

**CORPORATE AND
CROSS-CUTTING ISSUES**

Operational Plan 2024

Table of Contents

1. Maintaining Good Governance	2
2. IDI Staff Recruitment, Development and Welfare	3
3. IDI’s Internal Support: Director General and Strategic Support Unit.....	5
4. IDI’s Internal Support: Administration Unit.....	8
5. Gender Responsive and Inclusive IDI.....	11
6. Environmental Sustainability.....	11
7. Managing Risk.....	12
8. IDI Budget and Financial Sustainability.....	12

1. Maintaining Good Governance

IDI’s Board has oversight over IDI and sets the strategic and operational direction of IDI’s work. The IDI Board approves IDI’s Strategic Plan, 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.

Upon the approval of the IDI Strategic Plan 2024-2029 by the IDI Board, IDI has embarked on its implementation with the vision of “Independent, credible and sustainable SAIs for better societies and improved lives”. The plan focusses on three strategic priorities- ‘Sustainability’, ‘Digitalisation’ and ‘Public Trust in SAIs’. The plan can be accessed on IDI’s website.

IDI will organise at least two meetings of the IDI Board, in March and November 2024 respectively, of which at least one will be a face-to-face meeting if circumstances allow. Following precedents, IDI may also arrange additional focused, virtual board meetings to discuss emerging strategic issues whenever 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)
- IDI Internal Control Framework (March)
- Audit and Evaluations database (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

With the extensive work plan for 2024 we are continuing to recruit both permanent employees and secondees on time-bound contracts. The mixture of permanent staff and shorter-term staff brought in from the SAIs will together bring the skill mix needed to deliver products according to our plans. We will also continue to rely on in-kind support where possible.

In 2023, IDI staffing has increased by two employees (one new employee for the administration unit and one for the bilateral unit). During 2024 we will be recruiting six new staff members in the SAI Governance, Professional and Relevant SAIs department, and the Global Foundations unit. The Administration unit and SSU will stay with the current level (2023) of staffing during 2024.

IDI's staffing levels (full time equivalents) at discrete points in time are summarised below¹. Associates (see below) are shown in brackets after the staff positions.

Work Stream / Unit	Dec 2019	Dec 2020	Dec 2021	Dec 2022	Oct 2023	Est. June 2024
Independent SAIs	1,5	1,5	3,9	3,9	4,1	5,0
Well-Governed SAIs	9	9	7,8 (+0,3)	10,5 (+0,3)	10,8 (0,3)	11,8
Professional SAIs	7	8	6,6 (+4,8)	7,5 (+0,5)	8,3 (0,5)	9,0
Relevant SAIs	4	5	6,1(+1,3)	6,1 (+0,3)	5,4	5,8
Bilateral Support	4,5	4,5	8,9(+1)	9,9	11,6	11,8
Global Foundations Unit ²	3,5	3,5	3,7	5,1	4,5	5,3
Director General & Strategic Support Unit	3	3	3,2	3,2	3,0	3,0
Administration	3,5	2,5	2,9	2,9	3,6	3,1
Total	36	37	43 (+7,4)	49 (+1,1)	51 (0,8)	55³
Gender-disaggregated	17 f/19 m	18 f/19 m	19 f/24 m	23 f/26 m	24 f/26 m	50/50 gender balance aspired

Turnover continues to be low in IDI. The gender balance in the management team remains unchanged with 3 men and 1 woman. As of 1 October 2023, IDI had a gender composition of 52% men and 48% women. To enable IDI to obtain specific expertise IDI continued to make use of associates during 2023. There are presently two part time associates, from Indonesia and Canada.

IDI is an organisation with male and female staff from diverse geographical backgrounds across the world. Being aware of intersectionality and diversity, IDI will ensure to address this more systematically. Thus, IDI will continue to implement recommendations from the assessment of gender, diversity, and inclusion in HR functions in 2024. IDI recruited an additional resource in HR in 2023, this to be able to continue our work in the

¹ Staff on parental leave are excluded from current staffing figures as costs are reimbursed from the Norwegian Government.

² Previously INTOSAI-Donor Secretariat

³ Target establishment 57; expected that two more staff will be recruited after June 2024

field of human resource management and to develop new policies and procedures due to its growth. IDI will also undergo an external organisational and HR review during 2023/2024.

