

महालेखाकार कार्यालय (लेखापरीक्षा-II), केरल, तिरुवनंतपुरम
OFFICE OF THE ACCOUNTANT GENERAL (AUDIT-II), KERALA,
THIRUVANANTHAPURAM

सं.मले. (लेप. -II)/एपीसी कक्ष/1-11/2025-26
No. AG(Au-II)/APCC/1-11/2025-26/ दिनांक/Date:01-12-
2025

परिपत्र संख्या/Circular No. 33

विषय: लेखापरीक्षा के दौरान अपनाई गई सर्वोत्तम प्रथाओं की पहचान, जांच और प्रसार के लिए मानक संचालन प्रक्रिया (एसओपी)

Sub: SOP for identification, vetting and dissemination of best practices observed during the discharge of auditing.

संतुलित और मूल्यवर्धित लेखापरीक्षा रिपोर्टिंग सुनिश्चित करने के लिए, लेखापरीक्षा के दौरान देखी गई सर्वोत्तम प्रथाओं की पहचान, जांच और प्रसार हेतु मानक संचालन प्रक्रिया (एसओपी) मुख्यालय द्वारा (संलग्न) भेज दी गई है। लेखापरीक्षा/निरीक्षण के दौरान देखी गई सभी सर्वोत्तम प्रथाओं या नवीन पहलों को संबंधित निरीक्षण रिपोर्टों में उचित रूप से प्रलेखित किया जाएगा। एसओपी में क्षेत्रीय लेखापरीक्षा के दौरान ऐसी प्रथाओं की पहचान और अभिलेखन करते समय अपनाई जाने वाली निम्नलिखित रूपरेखा का उल्लेख किया गया है।

The Standard Operating Procedure (SOP) for identifying, vetting, and disseminating best practices observed during audits has been forwarded by Headquarters (enclosed) for ensuring balanced and value-added audit reporting. All best practices or innovative initiatives noticed during audits/inspections shall be appropriately documented in the respective Inspection Reports. The SOP outlines the following framework to be followed while identifying and recording such practices during field audits.

1. पहचान के मानदंड: सर्वोत्तम प्रथाओं में मापनीय सकारात्मक परिणाम, स्थिरता और समान स्तर की संस्थाओं द्वारा अनुकरण की संभावना स्पष्ट रूप से प्रदर्शित होनी चाहिए। ऐसी प्रथाओं का समर्थन सत्यापन योग्य लेखापरीक्षा साक्ष्यों द्वारा होना चाहिए, न कि केवल मीडिया रिपोर्टों या स्व-रिपोर्ट किए गए दावों जैसे द्वितीयक स्रोतों द्वारा।

1.Criteria for Identification: Best practices should clearly demonstrate measurable positive outcomes, sustainability, and potential for replication by similarly placed entities. Such practices must be supported by verifiable audit evidence and not merely secondary sources such as media reports or self-reported claims.

2. दस्तावेजीकरण आवश्यकताएँ: प्रत्येक पहचाने गए सर्वोत्तम अभ्यास में निम्नलिखित शामिल होंगे:

- अभ्यास या पहल का स्पष्ट विवरण।
- देखे गए प्रभाव और मापनीय लाभ।
- इसकी प्रभावशीलता को प्रमाणित करने वाले साक्ष्य।
- संभावित प्रतिकृति के लिए सिफारिशें।

2.Documentation Requirements: Each identified best practice shall include:

- A clear description of the practice or initiative.
- The impact and measurable benefits observed.

- Evidence substantiating its effectiveness.
- Recommendations for possible replication.

3. अर्धवार्षिक रिपोर्टिंग: पिछले छह महीनों की निरीक्षण रिपोर्टों में शामिल सर्वोत्तम प्रथाओं पर एक अर्धवार्षिक रिपोर्ट 25 अप्रैल/25 अक्टूबर तक एपीसी कक्ष को प्रस्तुत की जानी चाहिए, जिसे मुख्यालय को प्रति वर्ष 30 अप्रैल/31 अक्टूबर तक प्रस्तुत किया जाना चाहिए। अर्धवार्षिक रिपोर्ट में निम्नलिखित शामिल होंगे:

- पहल/शुद्ध अभ्यास।
- प्रभाव (लेखापरीक्षा साक्ष्य द्वारा प्रमाणित)।
- पुनरावृत्ति और सिफारिशें।

3.Half-Yearly Reporting: A half yearly report on the best practices included in Inspection Reports of the preceding six months may be furnished to APC Cell by 25 April/ 25 October for submission to Headquarters, by 30 April/31 October every year. The Half yearly report shall include:

- Initiative / Good Practice Undertaken.
- Impact (substantiated by audit evidence).
- Replicability and Recommendations.

