



Well-Governed SAIs

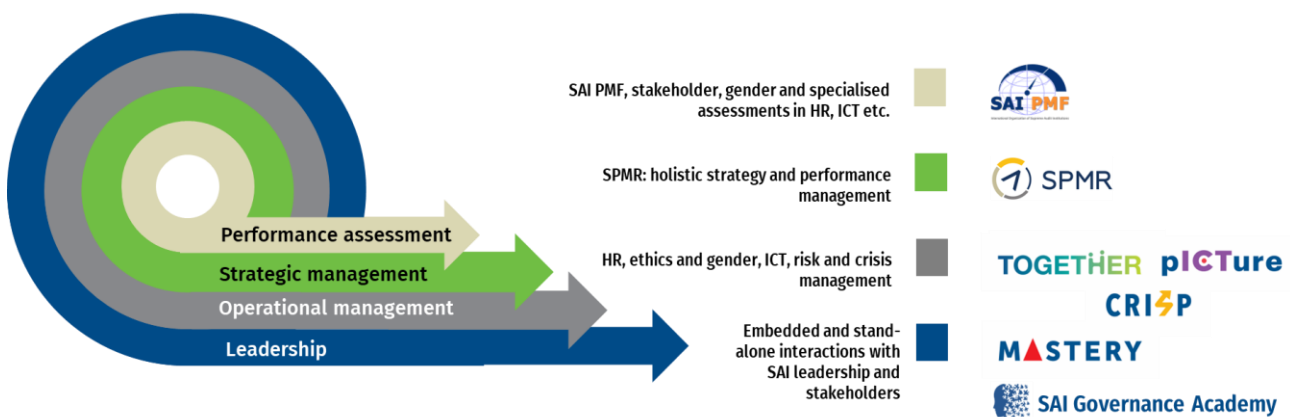
Operational Plan 2025



A. Objective

Support SAIs to lead by example and ensure good governance in their management and operations. SAIs can thereby act as model institutions for government and public-sector entities with respect to the accountability, transparency, sustainability and integrity of their management, performance, and processes.

B. Strategy



Good governance of an SAI is fundamental to ensuring SAI credibility and sustainable delivery of high-quality work leading to impact for people and society. The Well Governed SAIs (WGS) work stream is built on the premise that effective and sustainable governance of SAIs requires a holistic, targeted and evidence-based approach, for which SAI staff and SAI leaders are indispensable. In that, the work stream offers complementary support to SAIs in addressing the various challenges related to the management and positioning of their organisations as key actors in their country's public sector environment.

The WGS portfolio supports SAIs in carrying out various types of performance assessments, from the broad and holistic SAI Performance Measurement Framework (PMF) to specialized in-depth reviews of human resource (HR) management or information and communication technology (ICT) practices. The Strategy, Performance Measurement and Reporting initiative (SPMR) then works with SAIs to assess, plan and manage the overall performance of the SAI, several specialized initiatives address concrete SAI organizational needs. These entail people management, digital governance and navigating risk and crises. Reinforcing these efforts, our work strongly focuses on leadership and stakeholder engagement. Together, the various initiatives and activities aim to provide a comprehensive response to SAI needs. They work to support both the institutional and organizational set-up of SAIs and enhance their profile and ability to interact and influence their external environment.

The WGS work stream contributes to critical aspects of all IDI's strategic priorities for 2024-2029, namely sustainability, digitalisation and public trust in SAIs:



Much of our work focuses on **sustainability, in particular on more sustainable SAI governance practices**. We support SAIs in assessing their overall performance and their strengths and weaknesses in concrete areas. Besides SAI PMF, we have developed methodologies for reviewing HR governance, ICT governance and risk management practices. These review tools are closely aligned and build on each other in order to minimise the assessment burden on SAIs. Sustainable governance also requires SAIs to develop and implement realistic, high-quality strategies on how to address challenges. We work with SAIs to institutionalise strong strategic and operational management processes, with a careful consideration of human and financial resources. An important emerging aspect is SAIs leading by example by incorporating a sustainability lens in their annual performance reports. Sustainability reporting, as practiced by SAIs Across the work stream, change management considerations are streamlined to support gradual and sustainable change in line with SAI absorption capacity. This also entails building internal capacity of SAI middle- and upper management to lead such change through dedicated interactions involving the SAI Governance Academy and a masterclass on inclusive leadership.

