



IDI ANNUAL REPORT 2024

Professional SAls

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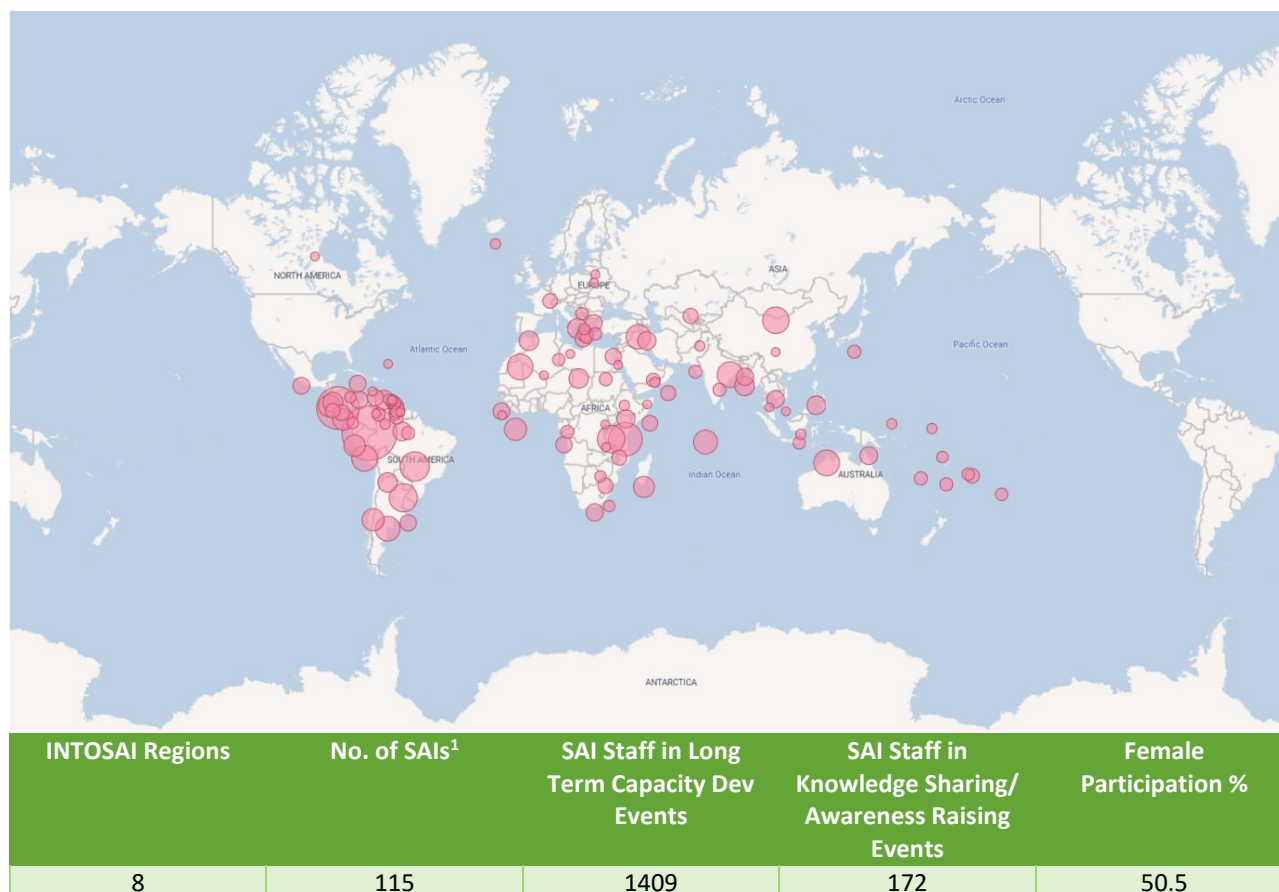
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A. Our objective

To support SAIs in enhancing sustainable SAI Audit Practices, which are responsive, add value, deliver quality and impact on a sustainable basis for contributing to better societies and improved lives.

B. Our value addition during 2024



The Professional SAIs work stream delivered value under each of its four value delivery areas of Competent SAI Audit Professionals, Effective SAI Audit Leaders, Sustainable Audit Practices, and Raised SAI Audit Profile. Some of the highlights include:

¹ This table shows distinct count of SAIs and SAI Staff. Some of these SAIs and SAI staff participate in more than one initiative. Overall figures reflect such total participations.

THE CENTRE FOR SAI AUDIT PROFESSIONALS

Professional Auditor. Professional SAI.



The Centre for SAI Audit Professionals grows as a home for SAI auditors – In 2024 the Centre scaled up its activities to provide long term, regular support to SAI auditors.

- **Professional Education for SAI Auditors (PESA)** qualification reached out to more than 2000 SAI auditors from 120 countries in English and Spanish. PESA has provided professional qualifications in financial, performance and compliance audits for 408 SAI Auditors (51% female) from 75 countries.
- We continued to explore the role of SAIs in **audit of sustainability reporting in the public sector** by engaging extensively with standard setters, professional bodies, international bodies and development partners.
- The Centre's offering of **professional audit practice resources** expanded with the addition of playbooks on system of audit quality management and Planning for Audit Impact.
- PESA graduates and IDI certified learning specialists got **CPD and networking opportunities**.

22 SAI Young Leaders from 2024-2025 cohort began their personal journey of discovery and growth. SYLs from Kenya and Maldives won the Transformative and Innovative SYL Awards.

- Twelve SAIs of Albania, Cyprus, Azerbaijan, Bosnia and Herzegovina, Pakistan, Maldives, Cayman Islands, St. Lucia, Jamaica , Guyana, Eritrea, and Tanzania successfully set up fit for purpose systems of audit quality management as per the provisions of revised ISSAI 140 Quality Management for SAIs.

Sustainable PA practices 2024 highlights



- Six SAIs developed roadmaps for raising performance audit profile
- SAI leaders from SAIs engaged with audited entities, Civil Society Organisations (CSO), academia, development partners and Parliamentarians

- Supported by standard setters IDI ladderized the INTOSAI competency framework for Performance Audit (PA) (foundational, intermediate and professional levels)
- Six SAIs developed competency framework for performance auditors aligned to the global framework and their local context

- Six SAIs reviewed and updated their performance audit methodology for better guidance and alignment with ISSAIs
- IDI and the SAIs developed papers on materiality in PA, addressing fraud in PA, and documentation in PA
- Eighteen SAI auditors capacity developed in strategic and annual audit planning for impact
- Five SAIs developed strategic and annual audit plans for performance audits

IDI-ADB Sustainable Performance Audit practices in Asia and Pacific

Sustainable FA practices 2024 highlights



- SAI of Timor Leste used a scaled down version of Leveraging on Technological Advancement (LOTA) scan tool to its capacity to adopt Computer-Assisted Audit Techniques (CAATs) and data analytics in financial audits

- Capacity development of 24 SAI auditors and leaders in needs assessment for sustainable FA

- SAIs of Lao PDR and Timor Leste documented their sustainable FA needs after a participatory process

- IDI team facilitated professional capacity development of 28 SAI Timor Leste financial auditors

- SAIs of Lao PDR and Timor Leste have reviewed and updated their financial audit methodology in alignment with ISSAIs and their local context

IDI-ADB Sustainable Financial Audit practices in SAIs of Lao PDR and Timor Leste

C. Our partners

Initiatives under the Professional SAI work stream were designed, developed and delivered in cooperation with many partners. These include INTOSAI Professional Standards Committee (PSC) and the Financial Audit and Accounting Subcommittee (FAAS), Performance Audit Subcommittee (PAS), Compliance Audit Subcommittee (CAS), INTOSAI Capacity Building Committee's (CBC) Task Force for INTOSAI Auditor Professionalisation (TFIAP), INTOSAI General Secretariat, all INTOSAI regions and many SAIs. We also collaborated with IFAC, ACCA and UNCTAD.

