



INTOSAI

International Organization of Supreme Audit Institutions

Organisation Internationale des Institutions Supérieures de Contrôle des Finances Publiques

Internationale Organisation der Obersten Rechnungskontrollbehörden

Organización Internacional de las Entidades Fiscalizadoras Superiores

والمحاسبة العامة المالية للرقابة العليا للأجهزة الدولية المنظمة

Международная организация высших органов аудита

75th Meeting of the Governing Board of INTOSAI

75^e Réunion du Comité directeur de l'INTOSAI

75. Tagung des Präsidiums der INTOSAI

75^a Reunión del Comité Directivo de la INTOSAI

الاجتماع 75 للمجلس التنفيذي للإنتوساي

75-e заседание Управляющего совета ИНТОСАИ

REPORT ON THE CAPACITY BUILDING COMMITTEE (CBC) — GOAL 2

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Report of the Capacity Building Committee – Goal 2

This report covers the progress made by the INTOSAI Capacity Building Committee (CBC) since the 74th Governing Board meeting held in November 2020.

1. Overall CBC progress

Although the workstreams of the CBC have made satisfactory progress during the past year, the Covid-19 global pandemic has had a delaying impact on a number of CBC projects. The status of the 18 main projects of the CBC at the time of the CBC Steering Committee in September this year is as follows:

- Projects completed: 3
- Projects on schedule: 8
- Project delayed: 6
- Project behind schedule: 1

All of the workstreams, however, are confident that they will achieve their objectives by the time that Congress is scheduled to take place in November next year. The CBC reporting dashboard in Annexure A contains the detailed progress reports by each of the CBC workstreams.

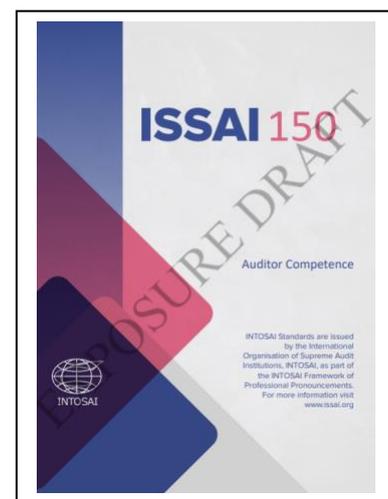
2. Highlights of the CBC workstreams

The following are some of the highlights from the past 12 months:

2.1 The **Task Force on INTOSAI Auditor Professionalisation** is on track to present to XXIV INCOSAI a new ISSAI on auditor competence and two supporting guides as a response to the expectations of the INTOSAI community regarding professional pronouncements on auditor competence.

The exposure drafts of ISSAI 150 and GUIDs 1950 and 1951 are open for comment under the IFPP due process until the end of December 2021 – see [Developing Pronouncements on Auditor Competence | IFPP \(issai.org\)](#).

2.2 The workstream **Auditing in Complex and Challenging Contexts** continued to provide relevant SAIs, donors and other partners with knowledge and materials on SAIs working in complex and challenging contexts. Some of the recent guidance relates to how SAIs with limited



internet access can get the most out of existing technologies - [INTOSAI Capacity Building Committee | Getting connected: ACCC workstream launches new infographic \(intosaicbc.org\)](#).

The workstream also held six webinars where SAIs presented and shared practical solutions on various areas of work.

The workstream recently facilitated a roundtable discussion of heads of SAIs on various solutions to issues of particular interest to heads of SAIs that operate in complex and challenging contexts.



- 2.3 **SAI Performance Measurement Framework.** Steady progress has been made in the number of finalised SAI PMF assessments globally, with a cumulative total of 105 SAI performance assessments having been completed based on the SAI PMF framework (inclusive of 9 repeat assessments). The other targeted strategic outcomes are also either on track or likely to be exceeded by the end of 2021 (see Annexure B for a detailed report).

The CBC wishes to thank the IDI for the efficient and effective way in which they have continued with the global implementation of the SAI PMF despite the challenges presented by the global pandemic. The CBC also acknowledges the valuable advice received from SAI PMF Independent Advisory Group headed by the European Commission (see Annexure C).

- 2.4 **CBC Guides and Occasional Papers.** During the last 12 months this workstream published an occasional paper on the essential competency areas required by audit professionals who want to be future-relevant and able to add maximum value – see [20201106-The-Future-Relevant-Value-Adding-Auditor CBC Nov-2020.pdf \(intosaicbc.org\)](#).