The work stream also has a strong focus on **supporting SAIs in digitalisation**. Here, we focus on ICT governance as a critical enabler of SAIs exploiting the opportunities of new technologies to improve their audit work. We work with SAIs to achieve a better understanding of their ICT needs. This work also zooms in on topics such as knowledge management, IT security, innovation and design thinking. SAIs will also benefit from a module on leading digital change. We have developed and work with digital tools that SAIs can adopt to maximise efficiency and effectiveness in their strategic and operational processes. These include eSAI PMF, STORY¹ and a risk management tool. Through those, SAIs have the opportunity to build their digital capacity bottom-up.

The WGS work stream contributes to enhanced trust in SAIs by supporting them in **better demonstrating their value to the public**. In the spirit of INTOSAI P-12, we support SAIs to lead by example through enhancing the transparency, accountability and integrity in their own governance and operations. We encourage SAIs to share the results of the performance assessments and support them in carrying out analysis of their stakeholders' views and expectations. Further, we work with SAIs to prepare externally oriented strategic plans that anchor the role of the SAI as an actor in the Public Finance Management (PFM) and accountability eco-system. Beyond sustainability reporting, we emphasise the strong signal that published SAI performance reports and audited financial statements send to the public in terms of transparency and accountability. Given that SAI leadership is indispensable to that end, we have dedicated interactions with them to support their foresight and ability to lead change. More in-depth support to selected SAIs focuses on the interlinkage between governance and independence, with the aim of raising the institutional and public profile of SAIs, including through stronger engagement with external stakeholders.

C. Partnerships

Existing partnerships under the Strategic Management component will continue. These include the INTOSAI Capacity Building Committee (CBC) as the governance lead under SAI PMF, as well as the Swiss State Secretariat for Economic Affairs (SECO) that provides financial support for the work stream. Global Affairs Canada supports financially SPMR, SAI PMF and TOGETHER. In addition, an Independent Advisory Group (IAG) consisting of SAIs and donors is providing strategic advice to the implementation of the SAI PMF strategy. SAI Indonesia provides in-kind support to SAI PMF through a staff member part-time seconded to IDI. Other partnerships include with GIZ and SAI Saudi Arabia for PICTURE; International Monetary Fund (IMF), World Bank (WB), European Investment Bank (EIB) and Organisation of Economic Cooperation and Development (OECD) for MASTERY and the Inter-American Development Bank for eSAI PMF. We also collaborate with OECD-SIGMA both thematically and on

concrete support to SAIs. We will also continue to pursue new partnerships, both with interested donors, as well as with peer SAIs and other organizations that can enhance and support delivery.

The work stream also utilises IDI core support from SAI Norway, the Swedish International Development Cooperation Agency (Sida), Irish Aid, and the Austrian Development Agency (ADA), INTOSAI and SAI Latvia.

D. Delivery Mechanisms

We use a variety of delivery instruments to support efficient and effective delivery:

- **A blended learning approach:** Wherever suitable, eLearning is used as a cost-effective approach that allows for stronger breadth and outreach. This is paired with targeted face-to-face interventions to facilitate deeper learning and application. Blended learning is applied in SAI PMF, SPMR, pICTure (ICT Governance), TOGETHER (HR, Ethics and Gender) and CRISP (Crisis and Risk Management).
- **Face-to-face workshops:** These are organized whenever a concentrated effort is expected from teams. For example, the SAI PMF advanced and independent review courses; strategic planning under SPMR Round 4; HRM review and planning workshops under TOGETHER; leadership masterclasses, SAI Governance Academy engagements, risk management components of CRISP; ICT strategy development, leading digital change and information security policy development workshops under pICTure.
- **Learning and development meetings:** Such meetings facilitate leveraging on the knowledge and experience of peers from the INTOSAI community and beyond. In 2025, we plan to organize such meetings in relation to SPMR and Mastery and TOGETHER and pICTure.
- **Webinars, showcase and awareness raising events:** These are open participation events that aim to engage a broad spectrum of audiences and share highlights and key messages related to current and upcoming work. They often take the form of a discussion between the WGS team and guest speakers. In 2025, we will continue with the practice of regularly showcasing our work, including through the How-to-Governance podcast series, which explores future trends for SAI governance.
- **Guidance materials:** In 2025 we will complete the work on a more comprehensive SAI PMF revision. The SAI PMF guidance for assessors will be updated. We will focus on outstanding planned guidance materials, such as linked to mid-term review of the strategic plan.
- **In-country support:** Delivered jointly with the SAI Independence work stream, the aim is to accelerate performance improvements in governance and independence, which are often closely intertwined. SAI selection and support provision will adhere to strict criteria and will also be coordinated with SECO, which provide the financial means for this work. In 2025, we will complete outstanding activities in Nigeria and Solomon Islands and will consider two additional SAIs to receive such support. In addition, in-country support linked to concrete deliverables under the different initiatives is an integral part of our delivery approach. This entails, for example, support to SAI PMF assessment teams under SPMR, or linked to implementing HRM action plans under TOGETHER and linked to SAI Information Technology Maturity Assessment (ITMA) assessments under pICTure.

