# INTOSAI

## iDI

### DEVELOPMENT INITIATIVE

APPENDIX

IDI OPERATIONAL PLAN

2021

Corporate and Cross-Cutting Issues

# Contents

## 1.  Maintaining Good Governance

IDI's Board has oversight over IDI and sets the strategic and operational direction of IDI's work. It approves IDI's annual Operational Plans and Performance and Accountability Reports. The Board also evaluates its own work annually to ensure that it is meeting its governance and oversight duties.

IDI will organise at least two meetings of the IDI Board, in March and November 2021 respectively, of which at least one will be a face to face meeting if circumstances allow. Following precedents from 2020, IDI may also arrange focused, virtual board meetings to discuss emerging strategic issues where necessary.

IDI will ensure the Board is furnished with the following core documents annually:

- IDI Operational Plan and Budget (November)
- IDI Performance and Accountability Report (March)
- IDI Audited Financial Statements (March)
- IDI Risk Register (March and November)
- IDI Portfolio Review (March)

The Board has one committee, the Nomination and Remuneration Committee (NRC). This meets virtually as needed and is tasked with overseeing the selection and recommendations for appointments to the IDI Board. It also sets remuneration for the IDI management team, and framework for remuneration for the rest of IDI.

## 2. IDI Staff Recruitment, Development and Welfare

**Recruitment**

The IDI Strategic Plan 2019-23 foresaw the need to scale-up IDI staffing levels. However, medium term financial uncertainty at the start of the COVID-19 pandemic in 2020 led IDI to put recruitment plans on hold. As IDI adjusts to the new normal, it has become apparent that IDI requires significant additional staff resources to deliver more initiatives through virtual means and compensate for reduced levels on in-kind support. Financially this will be offset by reduced direct expenditure on physical events. However, medium term finances remain uncertain, given possible global reductions in development finance. IDI has therefore decided that most of the new positions to be filled during 2021 will be taken on as fixed term contracts of around two years. IDI's staffing plans are summarised below.

| Work Stream / Unit | Dec 2018 | Dec 2019 | Oct 2020 | Est. June 2021 |
|---|---|---|---|---|
| Professional SAIs | 6 | 7 | 8 | 10 |
| Relevant SAIs | 4 | 4 | 5 | 6 |
| Well-Governed SAIs | 8 | 9 | 8,6 | 11,1 |
| Independent SAIs | 1,5 | 1,5 | 2,3 | 4,3 |
| Bilateral Support | 4,5 | 4,5 | 4,7 | 6,2 |
| Global Foundations Unit[1] | 2,5 | 3,5 | 3,9 | 3,9 |
| Director General & Strategic Support Unit | 3 | 3 | 3 | 4 |
| Administration | 2,5 | 3,5 | 2,5 | 3,5 |
| **Total** | **33** | **36** | **38** | **49** |
| **Gender-disaggregated** | **14 f/19 m** | **17 f/19 m** | **18 f/20 m** | **50/50 gender balance aspired** |

Between 2018 and 2020, the gender balance in IDI's management team was 3 men to 1 woman.

**Professional Teams**

IDI has started to develop an organisational competency framework and will finalise this work in 2021. It will help IDI to improve its needs identification for recruitment and assessment of the development needs of staff. The ambitions in the Strategic Plan mean that IDI will be aiming to increase the diversity of skills. IDI sets aside a week of time each year and small budget for each staff member to develop their professional skills, and also organises IDI-wide trainings, delivered internally or externally. This includes rotating annual refreshers on IDI's corporate polices, especially its Code of Ethics, Safeguarding, Procurement and Anti-Corruption policies. IDI staff will also be involved in updating IDI's Gender Policy in 2021.

**Staff Welfare and Mental Health**

Staff welfare has always been a priority in IDI but as COVID-19 has entered the scene, staff welfare and mental health have become more crucial than ever. Research confirms that a culture of fear and silence around mental health is costly to employers and as such we work systematically through the IDI

---

[1] Previously INTOSAI-Donor Secretariat

management team and our HR function in offering services that aim to promote and ensure staff welfare. Both the IDI management and HR have been trained by a counsellor in dealing with mental health issues. In addition, during COVID-19 IDI has offered counselling services through ISOS to employees who would like some follow up. We are evaluating the need to continue such services going forward.

During COVID-19, we have had weekly staff meetings to discuss the situation and ensured staff have the necessary equipment for setting up an office at home. We believe well-being initiatives from the employer is crucial during unforeseen and potentially very difficult times for our staff. Office chairs have been sent out to those staff who would like to have one delivered, and extra equipment such for example screens have been bought. The feedback from staff has been very positive with regards to these initiatives. The feeling of being taken care of is a feeling we recognize as valuable during COVID-19. We believe this is a positive factor in increasing resilience.

The Director General and Deputy Director Generals take an active role in following up on employees with regards to the well-being of their staff. During challenging time such as COVID-19 we choose to be one step ahead in trying to offer flexible solutions to deal with challenging circumstances. We are solution minded in order to ensure staff welfare and mental health is always put high on the agenda. In 2021 we will organize initiatives that will promote physical as well as mental health. A session focusing on mental health will be held as part of the IDI staff meeting in order to ensure a resilient and open-minded IDI management and workforce.