The European Union and Global Affairs Canada provided funding across the work stream. In addition, we utilised IDI core support from the Norwegian Parliament received through the National Audit Office of Norway, Sida Sweden, and the Austrian Development Agency (ADA). ADB provided funding for sustainable performance audit practices in Asia and Pacific initiative and sustainable financial audit practices in SAIs of Lao and Timor Leste. We continued to receive substantial in-kind contributions in 2024. The SAI of Brazil provided a PESA Associate as in-kind contribution. A total of 1,371 resource persons days contributed to various initiatives.

D. Our delivery mechanisms

Some of our delivery mechanisms included

Centre for SAI audit professionals – We used the Centre as a global support mechanism to provide long term, predictable support for SAI auditors through the five elements of professional certification, future SAI audit, professional audit practice resources, professional learning and growth and continuing professional development. Please read more about the Centre at <https://idi.no/work-streams/professional-sais/the-centre-for-sai-audit-professionals>

Support for systems building - As a mechanism for sustainable change we focused on systems rather than supporting SAIs in developing one-off products. For example, instead of supporting a SAI in developing ISSAI compliant audit methodology, we supported SAIs in also having in place a system for developing and maintaining ISSAI compliant audit methodologies on a regular basis.

Support for strategic audit planning – We provided support for strategic audit planning, which helped SAIs in thinking ahead, scanning their environment for trends, ascertaining internal and external stakeholder expectations, visualising an audit impact value chain, and formulating realistic plans to fulfil their audit vision.

Leadership development – we continued to grow SAI Young Leaders and engaged with SAI leadership at different levels for sustainable SAI audit practices. We engaged with SAI leaders in bringing them new trends and thinking in the audit profession for example system of audit quality management.

Digital solutions – We scaled up and diversified the digital professional education solutions. We have upgraded digital platform to Moodle Workplace. More importantly, we explored new and updated pedagogical solutions to deliver robust professional education.

SAI level support for Sustainable Audit Practices – The sustainable audit practices portfolio involves SAI level support for a SAI or a group of SAIs. It includes a holistic approach covering all areas of a sustainable audit practice and focuses on systems building rather than one off products. Most importantly we take an empowerment approach by developing mentors from the SAI to help the SAI and facilitating peer learning.

Stakeholder engagement - We facilitate the coming together of SAIs and key stakeholders like Parliamentarians, professional bodies, development partners, international organisations and CSOs to discuss issues of common interest and raise the audit profile of SAIs.

E. We delivered on our 2024 plans

The Professional SAI workstream has been restructured around four value deliverables.

1. Competent SAI Audit Professionals
2. Effective SAI Audit Leaders
3. Sustainable SAI Audit Practices
4. Raised SAI Audit Profile

1. Competent SAI Audit Professionals

The Centre is the main vehicle of long term, predictable support for competent SAI Audit Professionals. The Centre provides support through five elements

a. Future SAI Audit



We brought together our initiative on 'SAI Innovations' and 'Portfolio of Experiments' under Future SAI Audit. We met our planned targets under SAI Innovations by successfully hosting two SAI Innovations Marketplaces and SAI Innovations Framing Webinar on 'Innovating for Climate Change'.

The two SAI Innovations Marketplaces showcased SAI Thailand's "Laboratory SDGs Audit," and explored "How Will AI Transform SAI Audit Practices?" led by SAI Egypt. The two-day Framing Webinar on "Innovating for Climate Change" featured multiple distinguished speakers and provided a platform for exchanging cutting-edge insights and practices. These events exemplified the value of collaboration and knowledge-sharing, highlighting the latest developments in auditing methodologies and their application to pressing global challenges. A total of 840 participants attended the events. Please use the following link to access the SAI Innovations resources <https://idi.no/workstreams/relevant-sais/sai-innovations/innovations-resources>



Under the **Portfolio of experiments**, we had planned to work on two projects, SAIs' independent oversight on Sustainability Reporting in the Public Sector, and Sustainable Audit Practices in Small Island Developing States (SIDS).

As per plans we continued to explore **sustainability reporting, audit and assurance in the public sector** in 2024. IDI facilitated a session on the topic at the INTOSAI Working Group on Environmental Audit (WGEA) Assembly. Through the IDI-ACCA global roundtable discussions, SAIs gained valuable insights into the IPSASB's inaugural sustainability reporting standard for the public sector, known as SRS Environment Related Disclosures (the exposure draft), as well as the IAASB's ISSA 5000, the first global standard for sustainability assurance.

At the 41st session of UNCTAD's ISAR meeting, IDI raised awareness about the role of SAIs in providing independent external oversight on sustainability reporting in the public sector. IDI also reflected on the nature of such oversight, bringing together compliance and performance audit aspects besides the assurance provided through financial audits. We also contributed



to ADB's Climate Conference and raised awareness about the role of SAIs in providing independent oversight on sustainability reporting.

As a part of exploring **sustainable audit practices in SIDS** we worked together with CAROSAI, UNDESA and SAI Antigua and Barbuda to organise and participated in a side event on **'Role of SAIs in ensuring effective, accountable, and inclusive public institutions for resilient and sustainable SIDS'** at the **4th International UNDESA Conference on SIDS Charting the Course Toward Resilient Prosperity**. We engaged in discussions with the CBC and other stakeholders like ADB on supporting SIDS. We used a SIDS lens in many of our initiatives and advocacy events. Based on this exploration, IDI plans to set up an across the IDI, umbrella initiative on 'SAIs in SIDS' in 2025.

b. Professional Audit Practice Resources

We had mixed success under this element. We succeeded in updating and adding the following planned resources to the portfolio:



- **Exposure draft of the Playbook on System of Audit Quality Management in English** – This resource provides guidance and options to SAIs for implementing the provisions of revised ISSAI 140 in a way that is suitable to their local context.
- **Pilot version of the Playbook on Planning for Audit Impact 2024** – This playbook reflects on what, why and how of strategic audit planning and annual audit planning in an SAI. It also illustrates several plays that can guide SAIs in different local context in setting up fit for purpose systems for strategic and annual audit planning.
- **Development of D Tool** in English – The tool integrates iCATs and broader exploratory questions to assess needs of an SAI related to sustainable audit practices.