E. Outline Plan 2025

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

Component and Initiative	Background developments till the end of 2024	Plan 2025
Component 1: Strategic management		
Initiative: SAI PMF	• Framework revised, included piloting in four SAIs • SAI PMF advanced workshop delivered in Asian Organisation of SAIs (ASOSAI) in English • Enhanced version of e-SAI PMF developed • Repeat assessment self-learning course launched in French, Spanish and Arabic	• Revised framework will be released for public exposure and submitted for endorsement at the INTOSAI Congress 2025 • SAI PMF advanced workshop delivered in English • Continued development of the self-learning basic course • Guidance for assessors updated • Independent review course delivered online
Initiative: SPMR	• Two Stakeholder analysis webinars held in French and English • 8 out of 10 SAIs in SPMR Round III received support on SAI PMF (Senegal and Rwanda supported by Canadian Audit and Accountability Foundation (CAAF)). All SAIs have almost finalised their SAI PMF reports • Operational Planning training delivered through eLearning and online webinars in French and English • Two workshops on Strategic Planning delivered in person (French and English) • Two workshops on Monitoring and Reporting delivered in person (French and English) • SPMR Round IV participant SAIs selected from Caribbean Organisation of SAIs (CAROSAI) and Organisation of Latin American and Caribbean SAIs (OLACEFS); 10 SAIs in total • SPMR Round IV leadership kick-off event held for OLACEFS SAIs	• Stakeholder analysis webinars for SPMR Round IV SAIs (English and Spanish) • OLACEFS SAIs will receive training and assistance on SAI PMF • Leadership kick-off and strategic planning workshop for CAROSAI SAIs in SPMR IV • Strategic Planning workshop for OLACEFS SAIs • Operational Planning eLearning online course for CAROSAI and OLACEFS SAIs (English and Spanish) • Monitoring and Reporting workshop in person for CAROSAI and OLACEFS SAIs (English and Spanish) • Leadership kick-off meeting for Arabic Organisation of SAIs (ARABOSAI) region SAIs and an English-speaking group in SPMR Round V • Training of trainers for SPMR resource persons
Component 2: Organisational management		
Initiative: TOGETHER	• Material translated into Arabic • Pool of five Arabic speaking resource persons (RP) trained • Adaptation process conducted for application to Arabic speaking SAIs • Adaptation process finalized for application to francophone SAIs • eLearning course on HRM fundamentals for SAIs delivered to 23 SAIs (85 staff) in ARABOSAI, African Organisation of French Speaking SAIs (CREFIAP) and CAROSAI regions • Integrated Review on HRM applied to 16 SAIs from ARABOSAI and CREFIAP regions.	• Material developed for in-depth modules on component 2 (Inclusion Management) and component 3 (Ethics Management) • Material developed for in-depth modules on specific areas of HRM value cycle (Professional Development Management and Competency Management) • HRM Review and planning workshop for CAROSAI • SAI Ethics and integrity regional workshop for CREFIAP • SAI Inclusive Management Workshop held in English

