



2018 IntoSAINT Global Meeting

July 4-6 | 2018 | Mexico City

Summary Conclusions

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Final version

The 2018 IntoSAINT Global Meeting was held on July 4–6, 2018, in Mexico City. The purpose of this meeting was to discuss the latest developments and achievements undertaken by the IntoSAINT workstream members regarding the regional and global implementation of the INTOSAI Integrity Model. This meeting was also a great opportunity to exchange experiences regarding the tool's worldwide roll-out. In addition, meeting participants had the opportunity to revise the materials used for the implementation of the Self-Assessments of Integrity in order to ensure the continuous improvement of the IntoSAINT tool.

The agreements reached by the IntoSAINT workstream members are the following:

1. The Project Group will prepare a communication to be sent to INTOSAI Development Initiative (IDI). The purpose of it is to highlight the connection that exists between the outcomes of the work conducted by the IntoSAINT Project Group and the implementation of ISSAIs (12 and 30). Additionally, the letter will point out the need to conceive IntoSAINT tool as part of a comprehensive integrity program, which encompasses the planning, conduction and follow-up of the IntoSAINT workshops within an institutional integrity framework of SAIs, beyond the solely execution of workshops.

Furthermore, the communication shall include a kind proposal to strengthen the interaction between IDI and the workstream with the purpose of maximizing in all different INTOSAI bodies, products and fora, the importance of emphasis on integrity infrastructure and policies as a way to improve SAIs' capacities. Without a robust integrity framework, SAIs' work will lose trust and, therefore, this situation will likely hinder its impact and value.

The workstream chair will draw up the communication and distribute it among members in order to get their comments and inputs. Once the final version of the letter is ready, it will be sent out to IDI.

2. The workstream chair will prepare a paper –a sort of IntoSAINT article of belief / principles–, which will include the following:
 - a. the relevance of the integrity approach and policies, including the implementation of IntoSAINT, as an effective mechanism for SAIs and public sector institutions to prevent corruption,
 - b. Relation with ISSAI on role of SAIs in fighting corruption,
 - c. The relevance of integrity policies and controls for the quality of the SAI work, management and leadership,
 - d. Relation with level 2 ISSAI on prerequisites for the functioning of SAIs, as well as with management performance evaluation tools used in the INTOSAI community.

- e. concrete examples on the relevance of integrity framework in SAIs' daily work,
- f. experiences in the SAI community of establishing an integrity framework, and
- g. challenges and good practices regarding efforts to raise awareness on integrity in SAIs and in public sector institutions, the planning and implementation of IntoSAINT and SAINT workshops, and the follow-up to recommendations stemming from the Self-Assessments of Integrity.

The purpose of the paper is to establish and present the IntoSAINT tool within a wider context of SAI role in fighting corruption and SAI quality of management and leadership. The paper is to become a reference document on integrity for the INTOSAI community. The paper will be drawn up by the chairmanship and distributed among the IntoSAINT workstream members for feedback. The paper will be presented by Mr. Gorden Kandoro at the next CBC meeting in Kuwait, on behalf of the workstream.

3. The IntoSAINT workshop materials will be enriched and harmonized in the different languages, in order to include the latest developments that have taken place in INTOSAI Regional Organizations. A Task Team made up by the AFROSAI-E Secretariat, the SAI of Mexico and the Netherlands Court of Audit (NCA) will lead this material updating work, and will be coordinating its activities with other workstream members. The timetable for the Task Team's activities are presented in annex 1.
4. The IntoSAINT workstream members discussed and listed the main challenges and good practices faced in the different INTOSAI Regional Organizations in terms of raising awareness on integrity in SAIs and in public sector institutions, the planning and implementation of IntoSAINT and SAINT workshops, and the follow-up to recommendations stemming from the Self-Assessments of Integrity. It is clear that the roll out is more successful in regions where IntoSAINT implementation is on the regional agenda as part of the strategic plan, and where there is a body or taskforce responsible for the implementation. This is what the focal points should aim for, wherever possible. A general problem is the lack of experienced moderators and funding to conduct workshops. This should be tackled in the regions primarily, but support from IDI would be appreciated. In order to ensure commitment of participating SAIs in the regions, it is recognized that further training for moderators should imply a commitment from participating SAIs as to actually have a Self-Assessment workshop, and allow the trained moderators to gain experience by facilitating a workshop, under supervision, in another SAI. Concerning ASOSAI, it was recognized that this region is very large and diverse. Therefore, it was agreed that the Philippines, in conjunction with Indonesia, should focus on ASEANSAI first.

The list of challenges and good practices is presented in annex 2, and it will be taken into consideration by the workstream members for the global and regional promotion and implementation of the IntoSAINT tool, especially in preparing the

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outline document, mentioned under 2, and the ensuing communication strategy. Specific issues may be tackled by the updating and extending of the material. The need for coverage of financial resources will be addressed in the letter to IDI. The tone of this letter and all other communication will be one of **assured conviction** that IntoSAINT is a valuable tool for SAIs who want to be of value to citizens in reducing corruption and aspire to be an exemplary organization for all public sector entities to follow.