We did not achieve our planned target of publishing the playbook on Planning for Audit Impact in four languages (only in English). While we have developed the playbooks on Strong Stakeholder Coalitions and Robust Follow up systems, they are not ready for publication.

c. Professional Certification



PESA moves towards becoming more credible, relevant and inclusive professional qualification for SAI auditors

The Centre has provided PESA a permanent home and PESA has become the flagship professional qualification provided by the Centre.

In 2024 PESA delivered its planned outputs. The PESA factsheet provides a quick overview of PESA in 2024.

Hear from SAI Auditors and Heads of SAI reflecting on their experience with PESA [here](#).

IDI has already begun to witness the impact of PESA, with graduates contributing to other initiatives such as SoAQM. Their strong foundation in audit practice is translating into meaningful contributions, demonstrating the long-term value of professional education.

Through CPD, we continue to support SAI auditors in maintaining and enhancing their competencies, ensuring that PESA remains a dynamic and evolving professional qualification.

PESA Factsheet 2024

1

Outreach

- 2058 SAI Auditors (44% female) and 830 (31% female) SAI Coaches from 120 countries are enrolled for PESA
- PESA available on an annual basis in English
- PESA launched in Spanish for (309 SAI auditors) from (16 SAs)
- Work started on PESA in Arabic. 2025 launch planned
- PESA French to be launched in 2026

2

Education

- Entirely digital education available anywhere, anytime through IDI's Learning Management System (LMS)
- 170 hours of digitized education delivered through 17 papers (two cross cutting and five per audit stream)
- Initial professional development portfolio to record reflections based on local work experience

3

Assessment Exams

- Available twice a year in May and November
- Mock exams provided
- Machine marked application-based exam
- Exam platform and conducting exams outsourced to Pearson Vue
- Exam moderation carried out
- Question bank of more than 600 questions

4

Graduates

- 408 SAI Auditors are PESA graduates (51% female) from 75 SAs
- 109 Compliance auditors
- 137 financial auditors
- 171 performance auditors
- 14 SAI auditors hold more than one certificate

5

Continuing Professional Development

- PESA CPD policy and platform in place
- PESA Circle with PESA graduates operational
- In person CPD opportunity provided

6

Governance

- PESA Strategy 2025-2029 developed
- Envisions PESA as a credible and well recognised professional qualification of choice for public sector audit professionals
- Based on three pillars 1. Grow PESA as a qualification of choice 2. Expand the PESA circle 3. PESA for every auditor in every SAI

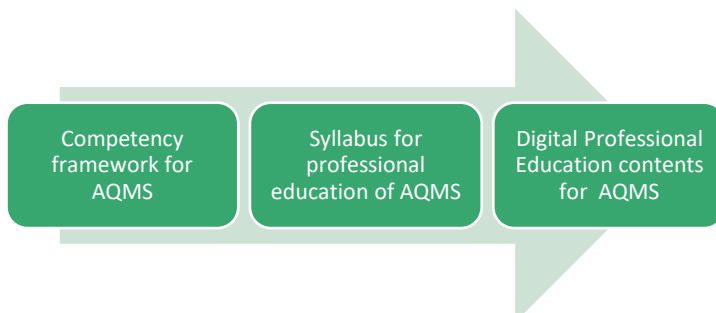
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Digital Platform

- LMS on Moodle Workplace
- Accessibility widget

Audit Quality Management Specialists Certificate (AQMS Certificate)

As SAIs implement the revised ISSAI 140, most of them will need support. The AQMS Certificate, which is a professional certification under the Centre, aims to create a pool of certified audit quality management specialists who can help their own SAIs as well as other SAIs in the region or globally, in setting up and operating a system of audit quality management.



In 2024, a global team from IDI and resources persons came together to design a competency framework, curriculum and education contents for this certificate. The certificate framework focuses on key cross-cutting competencies around system setup, professional excellence, stakeholder engagement, and drive for positive change. It also provides two specialisation options in Quality Risk Management and

Monitoring and Remediation. In 2025, the Centre will launch the AQMS certificate in English. The pool of SAI auditors certified through the AQMS certificate will form the basis for setting up shared services arrangements for supporting SAIs in setting up systems of audit quality management.

d. Professional Learning and Growth



Under this element, the Centre had planned to work together with the Sustainable Performance Audit Practices initiative (SAIs of Bangladesh, Bhutan, Mongolia, Nepal, Papua New Guinea and Philippines) to design and develop professional education on strategic and annual audit planning, the system of audit quality management, robust follow-up system and the development of a competency framework and curriculum for performance auditors at induction and intermediate level.

e. Continuing Professional Development



In 2024 we had planned to finalise a CPD policy for our graduate pools, offer CPD opportunities for SYLs and learning professionals and launch the alumni network and Learning Circle for PESA certified SAI auditors.

PESA went beyond plans in advancing CPD for PESA graduates. Key achievements of the PESA Circle included 1) Development of a **CPD platform** to provide virtual options for growing the PESA Circle. Platform serves as a space for ongoing learning, engagement, and professional development, 2) Publishing and creating awareness about the **PESA CPD policy**, 3) PESA CPD programme was designed based on the feedback received from PESA graduates about their CPD needs, 4) Piloting of in person CPD opportunities for PESA graduates.

In the Learning Professionals Circle is an alumni and CPD network of IDI certified learning specialists.

Some of the members of this network who worked with IDI to establish the network were designated as founding members. They led the work of developing a list of CPD activities based on learning priorities of the all members in the network. The Circle hosted a webinar on 'Liberating Structures' (English and Spanish), providing adaptable facilitation methods that foster inclusive and interactive collaboration. It

introduced a podcast series, where in the first episode one of the founding members explored facilitation principles.

Digital education infrastructure in place to support growing digital education offering of the Centre

In 2024, IDI successfully migrated its LMS to Moodle Workplace. This enhanced platform strengthens IDI's ability to support Certification, CPD, and other strategic initiatives, while aligning with its goal of improving digital education infrastructure. The transition to Moodle Workplace enables:

- Scalable and customizable learning environments
- Streamlined operations through automation
- Enhanced insights via advanced reporting tools
- Improved mobile access for global learners

2. Effective SAI Audit Leaders

The work stream delivers value under this area through its popular SAI Young Leaders (SYL) and by engaging with SAI leaders through leadership forums, as a part of capacity development initiatives.

Continuing the value delivery under 'Effective SAI Leaders', the SAI Young Leaders initiative started its fourth cohort. Twenty-two SYLs began their journey at the first SYL interaction in Kigali, Rwanda. Here, the SYLs received inputs on the four clusters of Discover Self, Lead People, Discover Universe, and Add Value. SYLs commenced the SAI level interaction undertaking emotional intelligence coaching and beginning the implementation of change strategies.

