3. Specific findings and analysis of the individual KPIs

Overall, there is not much difference between the average mean of individual KRAs with the highest KRA at 3.99 and the lowest at 3.82. This indicates the stakeholders are satisfied with the overall performance of RAA. Data shows that while the stakeholders were deeply satisfied with some KPIs under a KRA, they were also deeply concerned about other KPIs under the same KRAs. Hence, there are still specific areas where the RAA can improve its services. The following section discusses the Specific KPIs, and areas of improvement.

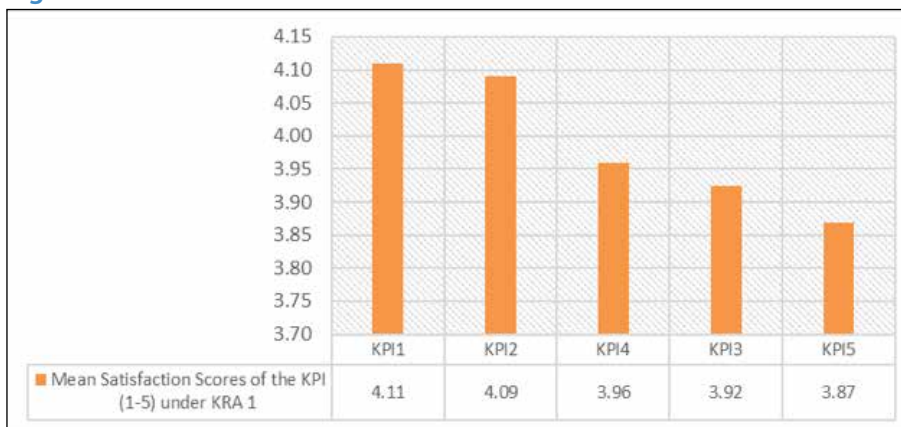
3.7.3.1. KRA 1-Integrity of RAA: Mean satisfaction scores of KPIs.

Of all, KRA 1 has been rated as the most satisfied by the stakeholders amongst all the eight KRAs. As a public office aspiring to be the country’s “**INTIGRITY HOUSE**”, this satisfaction score is very positive and should serve as a great motivator for the management as well as the other members of the RAA team. Figure 4 below

reveals that **KPI 1 under KRA 1** scored the highest level of agreement by the respondents with regard to the function of RAA's auditing process without fear, favor or prejudice in the interest of the public, followed by **KPI 2**, wherein RAA maintains its objectivity in auditing process.

However, out of the 5 KPIs under KRA 1, only two of the KPIs have been rated on a higher scale of the mean satisfaction score by the respondents. The last three KPIs were rated relatively low. KPI 5: '**RAA leads by example**' (mean score of 3.87) scored the lowest from the five KPIs under **KRA 1**, followed by KPI 3: '**RAA is not corrupt in their professional conducts**' (Mean score of 3.92), and KPI 4: '**RAA is impartial in reporting audit findings**' (3.96). Findings are presented in Figure 5 below.

Figure 4: Mean Satisfaction scores of KRA 1



General comments ranged from expression of deep gratitude for the services provided by the RAA auditors. Some open comments ranged from *"satisfied with their services...they provided a lot...the staffs are more professional now"* to *"RAA in my view is the most important institution in a democracy where tendencies to misuse the public resources is great. RAA is doing remarkable job."* Some comments hinted at complete satisfaction in terms of audit services that were availed by the respondents. For example, *"the constitutional bodies that we have in the country, I am happy to say that RAA stands out to be more professional and forth coming... Tashi Delek and continue doing the same."*

However, there were also a few stakeholders who seem to view RAA and its overall integrity otherwise. Few respondents wanted the RAA to be, *"more professional in their workings/doings and trustworthy in their professional conduct and should not succumb to favoritism and susceptible to bribes."*

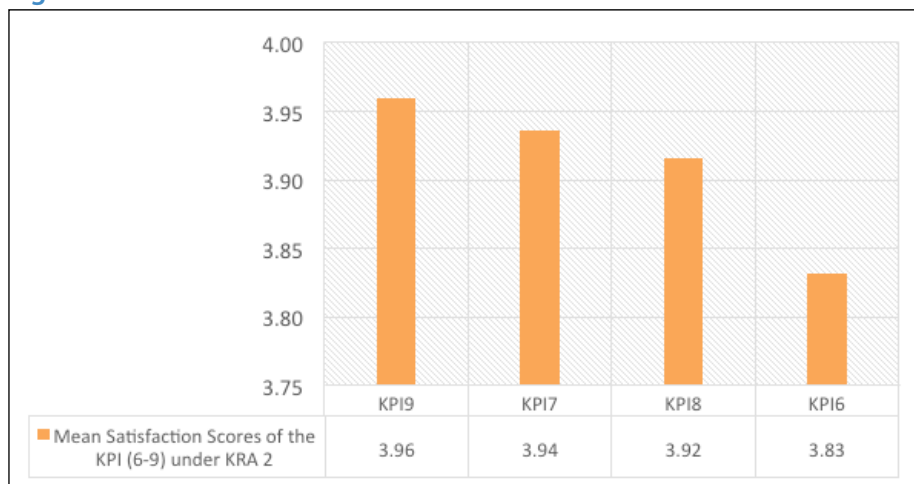
On the 4th KPI, data indicates a mean score of 3.96, which pertains to impartiality

in reporting audit findings. RAA's published reports of financial and compliance audit in the RAA websites are evidences of result dissemination to the larger public of the country. However, there still seems to be a gap in terms of wider dissemination of the audit reports and related findings amongst the relevant officials by the auditee agencies. Some comments hinted on the lack of objectivity and impartiality in reporting as they feared audits being influenced by personal grudges, inadequacies in declaring conflict of interests and breach of ethical conducts. Therefore the RAA should further strengthen mechanism to improve the integrity system.

3.7.3.2 KRA 2- Service Accountability of the RAA: Mean satisfaction scores of KPIs.

Almost 79% of respondents agreed in the sequence of KPI 9, 7, 8 on the service accountability of RAA practiced so far. While 77.6 %of the respondents were satisfied with the KPI 6: existing system of appointment of RAA's external auditors by the Parliament, 23.4 % of the respondents were not satisfied. This item scored a mean average of 3.83in the satisfaction score of 1 to 5 is clearly evident in the finding below.

Figure 5: Mean Satisfaction scores of each KRA 2

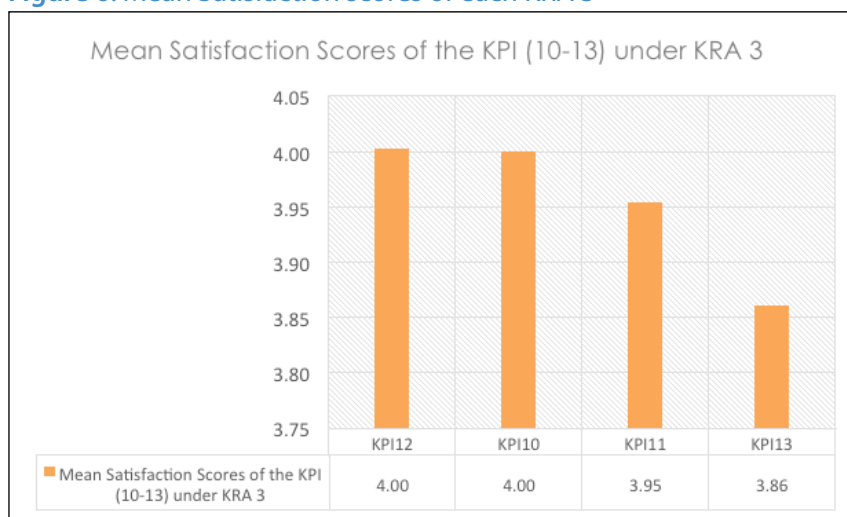


Although the respondents did not express any reservations on the existing legal mechanism of appointment of the RAA's external auditors, they were concerned of the transparency in the process. Some respondents feared that the existing mechanism may impair the independence through undue political influence. To this regard, the RAA may make its overall accountability system including external auditing more transparent, besides safeguarding its constitutional independence.

3.7.3.3 KRA 3- Service Efficiency of RAA: Mean satisfaction scores of KPIs.

Generally, 80% of respondents agreed on the KPI 12 and 10 and 78% on KPI 11 that they are satisfied with the services provided by the RAA. However, when it comes to KPI 13: *RAA conducts follow up of the audit reports on regular and timely basis*, it has been found out that 77% of the respondent agreed on KPI 13. The other 23% of the respondents either disagreed or refused to comment.

Figure 6: Mean Satisfaction scores of each KRA 3



Respondents shared during field visit that *“follow up of the reports and findings are done only when they (auditors) are on the verge of compiling and submitting the report to the Parliament or to other important stakeholders”*. Data Analysis and analysis of these comments indicate that at present the RAA has a lot of opportunity to improve especially on **effective dissemination** of audit findings, **immediate and effective implementation** of the findings, and **monitoring and evaluation** of findings by relevant stakeholders in a proactive and systematic manner. While intentional culture seems to prevail in terms of publication of the audit findings and Annual Audit Reports, (as is evident in the RAA website), **dissemination to the larger audience, simplification of the messages to the relevant stakeholders and the general population of the country, remains a priority.**

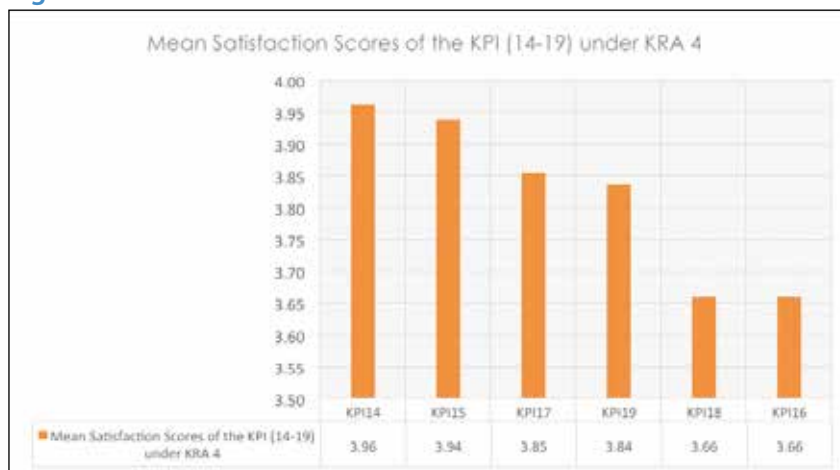
3.7.3.4: KRA 4-: Service Transparency and Accessibility of RAA. Mean satisfaction scores of KPIs.

KRA 4’s main objective was to find out if RAA as the Supreme Audit Institution of Bhutan conducts its services in the principle of transparency and in true value of accountability or not. As perceived by the stakeholders, KRA 4 scored a mean score of 3.82 in the Likert scale of 1-5. In other words, 76% of the stakeholders perceived that RAA conducts itself in the most transparent ways in providing

services to the stakeholders and takes self-accountability on every action they take in providing the services to the stakeholders. However, **in general, when compared with other KRAs, KRA4 ranked the lowest in terms of the satisfaction of the stakeholders.**

On deeper assessment, of the six KPIs under this KRA, **KPI 18 which assessed if “RAA accepts the mistake they make while auditing” and KPI 16 which assessed “RAA adequately incorporates/reflects response and comments of the auditee in the Audit Reports”**bears the lowest mean score of 3.66 each. In other words 73% of the stakeholders perceived that RAA is receptive to the comments and suggestions of the stakeholders and in accepting the mistakes committed by them, while 27% of the respondents feel that there needs to be improvement in these two KPIs. The finding is presented in the figure 7 below.

Figure 7: Mean Satisfaction scores of each KRA 4.



Open comments shared by the respondents suggest that the auditing process should be transparent and shared with all relevant members of the audit entity. The auditing process should be inclusive of all the members of the organization. For example, one of the respondents expressed that sometimes auditors/management do not engage all the relevant officials due to which there is a risk of providing misleading information. Besides, they also indicated that audit findings as well as audit reports are not shared with concerned stakeholders.

This KRA Service Transparency and Accessibility of RAA though with the weakest mean basically should be analyzed properly by the RAA. Several factors can play a role here in giving a weak result. One of the key factors here seems to be the indirect manner in which the RAA handles its report. It was observed that the RAA reports to the Parliament (see RAA website) and the Parliament discusses the

issue in its Parliament session. Hence in most instances of political accountability, it is only the top of the organization that is called to account externally. Reichborn-Kjennerud (2015) calls this “Hierarchical Accountability”. He goes on to say that “SAIs are not in a direct hierarchical relationship to public organizations, nor do they have any formal sanctioning power. They report to Parliament. This can be described as a diagonal relationship. In this diagonal relationship the SAI reports to Parliament that, in its turn, can inflict sanctions”. Presently, the RAA functions in the same manner and hence the relevant stakeholders might not have known the result of several audit findings.

Another important factor could be the formal manner in which the RAA reports are written and disseminated. The RAA publishes its reports on its website (mostly in English). This could have played a major part in limiting the accessibility to the RAA audit results for citizens. The limited communication with the media, citizens and civil society, organizations provides clear limitations to the RAA’s efforts in strengthening financial accountability and transparency in the country. Given the fact that only 30% of the people in Bhutan are users of the internet, and the poor reading habits of the people in general, and also the fact that the RAA does not use the media actively to promote any of audit results could have hindered on some of stakeholders’ perception of the RAA’s transparency and accessibility.

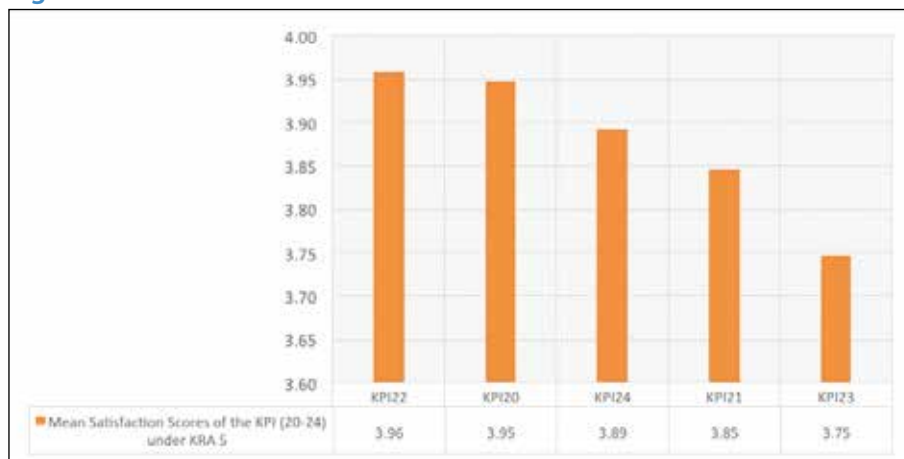
Furthermore, research (Rawlins, 2009; Rawlins, 2008) has shown that transparency helps to restore trust and diminish reputational risk or damage. Other significant research (Auger, 2014) has identified two types of transparency: (a) an organization’s reputation for transparency and (b) its efforts to communicate transparently. According to the study findings, organizations demonstrating both types of transparency achieved more than twice the levels of trust and positive behavioral intentions than organizations that demonstrated neither type of transparency.(See Auger, 2014).

Based on the present data findings it is recommended that the RAA should work on measures that can improve transparency and service accessibility of the RAA.

3.7.3.5 KRA 5:- Professionalism of the RAA. Mean satisfaction scores of KPIs.

KRA 5: Professionalism of the RAA was considered one of the most important KRAs to be measured in order to assess the stakeholders’ perception and level of satisfaction while availing the services of the RAA. It was found that KRA 5 scored a consolidated mean score of 3.90. In essence 78% of the stakeholders perceived that RAA provides its services professionally and effectively while 22% have the perception that RAA needs to improve on their professionalism. Figure 8 below presents the percentage of mean satisfaction score of KRA 5.

Figure 8: Mean Satisfaction scores of each KRA 5.



Assessing deeper into the KPIs of this KRA, KPI 22, 20 and 24 scored relatively higher (3.96, 3.95 and 3.89) respectively as compared to KPI 21: ***“RAA has requisite professional and institutional capabilities to deliver high quality audit services”*** and KPI 23: ***“RAA constantly updates itself with changing technological, political and socio economic environment”*** which scored 3.85 and 3.75 respectively as mentioned above. Analysis of several published documents on the RAA website signify that there are several evidences of international collaboration (see RAA website for *Cooperative agreement with the INTOSAI Development Initiative (IDI)*, International Standards of Supreme Audit Institutions (ISSAI), RAA assessed by the Office of the Auditor General of Norway (OAGN) and the INTOSAI Development Initiative (IDI) using the Supreme Audit Institution Performance Measurement Framework- SAI-PMF). In addition, several intended internal reforms (see Strategic Plan 2010-2015, Institutional Development Initiatives of RAA, 2014-2018, construction of Professional Development Center in Tsirang, Environment Audit Guidelines, 2014, Audit Resource Management System, 2014, etc.) indicate the RAA’s intention to update and improve with changing technological, political and socio economic environment. Taking all the above evidences into consideration, it could be said that some of the respondents are either unaware of the several initiatives taken by the RAA, or that the respondents have not felt the effect of these initiatives. It can also be argued that given the fact that most of these reforms are recent undertakings, a certain time period is expected for the initiatives to mature and show intended output. Hence, though the mean average looks relatively lower for the two KPIs, this should not be of much concern to the RAA at the moment.

However, when it comes to overall performance, **amongst the eight KRAs, this was the second lowest ranking KRA (Mean=3.88).**

Evidences from the open ended statements reveal some of the auditors exhibiting tendencies to work under suspicion and prejudice. It is felt that the audit professional skepticism is misinterpreted as auditors being suspicious as indicated in the following statement, “with suspect before actual audit is carried out”. Such gaps are the result of the lack of the effective communication strategies, which the RAA needs to address.