Annex 1: Timetable for the updating of the IntoSAINT materials

Update basic material	Who?	When?
Finalize introduction session	Task team (Ina/Francisco/Gorden)	August 2018
Finalize PPT workshop	Task team	August 2018
Finalize workshop schedule	Task team	August 2018
Finalize moderator guidance workshop in note pages	Task team	August 2018
Finalize management report	Task team	August 2018
Finalize management presentation	Task team	August 2018
Concept update workshop questionnaires	Task team	Jan-Feb 2019
Concept update manual	Task team	Jan-Feb 2019
Finalize update workshop questionnaires	Task team	March-April 2019
Finalize update manual	Task team	March-April 2019

Extra: management and implementation	Who?	When?
Concept PPT management introduction	Ina	Sept-Oct 2018
Concept handout material management	Nesrine	Sept-Oct 2018
Concept ToR template	Ina	Sept-Oct 2018
PPT staff introduction	Nesrine	Sept-Oct 2018
First draft implementation toolbox	Task team	Sept-Oct 2018
Finalize concept PPT management introduction	Task team	Nov-Dec 2018
Finalize concept handout material management	Task team	Nov-Dec 2018
Finalize Concept ToR template	Task team	Nov-Dec 2018
Finalize PPT staff introduction	Task team	Nov-Dec 2018
Finalize implementation toolbox	Task team	Nov-Dec 2018

Options for future	Who?	When?
Concept questionnaire for all staff	Ina	Jan-Feb 2019
Concept modular approach	Ina	Jan-Feb 2019
Concept electronic scoring	Francisco (+Iraq?)	Jan-Feb 2019
Concept guidance for involving management (leadership development)	Gorden	Jan-Feb 2019
Concept instrument for monitoring implementation	Gorden	Jan-Feb 2019
Finalize questionnaire for all staff	Task team	March-April 2019
Finalize modular approach	Task team	March-April 2019
Finalize electronic scoring	Task team	March-April 2019
Finalize guidance for involving management (leadership development)	Task team	March-April 2019
Finalize instrument for monitoring implementation	Task team	March-April 2019

Coordination of the translation of materials into the INTOSAI official languages + preparations for INCOSAI	Chair	May-August 2019
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Annex 2: Roundtable discussion on challenges and good practices

AWARENESS RAISING ON INTEGRITY IN SAIS AND PUBLIC SECTOR INSTITUTIONS	
CHALLENGES	GOOD PRACTICES
Integrity is seen as a theoretical concept, which is distant from the SAIs' normal operation.	Engaging the media.
Lack of financial resources.	Having the Top Management on board.
Unstable external environment.	Commitment by the Governing Board of the Regional Organizations.
Integrity uses to be seen as applicable just in developing countries.	Fostering the IntoSAINT infrastructure in INTOSAI.
Lack of support from the Top Management.	Involving regional SAIs.
Languages – including complex terminology related to integrity issues.	Carrying out a communication / outreach strategy.
Difficulty to embed integrity into the cultural priorities because “it is the way things are done”.	Effective networking and coordination (proactive attitude).
Misunderstanding of the tool's usefulness and relation with other tools.	Having a knowledge-sharing strategy.
	Having a roll-out strategy.
	Cooperation schemes with the public sector.
	Including in audit recommendations the need to address integrity as a way to strengthen internal control systems in order to avoid recurrent audit findings / irregularities / failures / vulnerabilities.
	Official focal points in other public sector institutions.
	Mini-workshops for management (decision makers).
	Engaging professional bodies with impact, such as IFAC.
	Showing the relevance of IntoSAINT for the ISSAI framework, particularly ISSAI 30.

PLANNING AND IMPLEMENTING INTOSAINT AND SAINT WORKSHOPS	
CHALLENGES	GOOD PRACTICES
Lack of financial resources.	Appointment of focal points for planning the workshop.
The scope of the IntoSAINT tool is reduced to the conduction of the workshop.	The implementation of the recommendations is part of the workshop.
Lack of moderators with experience.	Issuing terms of reference to facilitate the IntoSAINT workshop.
Lack of time during the workshop.	Support from the Top Management.
The selection of participants might not be adequate.	The inclusion of the IntoSAINT tool into the annual working plan of a regional working group.

PLANNING AND IMPLEMENTING INTOSAIN AND SAINT WORKSHOPS	
Languages in some regions.	Saving time during the implementation of the workshop.
The identification of integrity risks is not part of the institutional planning.	Maybe changing the workstream name into a more prestigious one.
Sometimes the recommendations are out of reach of the SAI's scope.	Promoting beyond IntoSAINT: an integrity management program.
Public sector institutions may perceive the implementation of SAINT as an interference in their management.	Establishing effective relation with donors.
	Showing the IntoSAINT positive impact (quality first).
	Having a check list for planning the workshop.
	Workshops in the local languages, considering interpretation if required.
	Small project is preferable for best results.
	Completion of articles about workshops being implemented to promote the tool from the participants' perspective.

FOLLOWING UP THE RECOMMENDATIONS STEMMED FROM SELF-ASSESSMENTS	
CHALLENGES	GOOD PRACTICES
SAIs use to have limited knowledge on how and where to start implementing the recommendations.	Communicating the results to the staff.
Lack of support from the Top Management.	Designing action plans with precise responsibilities.
Weak change atmosphere.	Measurement of the workshop impact through clear indicators.
Perception that the workshop "is enough".	Considering the outcomes as part of an institutional program.
Lack of resources to implement the recommendations.	Considering the final version of the self-assessment report with the inclusion of the action plan.
Excessive workloads in the institution (the implementation of the recommendations is not considered as a priority).	Carrying out of follow-up workshops.
Lack of skills to implement the recommendations.	Launching of regional questionnaires on the progress of the recommendations.
The Top Management does not recognize the workshop outcomes.	Making a tool box available.
Some recommendations need external intervention.	Celebration of lessons-learnt meetings among regions.
	Celebration of sharing-knowledge activities between local moderators.
	Establishment of a follow-up committee in the SAI.
	Hiring an external auditor to evaluate the progress of the recommendations.



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