Key features of 2024 – 2025 cohort include:



We also updated and enhanced the SYL syllabus to include new areas like conflict management, negotiation, influencing and persuasion skills. We also introduced new features like a reflections portfolio. Read more about them and their strategies at <https://syl.idi.no/>

Change strategies on data and environment win SYL Awards for the 2022-2023 cohort

SYL initiative continued to recognise and celebrate excellence. While each of the SYL graduates from the 2022-2023 cohort contributed substantially to their SAI, two change strategies won the Transformative and Innovative SYL Awards. **David**



Kamanza from SAI Kenya's successful implementation of change strategy on 'Mentoring a Data champion' won him the Transformative SYL Award. The Innovative SYL Award went to Mohamed Ibrahim Jaleel from SAI Maldives for thinking out of the box for 'Enhancing environmental auditing of SAI Maldives'. These projects exemplify the dedication, creativity, and impact of SYLs in

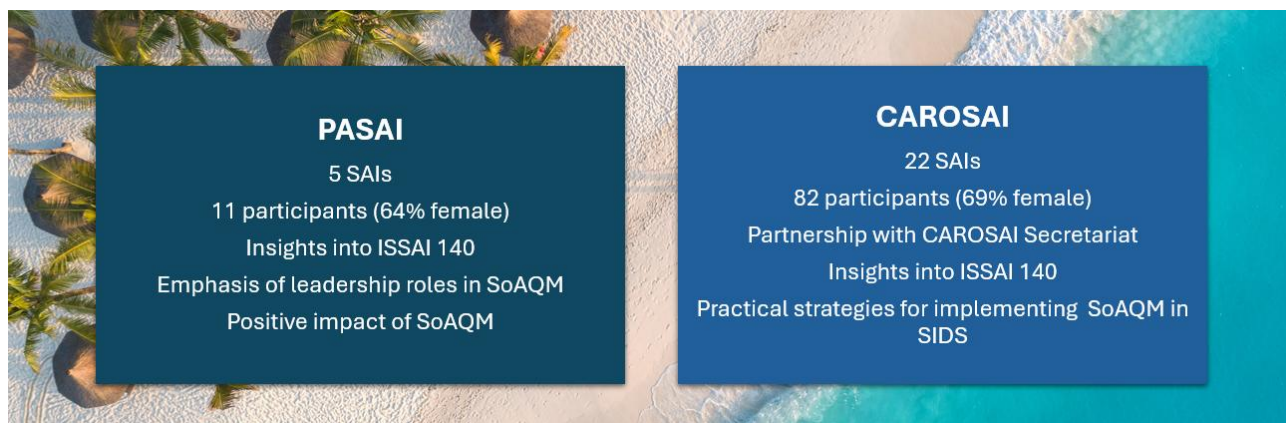


driving positive change within their institutions. Both the winning candidates contributed to this article discussing the SYL experience

<https://abmagazine.accaglobal.com/global/articles/2024/jan/public/driving-change-in-audit.html>

SAI Leaders demonstrate commitment and enthusiasm for SoAQM

As a part of the SoAQM initiative we organised leadership dialogues with SAI leaders in SIDS (PASAI and CAROSAI).



SAI Leaders articulated 'Vision 2030 for Sustainable Performance Audit Practice'

IDI and ADB organised the first Leadership Forum to kick off Phase II of the IDI-ADB project on SPAP). The forum brought together Heads of SAIs and SAI top management from six SAIs. They discussed opportunities and challenges related to strategic audit planning for impact, competency-based professional development, and enabling organizational structures for SAIs to deliver effectively. The highlight of the forum was the articulation of "Vision 2030 and Priority Actions," for performance auditing by each SAI leader.



<https://www.idi.no/news/idi-news/sai-leaders-articulate-their-vision-for-sustainable-performance-audit-practices-in-the-asia-pacific-region>

OECD-IDI Seminars for SAI Leadership on Audit and Public Financial Management

In February 2024, IDI and OECD organized a joint seminar for heads of SAIs of OECD countries at OECD Headquarters. SAI Leadership from OECD countries and key stakeholders discussed various topical issues ranging from professionalisation of performance auditors and facilitating audit impact to emerging areas like artificial intelligence and sustainability reporting. The joint seminar concluded with a discussion on empowering public understanding.

3. Sustainable Audit Practices

In 2024 we achieved the planned value delivery under Sustainable Audit Practices in:

1. IDI – ADB Sustainable Performance Audit Practice in Asia Pacific - Phase II support for SAIs of Bangladesh, Bhutan, Mongolia, Nepal, Papua New Guinea, and the Philippines.
2. Launch IDI-ADB Sustainable Financial Audit Practice for SAIs of Lao PDR and Timor Leste
3. Continue support to 12 SAIs under the global pilot on SoAQM
4. Launch SoAQM pilot for SAIs in the PASAI region.

Phase II of the IDI/ADB Initiative 'Sustainable Performance Audit Practices in Asia and the Pacific' offered SAIs support under seven envelopes for enhancing sustainable performance audit practices. IDI support in Phase II is based on four key principles – empowering SAIs to lead their own capacity development through creation of mentors, helping SAIs build systems, connecting global products and partners to support SAIs in their local context and facilitating peer learning amongst the six SAIs.

After a holistic needs assessment in 2023, the six SAIs started implementing the seven envelopes that they agreed to. In 2024, SAIs focused on four of these envelopes - raising PA profile, enhancing PA methodology, developing strategic and annual audit plans and developing competency framework for performance auditors. The results achieved are listed below:





Results 2024

- All **six SAIs** developed **roadmaps for Raising PA profile**. The roadmaps aimed at enhancing the recognition of PA among internal and external stakeholders and thereby facilitating greater PA impact.



- IDI developed professional capacities of **18 SAI auditors and leaders** in **strategic and annual audit planning for impact**. While all six SAIs developed strategic PA plans and/or strategic PA portfolios, these plans were approved by Heads of SAIs in two SAIs.
- IDI developed capacities of **41 SAI auditors and leaders** in understanding audit impact value chain and measuring audit impact, by delivering online learning course.

- IDI in cooperation with INTOSAI partners and the participating SAIs developed a **laddered competency framework** for performance auditors at three levels - foundation, intermediate and professional. **Five SAIs** tailored this framework to develop competency frameworks for performance auditors in their SAI.
- With IDI support, **SAI Nepal successfully established a LMS**, and **28 staff** received training in LMS administration and content development. The SAI will use this LMS for delivering online induction course for performance auditors, amongst other courses.



- IDI developed professional capacities of **24 SAI auditors in PA methodology** by delivering '*User-friendly PA Methodologies and Their Maintenance Systems*' online course. **Six SAIs** updated their PA methodology documents to better align them with ISSAIs. They also developed and approved **systems for maintaining PA methodology** on a regular basis.
- **SAI Papua New Guinea** formalised its PA methodology and processes for the first time.
- IDI and the SAIs developed papers on materiality in PA, addressing fraud in PA, and documentation in PA.

