



CORPORATE SUPPORT OPERATIONAL PLAN 2026

A. Objective

Enabling IDI improvement through integrated support, digital solutions and effective collaboration

B. Strategy

IDI Corporate Support (CS) is organised according to four areas meeting the different organisational requirements:

1. **People and Culture:** Further divided into three components:
 - a. Human Resource Management;
 - b. Office Management;
 - c. Gender and Inclusion
2. **Governance and Finance:** Comprises
 - a. Strategy and Corporate Governance;
 - b. Funding Management;
 - c. Policies, Planning, Reporting and Evaluations;
 - d. Financial Management
3. **Communications:** Includes
 - a. Communications Strategy,
 - b. External Communications and Branding;
 - c. Digital Communications Platforms.
4. **IT:** Comprises
 - a. IT Strategy and Digitalisation;
 - b. IT Administration;
 - c. Information Management Systems

1. People and Culture

The staffing needs of IDI 2026 will be covered by full time IDI staff, complemented by in-kind support. Beginning 2026, IDI will have 53 staff members with 53% female representation. The gender balance in the organisation continues to be satisfactory. Currently there is a recruitment pause in the organisation for 2026 in light of financial constraints. To enable IDI to obtain specific expertise IDI continued to make use of associates during 2025 and will also do so in 2026.

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 for 2026.

The new Assistant Director General team will during 2026 undergo learning and development activities to support them in their new roles with management.

Employee well-being is important for IDI, hereunder physical and mental health. We work with this in a structured manner through offering our employees an on-site gym and financial support to those who would like to pursue sport activities outside work. Open dialogues around mental health is encouraged. IDI offers annual health check-ups through an external health service provider. We continue to offer a hybrid office solution with staff being able to work two days a week from the home.

We also prioritize the safety of our employees. The Working Environment Committee works in a systematic manner with the health, safety and environment of our employees. Our procedure for crisis management has been reviewed, and crisis management testing is planned at the end of 2025. Further work and updates on our crisis management procedures will be carried out in 2026.

We continue to measure the working environment in the IDI through pulse measurements and an annual working environment survey.

To continue IDI's focus on Gender and Inclusion, we will continue to implement the IDI Gender and Inclusion Policy and the Action Plan, including both inward-facing (IDI as an organisation) and outward-facing (support of SAIs) objectives. IDI's work streams deal directly with outward-facing objectives while CS works with the inward-facing ones. CS has the overall responsibility for monitoring the Gender and Inclusion Action Plan.

The Plan distinguishes between actions at the individual and organisational level and defines responsibilities and timelines. Results measurement – as part of IDI's results framework – is focused on the organisational level.

In 2026, based on a shared responsibility with work stream leads, CS will implement its own actions from the three clusters of the Action Plan:

1. Strengthening knowledge and learning about gender and inclusion
2. Raising awareness on and advocating for gender equality and inclusion
3. Applying a gender and inclusion lens

2. Governance and Finance

IDI's governance arrangements are approved by our Board. IDI conducted an organisational review in 2023-24, leading to revised organisational structures put in place in 2025.

IDI's non-executive Board sets the strategic and operational direction of IDI's work. It approves IDI's Strategic Plan, annual Operational Plans and Annual Reports. The Board also evaluates its own work annually to ensure effectiveness of its own governance and oversight duties. The Board has one committee, the Nomination and Remuneration Committee (NRC), responsible for Board appointments and IDI's remuneration framework as well as a task force set up to advise on the strategic development of Professional Education for SAI Auditors (PESA).

Implementation of IDI's plans is led by the IDI leadership team, comprising the DG and three DDGs. They are supported by a team of five Assistant Director Generals (ADGs), who lead IDI's five work streams.