The workstream also issued a framework on the benefits and global principles for SAIs engaging with citizens and civil society organisations – see <https://www.intosaicbc.org/?s=civil+society+>).

- 2.5 The **Subcommittee on Cooperative Audits** continued to promote cooperative audits as a valuable tool for capacity building, in particular as a tool for learning by impact.

The virtual catalogue on Cooperative Audits now contains 247 cooperative audit reports from across the globe. Since its launch in 2017, the catalogue



has received more than 7,500 visits with 18,699 downloads, spurred on by a very active Twitter account (@Intosai_SC_CA).

2.6 The **Peer-to-peer cooperation** workstream, although still quite new, has made good progress identifying and documenting good practices in cooperation with INTOSAI's regional organisations in order to support and promote medium to long-term peer-to-peer cooperation between SAIs. The workstream is currently conducting a series of on-line workshops where SAI peer providers are sharing their experiences, structured around the five phases of capacity development support projects, so that good practices can be captured and shared more broadly.

2.7 We have revamped the **CBC website** with information now sorted in terms of the four fundamental areas of SAI professionalism, namely (1) the ideal working environment, (2) competent people, (3) professional standards and guidance, and (4) assessment and ongoing improvement – see [INTOSAI Capacity Building Committee | INTOSAICBC](#).



During the year, 41 news items were issued and eight blogs produced. The website has had more than 5900 visits in the last year,

with hundreds of downloads from its document library. The CBC also launched a Twitter account earlier this year (@INTOSAI_CBC).

2.8 **IntoSAINT project group.** IntoSAINT is a tool for that allows public institutions to carry out risk analysis with a focus on integrity, evaluate the level of maturity of its internal control systems in the subject and, based on the analysis, address the gaps in the management of organisational integrity. A total of 69 countries have thus far implemented IntoSAINT, with some of the INTOSAI regional organisations playing a key role in promoting the tool among their member SAIs. While the pandemic impeded the workstream's training and implementation plans, it also contributed to fast-tracking of the process to digitalize the IntoSAINT tool and processes.

2.8 The **Subcommittee on Peer Reviews** continued with its promotion and surveying of peer reviews. In the period 2019-2020 a total of 18 SAIs had undergone peer reviews using GUID 1900. The majority of peer reviews focused on the financial, compliance and performance audit practices of the reviewed SAIs. Given the value of peer reviews for strengthening the professionalism of SAIs, it is encouraging to note that 40 SAIs have expressed a willingness to act as peer reviewers. The

subcommittee ended the year on a high note, when on 10 November it held an international online seminar on “Getting ready for a peer review”.

3. Other CBC activities

During the past year, the CBC Chair also participated in –

- The 25th UN/INTOSAI Symposium, where she spoke about SAI innovation and external stakeholder collaboration as success factors during Covid-19 response audits. During the symposium, she also launched the CBC guide on the global principles for SAIs’ engagement with civil society.
- The 23rd PASAI Congress where she participated with incumbent and former heads of SAI in a panel discussion on SAI leadership.
- An OLACEFS-CBC online seminar on citizen participation in governmental control/audit, co-chairing with the President of OLACEFS.
- The INTOSAI-Donor Cooperation leadership meetings and the Cooperation’s 2021 steering committee meeting.
- The AFROSAI General Assembly in her capacity a member of INTOSAI Governing Board.
- The board meetings of the INTOSAI Development Initiative to deal with IDI governance issues, and to brainstorming approaches to strategic foresight.
- Together with the CBC Vice Chair, hosted a roundtable discussion of SAI leaders on SAI professionals, sharing a wide range of ideas on how SAIs can ensure future-proof and relevant SAI professionals.
- The CBC Vice-Chair participated in a panel discussion during the World Bank launch of its SAI Independence Index, where she reflected on SAI independence based on the CBC perspective as well as the perspective of a provider of peer-to-peer capacity development support.
- The CBC Secretariat participated in the steering committee meetings of Goals 1, 3 and 4 and in the INTOSAI Task Force on Strategic Planning.

