How can SAIs in a fragile situation make a difference?

*Mentimeter replies from synergy session on 20 September 2017*

- Strong focus on quality and compliance with standards.
- Increasing trust in government by promoting transparency and accountability.
- By constantly focusing on lobbying civil society and other agencies for their independence.
- Increase transparency and accountability of government.
- The question should be What is the role of INTOSAI, CBC, regional Organizations, IDI, and donors to help SAIs in fragile situations.
- By being an example to other institutions.
- By learning from other SAIs.
- Provide independent audits
  - Build capacity of audited
  - Engage with citizens
  - Make audit reports more visible and easy to understand
- Maintaining objectivity and independence as much as possible
- Provide impartial economic advice to state regardless of political parties
- They could be one of the few state organs that could advocate for enhancing transparency and accountability.
- Increase the transparency and accountability in their respective countries.
- Watchdog of scarce financial resources (SAI)
- Review and analyse donor funding.
• strengthen assurance framework by increasing work if external parties cannot access areas.
• Use PFM reforms to speed up SAI capacitation.
• By being bold and determined to help their societies address conditions of fragility even in the absence of funds.
• Support to strengthen country PFM system.
• Focus on obtaining independence and be able to publish audit findings.
• User friendly audit reports.
• Create trust in governments through independence, issues that make a difference and communicate results.
• Better accountability and transparency leading to better oversight of resources for citizens.
• Focus on the basics: audit! But act as trusted advisor to the executive, too.
• Focus upon integrity and ensure transparency and disclosure. The sunshine policy.
• By holding their governments to account through regularity and propriety compliance audits and engaging with stakeholders.
• Strong governance structures and leading by example.
• By helping increase transparency and accountability.
• Build TRUST of the institution among citizens, else it can get it to build DISTRUST easily. Restoration will be difficult.
• Provide balance and check for a modern state from the beginning.
• As such countries generally face acute paucity of resources, the SAI can contribute immensely by highlighting wastage of public resources.
• Collaboration and partnerships.
• SAIs should oversight if mandate of different Ministries is being followed/implemented.
By making governments accountable
By contributing to more transparency
By partnering with Parliament and civil society
Introducing principles of accountability by lobbying education officials so these are part of the learning at elementary school levels.
Adapt procedures to facilitate underlying principles yet not demanding too much.
Facilitate education and training; creating jobs.
Enhance capacity and capability of SAIs to have better awareness of such fragile situation and effective ways to respond.
Recognise that in fragile contexts SAIs are probably both part of the problem and potentially part of the solution independent institutions can be a door opener to fight corruption.
SAI: By performing high quality audits that reflect the mandates of line ministries, agencies and commissions.
Doing credible audits (by following audit standards) on key issues in the country.
Foster accountability and trust.
Making the documents to be audit available.
Advocacy and citizens engagement.
Raise awareness of citizens about the role of the SAI in strengthening transparency and accountability.
Being a voice for good governance, rule of law, and strong institutions.
Provide impactful, value-adding but realistic recommendations in reports.
Increased oversight on gender.
A strong leadership with vision, with open mind to learn from others but know what will work in his or her country.
• Educate citizens on
  - their work,
  - why transparency and accountability is important
  - what is good Public Financial Mgmt

• As part of INTOSAI they are a link to 'the outside world' and can advocate for appropriate support to the country.

• By being transparent with the donors.

• Use a risk-based approach to prioritise work to ensure maximum benefits from limited resources

• setting the example for others by focusing on own accountability and transparency for gaining trust from society, parliament and auditees

• At country difficult times, SAIs are politically captured and need to work around circumstances in favour of citizens

• Reinforce the level of transparency and accuracy of public sector internal controls system and implement safeguards on use of funds

• Forge partnership with the parliamentary oversight to ensure their findings are addressed

• Set high standards of accountability and be vocal and not antagonistic.

• by definition, if they are in fragile situation, how can they make a difference? they need external assistance... from strong SAI

• They know the priority needs of the country in terms of support and are a valuable source of info for external partners and donors

• Research reasons for fragility - go in depth so that at least slight improvement can be done using best practices

• Enhance the accountability transparency

• Make audit reports more palatable to citizens -- explain in layman's term what they have found and how it impacts...
Engage more inclusively with different groups of society.

First of all, we need to gain public trust and support.

Build trust by focusing on issues that give maximum impact. Commitment and awareness.

By reports being balanced to encourage Ministries, Agencies, and commissions.

Build strategic alliances with peers, that is other SAIs, to support the local SAI's efforts in making a difference.

Remain as professional as possible.

If they are really independent from the government, and society might follow its recommendations.

Probably very limited opportunities for SAIs to make a substantial difference.

Increasing trust in government and get independence.

First of all, we need to gain public trust and support.

Communicate - with all stakeholders on the need for accountability.

Strengthen partnership with donors and these on Government To increase the Role of the SAI and financial resources.

Responding to key issues such as transparency and challenges in the country which have a wider impact on the citizen.

- Promote transparency and accountability to stakeholders
- Lead by example
- making independent (performance) audits

Build partnerships with public accountants, inspection units, accountancy associations etc.

Assess how resilient country PFM system to respond in such situation.

Strengthening staff morale under adverse and hostile environment.

Also important to build other country - level institutions (not focus on SAIs alone).

Improve the transparency and accountability over public sector spending decisions.

Engage with stakeholders.

By training with SAIs which make high difference.

By strongly holding government accountable.

Focus on key issues, stakeholders and target audiences.
Although probably not sustainable, the donor/aid community needs to be very supportive and condition its support.

Frequent short and focused reports on matters of public interest.

In some countries in conflict, the situation is more complicated than anticipated. Close consultation by INTOSAI.

How can the SAI operating in fragile situations prevent facilitating corruption.

Communicate appropriately: pictorial messaging, radio, community theatre - learn from Sierra Leone!