Strengthening the Court of Accounts of Madagascar

TANTANA

USAID – IDI (Agreement No. 72068721IO00001)

Annual Work Program

2022

Contents

Introduction

This document presents the Annual Work Plan for 2022 for the project "Strengthening the Court of Accounts of Madagascar (TANTANA)".

The terms of reference for the project are established by:

- The Agreement for Strengthening the Court of Accounts of Madagascar between USAID and IDI (ref 72068721IO00001). Nov 20.
- The Document "Project to improve the management of public money through peer-based capacity development of SAI Madagascar 2020 – 2025". Established by Cour des Comptes of Madagascar (CdC), IDI and USAID. Nov 20.
- The Cooperation Agreement between the CdC and IDI. Nov 20.

In Section 1 we highlight the main achievements and update the Results Framework. In general terms, the project has made adequate progress, although there are delays in the Jurisdictional Control component, one of the key priorities.

We identify the main priorities and deliverables planned for 2022 in Section 2. We put the focus on supporting activities related to Audit Quality and to Jurisdictional Control; we aim at better involving the Financial Tribunals in the project. Additional high priorities are: (i) to deliver support to the strategic management cycle (budget-plan-reporting); and (ii) to enhance the independence and autonomy of the CdC.

Then, in Section 3, we update the risk analysis and identify the main factors and the mitigation measures put in place. We consider the persistence of covid19 as the main risk for the implementation of the project in 2022.

In Section 4, we estimated the resources to be mobilized in 2022: Human Resources (843 persons/days) and the financial cost (0.92 million USD). More details are provided in the annexes.

1. Progress implementation 2021: highlights

In its first year of implementation, and despite the pandemic, the project is making adequate progress and is attaining the expected results for the period. Activities and outputs are already contributing to achieving the Strategic Outcomes of the CdC.

The project has focused on delivering ICT equipment, on giving support to audits related to covid19 and on the presentation and communication of the Annual Audit Report (*Rapport Public)*. Moreover, it has planned and initiated activities in other components; in particular, quality audit, communication, strategic management and gender. However, the support related to Jurisdictional Control has not started yet and activities are behind schedule.

Table-1 Result Framework – List of Expected Results for 2020 & 2021

No	Expected results	Setting the indicator	Measurement and responsibility	Base	Target / Real	2020	2021
4.1	Agreed support is implemented	Percentage of project activities agreed to in the annual plan completed during the year	SAI Annual Performance Report / Project Monitoring System	NA	Target	80%	90%
					Real	(*)	
4.2	Broad participation of SAI staff	(a) Cumulative number of SAI staff participating in project-funded training - b) Female participation rate	ISA Annual Performance Report / Project Monitoring System	NA	Target	a) 20 b) 40	a) 40 b) 40
					Real	a) 30 b) 57%	a) 204 (main activities) b) 48%
4.3	Quality and relevant support	Average SAI staff satisfaction and perceived project quality, on a scale of 1 to 5	Annual anonymous survey of all staff	NA	Target	NA	4
					Real		(Feedback satisfaction from webinars in average > 4)
4.4	Active partnerships	Cumulative number of providers involved in providing support through the project. Examples: SAI, university or school, regional organization and civil society organizations, including organizations working on gender equality.	Project monitoring system	NA	Target	2	3
					Real	4SAIs University Paris-Dauphine	4 SAIs

Legend

(*) The project agreement was signed in 20 November 2020. Activities planned for Dec 20 were all carried out, further activities were added (e.g. support to covid19 audits).

Target achieved - In progress: final target to be measure at the end of the year

The budget implementation rates are low (12% in 2020 and 57% in the period Jan-Sep 2021). This is explained by different factors linked to the covid19 context; in particular, the impossibility of travelling and gathering people. The project only provided remote support to training and building capacity activities.

For more detailed information on progress implementation, please see the TANTANA Performance Reporting 30 September 2021 (send to USAID on 18 November 2021).