The Deputy Director General CS and team are responsible for ensuring effective corporate governance within IDI. This includes:

- Managing matters related to IDI Board
- Facilitating IDI's financial and operational planning, budgeting and reporting
- Accounting and financial management (some functions outsource to IDI's accounting partner)
- Operating a sound system of internal control (including procurement system) and quality management
- Drafting and updating IDI's internal policies
- Maintaining IDI's corporate and developmental risk register
- Maintaining IDI's results management system
- Leading and coordinating the effective management of IDI's grants and relationships with its funders
- Supporting the development and evaluation of IDI's strategic plan

3. Communications

The IDI Corporate Communications team focuses on delivering digital, strategic, and internal support to the organisation. The primary areas of responsibility include:

Strategic Communications

- Develop and implement a strategic communications plan to align IDI's external communications to the 2024-2029 IDI Strategic Plan priorities. The primary objectives will be to strengthen IDI's role as a trusted partner for capacity development for SAIs, promote the role of SAIs, and highlight IDI's work to support SAIs – all to contribute to enhancing public trust in SAIs
- Facilitate IDI participation in external events, identifying thought leadership opportunities, and media engagement for IDI leadership and staff
- Mark IDI's 40th anniversary and 25th year in Norway through internal and external communications efforts to show appreciation for IDI supporters and celebrate IDI's success through the years
- Provide communications expertise to SAIs and to IDI staff through webinars/seminars, Knowledge Cafés, the Network of INTOSAI Communications Officers (NICO), and opportunities through work stream initiatives

Digital Communications

- Continue to monitor and update new website as required, including ways to further enhance its performance
- Grow social media audiences through meaningful and engaging content, including strategic use of campaigns, follow-up on metrics, and developing innovative content

Internal Communications

- Work with People & Culture to ensure that staff needs are included in internal communications activities and engagement
- Monitor and maintain the IDI intranet to ensure that it delivers timely, relevant, and consistent information
- Coordinate Knowledge Cafés to promote information- and knowledge-sharing across IDI
- Promote IDI's unified voice across platforms with its updated visual identity and IDI Style Guide

4. IT

In May 2025, CS released the IDI IT Strategy whose goal is to “facilitate delivery of the IDI strategic plan through a more efficient, harmonised and user-friendly IT landscape”. In 2026, CS will continue implementing the strategy.

In terms of digital readiness, CS will:

- Set up and strengthen systems for responding to IT support needs by staff
- Review and strengthen cyber security and compliance (inc. GDPR) across systems
- Define a framework for the use of artificial intelligence (AI)

As for digital transformation, CS will:

- Continue improving the IDI finance, budgeting and donor contract management systems. This includes reviewing, enhancing and expanding the usage of the IDI financial software (Xledger). Priority will be the provision of accessible, timely and accurate automated financial information dashboards. These will improve efficiency in financial management of IDI initiatives and grants. The budget process will also be

streamlined and will gradually transition from a parallel manual system to an integrated process using the Xledger system

- Continue improving the IDI results monitoring and reporting systems including Blue and Power BI

Other planned IT projects include supporting Communications in building an IDI intranet and setting up a software license management system. Other CS priority IT projects will be supported in sequence, such as grant management, procurement and risk management.

C. Partnerships

CS will draw on support from the following partners in its delivery:

- Amesto Account House- outsourcing partner on accounting through the Xledger accounting system, and support for improving IDI's finance, budgeting and donor contract management systems. The current service agreement will expire during 2026 and will be put out to competitive tender.
- Upheads - outsourcing partner on IT services and provider of IT infrastructure, support and services.
- G-Travel -travel agent for all IDI travel.
- Globalization Partners main partner for all aspects of the employment of staff based outside Norway.
- International SOS - partner on travel safety services.
- HR Norge and Simployer – partners to ensure that we are updated on HR trends and Norwegian legal Issues.
- Relocate to Norway – partner on relocation services for staff moving to Norway.
- Ernst & Young - IDI's auditor
- Brækhus, PwC and KPMG – partners for legal expertise
- Volvat – Employee Health Service
- nClud – IDI's new website hosting and maintenance provider
- Zengo – IDC's website hosting and maintenance provider
- Independent IT consultant to assist in the implementation of the IDI IT strategy.

D. Delivery Mechanisms

CS helps IDI departments in their delivery mechanisms mainly through online and face-to-face discussions, meetings and workshops. This is detailed below.

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 2026, CS will support the implementation, monitoring and reporting on the Strategic Plan.