## 3. IDI's Internal Support: Director General and Strategic Support Unit

### A. Objective

The IDI Director General (DG) and the Strategic Support Unit (SSU) respond and add value to IDI's strategic priorities throughout the strategic cycle, which supports all work streams and units to create value for SAIs.

### B. Strategy

Responsibility for the implementation of all IDI Strategic and Operational Plans and execution of IDI's budget and financial management is delegated from the IDI Board to the DG. The DG leads by example across IDI and drives the culture and tone for how IDI works. The DG represents IDI to the IDI Board, and is the senior external face of IDI, often representing IDI and the Chair of the IDI Board in INTOSAI committees and other external fora. The DG leads IDI's management team and establishes the framework for delegating responsibility and ensuring accountability within IDI.

SSU takes on tasks that cut across different IDI departments, maximises synergies and promotes consistently high quality within and between departments, and supports the IDI management team to enable them to focus on delivering their core tasks. SSU has the following broad objectives:

- Adds value to and supports IDI delivery departments and IDI administration
- Creates value through synergies, shared services and improving strategic planning and performance
- Adds value to corporate governance and support functions
- Leads or supports stakeholder management to optimise support to SAIs
- Serves as the focal point for IDI's gender strategy

### C. Delivery

Partnerships

IDI departments will continue to manage the majority of IDI's strategic partnerships in 2021. SSU will hand over the strategic partnership with the International Budget Partnership to the Global Foundations as from January 2021. SSU will lead on developing IDI's partnership with the International Monetary Fund, coordinating this with all IDI units, as well as potential new partnerships on gender equality.

The DG leads on representing IDI to many external stakeholders and fora, including SAIs, INTOSAI bodies and regions, and donors. SSU has a lead role in stakeholder management with IDI's core donor group and with donors funding IDI across multiple areas of IDI's work[2]. This also includes individual reporting to donors where this is necessary and as per individual agreements.

A proportion of DG and SSU costs are reallocated to each work stream and funded through those work streams, while the remainder is funded through IDI core support from SAI Norway, the Swedish International Development Cooperation Agency (Sida), the UK Foreign, Commonwealth and Development Office (FCDO), and the Austrian Development Agency (ADA).

Delivery Mechanisms

The DG and SSU mainly support and add value to IDI's strategic priorities and delivery mechanisms. This includes supporting IDI departments with their delivery mechanisms where SSU can add value. This also

---

[2] This includes ADA, GA Canada, EU, FCDO-UK, Irish Aid, OAG Norway, SAI Qatar, SAI Saudi Arabia, SECO and SIDA.

means that SSU will use eLearning, online meetings, online workshops, webinars and face to face meetings to support IDI staff in their delivery. In 2021, SSU plans to provide an online eLearning course on gender for IDI staff based on different needs to enable them to better apply a gender lens in IDI delivery mechanisms.

### D.  Outline Plan 2021

IDI's annual plans are presented within the context of the IDI Strategic Plan 2019-23. The 2021 plan builds on IDI's prior achievements, and towards future achievements.

| Component and Initiative | Achievements (to end 2020) | Plan 2021 | Tentative Plans 2022 onwards |
|---|---|---|---|
| **IDI Governance** | • IDI governance review conducted & recommendations implemented<br>• Board structure and rules of procedure in place<br>• IDI corporate risk register owned by Board & updated twice per year<br>• System of annual portfolio reviews established<br>• System for disclosing related parties and guarding against conflicts of interest implemented<br>• Nomination and Remuneration Committee (NRC) of IDI Board supported | • Facilitate virtual IDI Board meetings in March and November<br>• Facilitate additional virtual meetings<br>• Update IDI risk register for Board meetings<br>• Conduct annual IDI portfolio review<br>• Support NRC | • Facilitate virtual IDI Board meetings in March and November<br>• Facilitate additional virtual meetings<br>• Update IDI risk register for Board meetings<br>• Conduct annual IDI portfolio review<br>• Support NRC |
| **IDI Strategic Planning** | • IDI Strategic Plan 2019-23 developed & approved following extensive global consultation<br>• Strategic review of IDI to increase resilience and thrive under the new normal | | • Agree approach and timetable for developing IDI Strategic Plan 2024-29 in 'Plan the Plan' document |
| **Operational Planning, Monitoring & Reporting** | • IDI approach to Operational Plans and Performance & Accountability Reports firmly established<br>• IDI results framework 2019-23 developed in line with Strategic Plan | • Issue IDI Performance & Accountability Report 2020<br>• Prepare IDI Operational Plan and support preparation of budget 2022 with in-built flexibilities<br>• Support in-year budget revisions<br>• Update admin. with changes to grant agreements<br>• Update and report against IDI results framework | • Issue IDI Performance & Accountability Report 2021<br>• Prepare IDI Operational Plan and support preparation of budget 2023 with in-built flexibilities<br>• Support in-year budget revisions<br>• Update admin. with changes to grant agreements Update and report against IDI results framework |
| **Stakeholder Management & Dialogue** | • Annual dialogue mechanisms established between IDI Board and development partners, IDI management | • Facilitate virtual annual dialogue between IDI Board and development partners | • Facilitate virtual annual dialogue between IDI Board |