The RAA website reveals several guidelines and documents initiated by the RAA (see RAA Auditing Standards, Oath of Good Conduct, Auditor General’s Standing Instructions) to promote integrity and professional conduct. However, given the data findings of the present study, some of respondents out of 22.4 % perceived RAA’s ethical and professional standards adversely. It may be a concern to the RAA that non-compliance of the auditing standards and guidelines by some of its auditor in the field may have consequences to the quality of the RAAs auditing system. Therefore, while over 77.6 % of the respondents were happy with this particular KRA, nevertheless the RAA should take appropriate corrective measures.

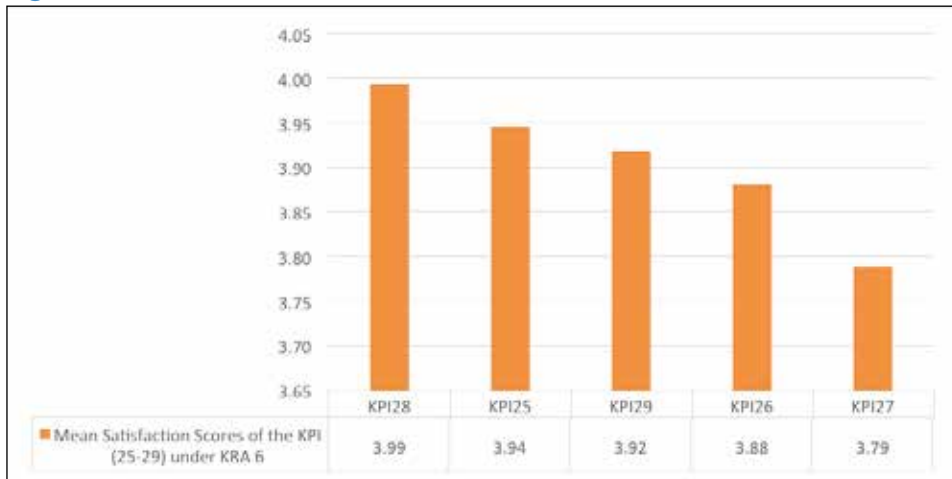
3.7.3.6 KRA 6:- Independence of the RAA. Mean satisfaction scores of KPIs.

The SAI Independence Assessment Study conducted in 2016 asserts that “*the independence of a Supreme Audit Institution (SAI) is crucial to ensure its ability to carry out its work in a free and impartial manner, thus contributing to good governance, transparency and accountability*”. The study states that Supreme Audit Institutions can accomplish their tasks objectively and effectively only if they are independent of the audited entity and are protected against outside influence. Hence this study assessed the stakeholders’ perception on the independence given to the RAA. The objective of KRA 6 was to assess that, while fulfilling the mandates laid down in the Constitution and the RAA Act of 2006, whether or not stakeholders have confidence on the auditing process and if the reports generated by RAA are viewed as unbiased, qualified and independent report. Thus, five KPIs were designed to quantify their perception and level of satisfaction while availing the services provided by the RAA so far. As presented in the figure below, 80%of the respondents perceived the RAA as a Credible and Independent SAI followed by 79% of respondents who think that the RAA provides objective and unbiased opinion to its stakeholders. Further 79% perceive that the RAA has adequate organizational, functional and financial independence to carry out its constitutional mandates.

On the other hand, relatively on the lower mean are KPI27 and KPI 26. On KPI 27, 76% of the stakeholders thought that *the RAA does not succumb to undue influence of others (Judiciary, political pressure etc.) to override the professional judgment*, followed by KPI 26: *which asked the stakeholders to rate whether the RAA allows*

conflict of interests to undermine the Audit Findings and Reporting. This KPI scored 77.6% as mentioned in the figure 9 below. In essence, on this particular KRA, 22.4% of the respondents perceived the existence of possible risks of RAA succumbing to undue influence of others.

Figure 9: Mean Satisfaction scores of each KPIs under KRA 6.



Cross Analysis of KPI 27 of KRA 6 (“RAA does not succumb to undue influence of others - Judiciary, political pressure etc. to override the professional judgement”, KPI 6 of KRA 2 (that the existing system of the appointment of RAA’s external auditors to Audit its accounts and operation by the Parliament annually was appropriate) and KPI 35 of KRA 8(RAA does not conduct Audit of any stakeholder influenced by the personal grudge or interest “secured a relatively lower mean in all the three KRAs. These KPIs were assessing the Service Transparency, Accessibility (KRA 2) and Independence (KRA 6) and Public interest and Selflessness (KRA 8) of the SAI. Some of the respondents had reservations on the existing mechanism in providing human and financial resources to RAA impacting independent functioning of the RAA.

In the international front, the *Lima Declaration* by the INTOSAI states that the Executive should not control or direct the SAIs access to human resources and SAIs should be provided with financial independence. However, at present, this does not seem to happen. The SAI PMF study 2014 observed that though the legal framework for RAA secures the independence of RAA in the majority of matters described in the Mexico Declaration, it fails to provide RAA with full financial and organizational independence. (p.9). The SAI PMF study also pointed out that The RAA has the right to select subjects to its audits. While the right to select subjects can give the SAI “a strong basis for the RAA to be able to strengthen the accountability, transparency and integrity of government and public sector entities in

Bhutan”, this same right can also be manipulated by the RAA or the Executive and the Parliament mainly because:

1. The executive has a direct control of the access to human resources of the RAA. RAA's organizational independence is restricted by the fact that RAA has to prescribe the service conditions and personnel policies for its staff broadly in accordance with the Civil Service Act 2010, which sets standards for recruitment, salary levels, promotions etc. (SAI PMF study, 2014).
2. The RAA is not financially independent from the Executive. The RAA follows the general budgeting procedure of the state of Bhutan and sends its budget request through the Ministry of Finance to Parliament as part of the National Budget. Limitations in financial independence can constrain the activities that an SAI conduct (SAI PMF Study, 2014).

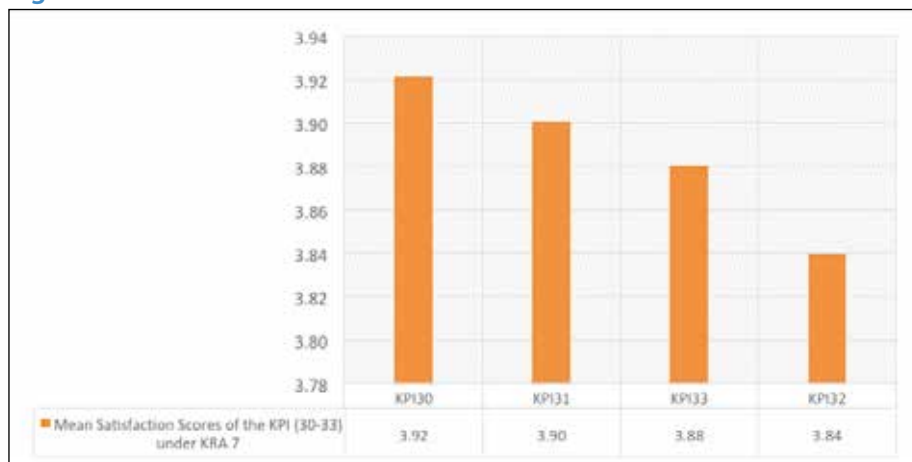
Financial and human resource independence is prerequisite for independent and effective functioning of the SAI. Therefore, it is necessary to establish a credible mechanism to safeguard the constitutional and legal independence of the RAA.

3.7.3.7 KRA 7:- Trust worthiness of RAA. Mean satisfaction scores of KPIs.

KRA 7 was designed to assess the level of satisfaction and perception of the stakeholders on Trust Worthiness of the RAA. In order to further ease the respondents to express their perception quantitatively, KRA was further decomposed to four KPIs as mentioned in the questionnaire (KRA 7, KPIs 30-33). The KRA 7 scored 3.89 in the Likert Scale of 1-5. Meaning thereby, 78% or more than two third of the respondent perceived that RAA as a Supreme Auditing Institution (SAI) is trustworthy in fulfilling its constitutional mandates.

On the other hand, at micro level, though KPI 30: “ *Auditors are trustworthy in their professional conducts* and KPI 31: “ *Auditors do not demand and refrain from receiving gifts and hospitalities from the auditee agency*” received the mean scores of 3.92 and 3.90 in the Likert scale of 1-5, KPI 32: “ *Auditors consistently live by their ethics and adds positive values and principles on the stakeholders* and KPI 33: “ *RAA maintains high level of confidentiality of its auditee agencies*” scored mean score of 3.88 and 3.84 in the Likert scale of 1-5. In other words, 23% of the stakeholders still perceive that RAA does not live by its constitutional ethics and do not respect for the privacy of the stakeholders. Qualitative statements with regards to the trustworthiness have been discussed in the KRA 1 and 5.

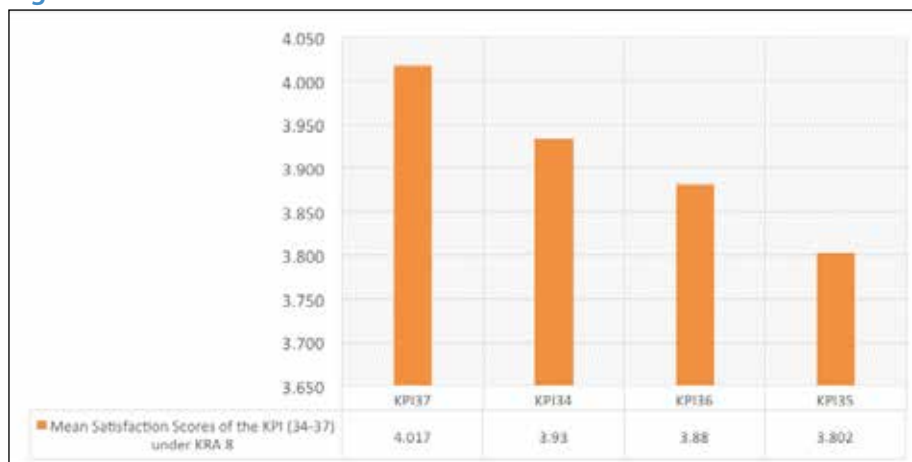
Figure 10: Mean Satisfaction scores of each KRA 7



3.7.3.8 KRA 8:- Public Interest and Selflessness of the RAA. Mean satisfaction scores of KPIs.

KRA 8 scored 3.91 in the Likert scale of 1-5 as mentioned in the Annexure 2. KPI 37 and 34 bear 79-80% of satisfaction on the services provided by RAA. However, KPI 36 and 35 scored lower satisfaction level (3.88 (77.6%) and 3.80 (76%) respectively). On an average 23% of the respondent still perceive/infer that RAA does conduct audit of the auditee agencies influenced by self-interest and the audit reports does not lend credence to their financial reports and help secure resources.

Figure 11: Mean Satisfaction scores of each KRA 8



While over 77% of the respondents indicated that the reports and recommendations generated by the RAA have very high value for the stakeholders, the relatively lower mean of about 23% hinted towards scope for further improving the

professionalism in the RAA to create intended impacts of audit services.

3.8 THE IMPORTANCE SCORE: ASSESSING HOW IMPORTANT ARE THE KRAS TO THE STAKEHOLDERS

The importance score is generated to ascertain and discriminate the value amongst the eight attributes. This is undertaken with the presumption that the eight different attributes, the KRAs, differ in their influence and contribution to the satisfaction experience of the Stakeholders. Therefore, the stakeholders were asked to rate the eight KRAs based on their importance to their satisfaction. The aggregated ratings obtained from all the stakeholders resulted in the importance rating of the KRAs. The score obtained is designated as the importance score against the corresponding KRA.

The strength of the RAA is entailed by the study in the following figure. All the stakeholders irrespective of gender, nationality, sex, qualification, power, positions and the services availed collectively expressed that **KRA 1: Integrity of the RAA is the most important attribute** of the RAA if it has to function as an independent and autonomous body as per the constitution. The second most important attribute in the sequence is **KRA 5: Professionalism of the RAA**, followed by **KRA 6: Independence of the RAA**, KRA 7: Trust worthiness of the RAA, KRA 2: Service accountably of RAA, KRA 3: Service Efficiency of RAA, KRA 4: Service Transparency and Accessibility of RAA and lastly KRA 8: Public Interests and Selflessness of RAA as depicted in the following figure below:

Figure 12: 8 KRAs in the sequence of its importance



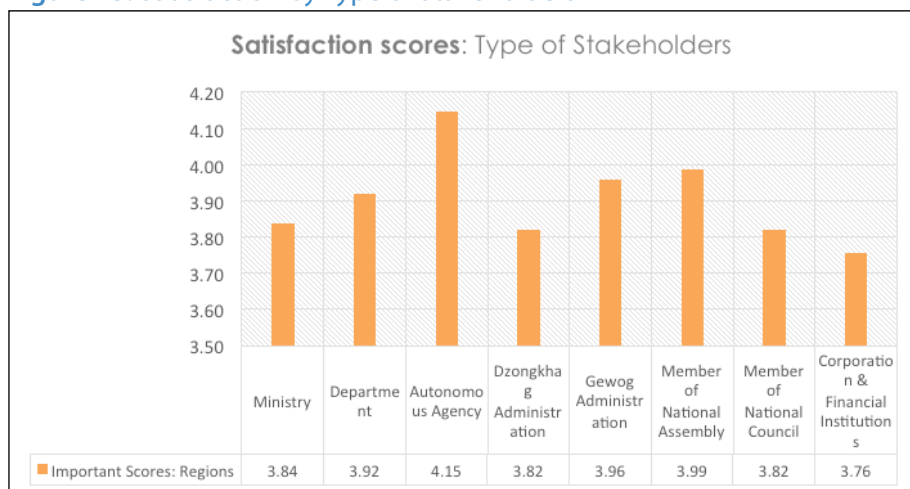
3.9 OTHER FINDINGS:

This section pertains to the findings on the level of satisfaction and the sequence of the important scores for the specific stakeholders based on five RAA regions. It reveals the satisfaction scores of each type of stakeholder (Individual) or auditee agencies which had impacted the overall weighted average satisfaction index of the RAA. Furthermore, important scores of each region as well as of the stakeholders are also analyzed to further recommend each regional RAA offices including head office to design and integrate in planning as well as in developing the strategic document in implementing the constitutional mandates as stated below.

3.10 SATISFACTION SCORES BY TYPE OF STAKEHOLDERS (AUDITEE AGENCIES)

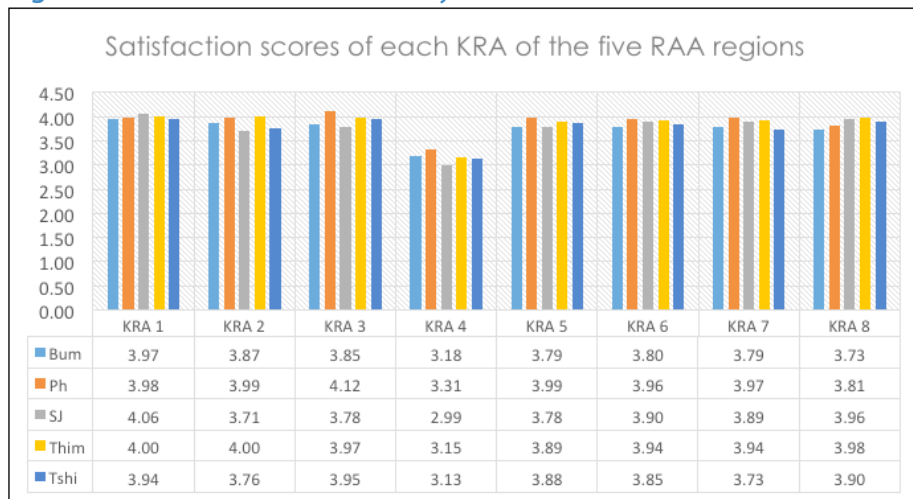
On an average, more than 76% of the respondents working at various organizations mentioned in the figure 13 below are satisfied with the audit services provided by RAA. The figure below shows that *Autonomous agencies* including armed forces are among the most satisfied stakeholders (4.15 or 83%) followed by Member of Parliament (3.99 or 80%), various Departments, Gewog Administrations and Corporations and Financial Institutions etc. on the other hand, Ministry, Dzongkhag Administration and the Member of National councils are among the least satisfied with the services provided by RAA. However, it is very clear from the figure below that no entity or stakeholders are unsatisfied with the services of the RAA below 75%.

Figure 13: Satisfaction by Type of Stakeholders



3.11 INTER REGION SATISFACTION OF EACH KRA AND ITS COMPARISON:

Figure 14: Satisfaction scores on Key KRAS



The findings reveal that RAA had been distinctly performing the duty with the highest level of integrity followed by service efficiency and accountability in fulfilling the constitutional mandates. However, the stakeholders expressed their perception that RAA must focus more into “HOW” while they provide the services rather than “WHAT AND WHY”. The specific findings clearly reveal that the behavioral aspects of the individual who would be in the forefront of the service provision may be considered for improvement instead of focusing too much on the auditing technicalities. Furthermore, subsequent section would reveal what are the expectations of the stakeholders/auditee agencies on eight important values (attributes) of RAA in order to develop a strong linkages and respect between the auditee and auditors in the future to fulfill the mandates of both the parties. Each audit agencies/ individual would rate and rank eight values/ attributes of RAA in the sequence from the most important to the least important in the following figures and sections.