The strategic objectives for Goal 2 outlined for the period 2023-28 – and that will be included in the first draft Strategic Plan to be circulated in March next year – are as follows:

- Promote, facilitate and implement INTOSAI-wide initiatives in support of SAI capacity development needs

- Strategically partner, inside and outside INTOSAI, in support of SAI professionalism, auditor professionalisation and SAI's ability to meet future challenges, and
- Share capacity development insights and practices, and facilitate dialogue on capacity development challenges and opportunities.

4. New CBC workstream

At its September Steering Committee meeting, the CBC approved the establishment of a new workstream on the Auditing of Donor Funds. The workstream is in line with the CBC's current strategic objective 2.5, namely to "Engage strategically with the wider international development community in the interest of SAI capacity development".

The objective of the workstream is that SAI and donors will make informed choices when engaging in the audit of donor funds, while safeguarding SAI's independence and respecting their national mandates. This objective will be supported through engaging with SAI and donors to identify good practices; by sharing information, knowledge and experience about the benefits and challenges of SAI auditing donor funds, and by encouraging the application of good and sustainable practices in the SAI and donor communities.

The new workstream will be led by the CBC Vice Chair, the SAI of Sweden. Once the workstream considers its task completed, it will be dissolved.

5. Membership

CBC welcomed SAI Malaysia as a new member of the committee.

6. Concluding remarks

The CBC is very optimistic about the future of INTOSAI and in particular about development of the capacity of our member SAI. In the post pandemic world, the role of SAI and their audit professionals will be more important than ever, and INTOSAI is perfectly positioned to make a substantial contribution to the strengthening of SAI capacity.

As INTOSAI finds itself at the beginning of the new 6-year strategic planning cycle starting in 2023, we have learned important lessons during the current cycle that will help us plan and execute better during the next cycle. One of the important lessons we have learned is the need for INTOSAI's working bodies to cooperate earlier, more regularly and more effectively, so that we can maximise the impact of the limited resources available within the community.

In September this year, the IDI released the latest Global SAI Stocktaking Report, a goldmine of important data and excellent analyses that will enable us to prioritise the areas of greatest capacity development needs in the INTOSAI community. From the Stocktake Report it is clear that there is ample work to go around, ranging from the

need to improve human resource management strategies and the competency development of SAI professionals; more has to be done to improve female leadership development in SAIs; implementation of international standards as the bedrock of our profession needs continued attention, as well as systems of audit quality control; peer-to-peer support as a critical success factor for global capacity development has to be strengthened, and much more.

However, with global financial support for the development of SAIs having stagnated over the last six years, and fallen in real terms, there is a need for all INTOSAI role players involved in capacity development to join forces and work even more efficiently and effectively than before.

A very welcome and encouraging indicator from the Stocktaking Report is the extent to which INTOSAI regional organisations are progressively contributing to the development of their member SAIs. This, together with the constructive development role of the IDI, the peer support provided by many SAIs, and our continuing cooperation with INTOSAI's donor partners, is reason for optimism about us doing even better at capacity development during the next strategic planning cycle.

Motions to 75th meeting of the INTOSAI Governing Board

The CBC requests the Government Board to –

1. Take note of the Progress Report on the key strategies to achieve Goal 2 and its strategic objectives
2. Take note of the progress report on SAI PMF implementation for the period until August 2021, indicating positive implementation progress.
3. Take note of the draft International Standard for Supreme Audit Institutions (ISSAI) 150: *Auditor Competence*, and the draft accompanying guidance (GUID 1950 and GUID 1951) available for comment until the end of December.
4. Take note of the establishment of a new CBC workstream on the *Audit of Donor Funds*, chaired by the SAI of Sweden.
5. Take note of the publication of the interactive guidance *Getting Connected*, advising on how SAIs with limited internet access can get the most out of limited technologies.

ANNEXURE A

CBC Strategic Performance Report, September 2021

Key to progress indicator colours

	Initiatives / projects on schedule
	Initiatives / projects behind schedule
	Delayed owing to reasons beyond WS control
	Serious difficulties being experienced
	Not yet scheduled to start
	Initiatives / projects completed