| Component and Initiative | Achievements (to end 2020) | Plan 2021 | Tentative Plans 2022 onwards |
|---|---|---|---|
| | and funding donors, and between INTOSAI and its regional bodies.<br>• Dialogue & reporting mechanisms established at level of specific grants | • Hold six-monthly strategic dialogue with IDI core funding donors (of which, one face to face if circumstances allow)<br>• Report to funding partners on use of grant funds<br>• Coordinate & support development of funding proposals | and development partners<br>• Hold six-monthly strategic dialogue with IDI core funding donors (of which, one face to face if circumstances allow)<br>• Report to funding partners on use of grant funds<br>• Coordinate & support development of funding proposals |
| **Gender & Inclusion** | • Gender integration established as strategic shift in IDI 2019-23 Strategic Plan<br>• Initial development of IDI staff capacity on gender<br>• Gender analysis framework & guidance developed<br>• Gender event included at 2019 INTOSAI Congress<br>• External pool of gender advisors established<br>• IDI gender strategy approved & published<br>• Partnership on gender with UN Women & IBP initiated | • Support gender analysis in development of new IDI initiatives<br>• Support the implementation of the IDI gender strategy<br>• Continue to develop IDI staff competence on gender integration, including design of internal training course<br>• More focus on advocacy across INTOSAI to promote gender integration<br>• Develop & publish updated IDI gender policy<br>• Develop draft guidance on inclusion<br>• Explore new and invest in ongoing partnerships to further promote gender integration within INTOSAI | • Support gender analysis in development of new IDI initiatives<br>• Support the implementation of the IDI gender strategy<br>• Continue to develop IDI staff competence on gender integration<br>• More focus on advocacy across INTOSAI to promote gender integration<br>• Continue working with partners to further promote gender integration within INTOSAI<br>• Facilitate new IDI Gender Internal Assessment |
| **Evaluations & Ensuring Quality** | • IDI rolling evaluation plan 2019-23 established<br>• IDI evaluation policy & guidance finalised and published<br>• Evaluation of IDI bilateral support (4 components)<br>• Evaluation of IDI Support to SAI Somalia<br>• IDI protocol for quality assurance of global public goods issued & updated | • Maintain IDI rolling evaluation plan<br>• Support SECO-led interim evaluation of SPMR initiative<br>• Evaluation of implementation of the SAI PMF Strategy<br>• Design and commission mid-term evaluation of implementation of the IDI Strategic Plan 2019-23<br>• Undertake QA reviews of IDI Global Public Goods | • Maintain IDI rolling evaluation plan<br>• Finalise mid-term evaluation of implementation of the IDI Strategic Plan<br>• Undertake QA reviews of IDI Global Public Goods<br>• Synthesis of lessons learned from bilateral support evaluations (TBC)<br>• Commission South Sudan mid-term evaluation (TBC) |

| Component and Initiative | Achievements (to end 2020) | Plan 2021 | Tentative Plans 2022 onwards |
|---|---|---|---|
| **Forum for INTOSAI Professional Pronouncements (FIPP)** | • IDI DG member of FIPP, contributing to scrutiny of INTOSAI standard setting process | • Continued membership of FIPP | • Continued membership of FIPP |
| **Partnership with the IMF** | • Focal point for dialogue & establishing cooperation<br>• Joint staff note on Role of SAIs in Audit of Emergency Funding<br>• Global status report on SAIs and the audit of emergency funding | • Coordinate IDI and INTOSAI's support to IMF's SAI Capacity Development Support Programme<br>• Support drafting of an IMF Working Paper on SAIs and Emergency Finance<br>• Support IMF training & seminars[3] on working with SAIs and role of SAIs in national anti-corruption strategies<br>• Establish and facilitate an annual dialogue between IMF and SAI leaders (around IMF Spring Meetings)<br>• Act as focal point for engagement between IDI and the IMF | • Coordinate IDI and INTOSAI's support to IMF's SAI Capacity Development Support Programme<br>• Support IMF training & seminars on working with SAIs and role of SAIs in national anti-corruption strategies<br>• Establish and facilitate an annual dialogue between IMF and SAI leaders (around IMF Spring Meetings)<br>• Act as focal point for engagement between IDI and the IMF |
| **Support to Professional & Relevant SAIs work streams** | • Design of needs assessment survey for IDI's Transparency, Accountability and Inclusiveness (TAI) Initiative | • Light touch support and engagement with TAI, to ensure synergies with IMF CD programme | Light touch support and engagement with TAI, to ensure synergies with IMF CD programme |
| **Support to Global Foundations Unit** | • Design INTOSAI Global Survey 2020 | • Develop SAI Global Stocktaking Report 2021 | |

### E. Contribution to IDI Cross-Cutting Priorities

SAI Culture and Leadership

The IDI DG will continue to back IDI's work streams, bilateral support and Global Foundations to support and develop SAI leaders in their specific environments and SAI cultures.