Sustainability:

- In 2026, CS will include a section on sustainability reporting in the Annual Report. The Nordic Sustainability Reporting Standards will be followed for such reporting. This will reinforce IDI's commitment to sustainability and its position as an early mover and leader by example for the community. This proactive adoption of international best practice is not related to any statutory obligations for IDI to initiate an annual report or sustainability reporting
- In addition, CS will strategically support the delivery in work streams, including by strengthening coordination and collaboration across IDI

- CS will also support the work streams in strengthening sustainable practices in terms of gender equality, inclusion and environmentally friendly operations including monitoring travels
- CS will continue to support financial sustainability in IDI

Digitalisation:

- CS will support the implementation of IDI's IT Strategy, with a focus on identifying priorities and the way forward for digitalisation of internal IDI systems. CS will continue to support development and further improvement of the IDI Information Management System (BLUE)
- The IDI intranet will support internal collaboration, open communication flow, and provide a basis for improved information management within IDI

Public Trust in SAIs:

- CS will use their influence, particularly in Communications, to strengthen and guide strategic stakeholder engagement and to enhance public awareness and support for SAIs, and to increase public trust in SAIs

Contributing to IDI's enablers of performance:

CS 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 2026, CS will focus on supporting better coordination and collaboration regarding partnerships and stakeholder engagement.

The IDI Gender and Inclusion Focal Point in CS will support all IDI work streams with relevant partnerships, such as with UN Women, and will explore other relevant partnerships in 2026.

The DG will continue to represent IDI to different external stakeholders and fora, including SAIs, INTOSAI bodies and regions, and donors. CS has a lead role in stakeholder management with IDI's core donor group funding IDI's work¹. This includes individual reporting to donors where this is necessary and as per individual agreements. CS will also represent IDI in the INTOSAI Supervisory Committee on Emerging Issues (SCEI) and INTOSAI's Centre for Advanced Studies (CAST).

E. Outline Plan 2026

IDI's operational plans are presented within the context of the IDI Strategic Plan 2024-2029. The following table presents the 2026 plan in the context of background developments till the end of 2025.

1. People and Culture

Component of work	Background developments till the end of 2025	Plan 2026
A. Human Resource Management		
Performance Appraisal process	<ul style="list-style-type: none"> • New digital PA introduced 	<ul style="list-style-type: none"> • PA updated based on input • PA to take place with a five new ADGs carrying out the conversation with staff responsibility for the first time in their IDI career. An additional level in the PA system as well as very new managers using the system.

¹ Originally this included ADA (Austria), EU, Global Affairs Canada, Irish Aid, OAG Norway, SAI Saudi Arabia, SECO (Switzerland) and Sida (Sweden). Based on a decision from June 2024, going forward, the meeting will involve all IDI donors and will not be restricted to only the IDI core donors.

Annual pay adjustment	<ul style="list-style-type: none"> • Pay adjustment completed 	<ul style="list-style-type: none"> • Pay adjustment with effect from 1.1.26 • Review of salary system to include ADG management level
Employer branding	<ul style="list-style-type: none"> • No employer branding activity 	<ul style="list-style-type: none"> • Employer branding activities to be reviewed
Competency framework (updated) & support IDI professional development	<ul style="list-style-type: none"> • Competency framework updated 	<ul style="list-style-type: none"> • Competency framework to be further reviewed
Crisis Management	<ul style="list-style-type: none"> • Crisis management policy and routines updated • Crisis management exercise 	<ul style="list-style-type: none"> • Crisis management policy and supporting routines reviewed
Working Environment	<ul style="list-style-type: none"> • 2025 Working environment survey • Relevant follow up took place of conclusions from Working Environment Survey • Election of new WEC members for the period 2026-2028 to take place end 2025 • Working Environment Committee followed up issues identified in 2025 	<ul style="list-style-type: none"> • 2026 Working environment survey • Follow up to take place of conclusions from Working Environment Survey • Working Environment Committee to follow up issues identified in 2026
Staff Welfare	<ul style="list-style-type: none"> • Well-being initiatives like working from home, planning days for kindergarten leave, sponsored physical training, health services and other initiatives. Managers play an active role with regards to staff welfare. 	<ul style="list-style-type: none"> • Staff welfare initiatives to be reviewed in the Working Environment Committee
Workforce planning (maintain staffing sheet, digitalise system), competency mapping from 2026	<ul style="list-style-type: none"> • Manual workforce planning 	<ul style="list-style-type: none"> • Xledger to be used for workforce planning • Competency mapping system to be explored.
Global mobility / Globalization Partners	<ul style="list-style-type: none"> • Globalization Partnership (GP) supported staff outside Oslo 	<ul style="list-style-type: none"> • Continue the use of GP to support...
IDI staff meeting	<ul style="list-style-type: none"> • Regular staff meetings conducted in 2025 	<ul style="list-style-type: none"> • IDI staff meeting linked to IDI Jubilee Celebration (25 years in Norway and 40 years since established in Canada)
Complaints framework		<p>Review of the framework with special attention to the introduction of the ADG level</p>
Update of IDI Whistleblowing system to facilitate external as well internal whistleblowing	<ul style="list-style-type: none"> • Manual system established as per IDI complaints framework 	<ul style="list-style-type: none"> • Updated whistleblowing routines including the role of ADGs incorporated into an automated system
<i>B. Recruitment, Induction and Office Management</i>		
Recruitment and onboarding	<ul style="list-style-type: none"> • Recruitment of new ADG team with external firm • Planned local recruitments finalised • Onboarding of ADG team started 	<ul style="list-style-type: none"> • No recruitments planned for 2026 • Onboarding of ADGs continues • Onboarding of one new employee