	• Planning of SAI-level support initiated for two SAs in ASOSAI and CREFIAF	• RP meetings in English/French/Spanish • TOGETHER roll-out in OLACEFS initiated • Integrated Review on HRM applied to nine SAs from CAROSAI • Continued SAI level support offered in regions (English, CREFIAF and ARABOSAI) • Development and dissemination of a global compendium on lessons learned on HRM systems in SAs initiated (based on experiences with participating SAs)
Initiative: pICTURE	• Five SAs in ARABOSAI and five in ASOSAI received online training on how to conduct an ICT maturity assessment using the SAI ITMA tool. Seven received further support through field visits • Two Information and Communication Technology (ICT) strategy development workshops delivered in English for these 10 SAs • Six SAs in EUROSAs and AFROSAs-E received online training on how to conduct an information security control assessment to identify gaps • One workshop delivered in English for the six SAs to develop the information security policy and action plan • Information security digital assessment tool developed • Leading digital change workshop delivered in English for 13 SAs • ICT governance guide in English	• SAI ITMA online course delivered for six SAs in English and four in French • ICT strategy development workshop for six SAs in English and four in French. • Field visit to 6 SAs. • Leading digital change workshop delivered in English. • Information security, second round. Remote delivery for four SAs in English • Ideathon workshop on ICT innovations • Delivery of resource persons workshop in English • Advisory role for the Adopte programme being rolled out in OLACEFS where the key activity is conducting the SAI ITMA assessment • Explore merging the pICTURE network for IT professionals with the LOTA network. • Explore possibility of carving out a common IT assessment tool merging with the LOTA Scan assessment tool. • Explore possibility of having joint webinar series together with LOTA.
Component 3: Leadership and resilience		
Initiative: CRISP	• 20 staff from 10 SAs trained in risk management • Web-based digitalized risk management tool provided and used by five SAs • Risk management maturity assessment tool developed and piloted with SAI Zambia leading to development activities under SPMR Act • Provided continuous SAI-level support • Started to develop synergies between risk management and system of audit quality management	• Organize first risk management global forum aimed at sharing good practices among SAs (in-person) • Finalise course on crisis management and deliver first training (English) • Continue to roll-out risk management training, expanding to Spanish • Consolidate, finalize and publish risk management maturity assessment tool • Finalize and publish guidance on risk management and system of audit quality management



		• Continue SAI-level support to facilitate successful risk and crisis management implementation
Initiative: MASTERY	• Four masterclasses organized, namely on Public Financial Management (PFM) in cooperation with OECD; Inclusive Leadership (English Global); on PFM and Strategic Foresight (French) and on Transformation- Leading Change (English Global, upcoming) • Revised approach towards a more comprehensive and structured leadership development curriculum	• Roll out new Mastery concept where Heads of SAIs will participate in a three-module programme to build their leadership capacities at three levels (external environment, organisational management and individual development) • Offer new Masterclass concept specifically for new Heads of SAIs in cooperation with the INTOSAI General Secretariat • Offer first two modules of the new curriculum in English and Spanish and the first module in French and Arabic
Initiative: Work stream management and cross-cutting	• Three SAI-level support projects launched under SPMR ACT agreement with SECO: Tajikistan, Nigeria and Solomon Islands (additional SAI-level support projects under Independence work stream) • SAI Governance Academy second round to be delivered end of 2024 • Three new episodes of the How-to-Governance podcast recorded and released	• Finalise outstanding activities under the Nigeria and Solomon Islands support • Launch two support projects pending selection and approval by SECO • Offer third round of SAI Governance Academy to senior staff of SAIs participating in the work stream initiatives • Release four new episodes of the podcast in 2025 • Develop approach for support for Small Island Developing Countries (SIDS) in the areas of the work stream

F. Expected Results

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
Long-term Outcomes	P3 SAIs demonstrating their value to the public	Public dissemination of strategic management documents by participating SAIs, including published SAI PMF and other assessment reports, monitored SAI strategies, annual risk, performance or sustainability	[062] Cumulative number of SAIs supported by WGS initiatives (incl. SAI-level support) that demonstrate strengthened good governance, transparency and accountability by	2023	0 ²	-	-	25

² WGS has supported numerous SAIs to publish e.g. SAI PMF reports, strategic and annual plans, SAI performance reports and other key documents under the outgoing IDI Strategic Plan. The baseline of 0 reflects a revised approach whereby our support is more integrated and complementary and where in the long term there will focus on the final

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
		reports, audited and published annual financial statements	publishing key strategic or performance documents					

Strategic Management³

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
Short-term outcomes	S1 Sustainable SAI Governance Practices	SAI PMF assessments results used in SAI strategic planning and capacity development	[64] Cumulative number of IDI-supported SAI PMF assessments (facilitation and/ or IR support) that are reported as being used as a basis for strategic planning/ CD	2023	0	5	10	15
IDI Output	S1 Sustainable SAI Governance Practices	High-quality SAI PMF assessments	[72] Cumulative number of SAI PMF assessments (all countries) where IDI has facilitated the issuance of an IR statement demonstrating independent verification of facts, as well as proper application of the SAI PMF methodology	2023	75	80	90	100
IDI Output	S1 Sustainable SAI Governance Practices	Enhanced capacity of persons in the SAI PMF methodology	[73] Cumulative number of SAI staff and other stakeholders that have participated in any SAI PMF course	2023	0	80	160	240
IDI Output	S1 Sustainable SAI Governance Practices	High-quality capacity development support on SAI PMF	[74] Share of course evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%
Short-term outcomes	S1 Sustainable SAI Governance Practices	Improved SAI Strategic Management process of participating SAIs	[63] Cumulative number of SPMR SAIs with an improved strategic management process as demonstrated by improvement of score in at least one dimension of SAI PMF indicator SAI-3	2023	0	5	10	15