SSU will continue its support across IDI to apply a gender lens on SAI culture and leadership issues. In 2021, SSU will also build on a webinar on gender equal representation, including female leadership. IDI facilitated the webinar at the end of 2020, in partnership with UN Women and the International Budget Partnership.

SAI Communications and Stakeholder Engagement

Both, the IDI DG and SSU, engage with IDI work streams, bilateral support and Global Foundations in their support of SAIs in communications and stakeholder engagement. The IDI DG and SSU will continue to share their experience in engaging with Development Partners, INTOSAI bodies and other stakeholders with SAIs wherever it adds value.

---

[3] Both internal training for IMF staff, and external training delivered by IMF

In addition, SSU has a leading support role in the implementation of the IDI Communications and Advocacy Strategy to raise awareness on the role, benefits and challenges of SAIs and to advocate for better SAI environment and support.

Inclusiveness and Gender

SSU is the IDI gender focal point. 2021 will be the first year of implementation of the IDI Gender Strategy and Action Plan. The first strategic priority in the Gender Strategy focusses on *SAIs being gender-responsive organisations and conducting audits that contribute to gender equality.* While all IDI departments have a responsibility to raise awareness and advocate for gender equality in SAIs, to work together with INTOSAI bodies, regions and other stakeholders and to integrate gender into IDI's support to SAIs through prior gender analyses, SSU has an overall leading and coordinating role. SSU will support interesting external requests to cooperate and raise awareness on gender equality in SAIs.

SSU will lead on a variety of measures in 2021 under the second strategic priority in the Gender Strategy to enable IDI to lead by example and to become a gender-responsive organisation itself. This includes enhancing gender expertise and competence in IDI, developing an updated IDI gender policy and measures to further gender mainstreaming in decision-making (see OP highlights for more details).

In its engagement with SAIs and partners, IDI takes into account that gender interacts with many other factors such as class, race, poverty level, ethnicity, culture, religion, sexual orientation, age and disability ("intersectionality"). In addition, in 2021 SSU will develop a guidance for a better integration of inclusiveness issues into IDI's work.

## F.   Expected Results

IDI Output Indicators

| Expected Results | Indicator No. | Indicator Definition | Source | Baseline (Date) | Target / Actual | Targets and Actual Results | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | 2019 | 2020 | 2021 |
| **IDI CROSS-CUTTING PRIORITIES** | | | | | | | | |
| Empower female participation in IDI initiatives | 26 | Annual female participation rate across IDI initiatives: (a) Events where IDI can influence participation (b) Open events | IDI internal monitoring system | (a) 44% (2017) (b) No baseline | Target | (a) 44% (b) 35% | (a) 44% (b) 35%[4] | (a) 44% (b) 35% |
| | | | | | Actual | (a) 40% (b) 33% | (a) (b) | (a) (b) |
| Integrate gender analysis into design of IDI initiatives | 27 | % of new IDI initiatives designed in the year which include a gender analysis in the design phase | IDI Annual Performance & Accountability Reports | 0% (2018) | Target | 10 % | 50 % | 80 % |
| | | | | | Actual | 14 % | | |
| Develop the commitment and capacity of SAI leaders | 28 | % of SAIs participating in IDI initiatives where a representative of the SAI leadership a) signs a statement of commitment b) participates in education / awareness raising activities targeted to the SAI leadership (count separately the participation of each SAI in each initiative) | IDI Annual Performance & Accountability Reports | a) 100% b) No data (2018) | Target | a) 90% b) 75% | a) 90% b) 60% | a) 90% b) 60% |
| | | | | | Actual | a) 93% b) 50% | a) b) | a) b) |

---

[4] Confinement in countries may potentially have an effect on female participation rates. However, it is difficult to foresee so, the targets will remain.

### G. Risk Management

Risk management in IDI is owned at the IDI Board level. IDI's corporate risk register is regularly updated and discussed at each Board meeting. The Board approves the identification and assessment of risks, and the mitigating measures. In approving the risk register, the Board accepts the residual risks. The risk register covers the developmental, operational, reputational and natural risks that, if realised, could undermine delivery of the IDI strategic plan.

IDI has identified the following <u>additional</u> risks which may prevent the DG and Strategic Support Unit from delivering its expected results and will implement the associated risk mitigation measures.

- **Risk: Culture as a cross-cutting priority:** IDI cannot fulfil expectations to fully address the different cultural aspects in SAIs and in the INTOSAI community as a cross-cutting priority under all work streams, bilateral support and Global Foundations → Mitigation: culture partly integrated into some GPGs and initiatives under the work streams, but residual risk largely accepted.
- **Risk: Partnership with the IMF:** IDI is not able to flexibly make necessary human resources available to honour and take advantage of the partnership with the IMF → **Mitigation**: Timely management decisions on new recruitments. Staff agility and flexibility in taking on new roles and responsibilities as individuals and as members of teams supported by the IDI management.