Office Management	<ul style="list-style-type: none"> • Office Management service point/email introduced 	<ul style="list-style-type: none"> • Satisfaction pulse to be shared with the Oslo office • Review of office management services
C. Gender and Inclusion		
Gender and Inclusion framework and action plan	<ul style="list-style-type: none"> • IDI staff capacity on gender strengthened • IDI Gender & Inclusion Policy and Action Plan being implemented • Guide on gender and inclusion analysis developed 	<ul style="list-style-type: none"> • Continue to organise knowledge events, develop internal IDI staff competence and support gender & inclusion analyses where necessary • Support implementation of IDI Gender & Inclusion Policy and Action Plan • Where relevant, continue to advocate with stakeholders • Support inclusive communications
Support to work streams to mainstream Gender and Inclusion	<ul style="list-style-type: none"> • Gender and inclusion team with IDI Champions until 2025 	<ul style="list-style-type: none"> • Work with ADGs in their new roles as Gender and Inclusion advocates in their teams • Continue to support different IDI departments in accessing expertise

2. Governance and Finance

Component of work	Background developments till the end of 2025	Plan 2026
A. Strategy and Corporate Governance		
Facilitate IDI Strategic Planning Process	<ul style="list-style-type: none"> • IDI Strategic Plan 2024-2029 in operation 	<ul style="list-style-type: none"> • Results System will be updated to cover the years 2027-2029
Facilitate update of IDI register of emerging trends	<ul style="list-style-type: none"> • Register of trends and emerging issues developed and updated regularly • Monitored and advised on engaging with SAs in politically challenging situations • Followed up on geo-political developments with a potential of affecting IDI's operations 	<ul style="list-style-type: none"> • Update the register of trends and emerging issues • Monitor and advise on engaging with SAs in politically challenging situations • Follow up on geo-political developments with a potential of affecting IDI's operations and provide advice
Facilitate Board matters	<ul style="list-style-type: none"> • Board structure and rules of procedure in place and updated in 2025 • System for disclosing related parties and guarding against conflicts of interest implemented • Board members registered in Norwegian Register (Bronnøysund) • Meetings of the Board's Nomination and Remuneration Committee (NRC) facilitated • Arranged Board meetings and facilitated recruitment of new Board member 	<ul style="list-style-type: none"> • Facilitate IDI Board meetings in March (in person) and November (likely in person) • Facilitate additional virtual Board meetings (if needed) • Facilitate meetings of the IDI Board's NRC
IDI Portfolio Review	<ul style="list-style-type: none"> • IDI portfolio review conducted annually • IDI financial framework updated annually 	<ul style="list-style-type: none"> • Support leadership or ADGs to conduct the annual IDI portfolio and foresight review • Update IDI financial framework