CBC Strategic Objectives	Key CBC Strategies	Perf./ Progress Indicator	Key action items and comments
<p>Identify capacity development challenges and opportunities in order to facilitate access to solutions including accessing the INTOSAI– Donor Cooperation.</p> <p><i>Carried out by (a) subcommittees on peer reviews (SAI Slovakia) and cooperative audits (SAI Peru), and (b) workstream on peer-to-peer cooperation (SAI Netherlands)</i></p>	<p>3. Continue to promote peer reviews and cooperative audits as capacity development tools, and facilitate the exchange of best practices and access to relevant communities of practice.</p>	<p>Availability to INTOSAI of expertise, knowledge and guidance materials on: peer reviews, and cooperative audits.</p>	<p><i>Peer reviews:</i></p> <ul style="list-style-type: none"> • Compendium on peer reviews delayed due to Covid-19. Due to be published first half of 2022. • Training seminar on “Getting ready for a peer review” is being restructured to on-line solution, planned Nov. 2021.
		<p>Explore potential synergy between Peer Reviews and SAI PMF</p>	<ul style="list-style-type: none"> • Document to be developed: “Synergy of SAI PMF and peer review”. Will describe advantages and interconnections of SAI PMF and peer review. To be developed with IDI.
		<p>Regular peer review surveys</p>	<p>Peer review survey 2021 completed and results presented</p>
		<p>Cooperative audits demonstrated as an effective capacity development and SAI collaboration tool with knowledge and best practices freely available to INTOSAI community.</p>	<p><i>Cooperative audits:</i></p> <ul style="list-style-type: none"> • Completed update of Spanish version, and translation to English, of the GUID9000 online course • Cooperative Audits online course offered, in English and Spanish, in March-April 2021, with 542 participants. • Online course available in the INTOSAI-U website. • Virtual catalogue continuously updated and development in progress of version 2.0, using CBC financial resources.

			<ul style="list-style-type: none"> • Growth of twitter account to promote cooperative audits and related initiatives.
	9. Support and promote medium to long term peer-to-peer cooperation between SAIs in support of institutional capacity development.	Good practice in peer-to-peer (P2P) cooperation identified and shared.	<p><i>Peer-to-peer cooperation:</i></p> <ul style="list-style-type: none"> • Good practices identified and compiled in peer-to-peer cooperation, with support of regions, in 2020. • Meeting series initiated around “lessons learned project cycle phases”, scheduled for Sept 2021 – May 2022. • Compilation of lessons learned on each step in the project cycle. Will serve as an input to the Meeting Series and be complemented with additional resources. (e.g. tools; short recordings of interviews between P2P providers and beneficiaries). • Will develop guidance for publication on the CBC P2P webpage structured around project cycle.
		Number of SAIs engaged in P2P increased (no baseline)	<ul style="list-style-type: none"> • Follow-up P2P workshop, scheduled for 2020 (hosted by SAI Norway). Suspended due to the pandemic. • P2P providers identified and interest to joined • Experienced and interested providers mapped and a number have confirmed their interest to join the workstream and participate in the Meeting Series.
Strengthen structured INTOSAI professional development as an anchor for professional capacity development and potential INTOSAI auditor professionalization.	1. Facilitate development of standards & guidance for consideration by FIPP, related to auditors’ education, training and capacity development (“professional	Submission of all necessary proposals on INTOSAI professional pronouncements on auditor competence to be able to commence with development work.	<p><i>INTOSAI Auditor Professionalization :</i></p> <ul style="list-style-type: none"> • Three draft professional pronouncements (a proposed ISSAI 150 and two related guides) submitted to FIPP in May 2021. • FIPP comments on ISSAI 150 in June 2021 have been addressed and an updated ISSAI 150 has been submitted