## 4. IDI's Internal Support: Administration Unit

### A. Objective

The objective of the Admin Unit is to support all IDI work streams and units to strengthen IDI operations to create value for SAIs.

### B. Strategy

The Admin Unit seeks to provide high quality support and services in the admin area and facilitate excellent working conditions for staff. The Admin Unit works to:

- ensure sound financial management of the IDI (budgeting, accounting, invoicing, payroll, banking, and financial reporting).
- ensure sound human resource management of the IDI, (facilitate recruitment processes, remuneration, effective onboarding, performance management through annual performance appraisal, professional development and ensuring a healthy, safe, resilient and thriving working environment)
- ensure that local employment laws and regulations are fulfilled in those countries where IDI have employees
- ensure that required systems, procedures, policies and Norwegian legal obligations are in place and are adhered to.
- develop, implement and maintain internal rules, regulations and policies.
- advise and support DG on admin issues
- develop and maintain an effective IT environment that optimises IDI's work.
- procure administrative services and equipment, aiming to ensure efficient and effective IDI operations.

### C. Delivery

Partnerships

The Admin Unit has the following partners that help to support the unit's delivery:

- Amesto Account House is the outsourcing partner on accounting through the Xledger accounting system.
- Visolit is the outsourcing partner on IT services and provides IT infrastructure, support and services.
- HRG is the preferred travel agent for all IDI travel.
- International SOS is provider of travel safety services.
- HR Norge to ensure that we are updated on HR trends and local legal issues

A proportion of IDI administration costs are reallocated to each work stream and funded through those work streams, while the remainder is funded through IDI core support from SAI Norway, the Swedish International Development Cooperation Agency (Sida), the UK Foreign, Commonwealth and Development Office (FCDO), and the Austrian Development Agency (ADA).

Delivery Mechanisms

The Admin unit mainly supports the other work stream and units. This includes facilitating delivery mechanisms for the other units.  The Admin unit will use online meetings, training courses and face to face meetings to support IDI staff in their delivery.

## D. Outline Plan 2021

IDI's annual plans are presented within the context of the IDI Strategic Plan 2019-23. The 2021 plan builds on IDI's prior achievements, and towards future achievements.

| Component and Initiative | Achievements (to end 2020) | Plan 2021 | Tentative Plans 2022 onwards |
|---|---|---|---|
| **IDI Governance** | • IDI governance review conducted & recommendations implemented<br>• Board structure and rules of procedure in place | • Organise IDI Board Meetings; March (virtual) and November (in-person)<br>• Facilitate work of IDI Board's NRC<br>• Seek solutions to build up IDI unrestricted reserves | • Organise IDI Board Meetings in March and November (in-person) |
| **Budgeting & Financial Reporting** | • IDI budget processes (including in-year revisions) established<br>• Accounting support outsourced<br>• Auditor appointed | • Lead IDI 2022 budget process<br>• Lead IDI in-year budget revisions in June (internal) and October for approval by IDI Board<br>• Align approach to IDI long-term financial forecast with budgeting process<br>• Produce IDI Financial Statements 2020 & manage audit process | • Lead IDI 2023 budget process<br>• Lead IDI in-year budget revisions in June (internal) and October for approval by IDI Board<br>• Produce IDI Financial Statements 2021 & manage audit process |
| **Human Resource Management** | • System of staff performance appraisal established<br>• Professional development project group established<br>• HR system including employee handbook implemented, according to GDPR requirements<br>• GDPR routines implemented for recruitment processes and handling of HR information<br>• Make sure sufficient measures are in place for the management of ID human resources during COVID-19 | • Develop IDI staff competency framework<br>• Lead IDI's professional development project group<br>• Lead IDI HR to COVID-19<br>• Update and QA new IDI Employee Handbook in Simployer<br>• Revisit our digital onboarding module and make necessary changes (end 2021)<br>• QA GDPR routines on HR<br>• Review of remuneration system<br>• Review regional staff contracts to be in line with national legislation<br>• Review response by IDI HR to COVID-19<br>• Crisis management training | • Lead IDI's professional development project group<br>• QA GDPR routines on HR<br>• Review response by IDI HR to COVID-19 |
| **Policies & Guidelines** | • Wide range of IDI policies and guidelines approved & published, meeting requirements of various donors (including procurement policy)<br>• IDI GDPR policy in place | • Embed systems for GDPR compliance<br>• Update IDI consultancy contract template<br>• Update IDI travel policy<br>• Update IDI internal control system | • Review systems for GDPR compliance<br>• Update IDI internal control system |

| Component and Initiative | Achievements (to end 2020) | Plan 2021 | Tentative Plans 2022 onwards |
|---|---|---|---|
| | | • Update IDI procurement policy | |
| **Finance & Accounting** | • IDI finance systems almost fully digitised<br>• IDI financial manual completed<br>• Separate accounting and time recording systems in place | • Finalise implementation of integrated IDI accounting system with expense module and time registration.<br>• Update IDI financial manual | • Update IDI financial manual |
| **Procurements** | • Procurement policy developed | • Procurement of pool of consultants on design and legal support | • Tender travel services<br>• Review IT solutions |

### E. Contribution to IDI Cross-Cutting Priorities

SAI Culture and Leadership

Admin will continue to facilitate the services and equipment needed for IDI's work streams and units to support and develop SAI leaders in their specific environments and SAI cultures.