Risk Management, including risk register	<ul style="list-style-type: none"> • IDI corporate and developmental risk register revised with new IDI Strategic Plan 2024-2029 	<ul style="list-style-type: none"> • Update revised IDI corporate and developmental risk register • Explore approaches to link organisational and work stream level risk management, and facilitate in-year updates • Automate risk management process for enabling real time monitoring
Internal Control system: periodic update and report to IDI Board	<ul style="list-style-type: none"> • Internal Control System for 2024 approved by the IDI Board in 2025 March after being audited by the external auditors 	<ul style="list-style-type: none"> • Internal control system will be updated • Introduce an annual process to sample-check adherence to IDI procurement policy
GDPR compliance	<ul style="list-style-type: none"> • GDPR compliant processes in place for IDI staff, Board members, resource persons and participants of initiatives 	<ul style="list-style-type: none"> • GDPR compliant processes will be maintained. • Conduct sample review of GDPR compliance across key IDI systems storing personal data
Legal and Procurement support across IDI	<ul style="list-style-type: none"> • CS provided relevant support at the request of the respective work streams 	<ul style="list-style-type: none"> • Support work streams as needed
Other support	<ul style="list-style-type: none"> • CS provided support in updating information to the Parliamentary Commission 	<ul style="list-style-type: none"> • Provide necessary support for updating information to stakeholders as necessary
B. Funding Management		
Resourcing Strategy: maintain & implement	<ul style="list-style-type: none"> • Resourcing strategy discussed in IDI Board 	<ul style="list-style-type: none"> • Update IDI Board on progress
Manage donor relations and bi-annual donor dialogue	<ul style="list-style-type: none"> • Annual dialogue mechanisms established between IDI and donors • Dialogue & reporting mechanisms established at level of specific grants 	<ul style="list-style-type: none"> • Six-monthly strategic dialogues with IDI donors • Report to donors on use of grant funds • Coordinate & support development of funding proposals • Mobilise resources based on IDI Resourcing Strategy • Review and strengthen the roles and responsibilities for donor relations across IDI
Funding proposals: lead on core funding, provide guidance and support to develop earmarked proposals	<ul style="list-style-type: none"> • All core funding proposals and proposals covering multiple work streams developed in a timely manner • Proposal submitted to Sida Sweden and preliminary application submitted to Global Affairs, Canada in 2025 • Necessary support provided for developing earmarked funding proposals 	<ul style="list-style-type: none"> • New funding proposals in a timely manner • Introduce quality and financial review function on proposals developed across work streams
Grant Management System – financials	<ul style="list-style-type: none"> • Core grants managed by CS • Earmarked grants managed by work streams 	<ul style="list-style-type: none"> • Set up Xledger as the primary source for financial information on grants across IDI • Begin to recognise and allocate grant income within Xledger throughout the year • Use Xledger to record grant values, budgeted receipts and income, and monitor actuals • Set up automated financial dashboards for information on all IDI grants

Grant Management System – non-financials	<ul style="list-style-type: none"> • Core grants managed by CS • Earmarked grants managed by relevant work stream 	<ul style="list-style-type: none"> • Review roles and responsibilities for grant management • Identify needs for grant management • Start development of an initial minimum viable product (MVP) grant management system
C. Policies, Planning, Reporting and Evaluations		
Development/Maintenance/Support of policies and manuals	<ul style="list-style-type: none"> • All IDI Policies updated in line with organizational developments till 2025. These include changes in the IDI Procurement Policy, 	<ul style="list-style-type: none"> • Establish a register of policies, including responsibility and timing for maintenance • Update policies as per maintenance schedule • Document staff receipt and understanding of policies • Develop IDI refresher training through LMS, available to staff and keep evidence of staff completion (covering ethics, safeguarding, anti-corruption, compliance with sanction regimes)
Quality Management system: maintain policy, conduct periodic reviews	<ul style="list-style-type: none"> • IDI Quality Management System Policy and Guidance developed and piloted 	<ul style="list-style-type: none"> • Review the pilot of IDI's quality management system based on Policy and Guidance and decide on a broader QMS
Accountable grants (issued by IDI): develop policy, support implementation	<ul style="list-style-type: none"> • Policy and guidance approved by IDI Board 	<ul style="list-style-type: none"> • Necessary support will be provided to work streams in handling such grants
Develop IDI policy/approach and systems to enable IDI to recover cost for education & training & get legal input	<ul style="list-style-type: none"> • In principle approval obtained from IDI Board for initiating Cost Recovery • Legal input obtained on VAT issue 	<ul style="list-style-type: none"> • Model for cost recovery for specific initiatives developed
Facilitate Operational Planning 2026 (and 2025 OP revision)	<ul style="list-style-type: none"> • IDI Operational Plan 2025 issued and approved 	<ul style="list-style-type: none"> • Move IDI annual budgeting processes from stand-alone excel sheets to integrated part of financial management within Xledger • Prepare IDI Operational Plan 2027 and support preparation of budget 2027 • Support 2026 in-year plan and budget revisions •
Facilitate IDI annual report 2025	<ul style="list-style-type: none"> • IDI PARs approved and issued up to year ending 2023 • IDI Annual Report initiated from 2024 	<ul style="list-style-type: none"> • Issue Annual Report 2025 • Prepare annual budget report for Board and other stakeholders on request (
Sustainability reporting	<ul style="list-style-type: none"> • Sustainability reporting initiated as part of the Annual Report since 2024 	<ul style="list-style-type: none"> • Sustainability reporting will be further developed using the Nordic Sustainability Reporting Standards as part of IDI Annual Report
Results system: maintain, update, provide guidance and	<ul style="list-style-type: none"> • Results System 2024-2026 developed, maintained and updated • Results System digitalized 	<ul style="list-style-type: none"> • Facilitate year-end results data compilation and quality review to support 2025 annual report • Facilitate IDI-wide process to update Results System and define targets for 2027-2029.