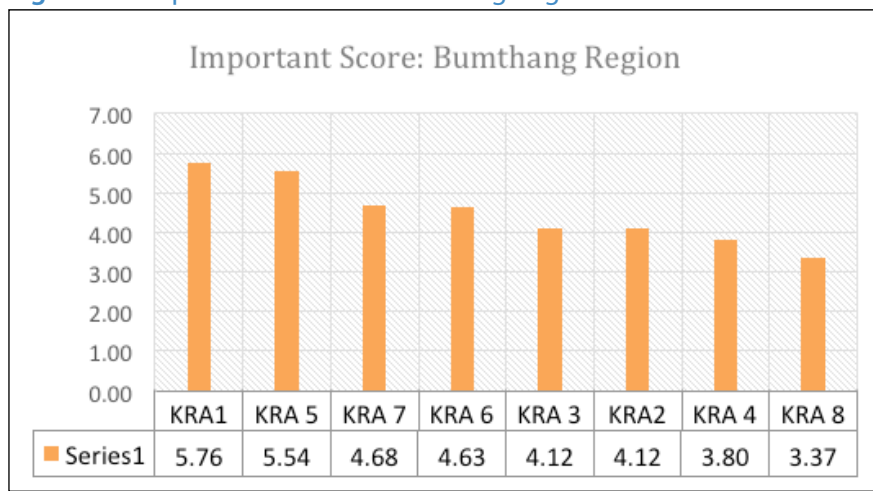
3.12 SPECIFIC FINDINGS ON IMPORTANT SCORES

In this section, important scores of each region and stakeholders/auditee agencies are shown so that RAA can use these findings (information) while developing the strategies to provide services to these various agencies and individuals region wise.

3.12.1 Expected Important attributes of RAA from the stakeholders under Bumthang region:

The stakeholders from the Bumthang region expects **KRA 1: Integrity of the RAA** in the first place from the RAA followed by **KRA 5: Professionalism** and **KRA 7: Trust worthiness of the RAA**, **KRA 6: Independence of the RAA** etc. as mentioned in the figure 15 below.

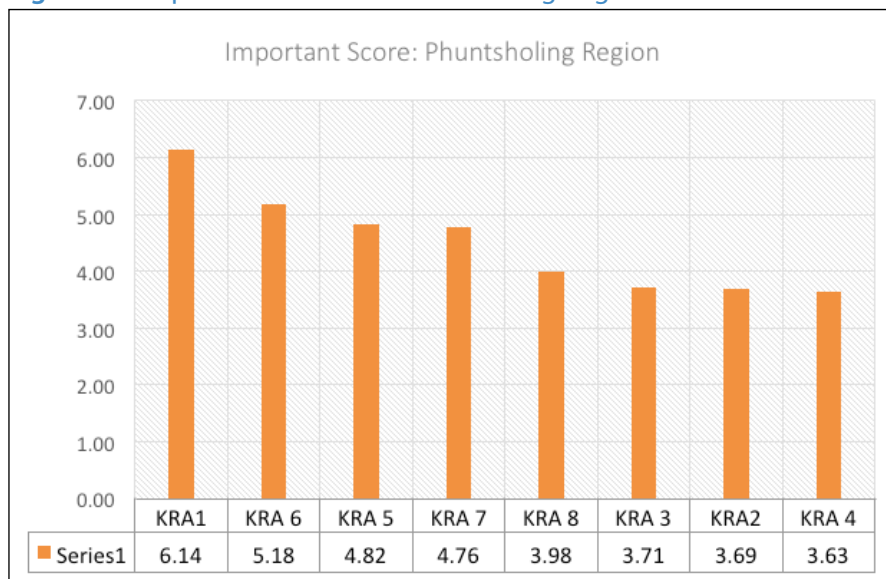
Figure 15: Important KRAs for Bumthang Region



3.12.2 Expected important attributes from RAA for the stakeholders under Phuntsholing region:

In case of the stakeholders from the Phuentsholing region, they placed **KRA 1: Integrity of the RAA** in the first place followed by **KRA 6: Independence of the RAA**, **KRA 5: Professionalism** and **KRA 7: Trust worthiness** as mentioned in the figure 16 below.

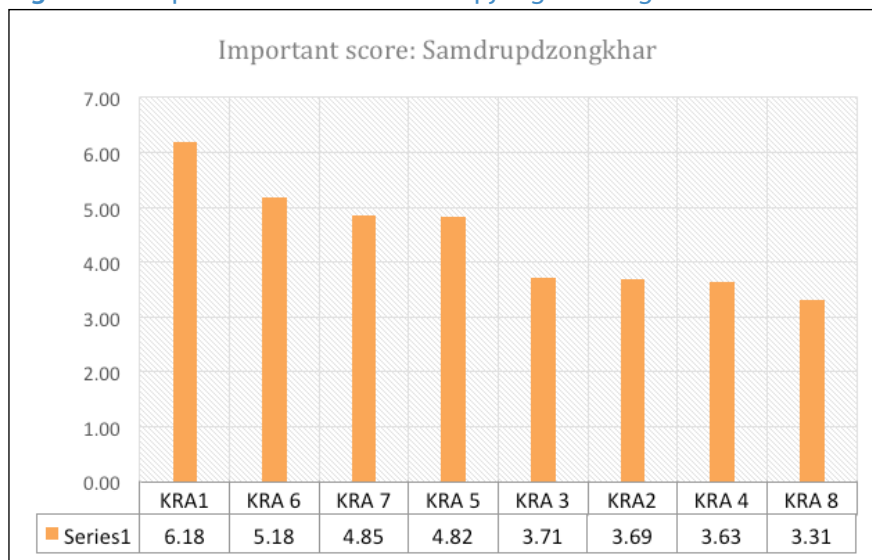
Figure 16: Important KRAs for Phuentsholing Region



3.12.3 Expected important attributes from RAA for the stakeholders under Samdrupdzongkhar region:

The stakeholders from the Samdrupjongkhar region expects **KRA 1**: Integrity of the RAA in the first place followed by **KRA 5**: Professionalism, **KRA 6**: Independence of the RAA and **KRA 7**: Trust worthiness of the RAA from the RAA as mentioned in the figure 17 below:

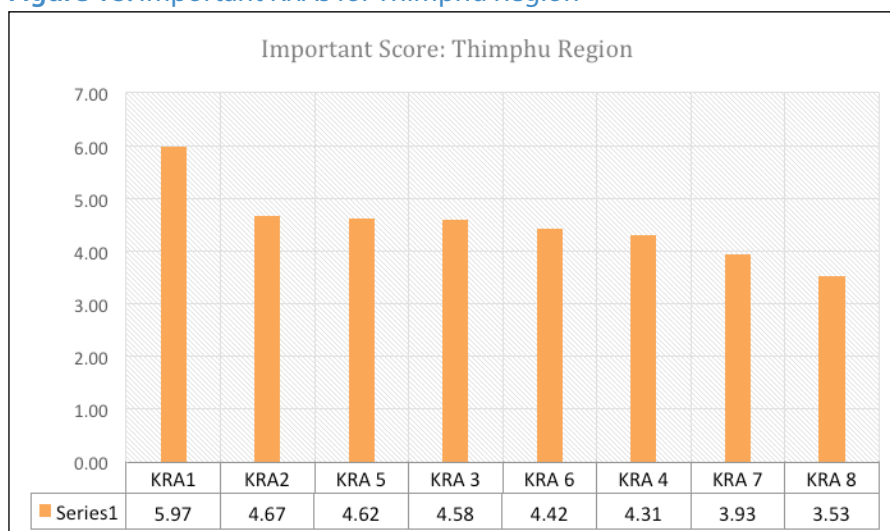
Figure 17: Important KRAs for Samdrupjongkhar Region



3.12.4 Expected important attributes from RAA for the stakeholders under Thimphu region:

The stakeholders from the Thimphu region expects **KRA 1**: Integrity of the RAA in the first place followed by **KRA 5**: Professionalism, **KRA 2**: Service Accountability, **KRA 3**: Service Efficiency and **KRA 6**: Independence of the RAA from the RAA as mentioned in the figure 18 below:

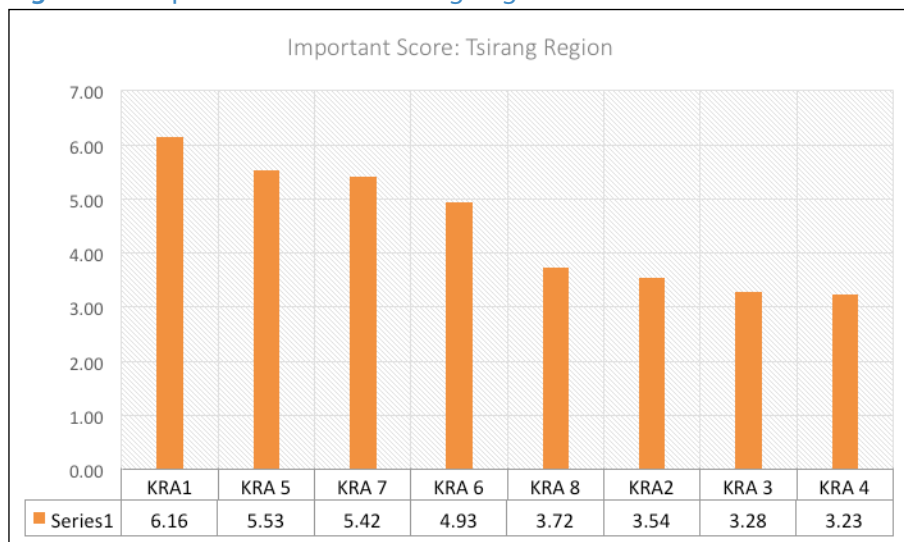
Figure 18: Important KRAs for Thimphu Region



3.12.5 Expected important attributes of RAA services from the stakeholders under Tsirang region:

The stakeholders from the Tsirang region also expects **KRA 1**: Integrity of the RAA in the first place followed by **KRA 5**: Professionalism, **KRA 7**: Trust worthiness and **KRA 6**: Independence of the RAA from the RAA as mentioned in the figure 19 below:

Figure 19: Important KRAs for Tsirang Region

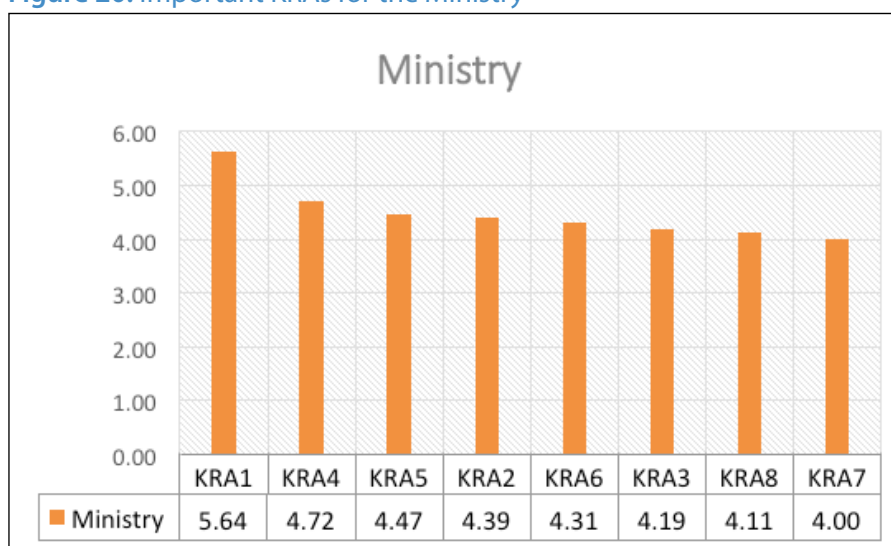


3.13 IMPORTANCE SCORES BY TYPE OF STAKEHOLDERS:

3.13.1 Ministry:

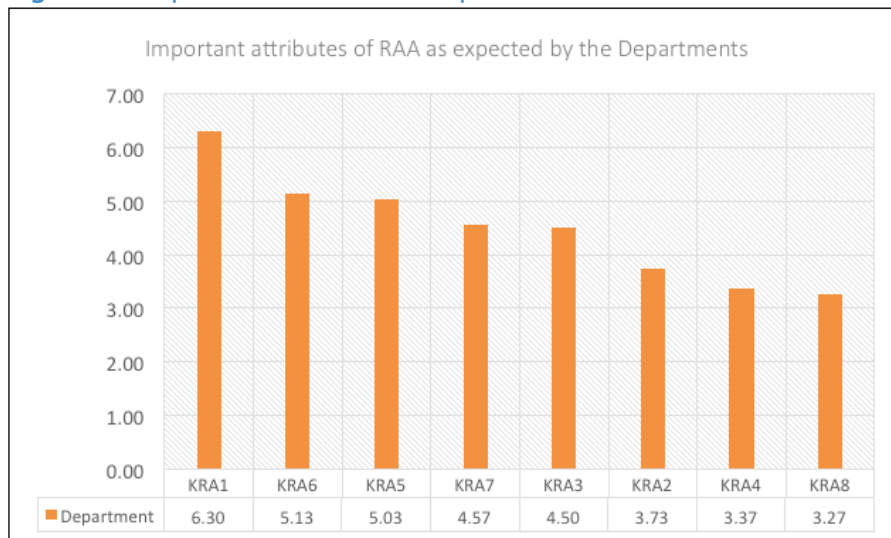
The figure 20 below shows that for any stakeholders/individual under Ministry expects **KRA 1: Integrity of the RAA** from RAA followed by **KRA 4: Service Transparency and Accessibility of the RAA** and parallel **KRA 5: Professionalism, KRA 2: Service accountability, KRA 6: Independence, and KRA 7: Trust worthiness of the RAA.**

Figure 20: Important KRAs for the Ministry



3.13.2 Department

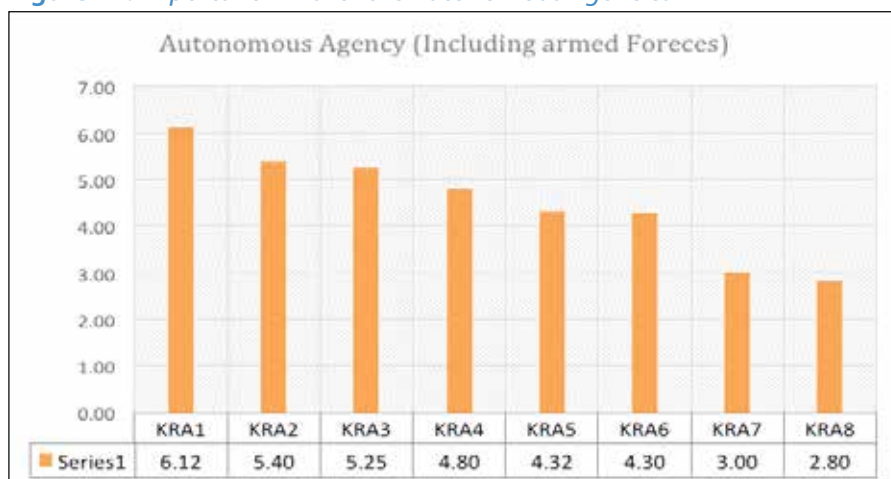
Figure 21: Important KRAs for the Departments



Even the stakeholders/individual from the Departments, placed **KRA 1: Integrity of the RAA** is placed in the forefront of the expectations from RAA followed by **KRA 6: Independence**, **KRA 5: Professionalism** and followed by **KRA 7: Trust worthiness of RAA**.

3.13.3 Autonomous Agency (Including armed forces)

Figure 22: Important KRAs for the Autonomous Agencies

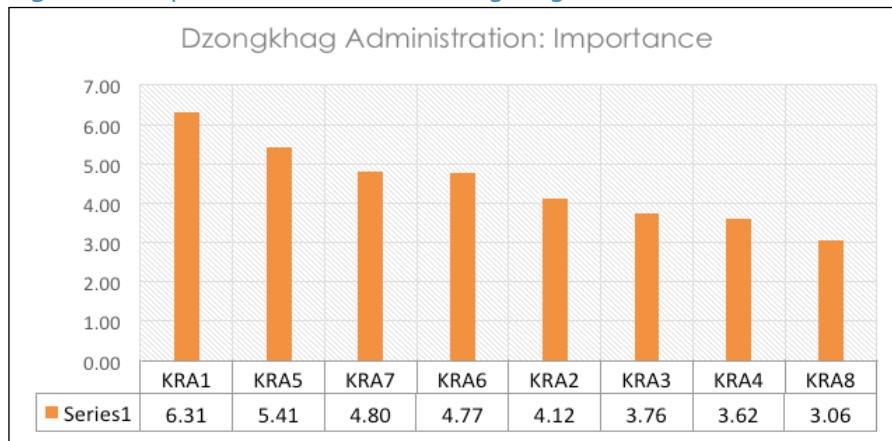


Interestingly, Autonomous agencies including armed forces also expect almost

equally as any other agencies the **KRA 1: Integrity of the RAA** in the first place from the RAA, followed by **KRA 5: Professionalism of RAA**, **KRA 7: Trust worthiness** and **KRA 6: Independence of the RAA**.

3.13.4 Dzongkhag Administration:

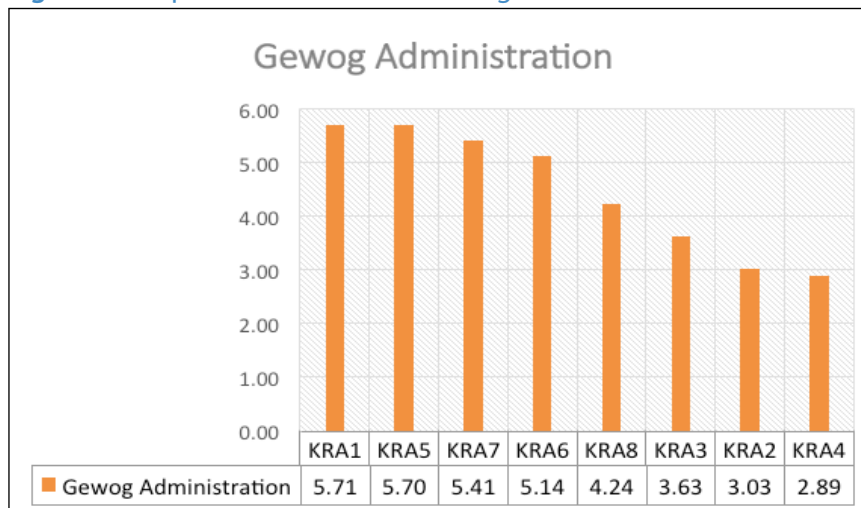
Figure 23: Important KRAs for the Dzongkhags



Dzongkhag Administration, setting aside the Integrity of the RAA (KRA 1), Professionalism (KRA 5) followed by KRA 7 and 6 (Trust worthiness and Independence of the RAA) are the most important attributes aspiring to experience from the RAA while availing the services.