SAI Communications and Stakeholder Engagement

Not applicable.

Inclusiveness and Gender

Admin. will continue to review and implement gender-responsive and inclusive measures throughout the organization in 2021. This will be done in the areas of human resource management including gender-responsive and inclusive recruitment and employment. This includes selection processes as well as reviewing the performance appraisal process and the area of promotions in order to develop and ensure gender responsive and inclusive practices. This contributes to the second strategic priority in the Gender Strategy to enable IDI to lead by example and to become a gender-responsive organisation itself. Admin will also contribute to developing and implementing an updated gender policy in 2021.

### F. Expected Results

IDI's administration unit does not have lead responsibility for delivery of results in the IDI results framework.

### G. Risk Management

Risk management in IDI is owned at the IDI Board level. IDI's corporate risk register is regularly updated and discussed at each Board meeting. The Board approves the identification and assessment of risks, and the mitigating measures. In approving the risk register, the Board accepts the residual risks. The risk register covers the developmental, operational, reputational and natural risks that, if realised, could undermine delivery of the IODI strategic plan.

All risks which may prevent the admin. unit from delivering on this plan are integrated into the IDI Corporate risk register.

## 5. Becoming a More Gender Responsive IDI

IDI will start to operationalise the new IDI Gender Strategy, by gradually implementing its multi-annual gender action plan. IDI's aspiration is to lead by example as a gender-responsive organisation. In 2021, IDI will:

- Continue to reflect IDI's gender balance ambitions in recruitment processes, analyse gender equality in base salaries and integrate gender competencies across the IDI competency framework
- Develop & facilitate a basic IDI online gender course to increase IDI gender capacity and competences. IDI will explore possibilities to do this with experienced external partners.
- Continue to facilitate internal or external support for IDI staff to support gender analyses
- Facilitate cross-departmental learning
- Nominate gender champions in departments who will promote gender and support colleagues in advancing gender equality
- Develop a new Gender Policy and build gender equality into all new policies and guidance documents
- Explore the establishment of an IDI Board function to support IDI in integrating gender equality in IDI governance, decision-making and in influencing INTOSAI bodies
- Integrate gender equality in the annual communications & advocacy work plans and budget
- Develop a gender webpage as part of the new IDI website and explore the possibility of establishing an online IDI knowledge / resource centre for gender equality

## 6. Climate Change and the Environment

IDI remains committed to environmental sustainability. IDI will continue to uphold its environmental policy and key strategies to reduce negative effects on the environment and climate.

Even before COVID-19, IDI had already increased the use of eLearning and internet-based communication. IDI had then built on this experience and intensified its digital education and online work in 2020. IDI will pursue this path in 2021.

In addition, IDI will continue to:

- Compensate for CO2 emissions to reduce air travel emissions
- Recycle in office and limit printing
- Encourage the use of public transport
- Look into more possibilities to reduce energy in the office and in its operations.

## 7. Managing Risk

The IDI Strategic Plan 2019-2023 sets out IDI's approach to identifying assumptions, and assessing which assumptions are considered as critical risks which need to be actively managed. Based on the IDI results chain, IDI has identified its assumptions, and classified them as operational, reputational and developmental[5]. Each one has been assessed with regards to likelihood and impact, and those assumptions which have the potential to undermine delivery of the IDI Strategic Plan have been classified as key risks. IDI's keys risks, as of November 2020, are summarised in the table below. COVID-19 has had and will continue to have a significant effect on IDI's risk assessment and management in 2021.