The IDI is committed to achieving gender equality in the SPAP activities. While 66% of the global resource team selected by IDI is female, we have 42% female participants in SPAP. We are hopeful to reach an equal balance of 50% by the end of the initiative.

The engagement with SAI Leadership under this initiative has been covered under the 'Effective SAI Audit Leaders' section and the stakeholder engagement under this initiative is covered under the 'Raise Audit Profile' section of this report. Please read more about this initiative at [Sustainable Performance Audit Practices](#).

SAI Lao PDR and Timor Leste took first steps towards Sustainable Financial Audit Practice

As planned, IDI and ADB launched the Sustainable Financial Audit Practices initiative for Lao PDR and Timor Leste. Unlike SPAP, this initiative is more scoped in the support provided. It focuses on needs assessment and development of financial audit methodology to begin with.

Highlights and results of the support to SAI of Timor Leste, include:

- First time that IDI is supporting SAI Timor Leste. The support is provided in Portuguese.
- With IDI support, SAI Timor-Leste' conducted and documented its needs for sustainable financial audit practice and developed an action plan.
- 28 SAI auditors enhanced their competencies in financial audit methodology after intensive professional education facilitated by IDI.
- SAI Timor Leste used the LOTA Scan tool to evaluate its capacity to adopt Computer-Assisted Audit Techniques (CAATs) and data analytics in financial audits. The assessment methodology emphasised active participation, combining theoretical training, practical application, and collaborative report drafting to ensure capacity building and sustainability. Through this process, the SAI identified key areas for development, including addressing licensing and infrastructure challenges and expanding auditor expertise in data-driven methodologies.



'I attended the workshop offered by the IDI on financial audit practices and procedures in alignment with the ISSAIs. In my opinion, this training was very worthwhile. As an auditor who performs audit functions, the training was very useful for me. The topics discussed broadened my understanding and helped me evaluate and improve the work I have been doing until now'.
- Edigia Martins, Chief Auditor, CdC Timor Leste



In 2024, the State Audit Organisation (SAO) of Lao PDR has made notable progress in establishing sustainable financial audit practices with the timing aligning seamlessly with the revision of the State Audit Law. With support from IDI and ADB SAI Lao PDR documented a needs assessment and developed a comprehensive roadmap. Key areas that SAI Lao PDR plan to focus on include revising its Financial Audit Manual, ensuring it incorporates the latest ISSAI requirements

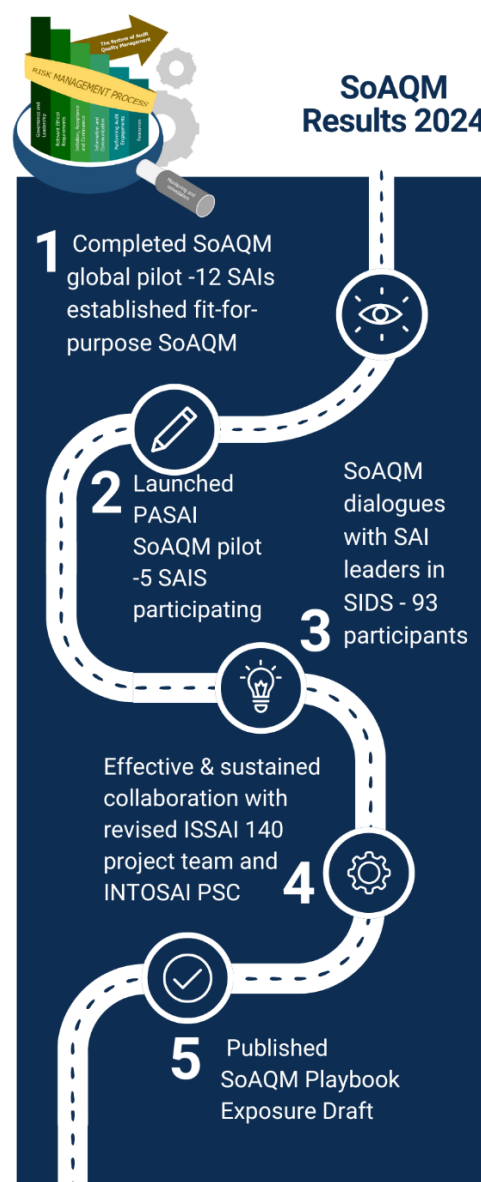
and provides clearer, more practical guidance for auditors. The updated manual will be integral to building auditor capacity and will be used in the planned pilot audits.

Twelve SAIs set up SoAQM and Five SAIs in PASAI start their SoAQM journey



How does an SAI move from a process-based quality control and quality assurance mechanism to a dynamic, objectives driven, holistic system of audit quality management? IDI successfully supported the SAIs of Albania, Cyprus, Azerbaijan, Bosnia and Herzegovina, Pakistan, Maldives, Jamaica, Cayman Islands, St.Lucia, Guyana, Eritrea, and Tanzania in setting up systems of audit quality management aligned with the requirements of revised ISSAI 140 and fit for purpose in their local context. The journey began with helping each SAI in identifying its needs. Following a blended approach the IDI team of mentors facilitated each SAI team in defining quality objectives, implementing a risk-based approach to quality management, identifying monitoring and remediation mechanism and deciding on approach to evaluation. Each SAI documented a policy for System of Audit Quality Management (SoAQM) and started setting up the system.

Five SAIs from the PASAI region; Cook Islands, Fiji, Marshall Islands, Tuvalu, and Vanuatu have started this process and are currently evaluating their needs.



The SoAQM brought several transformative changes in the SAIs:

- a shift in the organisational structure to better support quality management.
- it puts proactive processes at the centre, helping SAIs focus their limited resources on the areas where quality risks are highest.
- created a culture of continuous improvement, ensuring that as SAIs implement the system, they're always fine-tuning their approach to audit quality and staying agile in the face of new challenges.
- encouraged SAIs to move away from isolated practices and embrace a holistic, risk-based approach.
- helped small SAIs develop systems that respected their unique circumstances.



"At the beginning, it felt as if we were working on a puzzle without the box—lots of pieces, but no clear picture. The pilot project helped us to see how these individual processes fit together, revealing the complete picture of our audit quality management system." - **Aulona JONUZI, Director, SAI Albania**



"For small SAIs, shifting to a quality management system in line with the revised ISSAI 140 can feel overwhelming. However, the workshops and toolkits developed by the IDI have been incredibly helpful in easing some of those concerns."

- **Sue Winspear, Auditor General, SAI Cayman Island**



4. Raised SAI Audit Profile

As per our plans in 2024 we raised SAI Audit Profile in the following ways:

- Six SAIs in IDI- ADB Sustainable Performance Audit Initiative raised performance audit profile.