3.13.5 Gewog Administration

Figure 24: Important KRAs for the Gewog Administration



Considering at the Gewog level, it is revealed that integrity of the RAA is still shown as the most important (KRA 1) followed by Professionalism (KRA 5) and not further from KRA 5 are KRA 7 and 6 (Trust Worthiness and Independence) of the RAA.

3.13.6 International Agency

Figure 25: Important KRAs for the International Agencies



However, for International Agencies, **KRA 5: Professionalism** of the RAA turned out to be the most important KRA amongst the 8 KRAs, followed by **KRA 6: Independence** of the RAA and **KRA 1 and 2: Integrity and Service Accountability** of the RAA is rate and provided equal importance (5.20 each) by the respondents.

3.13.7 Print and Television Media:

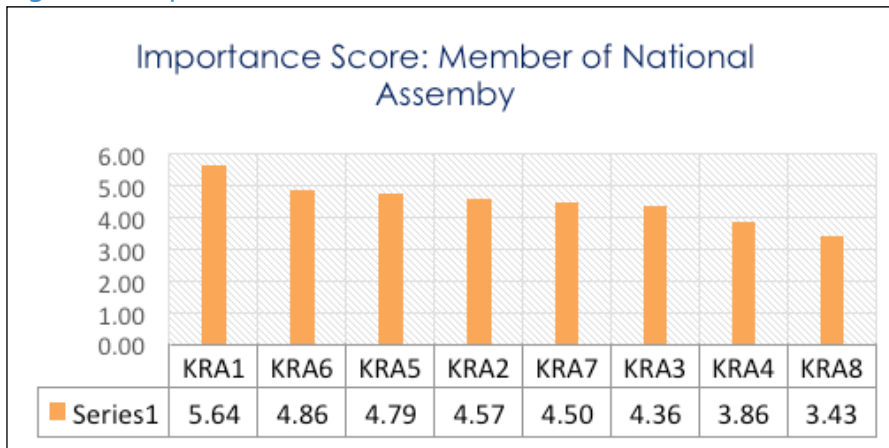
Figure 26: Important KRAs for the Print and Television Media Houses



For Print and Television Media, interestingly, for two media houses, it is not the integrity of the RAA (KRA 1) rated important, rather **KRA 8: Public Interests and Selflessness of the RAA** followed by **KRA 6: Independence of the RAA**, **KRA 1&5: Integrity and Professionalism of the RAA** was rated equally (5 points each)

3.13.8 Member of National Assembly:

Figure 27: Important KRAs for the MPs



For those who legislative bodies like National Assembly Members, setting aside KRA 1: Integrity of the RAA, other important core attributes are **KRA 6: Independence of the RAA**, **KRA 5: Professionalism of the RAA**, **KRA 2&7: Service Accountability and Trust worthiness of the RAA**.

3.13.9 Member of National Council:

Figure 28: Important KRAs for the NCs

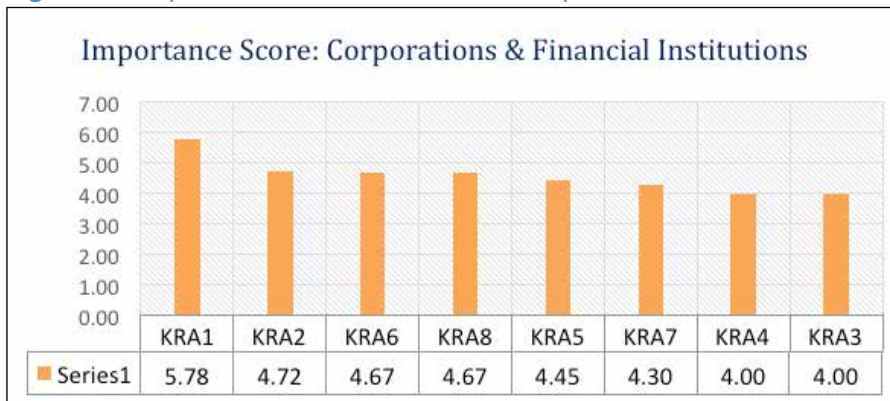


For National Council members, setting aside the integrity of the RAA, other important core attributes they are expecting are:

- KRA 2: Service Accountability of the RAA
- KRA 5&7: Professionalism, Trust Worthiness of RAA, followed by
- KRA 4: Service Transparency and Accessibility of the RAA

3.13.10 Corporation and Financial Institutions:

Figure 29: Important KRAs for the CEOs of Corporations and Financial Institutions



For Corporate entities, setting aside the integrity of the RAA, other important core attributes they are expecting are:

- KRA 2: Service Accountability of the RAA
- KRA 6&8: Independence, Public Interests and Selflessness of RAA and
- KRA 5: Professionalism of the RAA

Specific Findings and Conclusion

Distinctively the respondents from all four regions of the RAA expressed their expectations that while delivering the RAA services to the stakeholders, KRA 1, 5, 7, 6 and 2 may be displayed in all aspects of auditing approaches. All the stakeholders have rated these KRAs as the most important KRAs among the 8 KRAs.

Furthermore, important scores by each stakeholders/ auditee agencies also expressed that KRA 1 to be the most important KRA that the RAA must maintained throughout the auditing process. Preference on each KRAs by the each stakeholders clearly reveals their choice or preference they would like to see from the RAA in fulfilling the constitutional mandates. *Therefore, RAA must keep these scores in sequence in mind while designing future plan and policies to cater to the services of the relevant auditee agencies or providing services to the individual stakeholders.*

3.14 IMPORTANT SCORES BY RAA SERVICES

This section of the study captured the sequence of the 'Most Important' to the 'Least Important', on the basis of the four services provided by RAA (Performance Audit, Normal Audit, Special Audit and Audit Clearance Services). Compared to Special Audit, 344 respondents irrespective of the gender, qualification and stakeholders stated that Performance Audit, Normal Audit and Audit Clearance is rated equally important services to be provided to the stakeholders by the RAA as mentioned in the figure 30 below. However, the importance of the special audit cannot be ignored and put as outlier because by its very nature, special audit is conducted either on ad-hoc basis or on special ground. It is generally observed that special audit did add value on 3Es.

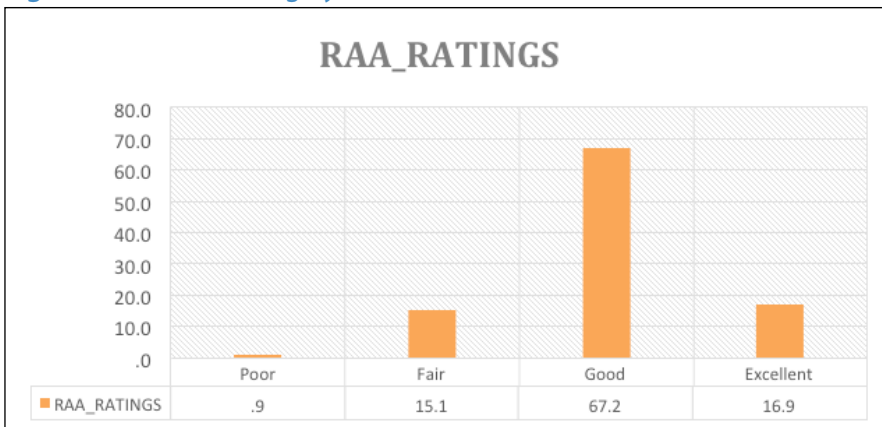
Figure 30: Importance scores of RAA services



3.15 PERCEPTION OF THE STAKEHOLDERS ON RAA

This section captured the overall **perception** of the stakeholders or auditee agencies on the RAA’s services. The figure 46 shows that 77.2% of the respondent rated Good, 16.9% rated excellent, 15.1% fair. Only .9% or approximately 1% of the respondent rated poor as mentioned in the figure below.

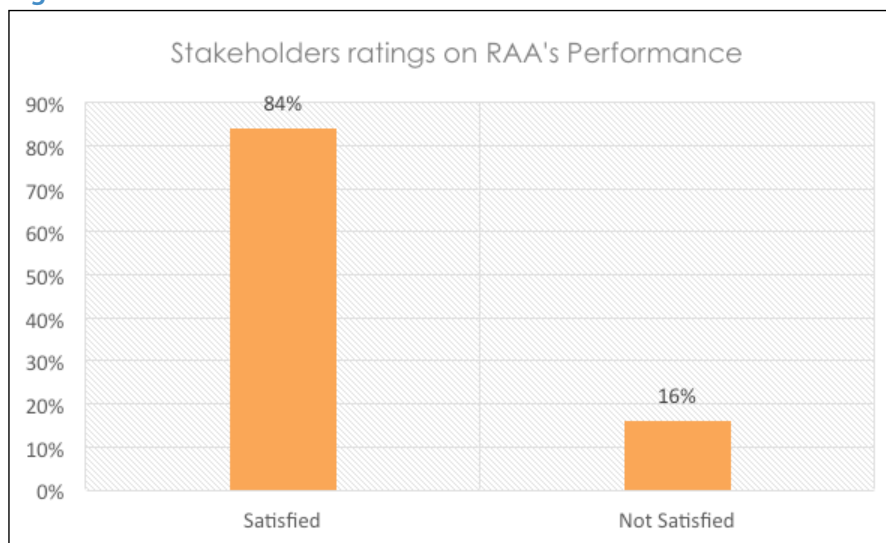
Figure 31: Overall rating by the stakeholders on RAA’s services



Futhermore, in order to summarize the perception of the stakheloders into satisfied and not satisfied, artimatically combined (1) Good and Excellent as **Satisfied** and (2) Fair (neutral) and Poor as **not satisfied** stakeholder’s perception. It is revealed that 84% of stakehloders are satisfied with the current services of the

RAA and only 16% of the stakeholders are not satisfied so far with the quality and level of services provided by the RAA as mentioned in the figure below.

Figure 32: Satisfaction ratio of RAA services

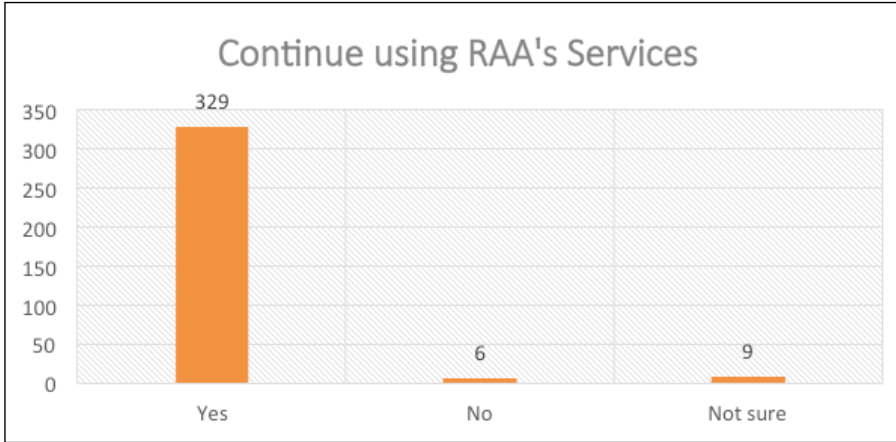


It is clear from the findings that almost 15.1% of the respondents remained either silent or rated satisfactor on the services of the RAA. Therefore, RAA must make an effort to enhance the RAA services through inclusive principle.

3.16 CLIENT SERVICE FATIGUE OR REFERENCES

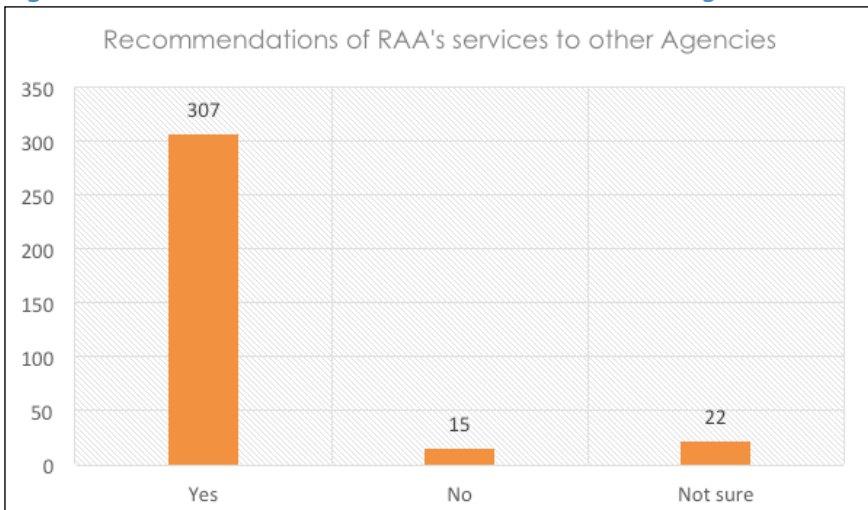
This section of the questionnaire was designed to find out what percentage of respondents are satisfied with the services provided by the RAA so far and based on their 3Es experiences from the RAA, whether or not they are willing to refer the services to other stakeholders (Auditee Agencies). It was found out that 95.70% of the respondent clearly marked that they are willing to contineously use the services of the RAA and only 1.7% of the respondents responded that given a chance they are not willing to use the services and 2.6% of respondent responded that they are not sure about the their decisions as mentioned in the figure below:

Figure 33: Continuity of the RAA's services



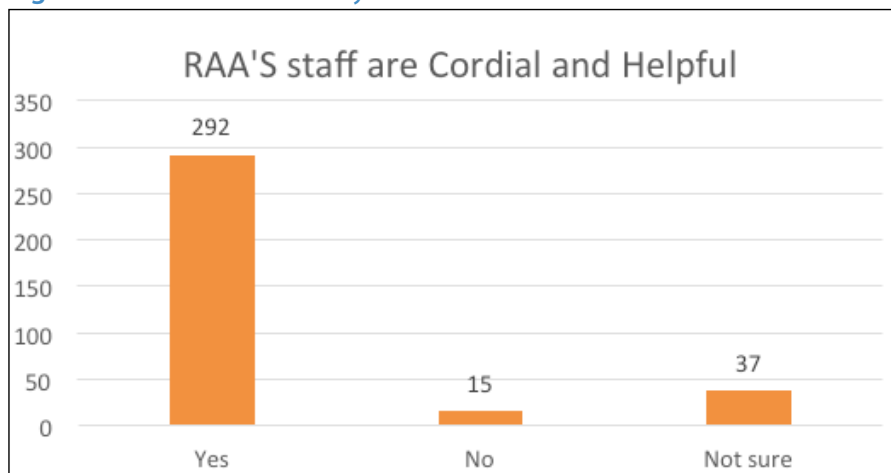
Furthermore, 89.24% of the respondent expressed that they would prefer to refer the services of the RAA to other auditee agencies, whereas 4.36% did not want to refer it and 6.40% remained neutral as mentioned in the following figure.

Figure 34: Recommendations of RAA's services to other Agencies



Since RAA took bold decision to reflect and review its performance through its stakeholders for the first time, it was decided to consider to look at how RAA staff react with the auditee agencies or individual stakeholders while performing its constitutional mandates. It was revealed that 84.88% of respondents expressed their opinion that RAA staff are cordial and helpful in their conducts and only 3.46% expressed that RAA staff are not cordial and helpful, followed by 10.75% of respondent decided to remain neutral on their expression as mentioned in the figure below.

Figure 35: Client's services by RAA



3.17 RAA'S SERVICE IMPROVEMENT AND AWARENESS OF THE RAA WEBSITE

Through SSPS study, RAA wanted to know two important perception of stakeholders as follows:

1. Does the stakeholders feel the difference with the services provided by the RAA in the pasts and the present?; and
2. What percentage of respondents visit RAA website and is aware of the website, so that RAA can promote its activities and services to various stakeholders at the cheapest and the shortest period of time?