support for users, data quality review		
Evaluation plan, supporting evaluations including database	<ul style="list-style-type: none"> Evaluations Policy & Guidance in place Rolling evaluation plan updated annually Audit & Evaluations database 	<ul style="list-style-type: none"> Maintain rolling evaluation plan Maintain Audit & Evaluations Database Feasibility assessment of Mid-term evaluation of strategic plan
EU AI Act	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Review of use of AI and the implications of the enforcement of the law in Norway second half 2026 for People and Culture
D. Financial Management		
Finance and Accounting	<ul style="list-style-type: none"> Accounting, preparation of financial statements and payroll outsourced to AMESTO. 	<ul style="list-style-type: none"> Facilitate outsourcing arrangement Retender as service agreement expires in 2026
Financial Statements	<ul style="list-style-type: none"> Financial Statements up to date till 2024 	<ul style="list-style-type: none"> 2025 Financial Statements prepared
Audit process	<ul style="list-style-type: none"> Audit up to date till 2024 	<ul style="list-style-type: none"> Annual Audit for 2025 completed timely
Financial Forecasting and Monitoring	<ul style="list-style-type: none"> Financial framework 2024-29 in excel CS facilitate budget process based on financial framework, including budget ceilings Selected staff have access to run financial reports within Xledger Other reports run manually by CS 	<ul style="list-style-type: none"> Establish Initiatives as a new level of cost centre within accounting system Transfer planning of staff utilisation to Xledger Automate system to allocate staff costs to initiatives based on staff time records Develop financial dashboards to improve monitoring of initiatives Continue to digitalise finance, budgeting and grant management systems Explore possibility to build long-term financial planning into Xledger Strengthen IDI ability to distinguish between initiative and administration spend

3. Communications

Component of work	Background developments till the end of 2025	Plan 2026
A. Strategy, external communications, and Branding		
Strategy, external communications, and branding	<ul style="list-style-type: none"> Strategic Communications Plan to align communications efforts to Strategic Plan Plan provided guidance to social media campaigns and offered communications and outreach opportunities Advocacy plan developed to identify strategic objectives and opportunities for external engagement Employee branding products developed Annual Report drafted and disseminated for 2024 	<ul style="list-style-type: none"> Update and refresh the Strategic Communications Plan to reflect development partner and funding landscape Strengthen media approach, and create opportunities to engage with media in Norway Provide support to work streams in advocacy and outreach, network-building, and continue to identify opportunities Employee branding products: tote bags, neck warmers, anniversary-themed lapel pins Drafting and dissemination of Annual Report for 2025