<p>Carried out through the Taskforce on INTOSAI Auditor Professionalisation (SAI South Africa), and the IntoSAINT project group (SAI Mexico)</p>	<p>pronouncements for auditor competence”) and initiate processes and future structures for auditor professionalization (e.g. a core competency framework) based on the outcomes of the work of the (previous) Task Group on INTOSAI Auditor Certification.</p>	<p>Reconstitution of TFIAP. Appointment of an advisory capacity for TFIAP. First meeting of TFIAP to agree on parameters of work.</p>	<p>for the September FIPP meeting. The two guidelines (GUID 7500 and 7600) will also be up for discussion.</p> <ul style="list-style-type: none"> Expect to send the three pronouncements on exposure towards the end of 2021.
	<p>6. Advocate for and encourage the use of the IntoSAINT integrity tool to support SAIs as models of integrity, transparency and accountability.</p>	<p>Development/sourcing of competency profiles for positions outside audit, which remain critical for professionalization efforts</p> <p>Revision of CBC guide on HR practices.</p>	<ul style="list-style-type: none"> Will commence as soon as the professional pronouncements on auditor competence have been approved by FIPP. Targeted for end of 2021. Revision of HR guide delayed due to COVID-19. Plan to start work before end of 2021. Committee appointed with experts from Kenya, AFROSAI-E, Netherlands, South Africa and Sweden.
	<p>6. Advocate for and encourage the use of the IntoSAINT integrity tool to support SAIs as models of integrity, transparency and accountability.</p>	<p>Awareness raising on the relevance of integrity and the IntoSAINT tool for public sector institutions. Maintain high-quality materials to implement self-assessments of integrity, and follow-up the impact of such assessments.</p>	<p><i>IntoSAINT:</i></p> <ul style="list-style-type: none"> Many of awareness raising activities were postponed, but the importance of the task remains. Focus on working together to make IntoSAINT’s methodology less dependent on in-person meetings and more on a virtual based mode. Awareness-raising activities to continue via new and innovative working mechanisms. As of July 2020, workshop materials had been enriched in the English version, and translated to French for use in CREFIAF and Haiti.

		<p>Implementation of self-assessments of integrity in SAIs, and in public sector organizations by using the IntoSAINT integrity tool. Moderator-training implemented to ensure adequate number of qualified IntoSAINT experts.</p>	<ul style="list-style-type: none"> • All 23 CAROSAI members were trained in IntoSAINT and 6 members (Montserrat, Barbados, St. Lucia, Grenada, Cayman Islands and Jamaica) did the assessment. • British Virgin Island, Turks & Caicos Islands, Trinidad & Tobago, Dominica, Bermuda, Bahamas, Antigua & Barbuda and St. Kitts & Nevis had to postpone their assessments in light of travel restrictions. • The pandemic has prevented the implementation of self-assessments of integrity in PASAI as well as in OLACEFS. • Considering alternatives to achieve virtual strategy that does not affect the quality of self-assessments. • No in-person training carried out due to pandemic.
<p>Advocate for and support the development of capacity at both the SAI and regional level and maintain and enhance the usefulness and use of SAI PMF.</p> <p><i>Carried out through the Work Stream for SAI PMF (CBC as governance lead, and IDI as implementation lead)</i></p>	<p>4. Provide strategic direction for and oversee the implementation, maintenance, use and relevance of the SAI PMF.</p>	<p>Establish SAI PMF as widely recognized tool within INTOSAI and donor communities and among in-country stakeholders, as a holistic, evidence-based tool for SAI performance measurement. Through an effective roll-out of the SAI PMF, with proper guidance and support activities, ensuring that all assessments are considered high quality, credible and relevant.</p>	<ul style="list-style-type: none"> • CBC leadership approved appointment of external evaluator to assess SAI PMF implementation, and also monitored SAI PMF implementation progress through trimester progress reports received from the IDI. • Updated SAI PMF communication plan was rolled out, including communication with all newly appointed heads of SAIs regarding the strategic value of the SAI PMF. • The global roll-out of SAI PMF progressed as planned, despite Covid-19 pandemic (see Annexure B). The IDI must be commended for continuing with implementation in line with targets under Covid-19 circumstances. • The SAI PMF Independent Advisory Group (IAG) dealt with key issues impacting SAI PMF implementation, resulting in the IAG providing a valuable advisory report to the CBC