The roadmaps encompass a range of actions - from enhancing the standing of PA internally within each SAI - to collaborating with professional organisations to recognise PA as a distinct profession. Inherently, these roadmaps contribute to enhancing the overall stature of the SAIs, reinforcing their authority.

IDI and ADB facilitated two Stakeholder Forums in Bhutan and the Philippines. These forums provided an opportunity for leaders and staff of SAIs to engage key stakeholders to advocate for the role of SAIs, value delivered by PA and discuss opportunities and challenges in cooperation.

Many SAIs encounter challenges in maximising audit impact due to limited support from their parliaments, which are crucial in facilitating the implementation of audit recommendations. For the first time in this initiative IDI/ADB organised High-Level Dialogue on SAI – Parliament Cooperation in “Demonstrating Public Audit Value” for Heads of SAIs and Public Account Committees and Parliamentary Standing Committees. The dialogue resulted in a common understanding of public audit value of SAIs, identified actions for working together to demonstrate public audit value and actions for enhancing cooperation between PAC, Parliamentarians and SAIs.



- ii) We also raised awareness about the role of SAIs and nature of SAI audits through stakeholder engagement with ACCA, IPSASB, UNCTAD and others in the context of sustainability reporting in the public sector. We are happy to see this understanding reflected in the draft standard of IPSASB on “Climate related disclosures”.
- iii) During 2024 we have further strengthened our cooperation with PSC and its subcommittees CBC, particularly the TFIAP. We worked together with TFIAP Chair in laddering the PA competency framework. We also worked together with PSC and its subcommittees on IDI projects as well as the projects of the subcommittees. We continue to maintain strong cooperation with INTOSAI regions.
- iv) We drafted a paper on **‘Demonstrating the value of SAI Audits: A reflection paper on measuring and communicating audit’**. The paper explores the concept of public audit value with related concepts of demonstrating audit impact, SAI reputation and public trust in SAIs. It also explores how SAIs across the community measure and communicate audit impact.

F. We were sensitive

We have reflected on and built in gender and inclusion considerations in both the delivery mechanisms and the contents of all initiatives under the Professional SAIs work stream.

- **Consultation with champions** - We consult with members of IDI's gender and inclusion team to integrate these principles in the design of new initiatives. E.g. Certificate for Audit Quality Management Specialists.
- **Representative resource teams** - We endeavor to ensure gender balance and representation across regions and diverse SAIs when we put together resource teams or mentor teams.
- **Encourage gender balance of SAI participants** – We encourage SAIs to ensure gender balance in the teams that participate. The SYL has consistently drawn large number of female SYLs across cohorts. The 2024-25 cohort includes 68% are female SYLs and 73% SYLs are from developing countries.
- **Inclusive education and communication** - All professional education and external communication is designed with inclusive language, diverse characters and representative visuals that avoid gender or cultural stereotyping.
- **Language inclusion** - We endeavour to offer support in all four IDI languages. IDI publications are available in four languages. We launched PESA in Spanish and have started work on PESA Arabic and PESA French.
- **Provide for diverse needs** - We developed products like playbooks to recognise the diverse needs of SAIs and keep the guidance relevant to them. Under Sustainable Audit Practices support is tailored to the specific needs of each SAI based on its context. For example, while we are helping SAI PNG in developing a mentor system for PA, we have helped SAI Nepal in setting up an LMS to deliver online induction for PA and the other SAIs are supported in developing in person induction or intermediate training in PA. PESA is an entirely online solution and we have worked to keep it accessible to SAIs in challenging contexts maintaining an LMS app for access on mobile phones. We have also worked with SAIs and our exam providers to increase access to PESA exams in countries with the most challenging contexts utilising a combination of exam centres and online modalities for the assessments. The SoAQM initiative also provides support for fit for purpose systems of quality management.
- **Maintain and publish disaggregated data** – We maintain and publish data disaggregated by gender, regions and developmental context. This helps gain insights, plan for gender equality and inclusion as well as report on what we have achieved and not achieved in this area.
- **Gender equality and inclusion feature in the contents of the initiative- Gender** and inclusive find a prominent place in the contents of many of our initiatives. For example – they feature in cross cutting syllabus, educational contents and assessment for PESA; syllabus, education and change strategies of SAI Young Leaders and ISSAI implementation Handbooks on performance and compliance audit

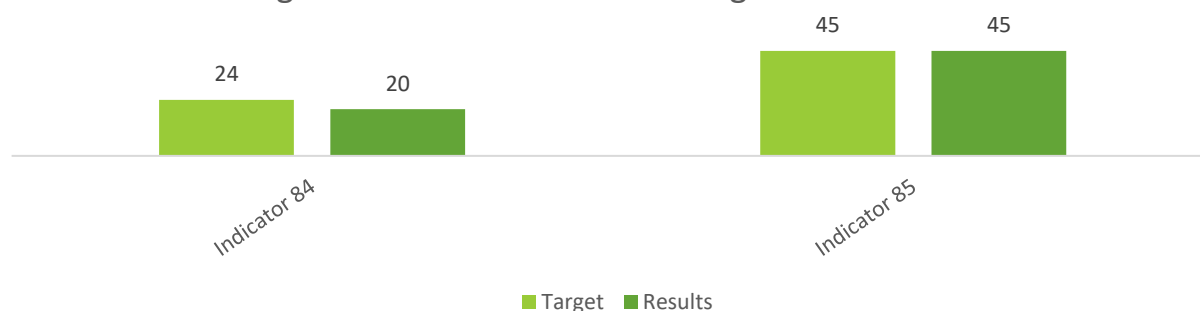
G. Performance against our targets

Work Stream Long Term Outcomes in IDI Results System 2024-2026

Indicator No.	Indicator Description
84	For SAIs with the mandate to publish, cumulative number of IDI-supported / cooperative audits with findings or opinions published (as stand-alone reports or as summaries in the SAI's annual report)
85	Cumulative number of SAI audit reports or opinions issued as per legal mandate on topics under the SAI's core mandate following IDI supported / cooperative audits
88	Cumulative number of SAIs supported by IDI that strengthen their reporting on audit impact (e.g. mainstream audit impact considerations throughout audits, measure the impact of their audits or publish information on their audit impact) ²

