Strategic Planning
EUROSAI’s experience

INTOSAI CBC meeting, Cape Town, October 2016
Issues

1. EUROSIAI the regional organization
2. Strategic planning in EUROSIAI
3. A new approach
4. Outcomes to date
5. The INTOSIAI 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 ISSAIIs (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: EUROS AI 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