2. Main priorities for 2022 & related deliverables

During 2022 we will focus on the following priorities:

C1 Quality Audit
- Provide intensive on-the-job support to 3 selected audit assignments:
  - Compliance Audit
  - Performance Audit
  - Financial Audit
- Provide support for acquiring audit methodology and skills in the following areas: programming, risk analysis, planning assignments, data collection and analysis techniques, reporting.
- Continue the support for delivering the Evaluation of Public Policy of water sanitation policy in Grand Tana and on the on-going follow-up of audit recommendation of JIRAMA.

Component C2 - Jurisdictional Control
- Analysis of the backlog of pending accounts: identification of alternatives for clearing them up.
- Analysis of the current systems and procedures for jurisdictional control; identification of areas for improvement.
- Increase the involvement of Financial Tribunals in training and other related project activities.

C3 External Communication & stakeholders' engagement
- Support for designing & putting in place a communication Plan for the 2022 *Rapport Public* (Annual audit report). Enhancing the involvement of the Financial Tribunals in the communication of the *Rapport Public.*
- Support for designing & putting in place a communication Plan for the audit reports.
- Support the use of the website of the CdC and social media.

C4 Constitutional and legal framework.
- Baseline analysis of constitutional and legal framework, identification of gaps in respect of International Standards and best practices.
- Support exploring alternatives to enhance autonomy and independence.

C5 Strategic management
- Support the strategic management framework:
  - Preparation of the 2023 budget.
  - Preparation of the 2023 operational plan procedure.
  - Production of the 2021 Annual Performance Report.

C6 ICT tools and internet
- Deliver ICT equipment to the Financial Tribunals.
- Deliver additional ICT equipment to the CdC.
- Support the implementation of the Microsoft 365 platform and of software Audit 360.
- Support the setting up of an initial ICT Governance arrangement.

C7 Qualified and motivated Staff – HR
- Organization of a series of gender awareness seminaries to be delivered by the Canadian Foundation for Audit & Accountability.
- Identify main priority training activities to build and initial professional development plan.

C8 project Management
- Establish the baseline indicators for the project.

The Milestones by SAI capacities are listed in the following table:

Annual Work Program 2022 - Milestones

SAI capacities and outputs (project components)	Milestone 2022	Tentative Deadline
1. Audits of high national relevance are conducted and reported based on ISSAIs	**1.1** The CdC publishes the compliance audit report (supported on-the-job).	Q4
	1.2 The CdC publishes the performance audit report (supported on-the-job).	Q4
	1.3 The CdC publishes the financial audit report (supported on-the-job).	Q4
2. Quality and efficiency of the jurisdictional controls ("traditional mission") are enhanced	**2.1** The CdC issues the baseline study on jurisdictional control (status of pending accounts).	Q2
	2.2 The CdC approves the Plan for clearing-up pending accounts.	Q3
3. The CdC external communication is improved, including communication with the National Assembly, Government, civil society and media	**3.1** The CdC approves the Communication plan for enhancing the presentation of the *Rapport Public* and involving the Financial Tribunals.	Q2
	3.2 The CdC publishes at least 6 FaceBook posts.	Q4
	3.3 The CdC keeps update the webpage (reports & main news).	Q4
4. The legal framework is improved, and institutional independence strengthened	**4.1** The project team issues the baseline analysis for identifying legal framework gaps (ISSAI)	Q1
	4.2 The CdC approves the action plan for enhancing Autonomy/independence	Q3
5. Strategic management and core internal governance systems are strengthened	**5.1** An improved budget procedure for CdC is decided and applied for the 2023 budget process.	Q3
	5.2 The CdC enhances the 2023 Annual Work Program (*Programe de verification*).	Q3
	5.3 The CdC publishes the 2021 Annual Performance Report.	Q2
6. Digital tools and software are utilized for greater audit quality and organizational efficiency	**6.1** The project team delivers the ICT equipment and the TFs put it in operation.	Q2
	6.2 The project team delivers the ICT equipment and the CdC put it in operation.	Q2
	6.3 The project team puts forward a proposal concerning the deployment of audit software 360.	Q1
7. A sufficient number of qualified and motivated staff (female and male) are available	**7.1** 1/3 du staff acquire core learning objectives in Gender issues (following CAAF workshops).	Q4
	7.2 The CdC approves the Professional Training Plan 2023	Q4
8. Project management	**8.1** The Project Steering Committee approves the Baseline Indicators.	Q1
	8.2 The Project Support Group adopts a dashboard for coordinating actions.	Q2