It was found out that 90.12% of the respondent responded that RAA's services had been improved greatly as compared to the pasts, only 2% disagreed and 7.85% chose to remain neutral, furthermore, 80.81% of the respondents are aware of the website of the RAA and visit often to get information especially the audit clearance from the web, however, 19.19% of respondents especially at the Gewog level are not aware of the website as mentioned in the figure below:

Figure 36: Comparison of RAA's services

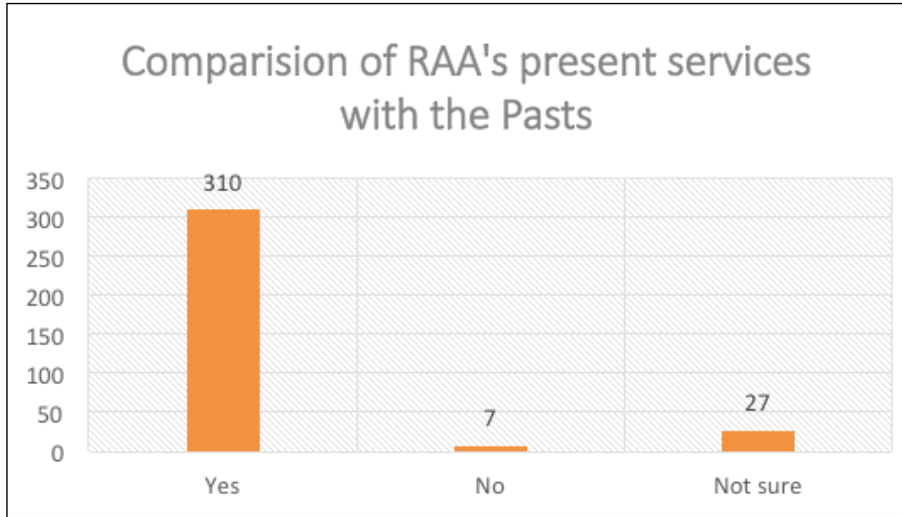
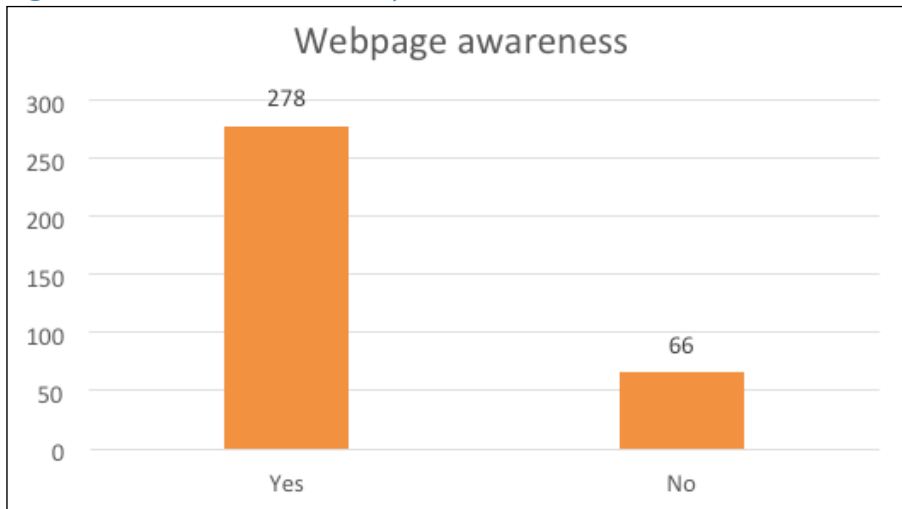


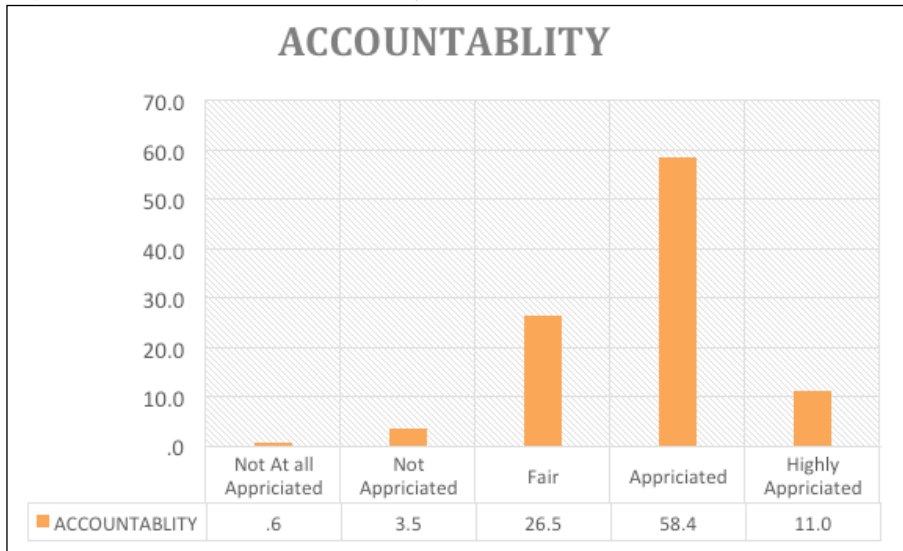
Figure 37: Website awareness by the stakeholders



3.18 FINANCIAL ACCOUNTABILITY FIXATION PROCESS: LIKES AND DISLIKES BY THE STAKEHOLDERS

The study found out that 58.4% of the respondents marked that current system of financial accountability fixation system practiced on the Auditee agencies are appreciated, followed by fair (26.5%) and only 11% highly appreciated and only .06% did not appreciate. Thus, it is clear from the findings that the current system of accountability system has been positively skewed and the same practiced may be carried forward innovatively.

Figure 38: Financial Accountability Fixation Process



CONCLUSION

The Stakeholders Satisfaction and Perception study (2016) is a detail study conducted to understand the perception and satisfaction of the important stakeholders of the RAA. The study concludes that at present the RAA has taken several important initiatives to strengthen its roles and responsibilities as the Supreme Audit Institution of the country. These initiatives are found to be very important and timely. However, given the fast trend of growth and development of the 21st century, the complexity and diversity of its stakeholders, and the strong trust laid on the RAA by the Constitution, the Audit Act and the general stakeholders, it is necessary that the RAA studies the perception of its stakeholders and seeks for a continual improvement through its feedback. This study found that while there seems to be a generally high level of satisfaction amongst the stakeholders as of 2016, it was also found that there were several areas where strategic and effective measures were needed to give the RAA its strength and currency.

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ANNEXURES

Annexure 1: Calculation of Stakeholders Satisfaction and Perception Index (SSPI)

| SSPI: BUMTHANG | | | | |
|--------------------|-----------------|-------------------|------------------|------------|
| Satisfaction Score | Important Score | Importance Weight | Weighted Average | Percentage |
| 3.97 | 5.76 | 0.160 | 0.70 | |
| 3.87 | 4.12 | 0.114 | 0.44 | |
| 3.85 | 4.12 | 0.114 | 0.44 | |
| 3.18 | 3.80 | 0.106 | 0.34 | |
| 3.79 | 5.54 | 0.154 | 0.58 | |
| 3.80 | 4.63 | 0.129 | 0.49 | |
| 3.79 | 4.68 | 0.130 | 0.49 | |
| 3.73 | 3.37 | 0.093 | 0.35 | |
| | 36.02 | | 3.84 | 77% |

| Phuntsholing | | | | |
|--------------------|-----------------|-------------------|------------------|------------|
| Satisfaction Score | Important Score | Importance Weight | Weighted Average | Percentage |
| 3.98 | 6.14 | 0.171 | 0.68 | |
| 3.99 | 3.69 | 0.103 | 0.41 | |
| 4.12 | 3.71 | 0.103 | 0.43 | |
| 3.31 | 3.63 | 0.101 | 0.33 | |
| 3.99 | 4.82 | 0.134 | 0.54 | |
| 3.96 | 5.18 | 0.144 | 0.57 | |
| 3.97 | 4.76 | 0.133 | 0.53 | |
| 3.81 | 3.98 | 0.111 | 0.42 | |
| | 35.90 | | 3.91 | 78% |

| SSPI: SAMDRUPDZONGKHAR | | | | |
|------------------------|-----------------|-------------------|------------------|------------|
| Satisfaction Score | Important Score | Importance Weight | Weighted Average | Percentage |
| 4.06 | 6.18 | 0.175 | 0.71 | |
| 3.71 | 3.69 | 0.104 | 0.39 | |

| | | | | |
|------|--------------|-------|-------------|------------|
| 3.78 | 3.71 | 0.105 | 0.40 | |
| 2.99 | 3.63 | 0.103 | 0.37 | |
| 3.78 | 4.82 | 0.136 | 0.52 | |
| 3.90 | 5.18 | 0.146 | 0.57 | |
| 3.89 | 4.85 | 0.137 | 0.53 | |
| 3.96 | 3.31 | 0.094 | 0.37 | |
| | 35.35 | | 3.85 | 77% |

| SSPI: THIMPHU | | | | |
|--------------------|-----------------|-------------------|------------------|------------|
| Satisfaction Score | Important Score | Importance Weight | Weighted Average | Percentage |
| 4.00 | 5.97 | 0.166 | 0.66 | |
| 4.00 | 4.67 | 0.130 | 0.52 | |
| 3.97 | 4.58 | 0.127 | 0.51 | |
| 3.15 | 4.31 | 0.120 | 0.45 | |
| 3.89 | 4.62 | 0.128 | 0.50 | |
| 3.94 | 4.42 | 0.123 | 0.48 | |
| 3.94 | 3.93 | 0.109 | 0.43 | |
| 3.98 | 3.53 | 0.098 | 0.39 | |
| | 36.03 | | 3.94 | 79% |

| SSPI: Tshirang | | | | |
|--------------------|-----------------|-------------------|------------------|------------|
| Satisfaction Score | Important Score | Importance Weight | Weighted Average | Percentage |
| 3.94 | 6.16 | 0.172 | 0.68 | |
| 3.91 | 3.54 | 0.099 | 0.39 | |
| 3.95 | 3.28 | 0.092 | 0.36 | |
| 3.16 | 3.23 | 0.090 | 0.35 | |
| 3.88 | 5.53 | 0.154 | 0.60 | |
| 3.91 | 4.93 | 0.138 | 0.54 | |
| 3.89 | 5.42 | 0.151 | 0.59 | |
| 3.91 | 3.72 | 0.104 | 0.41 | |
| | 35.81 | | 3.91 | 78% |

Annexure 2: Consolidated Satisfaction scores of each KRA (1-8)

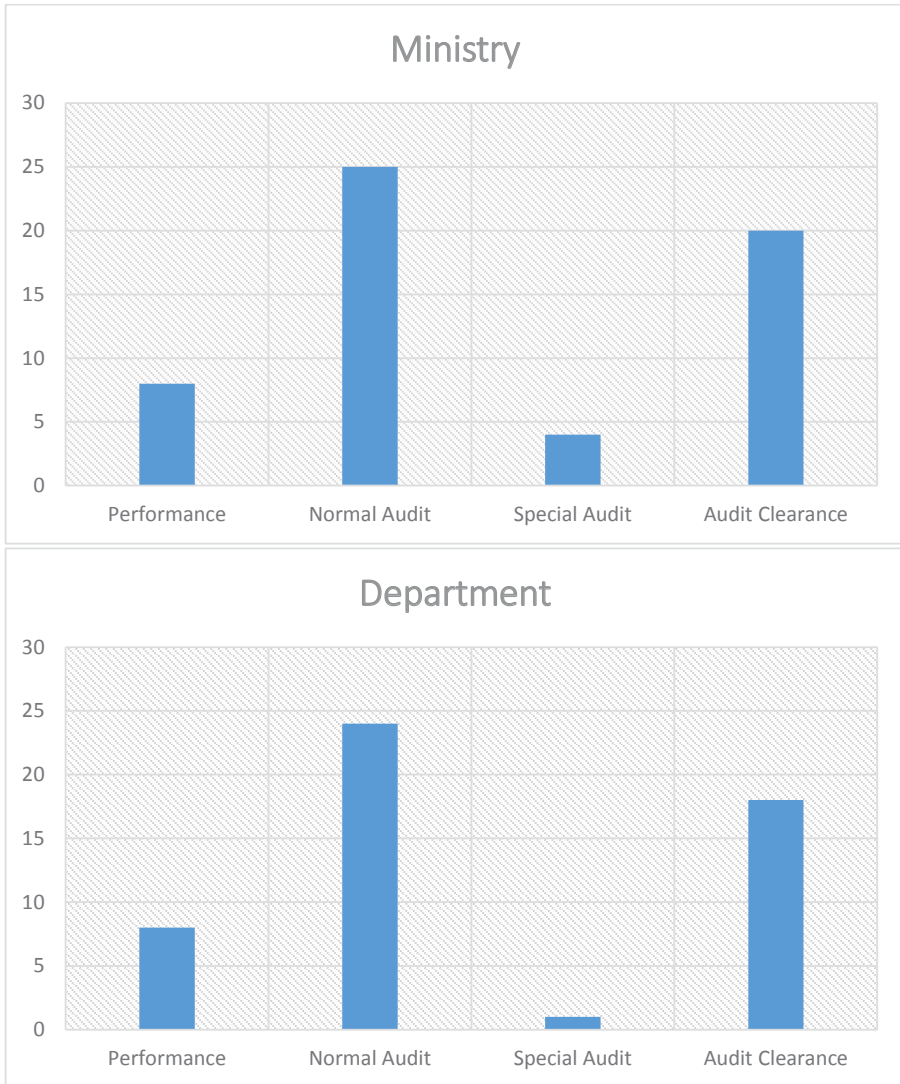
| Mean Satisfaction Scores of the KPI (14-19) under KRA 4 | | | | | | | | |
|---|-----------|--------------|------------|---------------------|-----------|------------|-----------|------------|
| | N | Mean | | Std. Devi- ation | Skewness | | Kurtosis | |
| | Statistic | Statistic | Std. Error | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| KPI14 | 344 | 3.96 | .040 | .749 | -.482 | .131 | .373 | .262 |
| KPI15 | 344 | 3.94 | .042 | .782 | -.334 | .131 | -.161 | .262 |
| KPI17 | 343 | 3.85 | .039 | .715 | -.455 | .132 | .606 | .263 |
| KPI19 | 344 | 3.84 | .038 | .710 | -.345 | .131 | .137 | .262 |
| KPI18 | 344 | 3.66 | .038 | .707 | -.256 | .131 | -.053 | .262 |
| KPI16 | 335 | 3.66 | .044 | .799 | .194 | .133 | -.333 | .266 |
| Valid N (listwise) | 334 | 3.819 | 76% | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| Mean Satisfaction Scores of the KPI (20-24) under KRA 5 | | | | | | | | |
| | N | Mean | | Std. Devi- ation | Skewness | | Kurtosis | |
| | Statistic | Statistic | Std. Error | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| KPI22 | 343 | 3.96 | .035 | .648 | -.221 | .132 | .141 | .263 |
| KPI20 | 344 | 3.95 | .037 | .694 | -.668 | .131 | 1.629 | .262 |
| KPI24 | 344 | 3.89 | .039 | .722 | -.488 | .131 | .889 | .262 |
| KPI21 | 344 | 3.85 | .036 | .668 | -.464 | .131 | .949 | .262 |
| KPI23 | 344 | 3.75 | .037 | .681 | -.361 | .131 | .886 | .262 |
| Valid N (listwise) | 343 | 3.878 | 78% | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| Mean Satisfaction Scores of the KPI (25-29) under KRA 6 | | | | | | | | |
| | N | Mean | | Std. Devi- ation | Skewness | | Kurtosis | |
| | Statistic | Statistic | Std. Error | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| KPI28 | 344 | 3.99 | .041 | .767 | -.457 | .131 | .125 | .262 |
| KPI25 | 344 | 3.94 | .038 | .704 | -.477 | .131 | .736 | .262 |
| KPI29 | 344 | 3.92 | .039 | .716 | -.311 | .131 | .256 | .262 |

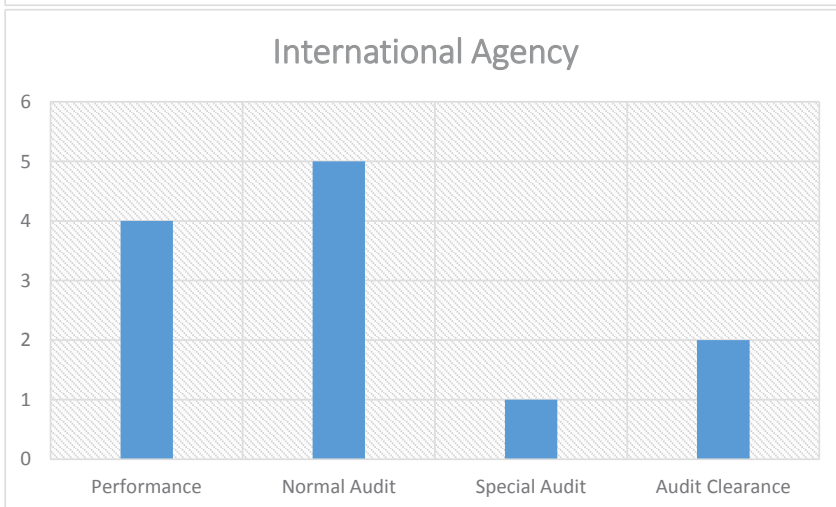
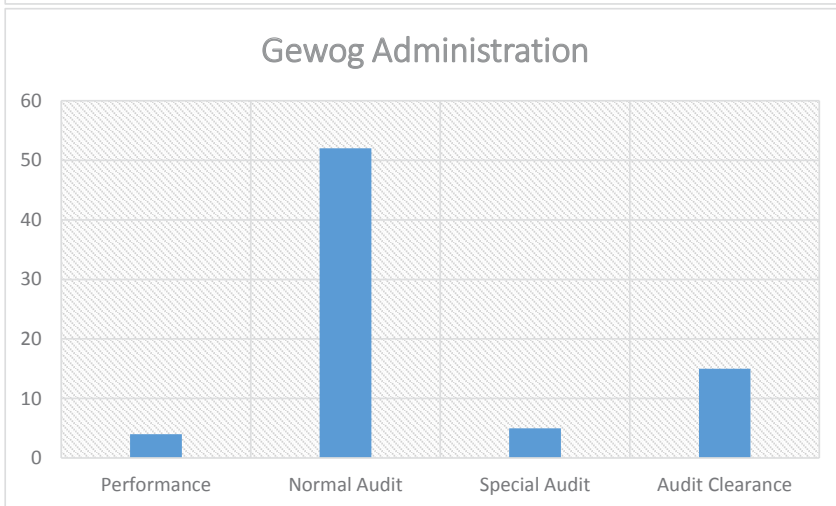
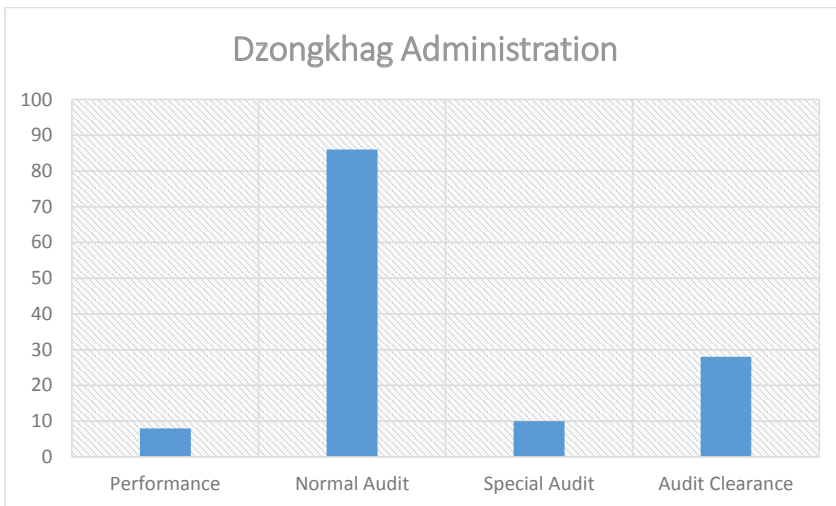
| | | | | | | | | |
|--|-----------|--------------|------------|----------------|-----------|------------|-----------|------------|
| KPI26 | 344 | 3.88 | .038 | .712 | -.504 | .131 | 1.009 | .262 |
| KPI27 | 344 | 3.79 | .039 | .731 | -.636 | .131 | 1.500 | .262 |
| Valid N (listwise) | 344 | 3.905 | 78% | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| Mean Satisfaction Scores of the KPI (30-33) under KRA 7 | | | | | | | | |
| | N | Mean | | Std. Deviation | Skewness | | Kurtosis | |
| | Statistic | Statistic | Std. Error | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| KPI30 | 344 | 3.92 | .036 | .663 | -.395 | .131 | .885 | .262 |
| KPI31 | 344 | 3.90 | .041 | .769 | -.294 | .131 | -.102 | .262 |
| KPI33 | 344 | 3.88 | .037 | .687 | -.004 | .131 | -.518 | .262 |
| KPI32 | 344 | 3.84 | .039 | .717 | -.423 | .131 | .794 | .262 |
| Valid N (listwise) | 344 | 3.886 | 78% | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| Mean Satisfaction Scores of the KPI (34-37) under KRA 8 | | | | | | | | |
| | N | Mean | | Std. Deviation | Skewness | | Kurtosis | |
| | Statistic | Statistic | Std. Error | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| KPI37 | 344 | 4.017 | .0363 | .6742 | -.308 | .131 | .104 | .262 |
| KPI34 | 344 | 3.93 | .036 | .669 | -.511 | .131 | 1.137 | .262 |
| KPI36 | 344 | 3.88 | .032 | .597 | -.038 | .131 | -.049 | .262 |
| KPI35 | 344 | 3.802 | .0385 | .7134 | -.176 | .131 | -.171 | .262 |
| Valid N (listwise) | 344 | 3.908 | 78% | | | | | |