Professional Development and Learning

The IDI competency framework is in place and new rules for financial support for professional development have been introduced. We have already planned for some employees to continue further studies with financial support from IDI in 2024.

Professional development of IDI staff is recognised as important for the success of IDI. Needs of individual staff are identified through performance appraisals. IDI will continue to set aside a dedicated budget and staff time to develop their professional skills. IDI has introduced an onboarding module for new staff, cross boarding measures, i.e. staff moving between different departments will also be looked into and we will also continue IDI-wide trainings, delivered internally or externally. This includes rotating annual refreshers on IDI's corporate policies.

During 2024 we will also be working on implementing the IDI core values that were defined during the IDI staff meeting 2023. The core values were defined by IDI staff during the IDI staff meeting 2023. The identified values are Professional, Innovative, Collaborative and with heart.

Employee Well-being

Staff well-being has always been a priority in IDI. Mental health is a prioritised area and we will continue to encourage an open dialogue in 2024. 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 management team and our HR function in offering services that aim to promote and ensure staff welfare. Both the IDI management and HR were trained by a counsellor in dealing with mental health issues during COVID-19 and will continue to focus on the issue during HR meetings in 2024. IDI has entered into a new partnership with Volvat employment health service in Oslo and will explore further services during 2024.

During 2023 clear principles for the continuation of the possibility of working from home were formalized, this to accommodate for employee well-being through an inclusive approach that incorporates the needs of diverse types of employees. Redesigned offices, and increased office space (from OAG Norway) to accommodate greater online working and private spaces, are currently being planned in dialogue with all staff members and plan to be ready by summer 2024.

IDI continues to work with preventive measures for work related absenteeism through offering physical back and shoulder treatments monthly for those employees who need such treatment.

Physical health is important for the well-being of our staff and the participation in the Holmenkollen relay in 2023 was a success with both the physical reward in training for the relay, running the relay and the team spirit. These are all measures that contribute to good mental health. IDI plans to participate in the relay in 2024.

We will continue to encourage staff to look after their health through partly sponsoring activities and encouraging employee-led initiatives. Further work is being done in 2024 with focus on health, environment and safety and the employment health service will be available to IDI staff. We have elected and trained a new health, environment, and safety representative in Oslo. Working environment pulse ratings and working environment surveys will continue in 2024.

The Director General and Deputy Director Generals take an active role in following up on employees with regards to the well-being, ensuring staff welfare and mental health is high on the agenda.

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 and work streams throughout the strategic cycle. They support coordination and collaboration across IDI and contribute to creating 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 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:

- Add value to and support IDI delivery departments and IDI administration
- Create value through synergies and through strategic guidance on coordination and collaboration and on engaging with SAIs as a non-political body
- Add value to communication and advocacy efforts linked to the Strategic Plan
- Spearhead strategic planning and performance reporting, portfolio reviews, strategic foresight and futuring
- Add value to corporate governance and support functions
- Lead or support stakeholder management to optimise support to SAIs
- Serve as the focal point for IDI's gender & inclusion work
- Support IDI's approach to resourcing the implementation of the Strategic Plan

C. What's New

Over the last Strategic Plan period (2019-2023), IDI staff increased by around 50%. At the same time, IDI's income budget increased by more than 40% between 2019 and 2023.

With growth comes the need for sustained effective communication, coordination and collaboration both internally as well as with stakeholders and partners. In 2024, and over the new Strategic Plan period, SSU and DG will put more emphasis on coordination and collaboration, supported by effective systems, processes and IDI's values, and on the predictability of IDI services. In addition, SSU and DG will contribute to ensuring that IDI puts SAIs at the centre of everything we do. A SAI-centred approach underpins our vision and mission.

To diversify resource and funding modalities, IDI has developed a Resourcing Strategy. In 2024, SSU will contribute to its implementation.

D. Delivery Mechanisms

The DG and SSU support IDI departments in their delivery mechanisms mainly through online and face-to-face discussions, meetings and workshops. Support includes:

Contributing to the delivery of the three strategic priorities:

All six IDI work streams contribute in different ways to the three strategic priorities of sustainability, digitalisation and public trust in SAIs. In 2024, SSU and the DG will support the implementation, monitoring and reporting on the strategic plan.