We have also planned additional project tasks (training, workshops, coaching, baseline analysis and studies…); we expect to be able to implement them, provided that the current pandemic situation does not deteriorate. See the list of tasks in Annex-2.

3. Assumptions and risks analysis

At the moment of issuing this document, the CdC has neither prepared an operative work plan for 2022 nor made a budget estimate. We have shared the project work plan and the list of priorities with the CdC; we assume that the CdC´s priorities and activities would be in line with the project plan.

In July 21 we reviewed the risk analysis and confirmed the pertinence of the risks identified in the awarding agreement as well as the mitigation measures put forward.

In 2022, the persistence of the covid19 pandemic remains the main risks. In this respect, we identified an additional factor related to the "fatigue" caused by "virtual" activities (webinars, e-meetings…) and its potential negative impact on the absorption capacity of the CdC.

We believe that the full deployment of the IDI team in Madagascar (the two Long Term Advisors and the Local Logistic Coordinator) would allow us to mitigate the risks. The team in place will be able to better interact with the CdC activities, to organize physical events and to engage with local stakeholders.

See the table below for more information on risks.

Risk analysis

Risk factors	Risk sub-factors	Control measures
1. Government and Parliament not endorsing the SAI vision	1.1. Insufficient institutional communication	Development of relations with government and parliament
	1.2. Lack of alignment of the work of the Court with the vision and priorities of the State	Involvement of the government and parliament in the implementation of the project through continuous dialogue
2. Non- adherence of development partners	2.1. Insufficient information exchange system with partners	Exchange and regular collaboration with development partners
3. Insufficient financial resources for the project	3.1. Insufficient development partners to finance the project	Awareness, involvement and mobilization of several partners in the implementation of the project
		Build partners' confidence in the internal coordination mechanism put in place
	3.2. Lack of coordination of support from development partners	
4. Staff not involved in the implementation of the project	4.1.Staff who do not share the Court's vision	Staff awareness
	4.2. Unmotivated staff	Improvement of the motivation system of verifiers
5. Lack of human resources planning	5.1. Insufficient number of verifying magistrates to cover all the tasks provided for in the project	Advocacy for staff recruitment
		Collaboration with peer SAIs for capacity building
	5.2. Capacity shortages professional	Establishment of a dedicated team

	5.3. Insufficiency or even absence of a structure dedicated to the implementation of the project	
6. Insufficient quality of support	6.1 Uncoordinated support	Strong and clear project management and coordination routines
	6.2 Lack of cultural sensitivity of support	Training of all resource persons in culture and country systems
	6.3 Support not relevant as to the most critical needs	Annual experience sharing of resource persons
	6.4 Support not adopted to absorption capacity	Resident advisors
	6.5 Support not adjusted to opportunities	
7. Insufficient frequency of support	7.1 Resource persons not available for key areas	Clarify availability of resource persons before committing to support areas
	7.2 Mobilized resource persons not able to contribute as expected	Make resource person agreements
	7.3 Funding less than expected or required	Mobilize several donors in a pool arrangement for the project
8. Persistence of the Covid-19 pandemic	8.1 Difficulties in defining and planning activities.	Priority to implement ICT solution (CdC connectivity, equipment and services purchase)
	8.2 Limitations trips, meetings, audit descents....	The 2020 and 2021 Work Plan focuses on activities that can be carried out remotely: webinars, online workshop, meetings in Teams, online support…
	8.3 Impossibilities/difficulties in carrying out presential activities.	The 2020-2021 work plan has been eased, with some activities postponed. 2022 onwards Pay attention to the "fatigue", organise living events; fostering the active participation of attendants; not too long or late hours.
	8.4 Difficulties in quickly deploying long-term advisors.	The plan remains flexible - careful follow-up and possibility of change if the situation changes (vaccine, travel opportunities...).
		Gradual deployment of advisors (LTA and LTC) in 2021 and 2022.
		Measures to strengthen governance and strong leadership at the very beginning of the Project (more frequent ECS meetings, launch seminar and for Pairs, regular contacts, open "channels" of collaboration in Teams, etc.

