



# Strategic Planning EUROSAI's experience

INTOSAI CBC meeting, Cape Town, October 2016



## Issues

1. EUROSAI the regional organization
2. Strategic planning in EUROSAI
3. A new approach
4. Outcomes to date
5. The INTOSAI Framework for Regional Professionalization
6. Dilemmas, challenges and opportunities



## A young regional organisation

- **1990:** 30 members **2016:** 50
- **Enormous diversity**
  - SAI models
  - Audit approaches
  - Language
  - Culture
  - Stage of development
  - Needs and priorities
- **Challenge and opportunity.**



# Strategic planning

## 2005-2010: INTOSAI Strategic Plan

**2011:** First EUROSAI SP endorsed by Lisbon Congress, Portugal (preparations led by outgoing Polish Presidency). Modelled on INTOSAI SP

**2014:** Mid-Term review at The Hague Congress, The Netherlands

**2015 to date:** preparation of new draft SP to be approved at Congress in Turkey in May 2017

## 2017/2023: SP implementation



## New context, new plan, new approach

### PHASE 1 (2015-2016)

External scan

Self-reflection

Stakeholder meeting

### PHASE 2

External evaluation

ON HOLD



## Outcomes to date

1. Strong support current **mission, vision, values**
2. **Expectations of EUROSAI** in self assessment
  - Facilitating exchange of information and documentation (95%)
  - Promoting ISSAIs (79%)
  - Stimulating audit cooperation (76%)
  - Advancing the study of public audit and harmonizing public audit (66%)
  - “Agile, creative, innovative, flexible, demand-driven....”
3. **External scan lessons**
  - Consider combining long/term and short term strategic goals;
  - Co-chairs of WGs (experienced and less experienced/new member);
  - increasing GB responsibility to involve passive members





# Moving ahead

## Stakeholders consultation and GB discussion

### Streamlining of number of goals and focus on

1. New trends, innovations and best practices (professional cooperation)
  2. Providing assistance, guidance and support in implementing ISSAIs (institutional capacity development)
- **3-step-process**
    - i. Draft Strategic goals and desired outcomes agreed
    - ii. Governance and Modus Operandi enhanced to support new goals
    - iii. Activities developed under new leadership



2023: EUROSAI is a dynamic regional network thriving in a global context





## INTOSAI framework Regional professionalization



- Valuable source of inspiration & reference
- Contributes to professionalisation of regional organisations, thereby increasing their relevance and impact – welcome key principles
- Flexible/tailor-made approach important to meet region's specific member needs in the regional context.



## Dilemmas, challenges and opportunities

1. Ensuring ongoing **relevance**;
2. Dealing with **diversity** and differing expectations of EUROSAI;
3. Activating more SAIs and creating sense of **shared responsibility**;
4. Effectively **identifying** professional developments, best practices, organizations and people to support European SAIs in fulfilling mandates and responding to new challenges;
5. Acting as a **broker/facilitator** and connecting the above with the institutional development needs of SAIs.
6. Responding to increasing engagement from **INTOSAI**



## INTOSAI and the Regional Organisations