In addition, SSU will support the delivery of the IDI strategic priorities of sustainability and digitalisation at the organisational and operational level:

Sustainability:

- In 2024, SSU will develop a suitable IDI sustainability framework. This will guide IDI's work across the organisation and our support to SAIs. It will bring in the three dimensions of social, economic and environmental sustainability.
- In addition, SSU and DG will strategically support the delivery in work streams, including by strengthening coordination and collaboration across IDI
- SSU and DG will continue to support financial sustainability in IDI

Digitalisation:

- SSU will support the development, optimisation and implementation of appropriate systems for digitalisation such as BLUE. BLUE is a data management system using software and services of the Microsoft Power Platform.

Public Trust in SAIs:

- SSU and DG will use their influence to strengthen and guide strategic stakeholder engagement and to enhance public awareness and support for SAIs to increase public trust in SAIs.

Contributing to IDI's enablers of performance:

SSU and DG will provide services and support across the five IDI enablers of performance (leadership, change agents, embracing innovation, peer-to-peer support and resource pools, partnerships and stakeholder engagement).

In 2024, SSU will focus on supporting better coordination and collaboration with regard to resource pools, partnerships and stakeholder engagement. This is part of a IDI effort to harmonise our engagement with stakeholders and to make our services transparent and predictable for them. In 2024, SSU will continue to help departments to improve coordination and collaboration with INTOSAI regions across IDI.

SSU will continue to co-lead on developing IDI's partnership with the International Monetary Fund (IMF), coordinating this with IDI units. The support and associated costs are reported under GFU. The IDI Gender and Inclusion Focal Point in SSU will support all IDI units with relevant partnerships such as with UN Women and explore other relevant partnerships in 2024.

The DG will continue to represent 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 work⁴. This includes individual reporting to donors where this is necessary and as per individual agreements. The DG is also a member of the Forum for INTOSAI Professional Pronouncements (FIPP), working on developing and maintaining the INTOSAI Framework of Professional Pronouncements (IFPP).

⁴ In 2023, this included ADA (Austria), EU, Global Affairs Canada, Irish Aid, OAG Norway, SAI Qatar, SAI Saudi Arabia, SECO (Switzerland) and Sida (Sweden). For 2024, IDI expects this group to stay similar.

E. Outline Plan 2024

Plans in SSU and for the DG will focus on strategic support, guidance and adding value to the work in work streams and to the strategic priorities in 2024 and over the next Strategic Plan period. Over the next years, IDI would like to be seen as a strong, transparent and predictable partner for and by the SAIs. SSU and DG will continuously support this endeavour and spearhead IDI's strengthened efforts for effective coordination and collaboration within IDI and with stakeholders. In addition, plans for 2024 are as follows:

IDI Governance

- Facilitate IDI Board meetings in March (face to face) and November (planned virtually)
- Facilitate additional virtual Board meetings (if needed)
- Update revised IDI corporate risk register for Board meetings
- Conduct annual IDI portfolio review and updated IDI financial framework
- Monitor and advice on engaging with SAIs in politically challenging situations

IDI Strategic Planning

- Monitor implementation and resourcing of IDI Strategic Plan 2024-2029 through the IDI Results Framework

Operational Planning, Monitoring & Reporting

- Issue IDI Performance & Accountability Report 2023
- Take stock of the Strategic Plan 2019-2023 and lead on internal ex-post review
- Prepare IDI Operational Plan 2025 and support preparation of budget 2025
- Support in-year plan and budget revisions
- Update IDI administration with changes to grant agreements
- Update and report against IDI results framework 2024-2026

Stakeholder Management & Dialogue

- Hold six-monthly strategic dialogues with IDI core funding donors (one face to face if circumstances allow)
- Report to funding partners on use of grant funds
- Coordinate & support development of funding proposals
- Promote the new IDI Strategic Plan with stakeholders and mobilise resources based on the IDI Resourcing Strategy

Gender & Inclusion

- Continue to develop IDI staff competence and to support gender & intersectionality analyses
- Support implementation of the IDI gender framework and finalise a revised Gender & Inclusion Policy
- Continue to advocate in the INTOSAI community and explore partnerships with relevant organisations
- Continue to support different IDI departments in accessing expertise
- Support inclusive communications

Sustainability

- Lead on development of an adequate IDI framework on sustainability

IDI Communications

- Provide strategic guidance to shape IDI communications, its strategy and policy, and ensure link to the IDI Strategic Plan
- Apply inclusive communications at all levels of internal and external engagement
- Plan social media posts and campaigns around international days and weeks, such as the 16 days of activism against gender-based violence and the International Women's Day or Day of Persons with Disabilities