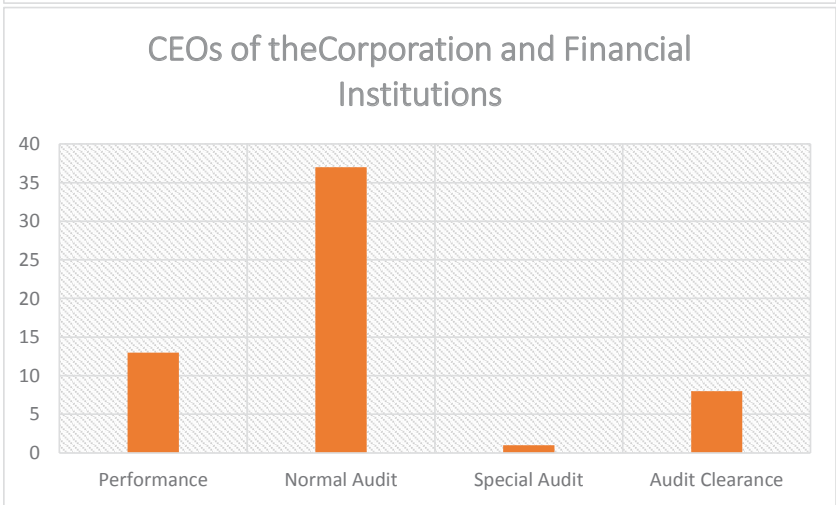
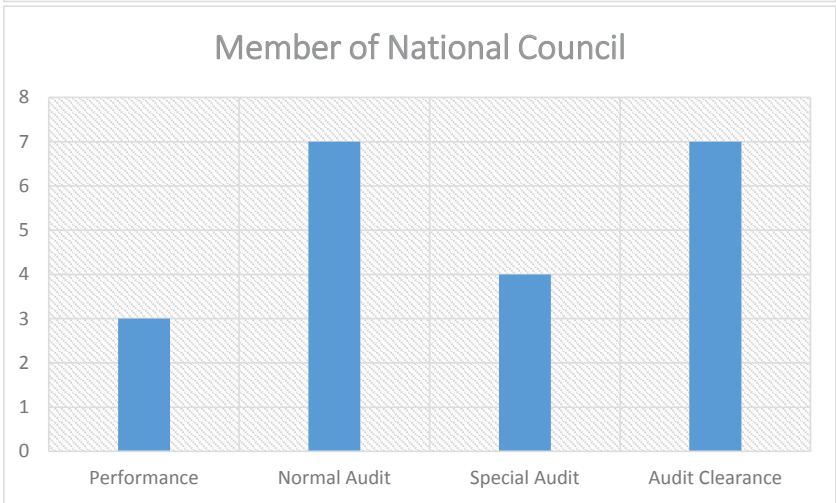
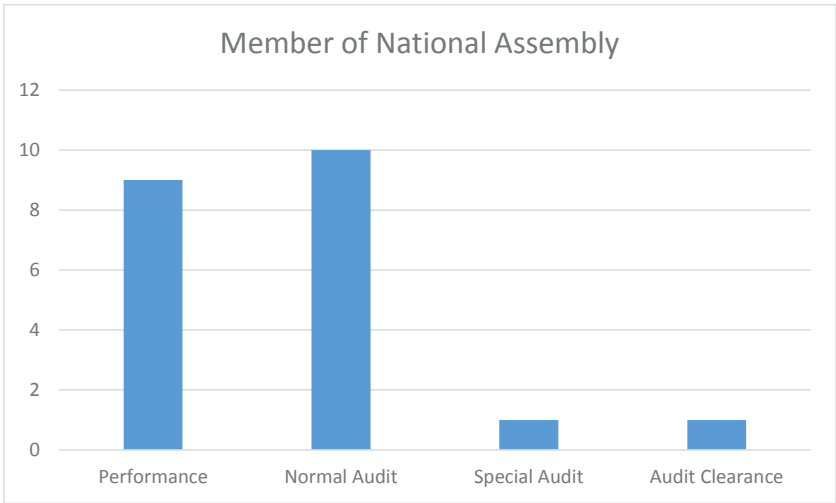
Annexure 3: Importance score by type of stakeholders

| | | Importance score by type of stakeholders | | | | | | | |
|--|----------------|--|--------|--------|--------|--------|--------|--------|--------|
| TAS_9 | | KRA1 | KRA2 | KRA3 | KRA4 | KRA5 | KRA6 | KRA7 | KRA8 |
| Ministry | Mean | 5.64 | 4.39 | 4.19 | 4.72 | 4.47 | 4.31 | 4.00 | 4.11 |
| | N | 36.00 | 36.00 | 36.00 | 36.00 | 36.00 | 36.00 | 36.00 | 36.00 |
| | Std. Deviation | 2.18 | 2.38 | 2.07 | 2.06 | 1.96 | 2.55 | 2.33 | 2.52 |
| Department | Mean | 6.30 | 3.73 | 4.50 | 3.37 | 5.03 | 5.13 | 4.57 | 3.27 |
| | N | 30.00 | 30.00 | 30.00 | 30.00 | 30.00 | 30.00 | 30.00 | 30.00 |
| | Std. Deviation | 2.09 | 1.86 | 2.16 | 1.73 | 2.06 | 2.37 | 2.40 | 2.27 |
| Autonomous Agency (Including armed Forces) | Mean | 6.13 | 5.40 | 5.25 | 4.80 | 4.33 | 4.30 | 3.00 | 2.80 |
| | N | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 |
| | Std. Deviation | 2.37 | 1.93 | 1.71 | 2.11 | 2.14 | 2.45 | 1.57 | 1.98 |
| Dzongkhag Administration | Mean | 6.31 | 4.12 | 3.76 | 3.62 | 5.41 | 4.77 | 4.80 | 3.06 |
| | N | 103.00 | 103.00 | 103.00 | 103.00 | 103.00 | 103.00 | 103.00 | 103.00 |
| | Std. Deviation | 1.92 | 1.98 | 1.80 | 1.98 | 2.32 | 2.10 | 2.16 | 2.24 |
| Gewog Administration | Mean | 5.71 | 3.03 | 3.63 | 2.89 | 5.70 | 5.14 | 5.41 | 4.24 |
| | N | 63.00 | 63.00 | 63.00 | 63.00 | 63.00 | 63.00 | 63.00 | 63.00 |
| | Std. Deviation | 1.78 | 1.95 | 2.06 | 1.85 | 2.05 | 1.80 | 2.15 | 2.53 |
| International Agency | Mean | 5.20 | 5.20 | 4.20 | 4.60 | 6.00 | 5.80 | 3.60 | 1.40 |
| | N | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| | Std. Deviation | 2.05 | 1.79 | 1.92 | 1.67 | 2.00 | 2.49 | 2.97 | 0.55 |
| Print and Television Media Houses | Mean | 5.00 | 3.50 | 1.50 | 4.50 | 5.00 | 5.50 | 3.50 | 7.50 |
| | N | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Std. Deviation | 1.41 | 0.71 | 0.71 | 4.95 | 2.83 | 0.71 | 2.12 | 0.71 |
| Member of National Assembly | Mean | 5.64 | 4.57 | 4.36 | 3.86 | 4.79 | 4.86 | 4.50 | 3.43 |
| | N | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |
| | Std. Deviation | 2.50 | 2.31 | 1.95 | 2.41 | 2.15 | 2.57 | 2.14 | 2.21 |
| Member of National Council | Mean | 7.27 | 4.91 | 3.73 | 4.18 | 4.55 | 3.64 | 4.55 | 3.18 |
| | N | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 |
| | Std. Deviation | 0.90 | 1.58 | 2.24 | 1.83 | 1.75 | 2.91 | 1.97 | 2.64 |
| CEOs of the Corporation and Financial Institutions | Mean | 5.78 | 4.73 | 4.00 | 4.00 | 4.45 | 4.68 | 4.30 | 4.68 |
| | N | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 | 40.00 |
| | Std. Deviation | 2.28 | 2.08 | 2.04 | 2.01 | 2.23 | 2.67 | 2.41 | 2.47 |
| Total | Mean | 6.03 | 4.19 | 4.06 | 3.81 | 5.05 | 4.74 | 4.49 | 3.58 |
| | N | 344.00 | 344.00 | 344.00 | 344.00 | 344.00 | 344.00 | 344.00 | 344.00 |
| | Std. Deviation | 2.05 | 2.11 | 2.00 | 2.07 | 2.20 | 2.29 | 2.26 | 2.42 |

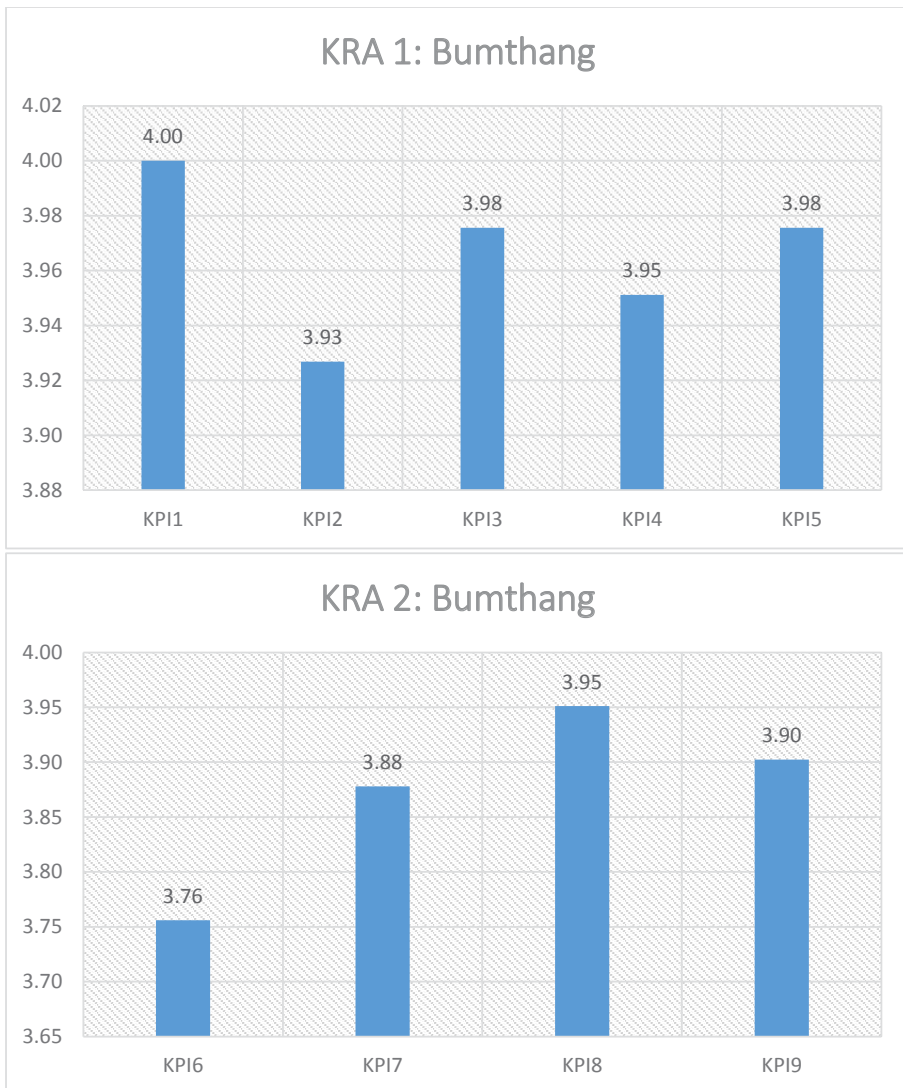
Annexure 4: Agencies who used RAA services more than one



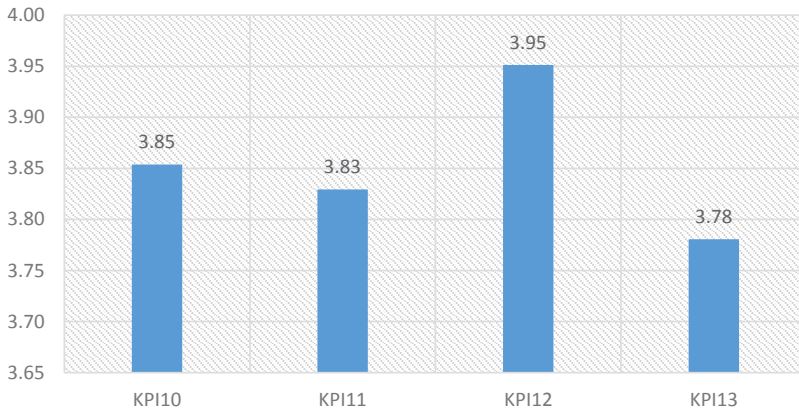




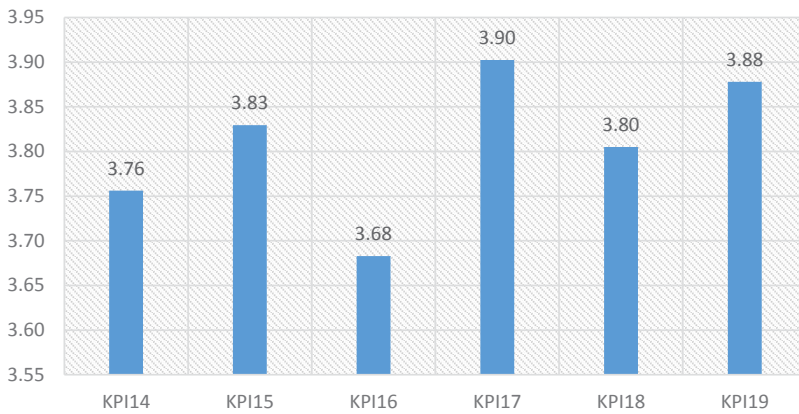
Annexure 5: Satisfaction scores by Region wise