| Developmental Risks |
|---|
| 1. **Legislature support for SAIs**: a lack of legislature interest in, and support for SAIs as well as increasingly weakened roles for legislatures in some countries, undermines the impact SAIs can have for the benefits of citizens. |
| 2. **SAI Independence**: the performance and impact of SAIs is hampered by constraints to operational, financial independence and mandates. |
| 3. **SAIs leading by example**: SAIs not leading by example in promoting accountability and transparency (especially public reporting); SAI Good Governance and Ethics. This undermines SAI performance, government performance and benefits for citizens. |
| 4. **SAI strategic planning**: poor quality SAI strategic plans undermines their long-term development and their selection of capacity development initiatives. |
| 5. **ISSAI implementation and professionalisation**: SAIs do not have the capacity to fully implement the ISSAIs, thus reducing audit quality and the impact of audit work for citizens. Further, in the absence of a regulatory mechanism and a common understanding of compliance, the credibility of the ISSAI framework/IFPP is gradually eroded by SAIs referring to the ISSAIs before their audit practices have become ISSAI compliant, undermining the basis for many IDI interventions. A SAI's journey towards ISSAI implementation is affected by the lack of professionally qualified public sector audit professionals due to limited professional education opportunities and availability of SAI specific professional development for financial, performance and compliance audit. |
| 6. **Competency based Certification**: Lack of adequate resources, maturity of context and concern for consequences in some national contexts affect IDI ability to deal with integrity risks in assessments for competency-based certification. |
| 7. **Sustainability**: the way in which capacity development support is provided does not lead to sustainable SAI performance improvement *(e.g. poor alignment with strategic plans, poor coordination of support, no consideration of SAI absorption capacity, and new knowledge from participation in IDIs interventions not being translated into changed practices within SAIs).* SAIs do not have the resources to take forward capacity development efforts. |
| 8. **SAI relevance:** SAIs do not have adequate capacity and resources to keep track of emerging issues, leverage on technological advancement and achieve audit impact to stay relevant. SAIs do not have impact because of a lack of executive response and follow-up to recommendations from the audit or the legislature (based on the audit). |
| 9. **Leave no SAI behind**: SAIs are not able to participate in capacity development initiatives or take advantage of them (in some contexts due to limited ICT infrastructure and connectivity).<br>SAIs in the most challenged environments are unable to get the scaled-up and strategic support they need or to effectively benefit from IDI work streams and initiatives and make little progress in strengthening their performance. |
| **Operational Risks** |
| 10. **Quality**: IDI deliverables are not of sufficient quality to contribute to SAI performance improvement, which may also damage IDI's reputation. |
| 11. **Partnerships**: As IDI increasingly partners to deliver on its work streams and other initiatives, the IDI's partners may not have the same approaches and routines to ensure contribution towards sustainable change as IDI. |
| 12. **Delivery Methods:** IDI is not using the most appropriate and effective delivery methods in given circumstances. SAIs cannot take fully advantage of the delivery methods applied (see also risk 9 on 'Leave no SAI behind'). |

---

[5] IDI's risk management approach also includes natural risks, but at present, IDI has no significant natural risks that need to be managed.

| | |
|---|---|
| 13. | **Funding**: Insufficient, unpredictable and/or short-term funding and insufficient levels of reserves undermines IDI's ability to plan for and implement long term capacity development initiatives under its work streams, reducing sustainability and impact. |
| 14. | **In-kind contributions and expertise:** IDI cannot secure the quantity and quality of in-kind support and expertise (both from within and outside the INTOSAI community) that it currently relies on to deliver under its work streams, Global Foundations and bilateral support. |
| 15. | **Staff safety**: a major incident would affect not only the involved staff, but have emotional and resource impact across IDI, and may potentially require IDI to suspend certain activities, work stream components, and/or locations. Would also have significant impact on IDI's reputation. |
| 16. | **Staffing**: IDI does not have the capacity to adequately absorb new staff or cannot secure the quantity and quality of staff necessary to deliver its portfolio. |
| 17. | **Gender:** IDI cannot fully integrate a gender perspective as an organisation and in delivering its portfolio. |
| 18. | **Internal governance**: poor internal control and resource management within IDI undermines the economy and efficiency of IDI operations and implementation of the strategic plan. |
| 19. | **Financial transaction:** Fraud attempts and transactions where IDI is unable to verify ownership with other party. |
| **Reputational Risks** | |
| 20. | **Stakeholder expectations**: growing demand for IDI interventions means that expectations from IDI's many different stakeholders have to be managed adequately and some stakeholders' expectations may not be met, potentially damaging IDI's reputation and thereby IDI's ability to deliver under work streams and secure impact. |
| 21. | **Perceptions of conflict of interest**: between different roles that IDI performs could damage IDI's reputation, and ability to secure required funding. Also, increased funding and donor focus on the IDI could potentially create a perception of IDI having a competitive advantage over others. |
| 22. | **Staff conduct and safeguarding**: a major breach in IDI ethics, principles or values by an IDI employee could significantly damage IDI's reputation, its credibility as a delivery partner and its ability to secure necessary funding. |
| 23. | **Association with SAIs or with Governments in countries with poor corruption and/or human rights and/or gender records[6] or with SAIs/ Governments using IDI for own controversial political agendas**: Entering into funding agreements or other partnerships with such countries may cause reputational damage to IDI. |

Most risks at the level of IDI's six strategic priorities are covered in the above. However, any risks specific to a particular strategic priority not covered by the above are included separately within the detailed plans, included in the different OP Appendices.

**IDI Approach to Risk Management**

The above key risks are included in the IDI corporate risk register, which is maintained by the Director General and approved at least every six months by the IDI Board. As is common practice, the full risk register, including assessment and IDI response, is classified as a confidential document. The risk register is used to monitor risks, consider IDI's response to risks, and assess the residual risks accepted by IDI after the effect of control measures. Broadly, operational and reputational risks are managed by the way IDI is governed, and decisions made by the IDI Board. Developmental risks are managed at the strategic level, through careful selection and prioritisation of IDI's service offer, and through effective communication and advocacy with global stakeholders.

---

[6] These 3 areas were chosen and agreed on as critical for IDI's reputation at a certain point in time, acknowledging that there could be other choices as well.