² Target and Results for 2024 are zero

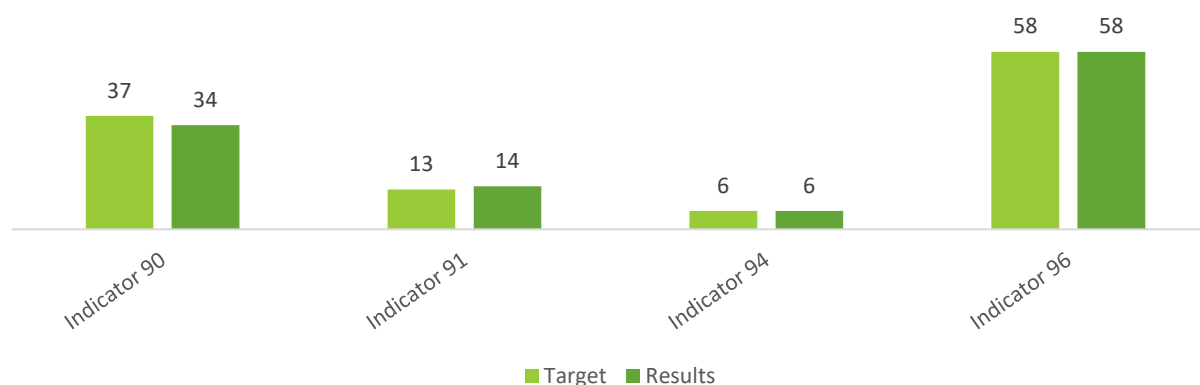
Target vs Achievement 2024: Long Term Outcomes



Work Stream Short Term Outcomes in IDI Results System 2024-2026

Indicator No.	Indicator Description
90	Cumulative number of SAIs supported by IDI to strengthen their system for strategic/annual audit planning and mainstreaming issues relevant to stakeholder needs and expectations (e.g. technology audits, SDG audits, equal futures audits, and considerations of equality, diversity and inclusion)
91	Cumulative number of SAIs supported by IDI to strengthen their System of Audit Quality Management
92	Cumulative number of SAIs supported by IDI to strengthen their system for audit follow-up ³
94	Cumulative number of SAIs supported by IDI to develop and issue, or strengthen, an auditor competency framework (covering cross-cutting competencies and at least one audit discipline: financial, performance, compliance)
95	Cumulative number of SAIs (all countries) reporting that they have integrated PESA into their auditor professional development system ⁴
96	Cumulative number of SAI change strategies (all countries) successfully implemented by SAI Young Leaders

Target vs Achievement 2024: Short Term Outcomes



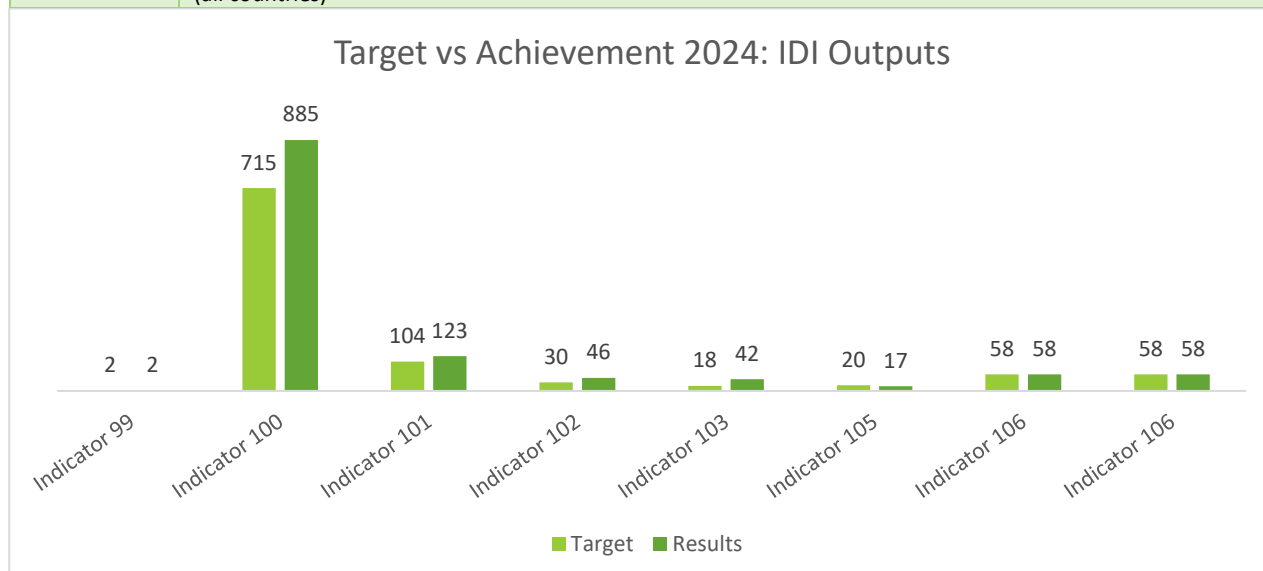
Select Work Stream Outputs in IDI Results System 2024-2026

Indicator No.	Indicator Definition
99	Number of languages in which the PESA Education and Reflection Platform is available, and assessments (exams) are offered twice per year, under the Centre for SAI Audit Professionals
100	Cumulative number of PESA participants (all countries) completing SAI auditor professional education under the Centre for SAI Audit Professionals

³ Target and Results for 2024 are zero

⁴ Target and Results for 2024 are zero

101	Cumulative number of participants completing professional education for Audit Quality Management under the Centre for SAI Audit Professionals
102	Cumulative number of SAI auditors trained in ISSAI Implementation Needs Assessments
103	Cumulative number of SAI auditors trained in Planning for Audit Impact
105	Cumulative number of IDI-supported SAI Young Leaders (all countries) demonstrating positive personal change (through their reflections portfolio)
106	Cumulative number of SAI Young Leader graduates (that have successfully completed the SYL programme) (all countries)



Indicator 90: There is a shortfall in the number of audit reports issued by SAIs participating in LOTA Pioneers due to several reasons like - the reports prepared by Pioneers are part of larger audit engagements or consolidated annual audit reports that are still being finalized, some SAIs concentrated on the use of technology for topic selection and risk assessment, which did not directly lead to a single technology audit report. Additionally, some Pioneers have conducted audits on sensitive topics, such as Cybersecurity, and are unable to publish their findings due to their confidential nature.

Also, the sustainable FA support to SAIs of Lao and PDR was scoped to development of financial audit manual in the given project period. The shortfall comes from 3 in LOTA and 2 in FA.

Indicator 105: We selected 19 instead of 25 SYLs for the 2022-23 cohort. Of these 17 SYLs completed the set milestones and graduated.

H. Financial overview for our work

For 2024 the expenditure as compared to the 2024 revised budget approved by the IDI Board in June 2024 was as follows:

	Revised Budget 2024	Actual Expenditures 2024	% difference over budget
Allocated Staff Costs	1,629,829	2,012,791	-23%
Allocated Overheads costs	2,576,291	3,595,685	-40%
Direct Staff Costs	10,062,937	13,503,409	-34%
Delivery Costs	11,634,846	7,878,941	32%
Sum	25,903,903	26,990,826	-4%

Direct staff costs show an overspend of 34%. This is because staff from the P&R department dedicated more than estimated time to the Professional SAIs workstream due to work on PESA Spanish and inclusion of some

initiatives from Relevant SAIs under this workstream. Staff and management from other departments have also recorded time not originally estimated.

The excess in allocated overheads is partly a result of increased allocation of overheads at the organizational level to the work stream. Excess in allocated staff and a complement of overhead costs is owing to higher actual Full Time Equivalent staff positions for the work stream than planned.