Evaluations & Ensuring Quality

- Maintain IDI rolling evaluation plan
- Maintain IDI Audit and Evaluations Database
- Update IDI's quality management system and periodically review its effectiveness, including issuing Quality Statements on new Global Public Goods where appropriate

- Support mid-term evaluation of PAP-APP phase 2 and of bilateral support to Madagascar 2020-2025
- Commission evaluation of support to Somalia
- Commission evaluation of support to DRC

Forum for INTOSAI Professional Pronouncements (FIPP) and INTOSAI Supervisory Committee on Emerging Issues (SCEI)

- Continued membership of FIPP and SCEI

Support to Global Foundations Unit

- Lead on partnership with IMF (reported under GFU)

Support to Management Team (together with Admin.)

- Provide support for maintenance of policies and manuals
- Consider how to make IDI operations more sustainable (see the reference to the sustainability framework above) and start to integrate approach through all relevant IDI policies (linked to IDI's strategic priority on sustainability and leading by example)
- Support digitalisation and the development of systems of digitalisation in IDI (linked to IDI's strategic priority on digitalization and leading by example)

4. IDI's Internal Support: Administration Unit

A. Objective

The Admin Unit supports all IDI work streams and units to strengthen IDI operations in line with IDI's strategic priorities to contribute 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 (budgeting, accounting, invoicing, payroll, banking, and financial reporting)
- Ensure good IDI human resource management (recruitment processes, remuneration, onboarding, performance management, professional development, organisational culture and ensuring a healthy, safe, resilient, diverse 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 adhered to
- Support funding activities to ensure that IDI's gradual growth and operations are based on a sound resourcing strategy
- Develop, implement and maintain internal rules, regulations and policies
- 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. What's New

The gradual growth of the IDI organisation increased the need for effective systems both on finance and HR. In 2024, focus areas include:

- Automating monitoring and reporting through use of Microsoft office tools such as Power BI
- Completing the redesign of furnishing of the IDI offices

- Finalise the transition of staff and review the new partnership with Globalization Partners that ensures that agreements for all staff outside of Norway are legally compliant with local regulations
- Implementing a travel services solution from new partner G-travel
- Implementing a new or updated IT service solution following tender.
- Uphold support to employee well-being and implement a “360” performance appraisal system

D. Delivery Mechanisms for Sustainable Change

The Admin Unit support IDI departments in their delivery mechanism mainly through online and face-to-face discussions and meetings as well as training courses.

All six IDI work streams contribute in different ways to the three strategic priorities of sustainability, digitalisation and public trust in SAIs. In 2024, the Admin unit will support them in the implementation, monitoring and reporting.

In 2024, the Admin Unit will focus on supporting better coordination and collaboration within IDI and draw on support from the following partners in its delivery:

- Amesto Account House - outsourcing partner on accounting through the Xledger accounting system.
- Advania/Visolit - outsourcing partner on IT services and provides IT infrastructure, support and services. A tender for IT services will be conducted during 2024.
- G-Travel has recently been selected as the new preferred travel agent for all IDI travel.
- Globalization Partners - main partner on payroll services outside of Norway.
- International SOS - partner on travel safety services.
- HR Norge and Simployer – partners to ensure that we are updated on HR trends and local legal issues
- PwC - IDI’s auditor
- Brækhus, PwC and KPMG – partners for legal expertise

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 Austrian Development Agency (ADA) and Irish Aid.

E. Outline Plan 2024

Plans in the Admin Unit will focus on operational support and guidance and adding value to the work in work streams and to the strategic priorities in 2024 and over the next Strategic Plan period. The Admin Unit seeks to improve systems on finance and lead our efforts in further developing as an inclusive organisation. The plans for 2024 are as follows:

IDI Governance

- Organise IDI Board meetings in March (physical) and November (virtual)
- Facilitate work of the IDI Board’s NRC
- Seek solutions to build up IDI unrestricted reserves
- Registering Board members in Brønnøysund register

Operational Budgeting, Monitoring & Reporting

- Lead IDI 2025 budget process
- Lead IDI in-year budget revisions in June (internal) and October for approval by IDI Board
- Produce IDI Financial Statements 2024 & manage audit process