(महालेखाकार के 01-12-2025 आदेशानुसार)
(Vide orders of Accountant General dated 01-12-2025)

वरिष्ठ उप महालेखाकार (प्रशा. व एएमजी-I)
Senior Deputy Accountant General (Admin & AMG I)

प्रतिलिपि/Copy to:

- वरिष्ठ उप महालेखाकार/ एएमजी I, एएमजी II, एएमजी III
Sr. Deputy Accountant General/ AMG I, AMG II, AMG III
- महालेखाकार के सचिव
Secretary to Accountant General
- वरिष्ठ लेखापरीक्षा अधिकारी/ एएमजी I, एएमजी II, एएमजी III, फील्ड पार्टियां
Sr. Audit Officer/ AMG I, AMG II, AMG III, Field Parties

भारत के नियंत्रक एवं महालेखा परीक्षक का कार्यालय
9, दीन दयाल उपाध्याय मार्ग,
नई दिल्ली-110124



SUPREME AUDIT INSTITUTION OF INDIA
लोकहितार्थं सत्यनिष्ठा
Dedicated to Truth in Public Interest

OFFICE OF THE COMPTROLLER &
AUDITOR GENERAL OF INDIA
9, DEENDAYAL UPADHYAYA MARG,
NEW DELHI - 110 124

प्रोफेशनल प्रैक्टिसेज ग्रुप

पत्र संख्या: I/1208512/202532-PPG/2023

दिनांक: 24-11-2025

OFFICE MEMORANDUM

SOP for Identification and Dissemination of Best Practices

Sub: Standard Operating Procedure(SoP) for identification, vetting, and dissemination of best practices observed during the discharge of auditing and accounting functions.

The CAG of India is mandated by the Constitution of India to promote accountability, transparency and good governance through high quality auditing and accounting. Traditionally, this mandate is fulfilled through Audit Reports presented to the Parliament/Legislature, which primarily focus on identifying deficiencies and recommending remedial actions.

The Strategic Plan of SAI India 2023-30 envisions a more constructive role for the CAG's organisation in strengthening governance mechanisms in the country. Strategy 6 mentions that –

“It is important to produce other work products that highlight the benefits of implementing changes to existing processes, controls, and technologies. The objective is to build on and expand the rationale for audit recommendations, as well as provide thought leadership on innovative and best practices and create advocacy to improve the governance environment.”

It has been felt that the recognition and dissemination of best practices observed during the course of auditing and accounting functions can also serve as an important tool for knowledge sharing and capacity enhancement, both within the Department and among audited entities, thereby providing the necessary fillip to good governance.

Against this background, a Standard Operating Procedure (SOP) has been developed to institutionalize a process for capturing and disseminating such best practices. The SOP is intended to explain the procedure for identification, vetting and dissemination of best practices observed during the discharge of auditing and accounting functions.

The SOP shall be followed by all field offices engaged in the audit of Union Government and State Government entities, the A&E offices and the concerned functional wings at Headquarters. The SOP is enclosed herewith for compliance. The SOP is effective from the date of issue.

This issues with the approval of the Competent Authority.

Encl:The SOP.

BHASKAR KALLURU

DIRECTOR

To

- All DAIs/ADAs
- All DGs/PDs Headquarters
- HoDs of Field Audit Offices

Digitally signed by
Kalluru Bhaskar
Date: 24-11-2025
10:49:33

Standard Operating Procedure (SOP) for identification, vetting, and dissemination of best practices observed during the discharge of auditing and accounting functions

1. Objective

The Comptroller and Auditor General (CAG) of India is mandated to promote accountability, transparency, and good governance across government systems. Traditionally, this mandate is fulfilled by identifying deficiencies in government operations and recommending corrective measures. However, sustained improvement across a complex governance ecosystem also requires systematic recognition and dissemination of exemplary practices and successful initiatives that demonstrate efficiency, innovation, and impact.