IDI 25/40 Anniversary	<ul style="list-style-type: none"> • Developed IDI anniversary plans for internal and external audiences • Plans include digital, in-person, and year-long activities to highlight IDI and its work 	<ul style="list-style-type: none"> • Implement IDI 25/40 anniversary plans, including event for staff and external partners.
Internal Communications (tools)	<ul style="list-style-type: none"> • Development and launch of the new intranet to centralise internal communication 	<ul style="list-style-type: none"> • Monitor and update intranet based on user needs and feedback. • Ensure information is relevant, timely, and inclusive for staff
IDI knowledge cafes	<ul style="list-style-type: none"> • 12 Knowledge Cafés delivered across diverse relevant topics • Increased staff participation and knowledge sharing vs 2024 • External experts invited to broaden learning 	<ul style="list-style-type: none"> • Regular promotion and sessions maintained • Look for more external contributors to strengthen cross-learning
Member of NICO	<ul style="list-style-type: none"> • Attendance in NICO meetings and coordination with IDI managers to present their work • Provided input to the NICO communications document repository. 	<ul style="list-style-type: none"> • Continue to attend NICO meetings, explore ways in which to collaborate.
Media relations	<ul style="list-style-type: none"> • Media distribution list populated, opportunities identified to publish press releases 	<ul style="list-style-type: none"> • Implement media plan, issue press releases when relevant, and engage with media through events and outreach opportunities
Communications Training	<ul style="list-style-type: none"> • Co-hosted three webinars with INTOSAI Journal for CAROSAI members: Establishing an SAI social media presence; Using social media for SAIs; and social media monitoring and metrics for SAIs 	<ul style="list-style-type: none"> • Explore opportunities to deliver similar training to other INTOSAI regions • Identify opportunities to add communications knowledge-sharing to existing initiatives
Content support across IDI	<ul style="list-style-type: none"> • Drafted and edited articles and social media posts to support work streams • Event-based support in preparing and publishing printed materials, strategic plans, and social media storytelling • Captured photo and video content during visits, offering support to regional managers when needed. 	<ul style="list-style-type: none"> • Continue to prepare and disseminate content related to IDI's strategic objectives, and in line with strategic communications plan • Support events and leverage opportunities to develop additional content to highlight IDI's work • Continue to support regional managers and assist with official visits
Support IDI representation at INCOSAI	<ul style="list-style-type: none"> • Corporate Communications prepared and executed a plan for visual products and social media for INCOSAI 	<ul style="list-style-type: none"> • N/A
Develop & maintain core materials/presentations on IDI & its Strategy	<ul style="list-style-type: none"> • Templates with updated visual identity available for all staff to use. • Templates include for letters, presentations, and publications. 	<ul style="list-style-type: none"> • Continue to maintain materials and presentation template for IDI staff
B. Digital Communications Platforms		
IDI website: development, facilitate content updating	<ul style="list-style-type: none"> • New website launched in Q4 2025 with improved accessibility and navigation • Content migration and updates completed across the entire site 	<ul style="list-style-type: none"> • Ongoing content updates and feature enhancements • Improved use of Google Analytics to guide continuous UX improvements • Exploration of new interactive and multimedia elements

Social media channels and outreach	<ul style="list-style-type: none"> • Growth in audience reach and engagement across key channels • Strong content output aligned with IDI strategic objectives, initiatives and events • Launch of Social Media Guidelines • Campaigns executed to amplify visibility 	<ul style="list-style-type: none"> • More campaign-based communication with targeted messaging • Stronger use of metrics to shape content strategy • Expansion to new audiences and explore the use of new social media channels (e.g., LinkedIn articles and events)
Graphic Design / Brand Guideline	<ul style="list-style-type: none"> • New Brand Guideline launched and fully adopted across IDI • Templates for presentations, reports and printed materials • Consistent professional “One IDI” look established 	<ul style="list-style-type: none"> • Continued refinement of templates and accessible design • Brand consistency ensured across all global communications products • Creative support for major launches and campaigns
Photos, Video, Podcast	<ul style="list-style-type: none"> • Video room operational and in-house support for production of video messages. 	<ul style="list-style-type: none"> • Continue to use video room and equipment and explore opportunities to create more content.