Human Resource Management

- Implementation of IDI values
- Launch new Performance Appraisal process

- Complete employer branding strategy and activities
- Review of GP system set up
- Review of HR handbook set up and look into conducting pulse measurements
- Lead on annual pay adjustment process
- Crisis management training and review of CM process

Policies & Guidelines

- Review remuneration policy
- Support review environmental policy
- Annual update of IDI Internal Control System

Finance & Accounting

- Lead on development of improved internal monitoring and reporting through use of Teams and other MS tools
- Update financial manual

Procurements

- Implement new/updated travel services solution
- Tender IT solutions provider and implement new/updated solution
- Implement and finalise office rebuilding plans

F. Risk Management

In addition to the corporate and development risks identified at the organisation level, the following risks are specifically identified for the Admin Unit:

Risk	Impact (H/M/L)	Likelihood (H/M/L)	Risk Response (Tolerate, Treat, Transfer, Terminate)	Control Measures/Assessment
1) Expertise Administration may lack the availability of adequate and sufficient expertise to meet the organisational requirements in all areas of administration's responsibilities	High	Low	Treat/ Transfer	<ul style="list-style-type: none"> • Outsource part or full operations in specific areas wherever feasible • Draw on temporary resources from other departments in IDI • Recruit additional staff to meet the requirements of the growing organisation
2) Quality and timeliness of outsourced Services Quality and timeliness of deliverables in key areas of outsourced administration may not be up to the organisational requirements	High	Low	Treat/ Transfer	<ul style="list-style-type: none"> • Select vendors after strict due diligence • Set and monitor key performance indicators for outsourced vendors • Follow up on quality and timeliness of deliverables regularly • Change vendors through fresh procurement process if necessary
3) Internal controls in financial transactions Administration is responsible for exercising key internal controls for financial transactions and there is a possibility of internal controls not being properly implemented	High	Low	Treat	<ul style="list-style-type: none"> • Review Internal Control System annually • Ensure segregation of duties • Keep the financial manual updated

5. Gender Responsive and Inclusive IDI

We consider gender and inclusion as an essential part of the social dimension of sustainability. IDI will continue to implement a robust Gender Framework, which includes leading by example as a gender-responsive and inclusive organisation. This also means that IDI is committed to be fair, gender-responsive, inclusive, empathetic, nurturing, respectful and to foster personal well-being and a sense of belonging.⁵

In 2024, IDI

- will develop a revised Gender and Inclusion Policy as a cornerstone of IDI's continued gender engagement but broadened to better cover other aspects of diversity.
- will have implemented all relevant recommendations from the assessment on gender, diversity and inclusion of HR functions (2021/2022) and continue implementing where necessary
- will continue to strengthen IDI staff's capacities and competences on gender and inclusion, support IDI staff in finding adequate in-depth courses, develop IDI staff capacities based on the new IDI competency framework where needed. This will be done with the support of the IDI Focal Point and Gender and Inclusion team.
- will continue facilitating cross-departmental learning, which includes regular meetings and discussions within IDI
- will continue facilitating internal or external support for IDI staff to support gender analyses
- will continue building gender and an intersectionality lens into policies and guidance documents
- will integrate gender and inclusion in IDI's communication
- will continue dedicated initiatives on gender and inclusion, such as the Equal Futures Audit Changemaker initiative
- will benefit as an organisation from the partnership with UN Women and other relevant organisations

Becoming gender responsive and inclusive and leading by example as an organisation is a priority and also forms part of IDI's approach to and strategic priority of sustainability. IDI's gender balance in IDI initiatives and gender analyses for new initiatives are, among others, part of the IDI results framework.

6. Environmental Sustainability

Sustainability is one of the three strategic priorities of the Strategic Plan 2024-2029. It embraces three interlinked components: social, economic, and environmental. Thus, our contribution to environmental sustainability in our support to SAIs and as an organisation is as part of this bigger picture.

IDI recognises that dealing with environmental challenges and climate change needs a coherent approach to sustainable development and must avoid a tunnel vision focus on carbon emissions only. With the start of the new Strategic Plan, IDI will work on an appropriate sustainability framework that will build on and replace IDI's existing environmental policy.

Meanwhile, IDI will continue its pathway for increased digital education and online work with SAIs and stakeholders. At the same time IDI recognises that as a capacity development organisation, a certain level of face-to-face engagement remains important.