			during its September 2020 steering committee meeting. (Next report due for 2021 steering committee meeting.)
<p>Share capacity development insights and ensure responsiveness to SAI needs through, for example, communities of practice.</p> <p><i>Carried out through the Regional Forum for Capacity Development (RFCD) (SAI South Africa), Subcommittee on peer review (SAI Slovakia), Working Group on the future of the CBC Guides and Occasional Papers (SAI Kenya), CBC website and knowledge sharing (CBC Vice Chair) and the Project group for auditing in complex and challenging contexts (SAI Sweden)</i></p>	2. Provide a regional community of practice – the Regional Forum for Capacity Development (RFCD) – to share and address issues relating to regional capacity development and regional professionalism at a cross-regional and strategic level	In support of INTOSAI’s ambition to leverage and facilitate cooperation and professionalism among INTOSAI’s regional organizations, a regional community of practice is established to address regional development issues across regions and at a strategic level.	<ul style="list-style-type: none"> The annual gathering of the Regional Forum for Capacity Development (RFCD) did not take place in 2020 due to the CBC steering committee meeting’s virtual (and much shorter) format, adjusted to the pandemic. The presentation by CAROSAI on its journey thus far as a value-adding regional organization, has been postponed until the CBC meeting resumes in its in-person format. In October 2020, the RFCD was used to have a webinar dialogue exploring the pros and cons of SAIs auditing donor funds. This dialogue will continue in the latter part of 2021. Engagement continued with the regional professional accountancy organization (PAO), the Confederation of Asian and Pacific Accountants. Broader dialogue with other regional PAOs and INTOSAI regional organizations is planned but has been postponed owing to Covid-19. The redesigned and refreshed CBC website continued to feature/promote regional achievements, perspectives and practices in our regular CBC newsletters and Twitter account.
	5. Share knowledge and experiences in the field of capacity development through, for example, the CBC website, the	New areas identified and guides developed	<ul style="list-style-type: none"> Project is behind schedule. Plan to draft a strategy to identify new areas for guidance and popularize the guides.
		Guides updated	<ul style="list-style-type: none"> Revision of HR guide to be updated with the help of TFIAP. Revision task group appointed with key experts from

	International Journal of Government Auditing, Guides and occasional papers, and international conferences.		Kenya, AFROSAI-E, Sweden, the Netherlands and South Africa to commence work towards the end of 2021.
		Blogs produced and published on CBC website.	<ul style="list-style-type: none"> • Eight blogs and 41 news items have been produced and downloaded in the website in the last one year.
		Guidance on SAI-civil society engagement	<ul style="list-style-type: none"> • “Engagement with Civil Society - A Framework for SAIs” was completed with input from 49 SAIs and development partners
		Guidance on future-ready SAI professionals	<ul style="list-style-type: none"> • An occasional paper on the “Future-relevant, Value-adding auditor” was produced and widely disseminated.
	7. Focus attention on SAIs in fragile situations with particular emphasis on the impact of the 2030 Agenda for Sustainable Development on their capacity development needs.	Availability to INTOSAI, donors and other partners and stakeholders, of expertise, knowledge and materials on working with SAIs in complex and challenging contexts	<ul style="list-style-type: none"> • Five webinars held in the previous year. SAIs present and share practical examples followed by discussion. • Infographic on recruitment and retaining staff finalized and published on the CBC website. • Short stories with good examples collected and shared on the CBC website. • Translation planned for information packages for donors and parliaments.
Engage strategically with the wider international development community in the interest of SAI capacity development	8. Strategically engage with the international development community in order to promote the capacity development needs of SAIs, while emphasizing SAI benefits and value.	Relevant platforms for appropriate engagements are accessed to promote SAI capacity development needs, and create appreciation and understanding for SAI benefits and value	<ul style="list-style-type: none"> • Webinar on the audit of donor funds organized with involvement of donors. • CBC Vice Chair contributed to World Bank launch of SAI Independence Index. • CBC contributes expertise to IDI work to launch a second round of the Global Call for Proposals, Tier 2.

Annexure B on next page.

ANNEXURE B

SAI PMF Progress Note (for the period August 2020 – August 2021), and What Happens Next?

Prepared by the IDI for the CBC meeting, September 2021

INTRODUCTION AND PURPOSE OF THIS REPORT

The Supreme Audit Institutions Performance Measurement Framework (SAI PMF) was officially endorsed at INCOSAI on the 8th of December 2016. The tool is firmly anchored in the INTOSAI Strategic Plan 2017-22, under Goal 2 “Capacity Development”. The CBC has assumed responsibility as a strategic lead on SAI PMF and is monitoring the execution of the SAI PMF Implementation Strategy 2020-22. The IDI is tasked with the operational responsibility for the roll out of SAI PMF. The CBC and the IDI are supported by an Independent Advisory Group (IAG), consisting of SAIs and development partners.

The purpose of this report is twofold. Firstly, to provide the CBC, the IAG and other stakeholders with key information about progress towards achievement of the SAI PMF Strategy 2020-22 and the 2021 SAI PMF annual plan. Due to COVID-19 the budget was revised and presented to the IDI Board in June. In line with agreements, the IDI will prepare a thorough progress report for the whole of 2021 as part of its Performance and Accountability report for 2021. Secondly to present key focus areas for the remainder of 2021 and 2022.