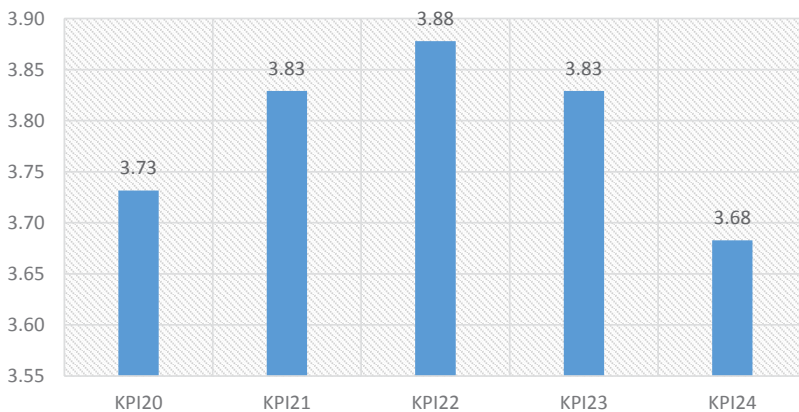
KRA 3: Bumthang



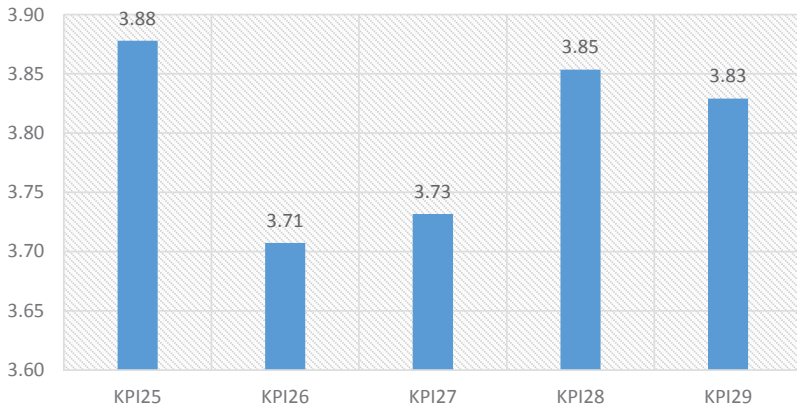
KRA 4: Bumthang



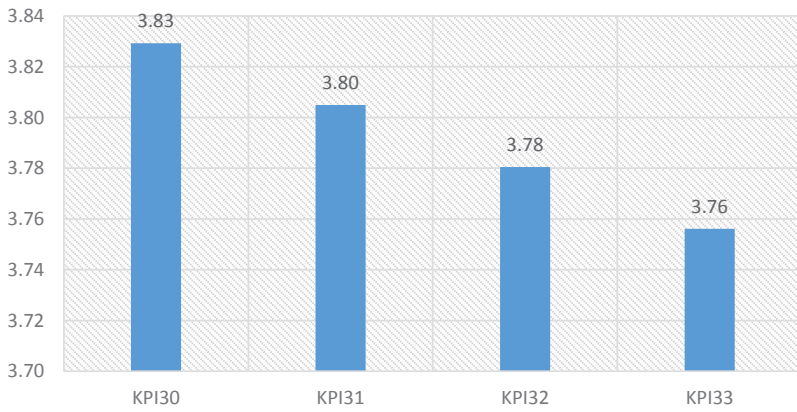
KRA 5: Bumthang



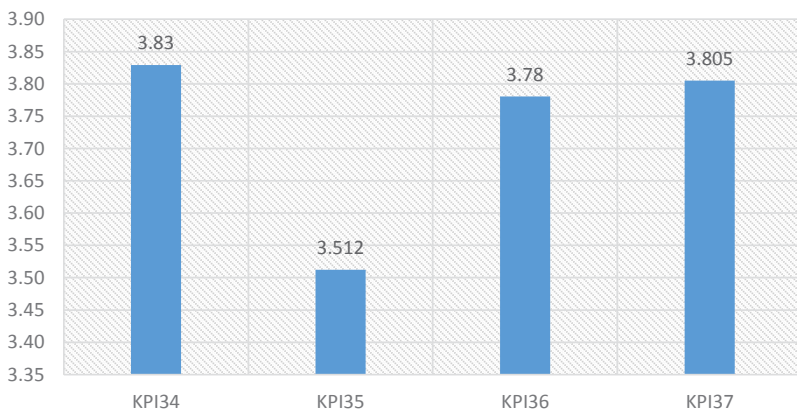
KRA 6: Bumthang

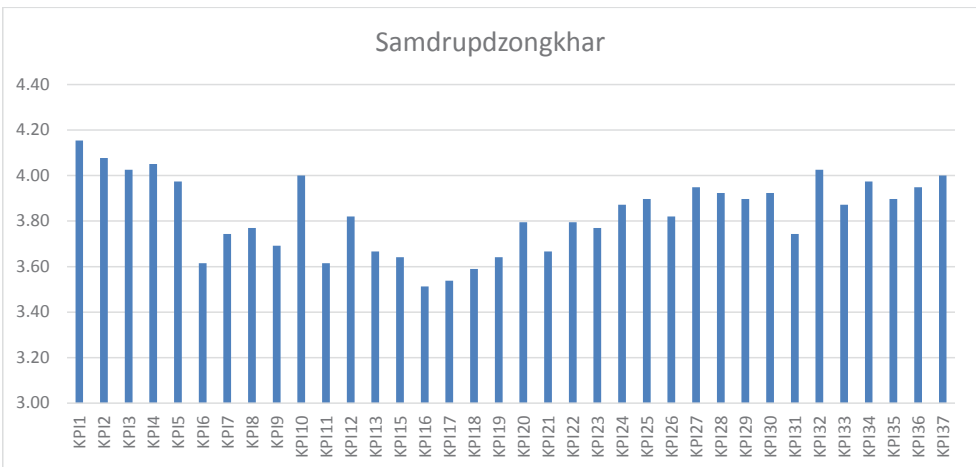
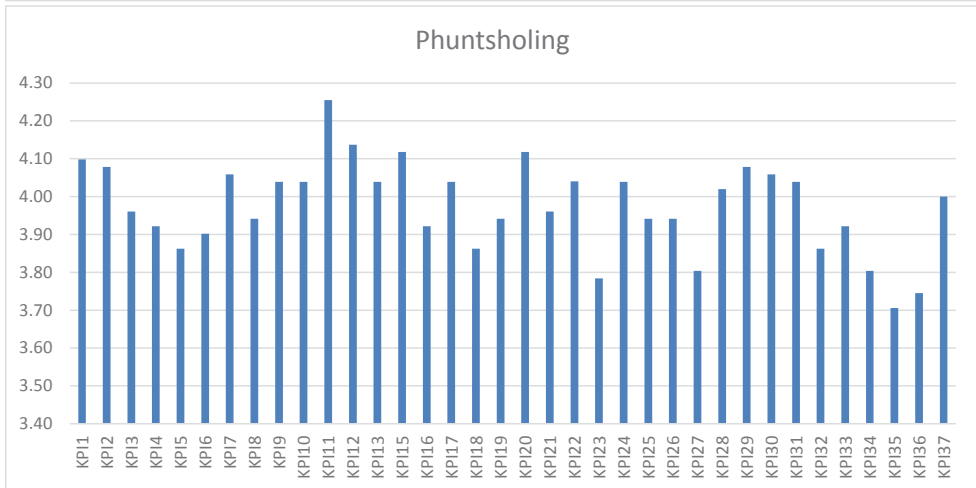
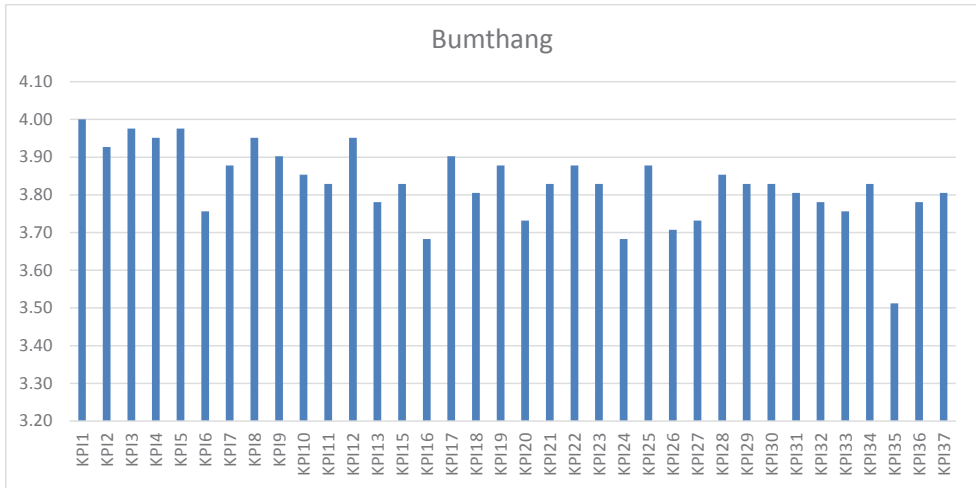


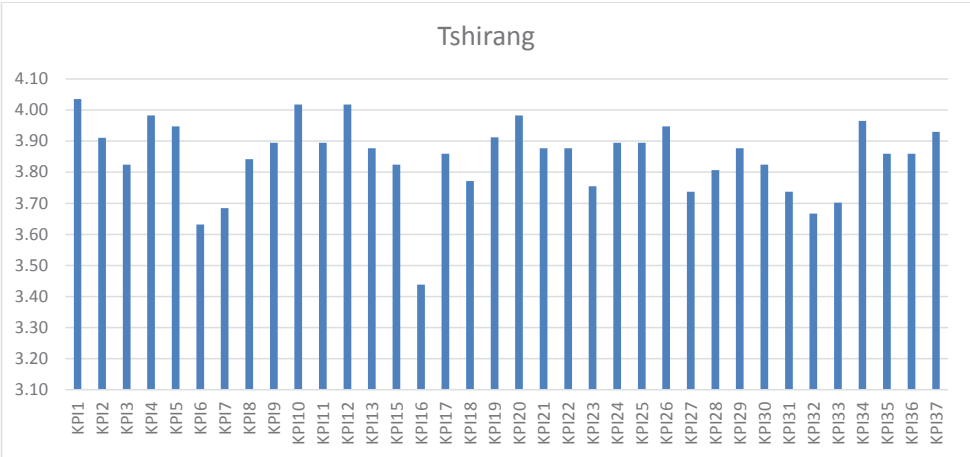
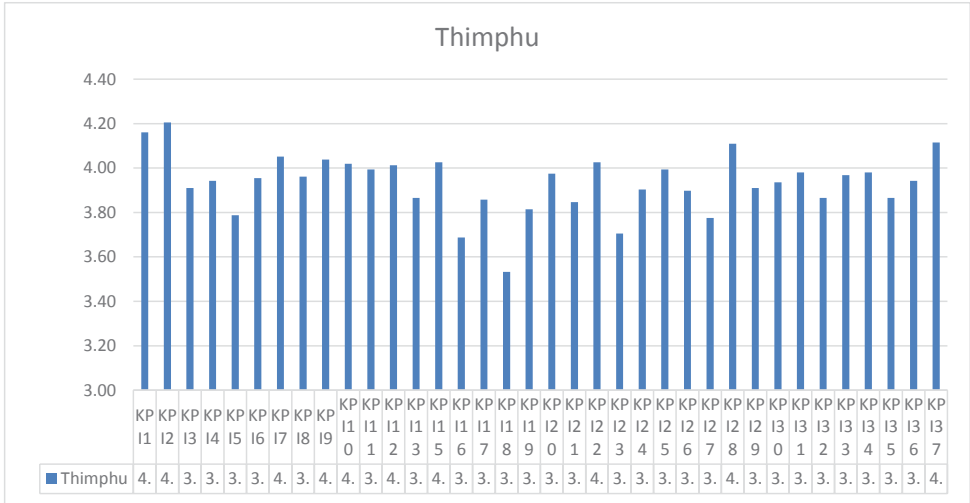
KRA 7: Bumthang



KRA 8: Bumthang







Annexure 6: important and satisfaction scores comparison

| 1 | POS | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|-----|-------|-------|-------|-------|-------|-------|-------|-------|
| | IMP | KRA 1 | KRA 5 | KRA 6 | KRA 7 | KRA 2 | KRA 3 | KRA 4 | KRA 8 |
| | SAT | KRA 1 | KRA 3 | KRA 2 | KRA 8 | KRA 6 | KRA 7 | KRA 5 | KRA 4 |
| | IMP | 1 | 5 | 6 | 7 | 2 | 3 | 4 | 8 |
| | SAT | 1 | 3 | 2 | 8 | 6 | 7 | 5 | 4 |

Annexure 7: Questionnaires

STAKEHOLDER'S SATISFACTION AND PERCEPTION SURVEY 2016 Royal Audit Authority (RAA)

Region & Questionnaire No.

On behalf of the Royal Audit Authority, AMJ Business Research and Consultancy is conducting a Stakeholder's satisfaction and Perception survey. We would be grateful if you can spend some time filling up this questionnaire. Your response will support the Organization in improving the delivery of the Audit services.

PART A: DEMOGRAPHIC INFORMATION

- i. **Designation (Optional):**
- ii. **Contact address (optional):**.....
- iii. **Dzongkhag:**..... **(iv) Gewog:**.....

V. Gender (Please Tick your gender):

| | | | |
|---------|--------------------------|-----------|--------------------------|
| 1. Male | <input type="checkbox"/> | 2. Female | <input type="checkbox"/> |
|---------|--------------------------|-----------|--------------------------|

vi. Educational Qualification (please tick your qualification):

| | | | | | |
|------------------------|--------------------------|--------------------------------|--------------------------|-------------------------|--------------------------|
| (1) Master and above | <input type="checkbox"/> | (2) Bachelors | <input type="checkbox"/> | (3) Class XII and below | <input type="checkbox"/> |
| (4) Monastic Education | <input type="checkbox"/> | (5) Non-formal Education (NFE) | <input type="checkbox"/> | (6) No Education | <input type="checkbox"/> |

vii. Age Range: Tick your age range:

| | | | | |
|----------------|----------------|----------------|----------------|-----------------------|
| 1. 18-25 years | 2. 26-35 years | 3. 36-45 years | 4. 46-55 years | 5. 56 years and above |
|----------------|----------------|----------------|----------------|-----------------------|

viii. Nationality: Tick your nationality:

| | | | |
|--------------|--------------------------|------------------|--------------------------|
| 1. Bhutanese | <input type="checkbox"/> | 2. Non Bhutanese | <input type="checkbox"/> |
|--------------|--------------------------|------------------|--------------------------|

ix. Type of Stakeholders: Tick that is appropriate to you:

1. Ministry (2) Department, (3) Autonomous Agency (Including Armed Forces) (4) Dzongkhag Administration (5) Gewog Administration, (6) Donor Agency, (7) International Agency, (8) Print and Television Media Houses, (9) Member of National Assembly, (10) National Council Member, (11) CEOs of

the Corporations and Financial Institutions

- x. Which services of RAA are mostly availed by you or Your Organization: (*Please tick as many as you availed so far*): 1). Performance Audit (2) Financial and Compliance Audit (Normal Audit), (3) Special Audits (4) Audit Clearance , (5) Non but Observer
- xi. **Services Availed from RAA** (*Tick one service that you availed mostly and on which you are rating your satisfaction*): (1). Performance Audit (2) Financial and Compliance Audit (Normal Audit), (3) Special Audits (4) Audit Clearance
- xii. You are the Stakeholder of which RAA Region(Specify).....
- xiii. Name, Signature and Date of the enumerator:.....

PART B: (Key Result Areas (KRA) and Key Performance Indicator (KPI)
Against each of the assessment statements, provide your ratings that best describes your opinion. Tick the scale (5-1) in the appropriate box.

| KPI NO. | Assessment statements | | | | | |
|--|---|-------------------|----------|-----------------|-------------|----------------------|
| | | 5. Strongly agree | 4. Agree | 3. Satisfactory | 2. Disagree | 1. Strongly disagree |
| KRA 1: Integrity of the Royal Audit Authority | | | | | | |
| 1 | RAA audits and reports independently without fear, favor or prejudice in the interest of the public. | 5 | 4 | 3 | 2 | 1 |
| 2 | RAA maintains its objectivity in Auditing Process, Findings and Reporting by conforming to Generally Accepted methodologies, practices and standards. | 5 | 4 | 3 | 2 | 1 |
| 3 | RAA is not corrupt in their professional conducts. (Incorruptible) | 5 | 4 | 3 | 2 | 1 |
| 4 | RAA is Impartial in reporting the audit findings. | 5 | 4 | 3 | 2 | 1 |
| 5 | RAA Leads by example | 5 | 4 | 3 | 2 | 1 |
| <p><i>If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.</i></p> | | | | | | |

| KRA 2: Service Accountability of the Royal Audit Authority | | | | | | |
|---|--|---|---|---|---|---|
| 6 | Appropriateness of existing system of the appointment of RAA's External Auditors to Audit its Accounts and Operations by the Parliament annually. | 5 | 4 | 3 | 2 | 1 |
| 7 | RAA maintains high level of commitment to perform the tasks and to discharge the Constitutional Responsibility. | 5 | 4 | 3 | 2 | 1 |
| 8 | RAA takes actions on the reported cases of unethical practices by its own staff. | 5 | 4 | 3 | 2 | 1 |
| 9 | RAA fulfills audit commitments through approved annual audit schedules and audit plans. | 5 | 4 | 3 | 2 | 1 |
| <i>If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.</i> | | | | | | |
| KRA 3: Service Efficiency of Royal Audit Authority | | | | | | |
| 10 | RAA executes all its audit plans and issues audit reports on time. | 5 | 4 | 3 | 2 | 1 |
| 11 | RAA carries out its audit on regular basis as per the Audit Act. | 5 | 4 | 3 | 2 | 1 |
| 12 | RAA provides Audit Clearance within three days (TAT). | 5 | 4 | 3 | 2 | 1 |
| 13 | RAA conducts follow up of the audit reports on regular and timely basis. | 5 | 4 | 3 | 2 | 1 |
| <i>If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.</i> | | | | | | |
| KRA 4: Service Transparency and Accessibility of the Royal Audit Authority | | | | | | |
| 14 | RAA is transparent in conducting Agency Audit through sharing annual audit schedules in website, conducting entry and exit meetings, timely sharing audit findings and incorporating management responses. | 5 | 4 | 3 | 2 | 1 |
| 15 | RAA is open to discussion of its audit findings. | 5 | 4 | 3 | 2 | 1 |
| 16 | RAA adequately incorporates/reflects response and comments of the auditee in Audit Reports. | | | | | |
| 17 | Auditors are transparent in their dealings with the Auditee Agencies. | 5 | 4 | 3 | 2 | 1 |
| 18 | RAA accepts the mistake they make while auditing. | 5 | 4 | 3 | 2 | 1 |
| 19 | RAA is assessable to officials of Auditees and provides advise, support and clarifications. | 5 | 4 | 3 | 2 | 1 |

If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.

KRA 5: Professionalism of the Royal Audit Authority

| | | | | | | |
|----|--|---|---|---|---|---|
| 20 | RAA provides reliable services to the stakeholders and the reports are of high quality. | 5 | 4 | 3 | 2 | 1 |
| 21 | RAA has requisite professional and institutional capabilities to deliver high quality Audit Services. | 5 | 4 | 3 | 2 | 1 |
| 22 | RAA complies with relevant laws and regulations, professional and ethical standards and avoids any action that will discredit the auditing profession. | 5 | 4 | 3 | 2 | 1 |
| 23 | RAA constantly updates itself with changing technological, political and socio economic environment. | 5 | 4 | 3 | 2 | 1 |
| 24 | RAA makes useful recommendations for corrective action/improvements. | 5 | 4 | 3 | 2 | 1 |

If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.

KRA6: Independence of the Royal Audit Authority

| | | | | | | |
|----|--|---|---|---|---|---|
| 25 | RAA provides objective and unbiased opinion to stakeholders | 5 | 4 | 3 | 2 | 1 |
| 26 | RAA does not allow conflict of interest to undermine the Audit Findings and Reporting. | 5 | 4 | 3 | 2 | 1 |
| 27 | RAA does not succumb to undue influence of others (Judiciary, political pressure etc.), to override the professional judgement. | 5 | 4 | 3 | 2 | 1 |
| 28 | RAA is a Credible and independent Supreme Audit Institution | 5 | 4 | 3 | 2 | 1 |
| 29 | RAA has adequate organizational, functional and financial independence to carry out its constitutional mandates. | 5 | 4 | 3 | 2 | 1 |

If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.