⁵ This is also part of IDI's values for the Strategic Plan period 2024-2029.

In 2024, IDI will also continue to:

- Focus on sustainable operations, which include the compensation for, and reduction of CO2 emissions produced by IDI air travel emissions. There is also an indicator on IDI's annual carbon footprint in the IDI results framework 2024-2026
- Select sustainable providers and facilities wherever possible. This includes the annual IDI staff meeting
- Recycle in office and limit printing
- Encourage the use of public transport and look into more possibilities to reduce energy in the office and in IDI's operations

In our support to SAIs, climate change is also an issue (see the appendix on relevant SAIs for more information). In 2024, IDI will continue its collaboration with the Working Group on Environmental Auditing (WGEA) on the global audits of climate change adaptation actions.

7. Managing Risk

With the implementation of the IDI Strategic Plan 2024-2029, IDI will strengthen its approach to risk management. Building up on the current approach, risk management will continue to be consistent with ISO 31000 and other international best practices. The risk management system will be integrated around the IDI risks and the risks for the work streams with cross referencing. In tune with IDI's commitment to digitalisation, IDI will explore and implement a suitable digital solution during the year for streamlining risk management.

As before, the IDI Corporate and Developmental Risk register will be the document that will be approved by the IDI Board at the March and November 2024 IDI Board meetings. Additional risks at the level of the work streams will be covered in their respective Operational Plans and Performance and Accountability Reports that will also be approved by the IDI Board. The IDI Corporate and Developmental Risk register and the risks at work stream level are naturally linked and complement one another.

Risks in the IDI Corporate and Developmental Risk register are classified as operational, reputational, natural, and developmental risks. The first three are grouped under 'corporate risks' which forms part 1 of the register. These are the risks where IDI has more control. The developmental risks presented in part 2 of the register are those where IDI has very limited control. However, despite the limited control that IDI and even SAIs have on developmental risks, they are important to be monitored as part of SAIs' environment and as part of IDI's efforts to contribute to different measures in supporting SAIs for improving these conditions. Developmental risks are also closely related to SAI performance, and accordingly the achievement of IDI's mission and vision.

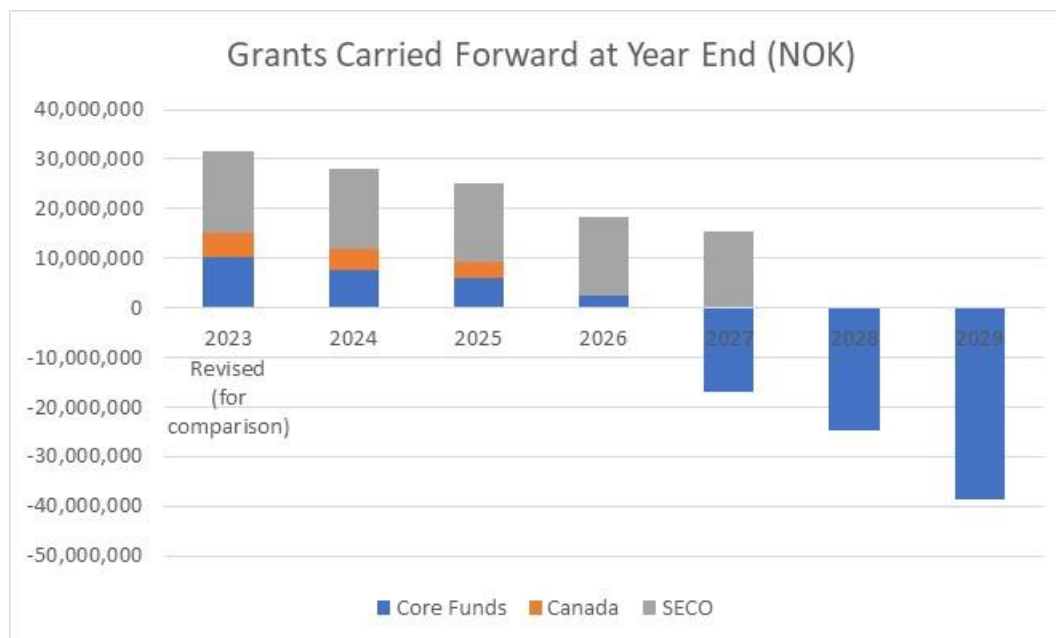
As per normal international practice, the register is confidential. It can be shared with stakeholders on a case-to-case basis on request.