4. Mobilization

Human Resources

The Human Resources planned for 2022 amount to 843 days. They are provided by IDI and peers Supreme Audit Institutions. See the table below for more details.

Human Resources / 2022	Planned days
IDI	**621**
Tasiha Andriambelo (LTA)	187
Eduardo Ruiz (manager)	178
Nils Voesgen (LTA)	175
Laurent Soublin (coordinator)	50
Ola Hoem	8
Jill Marshall	6
Jostein Tellnes	5
Freddy Ndjemba	5
Matthew Price	4
Einar Gørrissen	2
Alain Memvuh	2
SAI Norway	**80**
SAI France	**61**
SAI Maroc	**65**
SAI various peer	**17**
Grand Total	**843**

Financial resources – Costs estimate

The total financial resources planned for 2022 amount to **0.92 million USD**. The table below shows that expenditure would concentrate in:

- C1 Support to audit activities;
- C3 Communication, which also includes the support to the presentation of the Annual Audit Report, "*Rapport Public*");
- C6 mainly ICT equipment and connectivity; and
- C2 Jurisdictional Control, including the Financial Tribunals.

TANTANA - Annual Work Plan 2022	
Project Component	**Budgeted costs USD**
C1 High Quality Audits	171.736,36
C2 Traditional mission audits	95.845,97
C3 Visibility and Communication	105.849,26
C4 Legal Framework	36.300,66
C5 Strategic change Management	67.687,59
C6 Digital tools & software	97.866,89
C7 HR and Professional Development	61.326,87
C8 Project Management and Coordination	282.496,32
Grand Total	**919.109,92**

See Annex-1 for more details.

Annexes

Annex-1 TANTANA AWP22 – Detailed costs estimate by component

Component	Jan-Sep 2021 Actual expenditure	2022 Budgeted costs
C1 High Quality Audits	**36 325.63**	**171 736.36**
a. Personnel	14 707.99	77 458.59
IDI Direct Staff Costs	*14 156.56*	*77 458.59*
Relocation costs LTAs	*551.43*	
c. Travel	2 684.02	5 429.27
Accommodation and conference costs	*2 684.02*	*5 429.27*
d. Equipment	316.43	
IT equipment	*316.43*	
f. Contractual	615.41	37 568.41
Professional support fees	*615.41*	*37 568.41*
h. Other Direct Charges	13 125.24	
Graphic design	*13 125.24*	
i. Indirect Charges	4 876.53	24 883.83
IDI Allocated Overhead Costs	*2 654.14*	*13 799.53*
IDI Allocated Staff Costs	*2 133.23*	*11 084.30*
Office requisitions	*89.17*	
L1. Cost Share		26 396.26
In-kind contributions and government share estimate		*26 396.26*
C2 Traditional mission audits		**95 845.97**
a. Personnel		43 491.03
IDI Direct Staff Costs		*43 491.03*
c. Travel		24 420.00
Accommodation and conference costs		*10 890.00*
Travel non-IDI staff		*13 530.00*
f. Contractual		13 918.30
Professional support fees		*13 918.30*
i. Indirect Charges		14 016.64
IDI Allocated Overhead Costs		*7 773.04*
IDI Allocated Staff Costs		*6 243.60*
C3 Visibility and Communication	**9 070.05**	**105 849.26**
a. Personnel	6 872.75	34 491.60
IDI Direct Staff Costs	*6 872.75*	*34 491.60*
c. Travel		44 220.00
Accommodation and conference costs		*31 020.00*
Travel non-IDI staff		*13 200.00*
f. Contractual		4 799.30
Professional support fees		*4 799.30*