KRA 7: Trust Worthiness of Royal Audit Authority

| | | | | | | |
|----|--|---|---|---|---|---|
| 30 | Auditor(s) are trustworthy in their professional conduct. | 5 | 4 | 3 | 2 | 1 |
| 31 | Auditor(s) do not demand and refrain from receiving gifts and hospitalities from the audited agency. | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 32 | Auditor(s) consistently live by their ethics and adds positive values and principles in the stakeholders. | 5 | 4 | 3 | 2 | 1 |
| 33 | RAA maintains high level of confidentiality of its auditee agencies. | 5 | 4 | 3 | 2 | 1 |
| <i>If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.</i> | | | | | | |
| KRA 8: Public Interest and Selflessness of Royal Audit Authority | | | | | | |
| 34 | RAA takes all the decision that is beneficial to the public without fear, favor or prejudice. | 5 | 4 | 3 | 2 | 1 |
| 35 | RAA does not conduct Audit of any stakeholder influenced by the personal grudge or interest. | 5 | 4 | 3 | 2 | 1 |
| 36 | RAA's reports lend credence to financial reports (Annual Accounts) and help secure resources. | 5 | 4 | 3 | 2 | 1 |
| 37 | RAA promotes transparency, accountability and value for money in the public operations through its reports and recommendations. | 5 | 4 | 3 | 2 | 1 |
| <i>If you have disagreed or strongly disagreed on any of the statements above, please write down the KPI number and justify why you disagree or strongly disagree on the statement? Please Feel free to write any other comments if you have.</i> | | | | | | |

38. Prioritize the following eight attributes relating to RAA Services according to their importance and to your satisfaction by assigning a number from 8 to 1. (8 is the most important attribute while 1 is the least important).

Please don't assign the same number (rating) in each row.

| Sl. No | Attribute(KRA) | KRA ratings in the degree of its importance (1-8) |
|--------|---|---|
| a | Integrity of the Royal Audit Authority | |
| b | Service Accountability of the Royal Audit Authority | |
| c | Service Efficiency of Royal Audit Authority | |
| d | Service Transparency and Accessibility of the Royal Audit Authority | |
| e | Professionalism of the Royal Audit Authority | |
| f | Independence of the Royal Audit Authority | |
| g | Trust Worthiness of Royal Audit Authority | |
| h | Public Interests and Selflessness of the Royal Audit Authority | |

(it looks at times all the KRAs are important or equally important, but please rate what is nearest to your perception.)

SECTION C: Other Questions

39. Tick the appropriate response

| If given the choice, | 1.Yes | 2.No | 3. Not sure |
|--|-------|------|-------------|
| I will continue to avail the services of RAA | | | |
| I will recommend the services of RAA to others | | | |

40. Please tick the appropriate response below

| Assessment statements | 1.Yes | 2.No | 3.Not sure |
|---|-------|------|------------|
| RAA has greatly improved its performance as compared to the pasts | | | |
| RAA staff are cordial and helpful | | | |

41. Are you aware of RAA services and website?

| | |
|---|--------|
| Yes (1) if yes, write the website name: (Optional) ----- | No (2) |
|---|--------|

42. Tick the appropriate response

| Assessment statements | 5. Excellent | 4. Good | 3.Fair | 2.Poor | 1.Very Poor |
|--|--------------|---------|--------|--------|-------------|
| Your overall rating on RAA fulfilling the constitutional mandates is | 5 | 4 | 3 | 2 | 1 |

43. Please tick the appropriate box.

| Assessment statements | 5. Highly Appreciated | 4. Appriciated | 3. Fair | 2. Not Appreciated | 1.Not at all appreciated |
|--|-----------------------|----------------|---------|--------------------|--------------------------|
| Current system of Accountability Fixation in the Stakeholder's Organization is | 5 | 4 | 3 | 2 | 1 |

44. Do you have any other comments/suggestions with regard to RAA's service improvement or not happy with its dealing with ?

Annexure 8: Sample as agreed between the client and the consulting firm

| Summary of Data Collected | | | | | | | | | |
|---|-------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|------------|
| Stakeholders | Secretaries | Directors | Dzongdag | Gups/GAOs | Heads | MP | NC | CEOs | CEOs |
| 1 Ministries | 10 | 24 | | | | | | | |
| 2 Dzongkhags (Dzongdag, Engineer & Act) | | | 20 | | | | | | |
| 3 Local Government Officials | | | | 64 | | | | | |
| 4 Autonomous Agencies | | | | | 70 | | | | |
| 5 International Agencies | | | | | 6 | | | | |
| 6 Donors | | | | | 13 | | | | |
| 7 Member of Parliaments | | | | | | 24 | | | |
| 8 National Council Members | | | | | | | 12 | | |
| 9 Media Houses | | | | | | | | 5 | |
| 10 CEOs from the Corporations | | | | | | | | | 48 |
| Total | 10 | 24 | 20 | 64 | 89 | 24 | 12 | 5 | 48 |
| Total Samples | | | | | | | | | 296 |

| Summary of Data Collection (as per TOR) | | | |
|--|-------------|------------|--|
| Thimphu | 50% | 148 | |
| Phuntsholing (AAG) | 15% | 44 | |
| Bumthang | 10% | 30 | |
| Samdrupdzongkhar | 10% | 30 | |
| Tsirang | 15% | 44 | |
| Total | 100% | 296 | |
| Member of Parliament | 50% | | |
| All Head of Donor Agencies | | | |
| Head of Autonomous | 50% | | |
| CEOs from FI & Insurances | 10% | | |
| Media Houses | 100% | | |

| Ministries | Sec | Departments (Directors & DGs) | | | | | | | |
|---|-----|---|------------------------------------|----|------------------|---|--|--|--|
| 1 Ministry of Agriculture and Forests | | 1 Department of Forests | Department of Agriculture | 2 | | | | | |
| 2 Ministry of Economic Affairs | | 1 Department of Industry | Department of Trade | 2 | Regional Offices | Phuntsholing, Gelephu, Samdrupdzongkhar, Saritse, (Mogar, Tromsa) | | | |
| 3 Ministry of Education | | 1 Department of School Education | Department of A&HE | 2 | | | | | |
| 4 Ministry of Finance | | 1 Department of National Budget and DPA | Department of Revenue & Customs | 2 | Regional Offices | Gelephu, Phuntsholing, Samdrupdzongkhar, Paro | | | |
| 5 Ministry of Foreign Affairs | | 1 Bilateral Department | Multilateral Department | 2 | Embassy | Bangkok, Dhaka, Delhi, New York, Geneva, Brussels | | | |
| 6 Ministry of Health | | 1 Department of Medical Services | Health Infrastructure | 2 | | | | | |
| 7 Ministry of Home and Cultural Affairs | | 1 Department of Immigration and Census | Department of Disasters Management | 3 | | | | | |
| 8 Ministry of Information and Communication | | 1 Department of Information Technology | Department Civil Aviation and RSTA | 3 | Regional Offices | Phuntsholing, Gelephu, Samdrupdzongkhar | | | |
| 9 Ministry of Labor and Human Resources | | 1 Jigme Jigsem | Department of Human Resources | 3 | | | | | |
| 10 Ministry of Works and Human Settlement | | 1 Department of Roads | Department of Engineering Services | 2 | Regional Offices | Lamothang, Lobsa, Phuntsholing | | | |
| | 10 | | | 24 | | | | | |

| Agencies | Sec | AO |
|---|-----|----|
| 1 4th and 5th HM Secretariat | 1 | 1 |
| 2 Anti Corruption Commission, Thimphu | 1 | 1 |
| 3 Bhutan Chamber of Commerce & Industry | 1 | 1 |
| 4 Bhutan National Legal Institute | | |
| 5 Bhutan Olympic Committee (BOC) | | |
| 6 CAB (contractor's association of Bhutan) | 1 | 1 |
| 7 Cabinet Secretariat, Thimphu | 1 | 1 |
| 8 CDB (Construction Development Board) | 1 | 1 |
| 9 Center for Bhutan Studies | 1 | 1 |
| 10 Centre for Bhutan Studies, Langiophakha | 1 | 1 |
| 11 Dratsang Lhentshog Secretariat | | |
| 12 Election Commission of Bhutan, Thimphu | 1 | 1 |
| 13 Gross National Happiness Commission (GNHC) | 1 | 1 |
| 14 High Court, Thimphu | 1 | 1 |
| 15 JDWNRH | 1 | 1 |
| 16 National Assembly Secretariat | 1 | 1 |
| 17 National Council Secretariat | 1 | 1 |
| 18 National Environment Commission, Secretariat | 1 | 1 |
| 19 National Land Commission | 1 | 1 |
| 20 National Statistical Bureau | 1 | 1 |
| 21 Office of Attorney General, Thimphu | 1 | 1 |
| 22 Royal Bhutan Army, HQ, Lungtenphu | 1 | 1 |
| 23 Royal Bhutan Police | 1 | 1 |
| 24 Royal Body Guard, Dechencholing, Thimphu | 1 | 1 |
| 25 Royal Civil Service Commission, Thimphu | 1 | 1 |
| 26 Royal Institute of Law, Taba LC | 1 | 1 |
| 27 Royal Institute of Management | 1 | 1 |
| 28 Royal Privy Council | 1 | 1 |
| 29 Royal Society for Protecting Nature | 1 | 1 |
| 30 Royal Univeristy of Bhutan | 1 | 1 |
| 31 Supreme Court, Thimphu | 1 | 1 |
| Total | 28 | 28 |

| | | | | | | | | |
|----------------|-------|------------|----------|----------|--------------|--------|---------|------------------|
| Wings Heads | Tiger | Tencholing | Deothang | Gelephug | Phuntsholing | | | |
| Division Heads | SPs | Bumthang | Trongsa | Chhukha | Trashigang | Samtse | Thimphu | Samdrupdzongkhar |
| Wings Heads | Tiger | | | | | | | |

| | | |
|--------------|----------------------------------|----|
| 1 | Austrian Development Cooperation | 1 |
| 2 | JICA | 1 |
| 3 | WORLD BANK | 1 |
| 4 | ADB | 1 |
| 5 | HELVATAS | 1 |
| 6 | SNV | 1 |
| 7 | Swiss Development Corporations | 1 |
| 8 | Government of India (GOI) | 1 |
| 9 | DANIDA | 1 |
| 10 | SDF | 1 |
| 11 | IFAD | 1 |
| 12 | Save the Children USA | 1 |
| 13 | Canadian Coordination Office | 1 |
| Total (100%) | | 13 |

| | | |
|--------------|----------------------------------|----|
| 1 | Austrian Development Cooperation | 1 |
| 2 | JICA | 1 |
| 3 | WORLD BANK | 1 |
| 4 | ADB | 1 |
| 5 | HELVATAS | 1 |
| 6 | SNV | 1 |
| 7 | Swiss Development Corporations | 1 |
| 8 | Government of India (GOI) | 1 |
| 9 | DANIDA | 1 |
| 10 | SDF | 1 |
| 11 | IFAD | 1 |
| 12 | Save the Children USA | 1 |
| 13 | Canadian Coordination Office | 1 |
| Total (100%) | | 13 |

| | | |
|---|--------------------------------------|---|
| | International Agency | |
| 1 | United Nations Development Programme | 1 |
| 2 | United Nations Population Fund | 1 |
| 3 | United Nations Childrens Fund | 1 |
| 4 | World Health Organization | 1 |
| 5 | WFP | 1 |
| 6 | WWF | 1 |
| | Total | 6 |

| | Organizations | CEOS | CFOS |
|----|--|------|------|
| 1 | Royal Monetary Authority of Bhutan | 1 | 1 |
| 2 | Bhutan Development Bank Limited (Corporate Office, Thimphu) | 1 | 1 |
| 3 | Bhutan National Bank Limited (Corporate Office) | 1 | 1 |
| 4 | Bank of Bhutan Limited (Corporate Office) | 1 | 1 |
| 5 | Royal Insurance Corporation of Bhutan Limited, Corporate Office, Thimphu | 1 | 1 |
| 6 | Royal Securities Exchange of Bhutan Limited | 1 | 1 |
| 7 | Druk Holding and Investment | 1 | 1 |
| 8 | Bhutan Power Corporation | 1 | 1 |
| 9 | Bhutan Telecom | 1 | 1 |
| 10 | Durk Air Corporation Limited | 1 | 1 |
| 11 | Natural Resources Development Corporation Limited | 1 | 1 |
| 12 | National Pension and Provident Fund (NPPF) | 1 | 1 |
| 13 | National Housing Development Corporation Limited | 1 | 1 |
| 14 | Food Corporation of Bhutan | 1 | 1 |
| 15 | Wood Craf Center | 1 | 1 |
| 16 | Druk Green Power | 1 | 1 |
| 17 | Bhutan Agro Industry | 1 | 1 |
| 18 | BhutanFerroy Alloys Limited | 1 | 1 |
| 19 | Pendent Cement Authority Limited | 1 | 1 |
| 20 | Dungsam Cement Corporation Limited | 1 | 1 |
| 21 | Bhutan Postal Corporation Limited | 1 | 1 |
| 22 | Army Welfare Project | 1 | 1 |
| 23 | Bhutan Board Particle Limited | 1 | 1 |
| 24 | State Trading Corporation of Bhutan Limited | 1 | 1 |
| | | 24 | 24 |

Annexure 9: Study time schedule

| SL.No | Activities | March | April | | | | May | | | | June | | | | July | | | |
|-------|---|-------|-------|----|----|----|-----|----|----|----|------|----|----|----|------|----|----|----|
| | | W-IV | W1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 |
| | Signing of the Contract and Clarification of the Project | ■ | | | | | | | | | | | | | | | | |
| | Development of the Inception Report for Presentation | | ■ | | | | | | | | | | | | | | | |
| | Presentation of the Project Team (Development of KRA & KPI) | | | ■ | | | | | | | | | | | | | | |
| | Seeking Survey Approval from National Statistical Bureau | | | ■ | | | | | | | | | | | | | | |
| | Final Clarification of the Research Objective, Scope, KRA & KPI and Provide Official Endorsement Letter to the Consulting firm to go ahead with the project | | | ■ | | | | | | | | | | | | | | |
| | Recruitment and Training of the Enumerators (Client's Presense is must) | | | ■ | | | | | | | | | | | | | | |
| | Testing of the Questionnaire | | | ■ | | | | | | | | | | | | | | |
| | Update and Finalization of the Questionnaires after the test | | | | ■ | | | | | | | | | | | | | |
| | Printing of the Questionnaires | | | | ■ | | | | | | | | | | | | | |
| | Distribution and Instruction to the Enumerators (Final) | | | | ■ | | | | | | | | | | | | | |
| | Data Collection | | | | | | | | | | | | | | | | | |
| | Thimphu | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | |
| | Bunthang | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | |
| | Tshirang | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | |
| | Chhukha | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | |
| | Samdrupdzongkhar | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | |
| | Reporting to the Office | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ |
| | Data Cleaning | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ |
| | Data Punching | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ |
| | Data Checking and Cleaning | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ |
| | Export to SPSS and Data Analysis | | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ |
| | Report Writing | | | | | | | | | | | | | | | | | |
| | Submission of Draft Report to the Client for Reading | | | | | | | | | | | | | | | | | |
| | Draft Report Presentations (Ready for the Comments) | | | | | | | | | | | | | | | | | |
| | Update of the Draft Report | | | | | | | | | | | | | | | | | |
| | Final Circulation of the Report to the Committee Members for comments if any | | | | | | | | | | | | | | | | | |
| | Update of the Final Report | | | | | | | | | | | | | | | | | |
| | Submit the Final Report and Close the Project | | | | | | | | | | | | | | | | | |

Annexure 10: Cross analysis of RAA's strengths and weaknesses: areas for encouragement and improvement

| KRA | KPI WITH HIGHEST MEAN (STRENGTHS) | KPI WITH LOWEST MEAN (WEAKNESSES) |
|--|---|--|
| 1. Integrity Of RAA | KPI1 RAA audits and reports independently without fear favor or prejudice in the interest of the public. | KPI 5RAA Leads by example. |
| 2. Service Accountability of the Royal Audit Authority | KPI 9RAA fulfills audit commitments through approved annual audit schedules and audit plans. | KPI 6Appropriateness of existing system of the appointment of RAA's External Auditors to Audit its Accounts and Operations by the Parliament annually. |
| 3. Service Efficiency of Royal Audit Authority | KPI 12 RAA provides Audit Clearance within three days (TAT). | KPI 13RAA conducts follow up of the audit reports on regular and timely basis. |
| 4. Service Transparency and Accessibility of the Royal Audit Authority | KPI 14 RAA is transparent in conducting Agency Audit through sharing annual audit schedules in website, conducting entry and exit meetings, timely sharing audit findings and incorporating management responses. | KPI 16RAA adequately incorporates/reflects response and comments of the auditee in Audit Reports. |
| 5. Professionalism of the Royal Audit Authority | KPI 22 RAA complies with relevant laws and regulations, professional and ethical standards and avoids any action that will discredit the auditing profession. | KPI 23RAA constantly updates itself with changing technological, political and socio economic environment. |
| 6. Independence of the Royal Audit Authority | KPI 28 RAA is a Credible and independent Supreme Audit Institution | KPI 27RAA does not succumb to undue influence of others (Judiciary, political pressure etc.), to override the professional judgment. |
| 7. Trust Worthiness of Royal Audit Authority | KPI 30 Auditor(s) are trustworthy in their professional conduct. | KPI 32Auditor(s) consistently live by their ethics and adds positive values and principles in the stakeholders. |
| 8. Public Interest and Selflessness of Royal Audit Authority | KPI 37 "RAA promotes transparency, accountability and value for money in the public operations through its reports and recommendations" | KPI 35RAA does not conduct Audit of any stakeholder influenced by the personal grudge or interest. |