## 8. IDI Budget and Financial Sustainability

The IDI budget for 2021 with comparable figures is set out in the table below. While there are significant differences compared to 2020 and 2019, the figures underline the continued strong support from donors.

Total income for 2021 (as per contracted and expected grants) is estimated at NOK 114,5 Million. This amount includes balances of NOK 26,4 Million assumed to be carried forward in full from 2020. Donors have been supportive of the challenges with the new normal that require finding solutions to funds not spent in 2020. A prolonged period without travel and carrying forward the same level of funds as in 2020 beyond 2021 will be more challenging. Funding in 2021 is expected from the Norwegian Parliament, Sida, the Austrian Development Agency, SAI Qatar, SAI Saudi Arabia, MFA France, Irish Aid, SECO Switzerland, the German Ministry of Development (BMZ, awarded through the German Development Implementing Agency, GIZ), the European Union, the UK Foreign, Commonwealth and Development Office and USAID. A significant part of the funding is project funding of short-term nature.

Negotiations are ongoing for potential donor support for multiple year periods. Renewed funding from Global Affairs Canada and BMZ are however not included in the current budget as we still are at the application development stage. IDI will continue efforts to engage in dialogue with current and potential donors to secure predictable and long-term funding which is crucial to ensuring the continued ability to support the SAIs in developing countries.

Continued funding is also expected from INTOSAI as a share of the members' contributions is allocated to IDI. IDI seeks to build a small financial buffer with some of the received funds.

The budgeted expenditure for 2021 is NOK 96,1 million. The main assumption for 2021 is that travel activity will resume gradually from July 2021. The budget for 2021 reflects the new normal with a shift from physical to virtual delivery of support. The budget does however also include new projects within work streams and scaled up bilateral support. This means increased spending at country level. The number of staff is expected to increase by 11 compared to today in order to deliver more initiatives through virtual means and compensate for possible reduced levels on in-kind support. A modest increase in overhead costs include continued investments in ICT, including the IDI website. The main portion of the funding is allocated to IDI work streams in the departments for SAI Governance and Professional and Relevant SAIs. IDI will monitor the expenses carefully, balance it against available funding and take necessary action to reduce the scope of activities if needed. The scope of support to developing country SAIs in 2021 will be extended within IDI's strategic priorities in line with increased predictability of funding.

In-kind contributions of SAIs are a key source of resources for IDI. IDI receives support in the form of hosting events, provision of in-kind staff support, and translation services, as well as recurring paid staff secondments. In fact, IDI's ability to mobilise in-kind support from the INTOSAI community is key to IDI's ability to deliver its work with a high value for money for its partners. SAI Indonesia and SAI Finland currently support IDI with additional part and full-time staff, and SAI Norway will provide another secondee during 2021. IDI will seek to expand such support from the SAI community during 2021 as well.

# Budget 2021

## Expenditure & Income

| | Budget 2021 | Forecast 2020 | Revised budget June 2020 | Actual 2019 | Budget 2021 vs Forecast | Budget 2021 vs Actual 2019 |
|---|---|---|---|---|---|---|
| Total Professional SAIs | 19 678 326 | 10 850 828 | 12 374 169 | 12 800 698 | 8 827 498 | 6 877 628 |
| Total Relevant SAIs | 19 526 417 | 11 328 489 | 11 333 424 | 11 406 371 | 8 197 928 | 8 120 046 |
| Total SAI Independence | 7 168 544 | 2 791 019 | 3 347 849 | 2 664 621 | 4 377 525 | 4 503 923 |
| Total Well-Governed SAIs | 22 665 500 | 16 731 268 | 16 209 623 | 28 657 912 | 5 934 233 | -5 992 412 |
| Total Bilateral | 15 910 093 | 10 467 949 | 9 886 363 | 10 966 279 | 5 442 145 | 4 943 814 |
| Total Global Foundations | 8 234 902 | 5 507 099 | 6 021 318 | 5 501 675 | 2 727 804 | 2 733 227 |
| Total DG & SSU | 1 668 529 | 887 972 | 1 008 488 | 2 603 267 | 780 557 | -934 738 |
| Total Administration | 1 293 453 | 1 547 528 | 1 543 292 | 1 996 896 | -254 076 | -703 443 |
| **IDI Total Expenditure** | **96 145 765** | **60 112 152** | **61 724 525** | **76 597 719** | **36 033 613** | **19 548 046** |
| Core Funding | 48 478 811 | 44 914 819 | 45 544 460 | 41 940 838 | 3 563 992 | 6 537 973 |
| Earmarked Funding | 39 621 189 | 39 789 255 | 43 388 133 | 34 656 881 | -168 066 | 4 964 308 |
| Carry forward 2021 | 26 421 542 | 0 | 0 | 0 | 26 421 542 | 26 421 542 |
| **IDI Total Funding** | **114 521 541** | **84 704 074** | **88 932 593** | **76 597 719** | **29 817 467** | **37 923 822** |
| **Funding Gap (-)/Surplus(+)** | **18 375 776** | **24 591 922** | **27 208 068** | **0** | **-6 216 146** | **18 375 776** |