h. Other Direct Charges		10 870.20
Graphic design		*10 870.20*
i. Indirect Charges	2 197.31	11 468.16
IDI Allocated Overhead Costs	*1 218.20*	*6 359.76*
IDI Allocated Staff Costs	*979.11*	*5 108.40*
C4 Legal Framework	**1 899.37**	**36 300.66**
a. Personnel	1 464.16	26 096.07
IDI Direct Staff Costs	*1 464.16*	*26 096.07*
f. Contractual		2 399.87
Professional support fees		*2 399.87*
i. Indirect Charges	435.22	7 804.72
IDI Allocated Overhead Costs	*241.29*	*4 328.17*
IDI Allocated Staff Costs	*193.93*	*3 476.55*
C5 Strategic change Management	**2 165.46**	**67 687.59**
a. Personnel	1 624.10	35 915.00
IDI Direct Staff Costs	*1 624.10*	*35 915.00*
c. Travel		660.00
Accommodation and conference costs		*660.00*
f. Contractual		8 308.85
Professional support fees		*8 308.85*
i. Indirect Charges	541.37	10 805.16
IDI Allocated Overhead Costs	*300.14*	*5 992.09*
IDI Allocated Staff Costs	*241.23*	*4 813.07*
L1. Cost Share		11 998.58
In-kind contributions and government share estimate		*11 998.58*
C6 Digital tools & software	**78 438.73**	**97 866.89**
a. Personnel	8 606.79	16 856.29
IDI Direct Staff Costs	*8 606.79*	*16 856.29*
c. Travel		330.00
Accommodation and conference costs		*330.00*
d. Equipment	35 877.30	39 270.00
IT equipment	*29 673.21*	*39 270.00*
Mobile phones	*6 204.09*	
f. Contractual	17 753.48	14 667.95
Professional support fees	*17 753.48*	*14 667.95*
h. Other Direct Charges	6 324.73	20 052.89
Internet ADSL		*11 880.00*
Software		*8 172.89*
Telecom	*6 324.73*	
i. Indirect Charges	9 876.43	6 689.76
IDI Allocated Overhead Costs	*2 448.16*	*3 709.86*
IDI Allocated Staff Costs	*1 967.68*	*2 979.90*
Office requisitions	*5 460.59*	
C7 HR and Professional Development	**6 328.52**	**61 326.87**
a. Personnel	4 746.89	26 664.77

IDI Direct Staff Costs	*4 746.89*	*26 664.77*
c. Travel		990.00
Accommodation and conference costs		*990.00*
f. Contractual		25 309.90
Professional support fees		*25 309.90*
i. Indirect Charges	1 581.64	8 362.20
IDI Allocated Overhead Costs	*876.87*	*4 637.33*
IDI Allocated Staff Costs	*704.77*	*3 724.87*
C8 Project Management and Coordination	**166 704.48**	**282 496.32**
a. Personnel	98 888.07	91 784.66
IDI Direct Staff Costs	*79 273.56*	*85 184.66*
Relocation costs LTAs	*19 614.51*	
Schooling LTAs		*6 600.00*
c. Travel	14 980.87	52 030.22
Accommodation and conference costs	*9 750.38*	*16 170.11*
Per diem non-IDI staff	*1 028.91*	
Salary compensation allowance		*2 200.00*
Travel non-IDI staff	*4 201.58*	*33 660.11*
f. Contractual	23 064.65	8 447.78
Professional support fees	*23 064.65*	*8 447.78*
h. Other Direct Charges	1 417.32	
Printing of professional materials	*1 098.35*	
Telecom	*183.44*	
Translation & interpretation fee	*135.53*	
i. Indirect Charges	28 353.57	20 233.66
Ads Staff Position	*809.40*	
IDI Allocated Overhead Costs	*15 056.77*	*11 220.74*
IDI Allocated Staff Costs	*12 101.71*	*9 012.92*
Office requisitions	*385.69*	
L1. Cost Share		110 000.00
In-kind contributions and government share estimate		*110 000.00*
Grand Total	**300 932.23**	**919 109.92**