8. IDI Budget and Financial Sustainability

Financial Forecast 2024-29 & Resourcing Strategy

IDI maintains a financial forecast covering the next strategic plan period (2024-29) to aid its long-term financial planning. This ensures that IDI only commits to long-term initiatives and hires permanent staff when it has the necessary long-term resources. IDI's portfolio of initiatives is balanced against its financial forecast. The financial forecast is a living document, updated to reflect major changes in resources and commitments. As future funding contracts become less certain further into the future, the forecast generally shows that IDI will have some carry forward of core funds at the end of the next 1-2 years, and a funding deficit in the outer years.

During 2024-25, IDI will be in the unusual position of having large carried forward balances at the end of its financial year (31 December). This relates almost entirely to the timing of grants expected from SECO Switzerland and Global Affairs Canada. Both organisations are expected to provide their funding for the following year prior to the IDI year end. The current forward projection of the IDI financial position is shown below (this projection changes on a regular basis). Based on prior experience, IDI expects to be able to negotiate further funding to address future deficits; otherwise, IDI would cut its activities and spending as necessary.



The current IDI portfolio of initiatives is based on IDI's best estimate of the resources it can rely on. IDI has developed a resourcing strategy which identifies securing these resources as its first resourcing objective. The risk of not securing these resources is currently considered low.

The current portfolio does not enable IDI to fully deliver on its strategic ambitions or meet all SAI needs. The strategic plan puts an increased emphasis on predictable and long-term support on which SAIs can rely, and greater collaboration with the INTOSAI regions. Therefore IDI's financial forecast identifies areas across each work stream that could only be delivered with additional funding. These include scaling-up existing initiatives to reach more SAIs, providing support on emerging topics of relevance to SAIs and stakeholders, and delivering support in additional INTOSAI languages. Recent dialogue with INTOSAI regions confirms these needs. For example, there is a strong demand to offer PESA in French, which is not funded in the current portfolio but is included in IDI's expansion plans.

IDI's resourcing strategy identifies the additional funding needed to scale up support and better reach all INTOSAI regional and language groups. The financial framework identifies the support IDI could potentially offer if it increased its revenues by 15m NOK per annum from 2026 onwards. The resourcing strategy identifies options for increasing IDI resources to enable such a scaling up. Finally, it also identifies some additional resourcing objectives, including further diversification of IDI's funding base, and the need to build-up IDI's reserves⁶.

⁶ Note: reserves are financial assets IDI can draw on in times of need, which can be used by IDI as needed. A common approach is to maintain 2-3 months operating costs as reserves. IDI reserves have always been below these levels, as most IDI funding cannot be transferred into reserves. Grants carried forwarded (deferred grants) are not reserves; they must be used for the purposes defined in the grant, within the period of the grant agreement.

2024 Budget Summary

The IDI budget for 2024 is set out in the table below. The budget reflects the growing increase in demand for IDI support with an increase in both delivery costs and staff costs. At the same time, there is less growth in revenues due to longer processes with donors in part due to pressures on government finances. While this is partly offset with the expected carry forward from 2023 it will be important to further strengthen efforts towards new and existing donors in order to support the increase in activities. Furthermore, it will be key to align ambitions in the strategic plan from 2024 onwards with a solid financial framework of long-term donor support.

Total income for 2024 (as per contracted and expected grants) is estimated at NOK 139,0 million. This amount includes balances of NOK 10,2 million assumed to be brought forward in full from 2023. Funding in 2024 is expected from the Norwegian Parliament, Sida, the Austrian Development Agency, Irish Aid, Global Affairs Canada, the European Union, the Asian Development Bank, SAI Qatar, SAI Saudi Arabia, the German Ministry of Development (BMZ, awarded through the German Development Implementing Agency GIZ), SECO Switzerland, MFA Norway, Norad, MFA France, SAI Latvia and USAID. A significant part of the funding is project funding of short-term nature.

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. Negotiations are ongoing for potential donor support for multiple year periods in support of the 2024-2029 strategic plan period. Total carry forward at the end of 2024 including funds received in advance for future activities amount to NOK 28,0 million.