3. IT

Component of work	Background developments till the end of 2025	Plan 2026
A. IT Strategy and Digitalisation		
Support development & implementation of IT strategy	<ul style="list-style-type: none"> • IT strategy finalized. CS started implementation with a focus on core systems. • Independent IT consultant acting as IT manager will renew support by end 2025 	<ul style="list-style-type: none"> • Continuous implementation of the IT strategy
IMS Committee: Lead & set approach for Information Management System, and all IT systems development & maintenance	<ul style="list-style-type: none"> • IT committee has been set up. It comprises CS DDG, two staff of the department plus the independent IT consultant who is acting as IT manager. Committee meets weekly. The objective is to oversee the implementation of the IT strategy 	<ul style="list-style-type: none"> • Weekly IT committee meetings. • Include ADGs in decisions regarding IT development.
B. IT Administration		
Ensure staff adequate IT hardware, software, licenses and systems	<ul style="list-style-type: none"> • IT unit made a list of all IDI software 	<ul style="list-style-type: none"> • Set up a software license management system
C. Information Management Systems		
Blue: develop, maintain, guidance and support for users	<ul style="list-style-type: none"> • Minor upgrades made all through the year 	<ul style="list-style-type: none"> • Continuous upgrading of Blue. App may expand as part of the implementation of the IT strategy
Staff IT development and training	<ul style="list-style-type: none"> • IT strategy presented to staff. No training needs yet clearly identified. 	<ul style="list-style-type: none"> • Explore AI opportunities and possibly offer training to staff.

Support maintenance of IDI's core IT systems and website	<ul style="list-style-type: none"> • Improvement of finance, budgeting and donor contract management systems started (core systems). • CS met regularly with Amesto to adapt financial software (Xledger) • Started exploring Xledger API to produce reports in Power BI. • New IDI website is to be launched by • Assistance for the building of an IDI intranet project 	<ul style="list-style-type: none"> • Continuous improvement of finance, budgeting and donor contract management systems • Continuous improvement of the IDI intranet
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F. Expected Results

Cross-IDI Indicators having direct linkages to CS work

Result Level	Strategic Priority & Cross-Cutting Theme	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
IDI Output	Gender & Inclusion	Sustainable, high quality, economic, efficient, gender-responsive and inclusive IDI operations	33. Whether IDI: has a permanent focal point for gender and inclusion; clear responsibilities across IDI; reports annually on its gender balance; and prioritises gender-balance and inclusion in its recruitment processes (100% if all criteria met)	2023	100	100	100	100
IDI Output		Sustainable, high quality, economic, efficient, gender-responsive and inclusive IDI operations	40. Cumulative number (during 2024-29) of independent evaluations of IDI initiatives published which conclude the initiative objective was fully or mostly met	2023	0	1	2	3
IDI Output	Digitalisation	Sustainable, high quality, economic, efficient, gender-responsive and inclusive IDI operations	42. Cumulative number of IDI processes digitalised during the Strategic Plan period	2023	0	1	2	3

IDI Output	Digitalisation	Sustainable, high quality, economic, efficient, gender-responsive and inclusive IDI operations	43. Progress in digitalising the IDI results system (fully digital = 100%)	2023	0	100%	100%	100%
IDI Output	P2 Strengthening SAI strategic stakeholder engagement, Digitalisation	IDI communication better meets the needs of SAIs	133. IDI website upgrade to include scheduler, access points and a calendar of forthcoming IDI events and initiatives (all complete = 100%)	2023	0	100	N/A	N/A
IDI Output	P2 Strengthening SAI strategic stakeholder engagement	Enhanced communications by IDI	134. Annual number of published external outreach items (op-ed, joint articles, press releases)	2023	3	6	9	10
IDI Output	P2 Strengthening SAI strategic stakeholder engagement	Enhanced communications by IDI	135. Total number of social media followers at the year-end across IDI and IDC accounts	2023	12800	14000	15000	17000
IDI Output	S3 SAIs Contributing to Sustainable Development, Gender & Inclusion	Sustainable, high quality, economic, efficient, gender-responsive and inclusive IDI operations	137. Cumulative number of IDI operations where a review or evaluation on how gender and inclusion has been integrated was conducted	2023	2	2	3	3

G. Risk Management

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

Risk	Impact (H/M/L)	Likelihood (H/M/L)	Risk Response (Tolerate, Treat, Transfer, Terminate)	Control Measures/Assessment
1) Expertise CS may lack expertise to meet the organisational requirements in all areas of its 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
2) Quality and timeliness of outsourced Services	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

Quality and timeliness of deliverables in key areas of outsourced administration may not be up to the organisational requirements				<ul style="list-style-type: none"> Follow up on quality and timeliness of deliverables regularly Change vendors through fresh procurement process if necessary
3) Internal controls in financial transactions CS responsible for internal controls for financial transactions and there is a possibility of internal controls not being implemented	High	Low	Treat	<ul style="list-style-type: none"> Review Internal Control System annually Ensure segregation of duties Keep the financial manual updated

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