Annex-2 TANTANA AWP22 – Tasks by component

Task Name
C1 High quality audits in line with ISSAIs
C1a Overall annual audit planning, quality control, quality assurance and reporting
Overall support to developing audit planning function
Prepare a baseline assessment on audit planning: current procedures & Assess the annual plan and execution of 2019-20-21 & identify option
Organizing workshop on risks analysis & planning - selection of tasks (standards, techniques & good practices)
Facilitating the preparation of the CdC annual program for 2023
Advice and coaching on the preparation of the CdC annual program 2023 (audit planning and risk analysis) – Organizing a workshop for the preparation of the annual program 2023
Overall support to developing quality control & assurance function
Prepare a baseline assessment of quality control practices: current procedures & improvement options
Develop pilot quality control & assurance procedures in 1 Chamber
General training in quality control & assurance
Facilitating quality control of audit assignment in 22
Advice and on-the-job training for quality control of selected assignments 2022
Advice and on-the-job training for quality control of Rapport Public 2022
Support for improving reports series of the CdC
Facilitate the review and give advice for setting the reports series of the CdC
C1b Policy and routines for adoption and implementation of audit manuals and guidelines
Advice for policy manuals & guidelines (structure & contents) & audit manual customization & implementation (best practices available & analysis of options IDI/CREFIAF/AFROSAI…) / Compliance/Financial/Performance/EPP
C1c Compliance audits and capacities
General training and advice for developing compliance audit capacity in CdC
Organizing 1 (of 2) workshops on compliance audit methodology (for all compliance auditors)
Organizing 2 (of 2) workshops on compliance audit methodology (for all compliance auditors)
Continuous advice on compliance audit function
On the job guidance to compliance audit
Focused on the job support to 1 selected compliance audit (from A to Z): (on-the-job guidance, advice, coaching)
Specific training for the job focus support to 1 selected compliance audit teams (1 planning)
Specific training for the job focus support to 1 selected compliance audit teams (2 execution & reporting)
C1d Public policy evaluation and performance audit capacities
General training and advice for developing performance audit capacity in CdC
Organizing 1 (of 2) workshops on performance audit methodology (for all performance auditors)
Organizing 2 (of 2) workshops on performance audit methodology (for all performance auditors)

Continuous advice on performance audit function
On the job guidance to performance audit
On the job focus support to 1 selected performance audit (from A to Z): (on-the-job guidance, advice, coaching)
Specific training for the job focus support to 1 selected performance audit teams (1 planning)
Specific training for the job focus support to 1 selected performance audit teams (2 execution)
Specific training for the job focus support to 1 selected performance audit teams (3 reporting)
General training and advice for developing public policy evaluation functions in CdC
Organizing Topic workshop on Evaluation Public Policy methodology (for all EPP auditors)
Continuous advice on Evaluation of Public Policy function
On the job guidance to Evaluation of Public Policy
Support to Evaluation of Public Policy - "Assainissement Grand Tana - from A to Z (on-the-job guidance, advice, coaching, specific training & workshops for the team)
Support to Evaluation of Public Policy - New Topic - from A to Z (on-the-job guidance, advice, coaching, specific training & workshops for the team)
C1f Gender and diversity related audits and competencies
General training and capacities for audit of Gender, diversity and inclusion topics
Prepare and share a summary note & on recent examples of gender audits
Organizing a workshop on gender audit basics (developing criteria, identifying risks, approaches)
C1g General policy for follow-up audits and overview of status of audit recommendations
General training and advice for audits follow-up capacity in CdC
Support the CdC to compile status of audit recommendations
Clarify policy and expected practices; advice for a system to ensure these are tracked
Continuous advice on Follow up audits function
On-the-job guidance to follow up audits
Support to Following up audit - JIRAMA and Ministère de l'éducation nationale - from A to Z (on-the-job guidance, advice, coaching, specific training & workshops for the team)
Support to Following up audit - Topic 1 - from A to Z (on-the-job guidance, advice, coaching, specific training & workshops for the team)
C1h Financial audits and capacities
General training and advice for developing financial audit in CdC
Advice on auditing Compte General & Loi de Règlement
Continuous advice on Financial audit function
Workshop on basic training in financial audit
On-the job guidance for financial audit
Support to Financial audit - Topic 1 - from A to Z (on-the-job guidance, advice, coaching, training workshop)
C2 Traditional mission audits and jurisdictional controls
Overall support to improve jurisdictional controls
Assess current status, approach and procedures for jurisdictional control
Develop guidance material related to jurisdictional controls
Training on jurisdictional control - involve Tribunaux Financiers

