

# PERFORMING REGIONAL PROFESSIONALISM EVALUATION: THE ARABOSAI OVERVIEW



# Contents

Background | **3**

Scope of the evaluation | **4**

Methodological approach | **5**

Lessons learned and challenges | **12**

# Background

ARABOSAI is carrying out a professionalization evaluation. The evaluation final findings are expected to be submitted to the ARABOSAI Governing Board during its upcoming meeting which is planned to be held on November 2019. In the meanwhile, a progress report of this assignment was set out and shared on the ARABOSAI's website. This booklet captures the main methodological issues discussed in this report. This booklet is aimed at sharing the experience of the ARABOSAI in performing a Regional Professionalism evaluation in order to share its experiences with the INTOSAI bodies and report on the progress made in this regard.



# Scope of the evaluation

This report examines whether the ARABOSAI as INTOSAI organisation and the General Secretariat as executive body, have respectively designed, steered and implemented the region's activities in a way that is likely to deliver value for money and bring the sustainable impact on the SAI's members' performance.

As per the scope of work requirements, the purpose of the region's professionalism evaluation is to get a balanced third party view on the results so far and derive concrete, executable recommendations in terms of region's design, human resources management, implementation processes, and budget control to ensure sustainability of the outcomes. The objective of the evaluation is three-fold:

- a) Determine the range of services that ARABOSAI must provide to its members, as well as the best ways to manage resources to achieve its objectives.
- b) Analyse operational and strategic process; identify risks, deficiencies and needs in order to operationalize its strategic plan, to improve the organization's performance and to support its capabilities
- c) Identify areas of improvement with executable recommendations to ensure sustainability of the intervention.

# Methodological approach

We have a **Method**.



## 1. COMPLYING VARIOUS FRAMEWORKS AND REFERENCES

The evaluation was conducted based on a compilation of frameworks and references. These were set out based on the documentations provided by both the general secretariat and the technical committees and working groups". This means that the progress of the region as regards professionalism is measured against the specific region's business model and authorities that govern its interventions. In addition to the INTOSAI CBC regional professionalism framework used as a core evaluation framework, the evaluation team has a complied with number of other key relevant references.

The table below describes the references and framework selected by the evaluation team according to activities or processes which were chosen to be subject to evaluation.

**Activity**

**Description**

**Reference or framework**

## GENERAL SECRETARIAT

**Organizing events**

The general secretariat is tasked to prepare and organize a wide range of events which include basically general assembly meetings, Governing board meetings, technical committees meetings and regional workshops.

Best practices and benchmarks

**Human resources management**

This includes attraction, recruitment, induction, and reward and recognition

AFROSAI-E handbook related to human resources management

## Financial re- sources man- agement

- Budget management
- Expenditures commitment,
- IT system related to budget man-  
agement

ISSAI related to good  
governance

## Technical com- mittees' moni- toring and fol- low-up

- Committees meetings,
- Committees' outputs,
- Follow-up schemes.

Best practices and bench-  
marks

# TECHNICAL COMMITTEES

## STRATEGIC PLANNING COMMITTEE

- Preparing the strategic plan
- Translating the strategic plan  
into an operational plan
- Following and monitoring activi-  
ties

Strategic planning hand-  
book

## PROFESSIONAL STANDARDS COMMITTEE

- Producing guidance and standards
- Performing research papers

- “3 I” program outputs
- The region’s provisions
- Best practices

## CAPACITIES DEVELOPMENT COMMITTEE

- Preparing capacities development plan
- Providing trainings
- Steering and following SAI-PMF evaluations

- INTOSAI quality assurance guidance
- SAI-PMF
- Best practices and benchmarks with other regions.

## ENVIRONMENTAL AUDITING COMMITTEE

- Producing guidance and standards related to environmental auditing
- Performing research papers related to environmental auditing

- The region’s provisions
- Best practices
- AFROSAI handbooks on environmental auditing

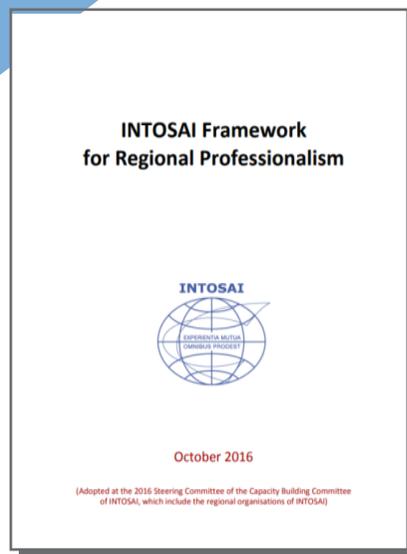
## 2. NARROWING THE EVALUATION SCOPE

As per evaluation international best practices and in line with the quality assurance group recommendations, an internal meeting involving chairs of ARABOSAI technical committees and representative of the ARABOSAI Governing board was organized. Participants to this meeting agreed on the principle that the evaluation team should focus on the most relevant aspects of the Organization which are the General Secretariat and the technical committees.

Following this decision, the evaluation was centred on the main region's schemes or activities. The report presents three aspects of ARABOSAI's work in more details: General secretariat interventions, technical committees, and human and financial resources. Together these three aspects of the region account for the most part of the region's Budget.

Possible wider effects on specific issues (out of the evaluation scope) have not been evidenced and need closer examination if they are to be the basis for judging scheme success. This includes for example tendering process, financial sound management which is covered by the audit of the region's financial statement.

### 3. DEFINING INDICATORS TO MEASURE PROGRESS



The evaluation team set out a detailed framework/matrix based on desk reviews and interviews conducted with the key stakeholders in an initial phase. Upon completing data collection, the project team has scored on each dimension based on review indicators finalized. The performance has then rated as high, medium or low and be substantiated with findings.

The evaluation team found that the Framework set no impact relationships linking project inputs and outputs to objectives and outcomes. The design defines solely activities without setting out outcomes related indicators. The specific objectives mentioned in the framework seemed appropriate and adequately formulated.

The evaluation team set out specific quantifiable objectives for what the ARABOSAI bodies hope to achieve through the implementation of the activities described in the framework. Therefore specific indicators for each objective were then defined to be used as criteria against which progress was measured.

### 3. DEFINING INDICATORS TO MEASURE PROGRESS

The following figure summarizes the evaluation approach to using the CBC INTOSAI regional professional framework:



# Lessons learned and challenges

- Assessing region professionalism cannot be effectively conducted without the full commitment of the region's bodies and stakeholders;
- The Assessment of the region's professionalism should relate to the core services of the region rather than covering all types of activities;
- Professionalism does not draw exclusively on technical considerations. Administrative and financial aspects should be considered based on the region business model and its resources;
- As a rule, performance measures should be chosen so that changes in region performance can be attributed to its programs and actions. In performing the evaluation, the team faced a number of challenges including primary the following:
  - The evaluation team should be independent credible and also experienced in the area of regional activities.

- How to set out a customized evaluation framework which would be broad enough to define processes to evaluate, criteria, indicators and to guide the execution of quality control and report ?
- How to collect data?
- How to map the organization maturity level in implementing each key activity?

For further details, please refer to the report published at the ARABOSAI official website:

[www.arabosai.org](http://www.arabosai.org)