PROGRESS NOTE

1. Progress against SAI PMF Strategic Outcomes

Although the IDI Operational Plan for 2021 has been revised, the milestones for the SAI PMF strategy outcome indicators have not been adjusted. The outlook for end of 2021 is in general promising.

SAI PMF strategy outcome indicator 1

As per the SAI PMF Implementation Strategy, a first key objective is to establish SAI PMF as a widely recognised tool in the INTOSAI community. There has been steady progress in the number of finalised SAI PMF assessments globally¹. There are 88 completed assessments to date. 10² of the assessments that are currently in draft report phase or independent review phase, are expected to be finalised in the coming months, 3 of these are repeat assessments. There is still a risk that ongoing SAI PMF assessments take longer to finalise due to COVID-19. The target of 75 first assessments by end of 2021 has already been exceeded. The outlook is that repeat assessments and published assessments will be under target by end of 2021.

¹ SAI PMF assessments are counted in the IDI SAI PMF monitoring system if the SAI has submitted corresponding information to the IDI, including on the start and end dates of the assessment, the approach employed, the assessment team members, and the objectives and use of results of the assessment. The majority of SAIs also choose to share the report confidentially with the IDI, even when they don't request an independent review.

² This is a careful estimate as there are 22 reports currently in independent review stage. IDI has done our best judgement also considering that some of the reports are assessments that we don't expect to be finalized.

SAI PMF Strategy Outcome Indicator 1: Cumulative number of SAIs with a finalised SAI performance report based on the SAI PMF framework a) First time assessment b) Repeat assessment c) published assessment

Milestone 2021: 120 a) 75 b) 20 c) 25	Actuals as of August 2021: 105 a) 79 b) 9 c) 17	Outlook end 2021: 115 a) 86 b) 12 c) 18
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SAI PMF strategy outcome indicator 2

The second outcome emphasises the importance of reports being of high quality. To that end, the IDI offers to arrange for independent review, resulting in a formal statement that the report meets quality criteria. The indicator looks into the cumulative number of independent reviews done. Of the 88 assessments finalised per August 2021, 58 have been independently reviewed by the IDI. This corresponds to 66% of SAI PMF reports finalised and is a clear sign that quality of reports is taken seriously, and that the independent review function is highly relevant. Twenty-two additional reports are currently in an independent review process by the IDI.

SAI PMF Strategy Outcome Indicator 2: Percentage of all (i.e. cumulative) finalised SAI PMF assessments that includes an IR statement demonstrating independent verification of facts, as well as proper application of the SAI PMF methodology

Milestone 2021: 64%	Actuals as of August 2021: 66%	Outlook end 2021: 69%
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SAI PMF strategy outcome indicator 3

Finally, the third strategic outcome looks into the actual use of the SAI PMF assessment results. The SAI PMF team collects data on this via a survey, as well as through regular contact with SAIs and assessment teams. By July 2021 most finalised assessments have been used by the SAI for developing or revising the SAI strategic plan and/or for planning of capacity development.

SAI PMF Strategy Outcome indicator 3: Percentage of all (i.e. cumulative) finalised SAI PMF assessments (all countries) that are reported as having been used as basis for SAI strategic planning and/or capacity building projects.

Milestone for 2021: 90%	Actuals as of August 2021: 87%	Outlook end 2021: 89%
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2. Key activities and achievements against the SAI PMF functions

SAI PMF function 1: Strategic governance and advice

Responsibility for providing strategic governance and advice lies primarily with the CBC, supported by the IAG. A key task for the first half of 2021 has been to implement the SAI PMF communication strategy that was developed in 2020 under the lead of CBC. Several success stories have been developed to raise awareness and share experiences on how SAI PMF has been utilized and benefited SAIs.