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

The budgeted expenditure for 2024 is estimated at NOK 131,1 million. The main assumptions for 2024 include continuation of activities at similar levels as in 2023 as well as inflationary pressure and a weak Norwegian krone. The budget reflects a balance between physical and 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 and associates is expected to increase by 6 compared to 2023 to provide capacity development support as per the upcoming Strategic Plan 2024-2029 including to strengthen communications support. The budget includes a 6,5% increase in staff costs, excluding recruitments, for the annual adjustment in staff salaries. The increase in overhead costs compared to 2023 is mainly due an investment in redesign of new offices of NOK 1,5 million as well as continued investments in ICT. 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 2024 will be extended within IDI's strategic priorities in line with increased predictability of funding.

In-kind contributions of SAIs continue to be a crucial resource for IDI. IDI receives support in the form of provision of in-kind staff support, translation and interpretation services, hosting events as well as recurring paid staff secondments. 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. SAIs Indonesia and SAI Canada currently support IDI with additional part-time staff. IDI will seek to expand such support from the SAI community during 2024 as well. IDI Budget 2024 details are shown below⁷.

⁷ Income/funding figures for 2024 and 2023 include all income/funding whilst figures for 2022 actuals only include recognised income or grants used as stated in the annual accounts. Surplus funding from 2022 is found under Deferred Income.

IDI Budget 2024

Expenditure & Funding						
	Budget 2024	Forecast 2023	Revised Budget 2023	Actual 2022*	Budget 2024 vs Forecast 2023	Budget 2024 vs Actual 2022
Sub-Total Professional SAIs	23,443,135	17,581,952	20,332,081	16,479,651	- 5,861,183	- 6,963,485
Sub-Total Relevant SAIs	14,608,237	13,917,372	14,400,252	12,973,968	- 690,864	- 1,634,269
Sub-Total SAI Independence	11,943,678	8,908,134	9,046,808	7,382,863	- 3,035,544	- 4,560,815
Sub-Total Well-Governed SAIs	31,825,485	27,203,356	28,694,063	26,833,368	- 4,622,129	- 4,992,117
Sub-Total Bilateral Support	37,849,555	35,835,886	34,944,588	28,855,547	- 2,013,669	- 8,994,008
Total Global Foundations	11,402,106	9,305,095	9,320,109	8,155,162	- 2,097,011	- 3,246,944
IDI Total Expenditure	131,072,195	112,751,795	116,737,901	100,680,558	- 18,320,401	- 30,391,637
Core Funding	51,510,000	50,320,465	47,886,382	52,261,444	1,189,535	751,444
Earmarked Funding	77,269,098	60,411,148	59,986,873	48,597,951	16,857,951	28,671,147
Brought Forward / Def. Income	10,195,528	13,014,010	13,014,010	-	- 2,818,482	10,195,528
IDI Total Funding	138,974,626	123,745,623	120,887,265	100,859,395	15,229,003	38,115,231
Transfer INTOSAI Contribution to Reserves -	230,000	- 798,300	- 219,051	- 178,836	568,300	- 51,164
Carry Forward /Deferred Income	7,672,431	10,195,528	3,930,313	13,014,010	- 2,523,097	7,672,430
Grants received in advance	20,303,910	21,343,910	13,541,966	-	- 1,040,000	20,303,910
Total Carry forward/Deferred Income	27,976,341	31,539,438	17,472,279	13,014,010	- 3,563,097	27,976,340

IDI Reserves & Deferred Income						
	Budget 2024	Forecast 2023	Revised Budget 2023	Actual 2022*	Budget 2024 vs Forecast 2023	Budget 2024 vs Actual 2022
Unrestricted Reserves						
Foundations Equity	250,000	250,000	250,000	250,000	-	-
Accumulated Interest foundation capital	233,363	226,566	226,566	222,566	6,797	10,797
Accumulated contributions INTOSAI	2,676,456	2,446,456	1,867,016	1,647,965	230,000	1,028,491
	3,159,819	2,923,022	2,343,582	2,120,531	236,797	1,039,288
Deferred Income						
Donor Grants Received in advance	20,303,910	21,343,910	13,541,966	13,014,010	-1,040,000	7,289,900
	20,303,910	21,343,910	13,541,966	13,014,010	-1,040,000	7,289,900



email: idi@idi.no

web: www.idi.no

address: Stenersgata 2, 0184 Oslo, Norway