results of the total support provided to SAI, rather than on compartmentalized results achieved under specific initiatives. Similarly, for various of the short-term outcome measures proposed, the baseline of 0 pertains to a new measurement approach rather than to a lack of previous achievements in that area.

³ See previous footnote. The baseline of 0 for various indicators pertains to a new measurement approach rather than to a lack of previous achievements in that area.

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
IDI Output	S1 Sustainable SAI Governance Practices	Enhanced capacity of SAI staff in strategic management	[70] Cumulative number of SAI staff and resource persons who have participated in SPMR activities	2023	465	510	550	570
IDI Output	S1 Sustainable SAI Governance Practices	High-quality capacity development support on strategic management	[71] Share of course evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%

Operational Management:

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
Short-term outcomes	D1 SAIs enhancing the use of technology in their governance practices	SAIs ICT governance practices strengthened	[66] Cumulative number of pICtUre SAIs that demonstrate improvement in at least one aspect of ICT governance	2023	0	N/A	8	16
IDI Output	D1 SAIs enhancing the use of technology in their governance practices	Enhanced capacity of SAI staff in ICT governance	[77] Cumulative number of SAI staff and resource persons who have participated in pICtUre activities	2023	20	46	72	98
IDI Output	D1 SAIs enhancing the use of technology in their governance practices	High-quality capacity development support on ICT governance	[78] Share of course evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%
Short-term outcomes	S1 Sustainable SAI Governance Practices	SAIs HR management practices strengthened	[67] Cumulative number of TOGETHER SAIs with an improved HR management process as demonstrated by improvement of score in at least one dimension of SAI-22	2023	0	5	10	15
IDI Output	S1 Sustainable SAI Governance Practices	Enhanced capacity of SAI staff in HR governance	[79] Cumulative number of SAI staff and resource persons who have participated in TOGETHER activities	2023	84	104	114	124

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
IDI Output	S1 Sustainable SAI Governance Practices	High-quality capacity development support on HR governance	[80] Share of course evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%

Risk and resilience:

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
Short-term outcomes	S1 Sustainable SAI Governance Practices	SAI risk/ crisis/ business continuity practices strengthened based of international recognized standards and best practices	[65] Cumulative number of CRISP participating SAls with improved risk/crisis/business continuity management practices	2023	9	14	19	24
IDI Output	S1 Sustainable SAI Governance Practices	Enhanced capacity of SAI staff in risk/crisis/business continuity management	[75] Cumulative number of SAI staff and resource persons who have participated in CRISP activities	2022	46	60	90	110
IDI Output	S1 Sustainable SAI Governance Practices	High-quality capacity development support on risk/crisis/business continuity management	[76] Share of course evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%
Short-term outcomes	P1 Strengthening SAls' institutional environment	Enhanced capacity of SAI leadership in managing its internal and/or external environment	[68] Cumulative number of Heads of SAls indicating strengthened knowledge/ follow-up actions after participation in masterclass	2023	0	5	10	15
IDI Output	P1 Strengthening SAls' institutional environment	Enhanced knowledge of SAI leadership	[81] Cumulative number of SAI leadership staff who have participated in a masterclass	2023	25	50	75	100
IDI Output	P1 Strengthening SAls' institutional environment	High-quality capacity development support to SAI leadership	[82] Share of course evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%
Short-term outcomes (not for aggregation)	S1 Sustainable SAI Governance Practices	Enhanced capacity of SAI middle management	[69] Cumulative number of SAI middle management staff that participated in Governance Academy that successfully complete curriculum (evidenced by	2023	0	15	30	45

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
			completing the end of course assignment)					
IDI Output	S1 Sustainable SAI Governance Practices	High-quality capacity development support to SAI middle management	[83] Share of academy evaluations that indicate overall satisfaction with the course "satisfied" or "very satisfied"	2023	0	75%	75%	75%

SAI-level support:

Result Level	Links to IDI Aggregate Indicator for Strategic Priority	Expected Result	Indicator Number & Definition	Baseline Date	Baseline Measure	Target 2024	Target 2025	Target 2026
IDI Output	P2 Strengthening SAI strategic stakeholder engagement	High-quality SAI-level support	[61] Cumulative number of SAIs that successfully complete (based on objectives set in the ToRs) targeted SAI-level support projects under the work stream	2023	0	3	6	9

G.Work stream focus on Gender and Inclusion

Building on previous efforts, in 2025 Gender, Diversity and Inclusion will continue to form an integral part of the work stream approach.