This Standard Operating Procedure (SOP) institutionalizes the process of identifying, vetting, utilizing, and disseminating *best practices* observed during auditing and accounting functions undertaken by the field offices of the Indian Audit and Accounts Department (IA&AD). The initiative supports balanced and value-added audit reporting and promotes a culture of continuous learning and knowledge sharing within the department and among government entities.

The identification and dissemination of best practices under this SOP are intended solely for institutional learning and capacity-building within IA&AD and shall not be construed as endorsement or certification by the CAG of India.

2. Scope and Applicability

This SOP applies to all field offices of IA&AD engaged in auditing and accounting functions, including:

- Offices of the Heads of Department (HoDs) – State Audit.
- Offices of the Heads of Department (HoDs) – Union Audit; and
- Offices of the Heads of Department (HoDs) – Accounts and Entitlement (A&E).

3. Identification of best practices

Best practices or innovative initiatives observed during audits or inspections shall be documented within the Inspection Reports of the concerned field audit offices. Similarly, A&E offices shall record best practices identified during Treasury Inspections in the relevant Inspection Reports or Annual Review Reports.

Identified practices should demonstrate measurable positive outcomes, sustainability, and potential for replication by similarly placed entities. Such practices must be supported by verifiable audit evidence, not merely by secondary sources such as media articles or self-reported claims.

Each identified best practice shall include:

- A clear description of the practice or initiative.
- The impact and measurable benefits observed.
- Evidence substantiating its effectiveness; and
- Recommendations for possible replication.

4. Reporting Structure

4.1 Submission by Field Offices

Each field office shall compile and submit to the concerned functional wing at Headquarters, by 30 April/31 October every year, the best practices included in Inspection Reports of the preceding six months. Submissions should follow the standardized structure:

- i. Initiative / Good Practice Undertaken
- ii. Impact (substantiated by audit evidence)
- iii. Replicability and Recommendations

4.2 Examination at Headquarters

The concerned functional wing at Headquarters shall review the submissions based on the following criteria:

- **Relevance** – Applicability of the practice to other similar entities.
- **Effectiveness** – Demonstrable and sustainable improvements achieved.
- **Feasibility** – Practicality of implementation with available resources.

Practices meeting these criteria shall be shortlisted (by 31 May and 30 November every year) and placed for approval of the CAG for wider dissemination across IA&AD.

4.3 Forwarding for Dissemination

Following approval, the functional wings shall forward the vetted best practices to the Additional Deputy CAG (Accountability) for coordinated dissemination.

5. Dissemination and Communication

The Additional Deputy CAG (Accountability) shall:

- Disseminate the approved best practices through the CAG Learning and Knowledge Portal under a dedicated “Good Practices” module.
- Publish an Annual Compendium of Best Practices, thematically organized by sectors or functional areas.

The Compendium may be circulated across IA&AD field offices and shared with relevant government departments and agencies to foster institutional learning and promote the adoption of effective practices. Dissemination through the CAG Learning and Knowledge Portal or Compendium is intended to enhance audit quality, institutional learning, and professional development, and does not imply administrative approval or endorsement by the CAG of India of the underlying activities.

6. Disclaimer

Since the identified best practices are drawn from Inspection Reports, which are interim audit products, their inclusion in the Compendium does not preclude the CAG from making differing or additional observations in subsequent audits.

“The best practices presented in this Compendium are based on Inspection Reports and other audit observations, which constitute interim audit products. They are disseminated solely to promote knowledge sharing and good governance. Their inclusion does not imply endorsement or certification by the Comptroller and Auditor General of India, nor does it preclude further or contrary audit findings in future reviews.”

7. Review and updates

This SOP shall be reviewed periodically to ensure its continued relevance and alignment with the strategic objectives of IA&AD, including the Strategic Plan 2023–2030, and to incorporate emerging methodologies and practices identified during audits.