The underspend of 32% on direct delivery costs is mainly due to use of IDI staff resources instead of hiring external consultants for the sustainable PA initiative, online delivery of support instead of the planned onsite visits and decision to provide an exposure draft stage for the SoAQM playbook instead of translating it as a final version.

I. Our risk management

Risk	Impact (H/M/L)	Likelihood (H/M/L)	Risk Response (Tolerate, Treat, Transfer, Terminate)	Control Measures/Assessment
1) Required expertise The work stream cannot secure the adequate number and competent expertise that it currently relies on to deliver initiatives related to sustainable audit practices, PESA and continuous improvement of professional audit practice resources.	High	Medium	Treat	- Continuously identify and maintain a pool of professionals from within and outside SAIs with relevant skills - Maintain relations with existing resource pool and expand resource base - In-house professionals maintain continuing professional development in relevant areas - Set up more formalised longer term organisational setup for PESA .e.g. Panel of Examiners for PESA assessments. - Leverage on partnerships with SAIs and other stakeholders to mobilise resources.
2) Absorption capacity of participating SAIs The SAI may lack the capacity to absorb and sustain initiatives delivered by the work stream	High	Low	Treat	- Offer support on a regular basis so that SAIs join as per their requirement and convenience. - Do a proper needs assessment in case of in-depth support to SAIs. - Improve coordination with other work streams and other providers of support at SAI level. - Tailor support to SAI needs.
3) Buy-in by SAI Leadership Participating SAI leadership at different levels does not support the change and the SAI fails to comply with the statement of commitments	High	Low	Treat	- Engage with SAI leadership throughout the initiative to have leadership buy-in. - Besides heads of SAIs, involve different levels of SAI leadership and create awareness about the initiative. Engage with the functional and operational leaders.
4) Outreach of PESA assessments	High	Low	Treat/ Transfer	Work with Pearson and SAIs to find ways to deliver exams. Communicate

Inability to deliver PESA assessments in countries without a Pearson test centre especially where internet connectivity is limited.				consistently about what is and isn't possible.
5) Availability of PESA data for planning and reporting Difficulties in accessing and managing PESA data owing to over reliance on key personnel	High	Low	Treat/ Transfer	- Standardise internal processes and run in a consistent manner. - Explore options to outsource PESA data management. - Build a larger team to manage PESA data.
6) Suitable participants for initiatives Difficulty in identifying suitable participants and teams for the initiative which will make it less impactful	High	Medium	Treat	- Awareness raising ahead of the call for nominations. - Reduce the number accepted if inappropriate candidates. - Review and improve selection criteria
7) Quality of education material and professional audit resources The professional educational material and resources may not add value.	High	Medium	Treat	- Build capacity of resource persons and experts involved in development of education material. - Create a regular stream of work on professional education best practices. - Identify and agree on criteria for design and development of professional education material. - Follow IDI Quality Management for Published IDI Documents, Policy & Guidance
8) Resistance to change SAI is not willing to change the ways of working and adapting to the required change (eg implementation of new standard and methodology)	Medium	Medium	Treat	- Involvement of both SAI leadership and SAI staff in the process - Emphasis on the SAI teams' roles in supporting the SAI capacity building in the longer term. - Train and leverage SAI change agents. - Develop effective SAI audit leaders.
9) 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	High	Treat	- Prioritize long-term initiatives while allocating resources. - Create synergies in work done across initiatives. - Explore cost recovery options for some initiatives. - Widen the base of development partners. - Scale up based on availability of resources.

J. Reflections and looking ahead

- **How to secure greater SAI leadership buy in and commitment?** - Even as we have put in place several measures for SAI Leadership buy in and commitment, this area continues to present challenges across

initiatives as SAI leadership faces competing demands on their time and their staff resources. We need to brainstorm realistic options in consultation with SAI leaders.

- **Connecting audit streams for sustainable audit practices** - In working on Sustainable Performance Audit Practices, we recognize the need to draw connections with and work together with financial and compliance audit streams as well. After the delivery of this round of support we would need to sit down and consider how we can do this without creating an overly large initiative. We would also need to check development partner and SAI appetite.
- **A diverse global team for SPAP** - While the global team for SPAP consisting mainly of audit leaders works very well, adding members from support functions for addressing cross-cutting issues would further strengthen the team. We need to reflect on this in the next round of support that we design.
- **Longer support for SoAQM** - While SAIs have appreciated in support for setting up SoAQM, there is a strong demand for a longer period of support after the set-up to fully implement all quality management processes. We could extend the support beyond the initial quality risk management phase to initial monitoring and remediation, and up to the very first evaluation of the system. We need to reflect this in the design of future rounds of SoAQM support. We also need to explore different mechanisms for offering support e.g. online advice platform.
- **Starting small worked for Sustainable Financial Audit Practices** – Unlike SPAP, Sustainable Financial Audit Practices support in SAI Timor-Leste we started small by looking at needs assessment and financial audit methodology. However, we have been able to demonstrate the effectiveness of IDI approach, which aims to empower SAI and its personnel while fostering a sense of ownership. This has led to further scaled up support from ADB to work in other areas.
- **SAIs in SIDS require simplified approach, short sprints and SAI level support** - The tailored in-person workshop, based on the simplified LOTA Scan methodology, allowed for a focused assessment of the SAI's readiness to adopt CAATs and Data Analytics in financial audits in SAI Timor Leste. A project that could have taken months, was completed through a facilitated process within a week. This experience reinforced the importance of personalized, context-specific support, close collaboration, and phased, digestible projects aligned with SAI-driven priorities.
- As we scale up PESA there is a need to **create awareness and advocacy for PESA** as a professional qualification both within and outside the INTOSAI community, especially amongst SAI leadership.
- **Cost effective, inclusive and predictable support through hubs for the Centre** - The piloting of in person PESA education and CPD activities was much appreciated by PESA participants and graduates who could be there. However, these events were both expensive and limited to a few people. We need to explore options for providing such opportunities for all at reasonable costs and in a predictable fashion. Setting up hubs for the Centre across INTOSAI regions will help us achieve this objective.
- **Mixed results of automation** - Continued efforts to automate PESA processes brought us dividends in terms of efficiencies however, setting up automation was time consuming, and we often found that solutions offered by providers did not match our needs leading to the development of inhouse solutions.
- **Reflections on PESA Spanish** – Some SAI leaders saw PESA as an opportunity to enhance the professional credibility of the SAI. Leveraging on the experience of PESA English worked well for PESA Spanish. However, the complexity of the conversion process was underestimated leading to time overruns. We need to better define the role of SAI coaches and IPDP in the context of requirements of professional qualification.

- **Reflections in SYL 2024-2025** - Our efforts to get new SAls into SYL paid off with 12 new SAls joining the 2024-25 cohort. However, we need to make provision for more support to selected SYLs in the finalization of their change strategies.

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