

# Managing peer-support projects successfully

## Our principles

- I. We aim for peer-support projects with steady progress, a joyful collaboration and sustainable results.
- II. We believe in collaborative and strong project management as a key success factor for peer-to-peer projects with the aim of significant institutional strengthening of a SAI.
- III. We are inspired by the principles of the Paris declaration of aid effectiveness and other recognized frameworks of capacity development. Through our project management function, we seek to put into practice the principles of ownership, mutual accountability, alignment, coordination, do no harm and context sensitivity.
- IV. We recognize that in challenging contexts the project management function requires extra efforts of ensuring well customized support, alignment and coordination to avoid doing harm.
- V. As partners of the INTOSAI community working together for the strengthening of SAIs, we strive to be role models in good project management, considering the INTOSAI P-12 principles.

## What we will do in practice

- I. **Establish a project management function with sufficient capacity and clarity of roles and responsibilities:**
  - a. Having a dedicated person from each main partner for the team
  - b. Clarify the mandate for the project management team, and of each representative in the team, as it will vary across countries, organizations, projects and tasks.
  - c. Clarify who is responsible for key functions and tasks of the team, such as financial management processes and communication with SAI management and staff on project developments.
- II. **Foster a strong and active project management function delivering on:**
  - a. *Execution*, including ability to plan and implement agreed activities efficiently, and adjust plans considering implications of deviations and changes to plans.
  - b. *Quality and results management*, meaning to always be conscious about the expected results and the link to what activities are initiated, and apply explicit quality criteria for support as a basis for improving plans and learning.

- c. *Human resource management*, which means mobilizing, engaging and stimulating peers to deliver support as required for the results of the project.
- d. *Financial and grant management*, including proper and timely processes for budgeting, procurements and accounting, and use of funds in a way focused on achieving results.
- e. *Risk management*, where there is a regular and systematic analysis of what can go wrong, and active development and follow-up of actions to avoid or minimize problems.
- f. *Communication*, which means to keep both internal and external stakeholders of the project well informed, through various forms of communication and channels in which is fit to the needs of stakeholders and SAI systems.
- g. *Coordination with external partners and projects*, where one seeks understanding and regular engagement with other partners supporting or intending to support the SAI, to maximize support to the SAI, synergies and avoid duplications.

### III. **Use actively a set of cross-cutting principles to guide how we conduct the project functions and develop support activities:**

- a. *SAI-led and SAI-systems*, where the SAI strategic and operational management systems and routines are used for organizing and delivering support, and where project activities seek to strengthen the SAI implementation and absorption capacity by empowering its leadership and strengthen existing systems.
- b. *Adaptability and learning*, where plans can be adjusted when needed and through due processes, and where learning is in-built in all activities and the annual cycle of the project.
- c. *Proactivity, presence and continuity*, where one keeps in touch continuously online and onsite as far as possible, to unblock issues together and foster understanding and trust.
- d. *Do no harm*, which involves considering if project activities can lead to unintended consequences as dependence on project funding, inability of the SAI to deliver on core mandated audit results and increase potential divisions along gender, ethnic or other dimensions in the SAI.
- e. *Inclusion*, which means involving the whole SAI in major processes for anchoring and long-term sustainable capacity development, and ensuring different groups are well represented and empowered through project activities.
- f. *Mutual accountability*, where the partner expectations agreed in the Cooperation agreement are actively considered and communicated about if challenges of meeting commitments.
- g. *Context tailored*, which means actively trying to understand the unique SAI situation and staff, as well as the economic and political country situation.

**IV. Strive to continuously develop as a team and interact in ways creating an effective teamwork. This includes developing a team culture, systems and routines fostering:**

- a. *Collaboration*, as a default approach for project management work and as the effective way of dealing with problems arising.
- b. *Transparency*, as a powerful way to build trust and efficient working methods.
- c. *Rich communication*, as a way to create good understanding and make collaboration joyful. We will actively do informal communication.
- d. *Exploration of new methods and approaches of capacity development*, such as new digital tools, which is needed to succeed in complex processes of SAI development.
- e. *Embrace change*, as a necessary attitude for capacity development.
- f. *Empathy*, as crucial for cross-cultural understanding among peers from different countries and individual backgrounds working together.

## About the Peer-support project management principles and practices

The principles are intended to inspire good practices and effective project management of peer-support country projects. Partners can use the document to set principles and routines applicable for the context and specific project.

The principles are developed with experiences of project management of country projects linked to [the Accelerated Peer-support Partnership \(PAP-APP\)](#) and [the Global SAI Accountability Initiative \(GSAI\)](#), in partnership with the [Cour des Comptes of France](#) and [the CBC workstream on Peer-to-peer support](#) in November 2023.

In 2023 the beneficiary SAIs of the programmes are in Belize, Benin, Dominica, DRC, Eritrea, Guinea, Haiti, Honduras, Kyrgyzstan, Lebanon, Madagascar, Niger, Sierra Leone, Somalia, South Sudan, Tajikistan, The Gambia, Togo and Zimbabwe. The partners supporting these SAIs include the peer-SAIs of Azerbaijan, Costa Rica, Hungary, India, Kenya, Latvia, Malawi, Mexico, Morocco, Norway, Sweden, Tunisia, Uganda and UK. The regional secretariats AFROSAI-E, CAROSAI, CREFIAF and OLACEFS, and GIZ and CIPFA are also engaged as implementation partners in the country projects.