Gender and inclusion will be factored across different initiatives. First with TOGETHER, in which direct support is provided to SAIs for mainstreaming gender and inclusion considerations in one or several dimensions of their HR management processes and systems such as recruitment, staff wellbeing, professional development, HR strategy and policy. This will be done based on issues and priorities identified by the SAIs from their HRM integrated review results, and other relevant sources. 2025 will also see continued expansion for the TOGETHER specific component on Gender Diversity and Inclusion, with the adaptation of existing resources to SAIs' needs. Integrated in the SAI PMF revision is a discussion on whether gender and inclusion can be better reflected in the framework. The adjusted approach under MASTERY incorporates important elements linked to inclusive leadership. The SAI Governance Academy also entails a day-long module on Leading Teams through an inclusive approach. These aspects will continue being offered as part of the initiatives in 2025.

H.Financial overview at work stream level

For 2025, Well Governed SAIs work stream's total budget is NOK 33.1 million, which represents an increase of 6.1% over the 2024 revised forecast of NOK 31.2 million. The increase relates to mainly to direct staff and delivery costs. Direct staff costs for 11.2 staff (full time equivalent) working in the Work Stream are NOK 14 million and represent an increase of 2.4 %. This pertains to normal annual increase. Direct delivery costs for the work stream are NOK 13.5 million and represent an increase of 16%. The increase reflects the need to shift one event under

Mastery to early 2025, as well as the rolling over of two of the SAI-level support projects (Nigeria and Solomon Islands) which commenced later in 2024 and will hence entail some outstanding activities in 2025. The balance accounts for apportioned overhead and support costs at the organisational level.

I. Risk Management

In addition to the corporate and development risks identified at the organisation level, the following risks are specifically identified for the Well Governed SAIs work stream:

Risk	Impact (H/M/L)	Likelihood (H/M/L)	Risk Response (<i>Tolerate, Treat, Transfer, Terminate</i>)	Control Measures/Assessment
Available expertise Work stream has launched several initiatives which require different expertise while counting on a limited number of staff, hence a potential lack of expertise to deliver the initiatives	Medium	Medium	Treat	- Continuously identify and maintain pool of professionals from within and outside SAIs with relevant skills - Maintain relations with resource pool and expand resource base - Maintain continuing professional development in relevant areas for IDI staff - Develop partnerships where feasible
Absorption capacity of participating SAIs Some SAIs may lack the capacity to absorb and sustain initiatives delivered by the work stream	Medium	Low	Treat	- Offer support on a regular basis so that SAIs join as per their requirement and convenience - Improve coordination with other work streams and other providers of support at SAI level
SAIs needs and expectations Work stream initiatives are very different in nature and require different maturity level	Medium	Low	Treat	- Assess SAI needs, capacity and maturity prior to confirming participation in initiative - Carry out a SAI-level discussion to clarify conditions, deliverables and expectations for participation and allow SAIs to determine if they would like to join
Buy-in by SAI Leadership Participating SAI leadership at different levels do not support the change and the SAI fails to comply with the statement of commitments	High	Low	Treat	- Engage with SAI leadership at the beginning of the initiative to have leadership buy-in - Besides heads of SAIs, involve different levels of SAI leadership and create awareness about the initiative. Especially engage the functional and operational leaders
Quality of training material and resources The training material and resources, may not add value	High	Medium	Treat	- Develop IDI staff expertise - Draw on resource persons knowledge and experience - Seek feedback from participating SAIs to improve training material. - Follow IDI Quality Management for Published IDI Documents, Policy & Guidance



Resources to scale up and provide long-term predictable support The work stream is unable to scale up its operations and provide predictable support owing to uncertainty of availability of resources	High	Low	Treat	• Prioritize long-term initiatives while allocating resources • Create synergies across initiatives • Explore cost recovery options for some initiatives • Widen the base of donors • Scale up based on availability of resources
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