Dealing with backload of pending accounts
Baseline study: analysis of the situation, inventory of pending accounts (backlog)
Developing & implementing proposal to clean-up backlog of pending accounts

C3 External communication

Overall support to Communication function
Training on communication techniques: dealing with press, social media & website
Advice & Support to webpage CdC, social media & press
On-the-job guidance to the presentation of the Rapport-Public
Presentation & communication of the *Rapport Public* - finalization - events - support printing of communication material for the presentation of the RP22 (key messages, resume, press release, material for stakeholders & public…). Involve Financial Tribunals.
Organize a national event or professional seminar to promote good governance 2022

C4 Independence and legal framework

Overall support for developping an enhanced legal framework
Assess current legal framework (SAI PMF - ISSAIS)
Facilitate & support a proposal for a new legal framework (engage stakeholders & draft proposal)

C5 Strategic change management and internal governance

C5a Strategic change management
Facilitate & support budget process & Operational Plan for 2023
Facilitate & Support the CdC Performance Report for 2022 (annual & quarterly reporting)
Strategic change management advice & coaching 2022
General Training on change management (performance reporting)
C5b Code of ethics
General training in ethics - 2022
Baseline analysis of current ethical rules at the CdC (SAI PMF - ISSAI 130) - Identify potential improvements & develop proposal
Develop code of ethics - in partnership with CREFIAF programme - 2022/2023

C6 Digital tools and software

C6a Develop an ict-strategy and establish basic ict-management systems
Give advise to set up basic ICT governance at the CdC
Introductory training ICT project management 2022
C6b ICT-tools and internet for easy communication
Improve ICT capacity Financial Tribunals (deliver ICT equipment)
Improve ICT capacity CdC (deliver additional ICT equipment)
Support the Audit 360 infrastructure
Continuous support to ICT (internet, telecom, PC, Microsoft 365)

C7 HR and professional development

C7a HR-strategy and plan for training and professional development
Support for carrying out gap analysis for training and professional development - identifying main needs
Support for preparing a training and professional development plan

Advice and support for training events in general 2022
C7b Mainstreaming gender in the management of SAI's Human Resources
Workshop- 1 gender awareness & mainstreaming (CAAF)
Workshop- 2 gender awareness & mainstreaming (CAAF)
Workshop- 3 gender awareness & mainstreaming (CAAF)
Workshop- 4 gender awareness & mainstreaming (CAAF)
Gender related event with stakeholders 22 (9 March)
Facilitate the promotion of female leaders (setting up a network)
CAAF consulting for gender awareness
C8 Project management and coordination
Continuous project management and coordination
Continuous project management and coordination 2022
Project learning and experience sharing 2022
Steering Committee meetings 2022
Donors coordination Project Support Group meeting 22
Project evaluation and impact assessment
Impact assessment planning and baseline
Preparing Project mid-term evaluation