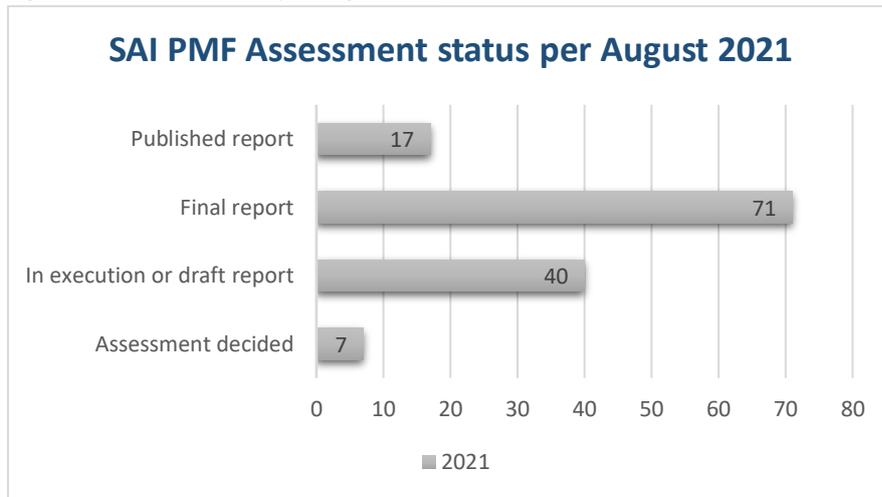
In 2020, the approach for the light touch revision of the SAI PMF framework was decided and agreed, and a plan and milestones were developed with the objective of finalising the process by INCOSAI 2022. Progress have been made and work has been initiated in terms of reaching the second key milestone on revising the jurisdictional indicators and aligning those to the IFPP framework.

Under the lead of CBC an evaluation of the SAI PMF implementation strategy 2017-2022 has been initiated. The purpose is to take stock of achievements and shortcomings in the current implementation strategy. This will allow for identification areas of improvement to support further implementation to ensure SAI PMF continues to provide value. The evaluation results are expected to feed into the development of the

upcoming SAI PMF implementation strategy. The final evaluation report will be submitted 8 November 2021. It is important to note that the evaluation will consider the implementation of the SAI PMF strategy and the governance and programme delivery arrangements. However, examination of the SAI PMF framework is beyond the scope.

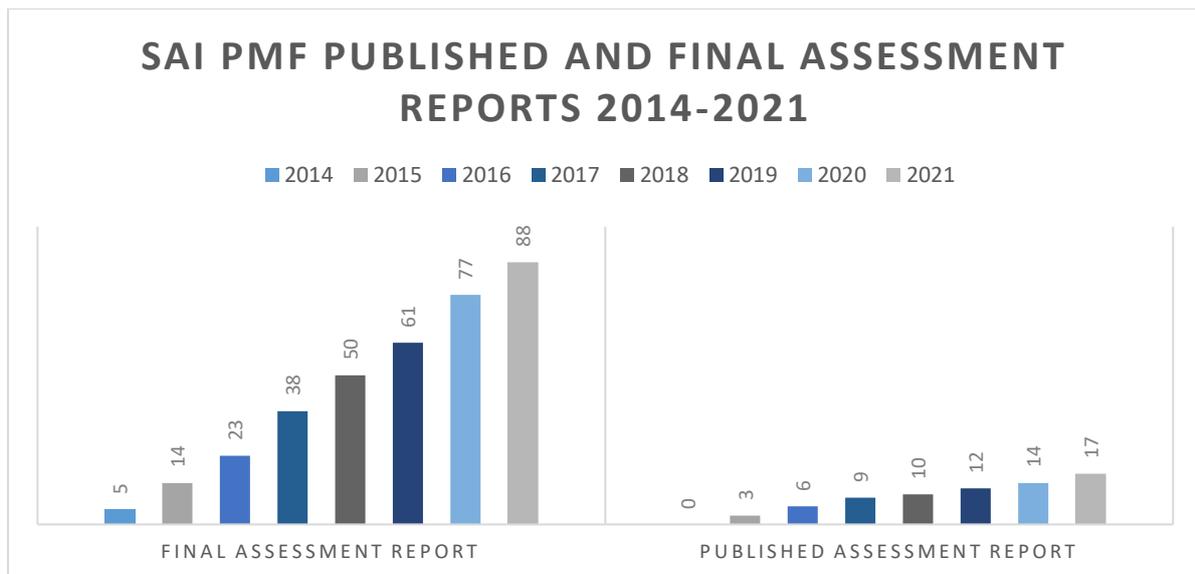
SAI PMF function 2: Conduct of SAI PMF assessments

Figure 1 Assessment status per August 2021



Data: SAI PMF monitoring sheet. Data for 2021 until August ³

Figure 2 Progress of SAI PMF assessments 2014-2021, published and final assessments

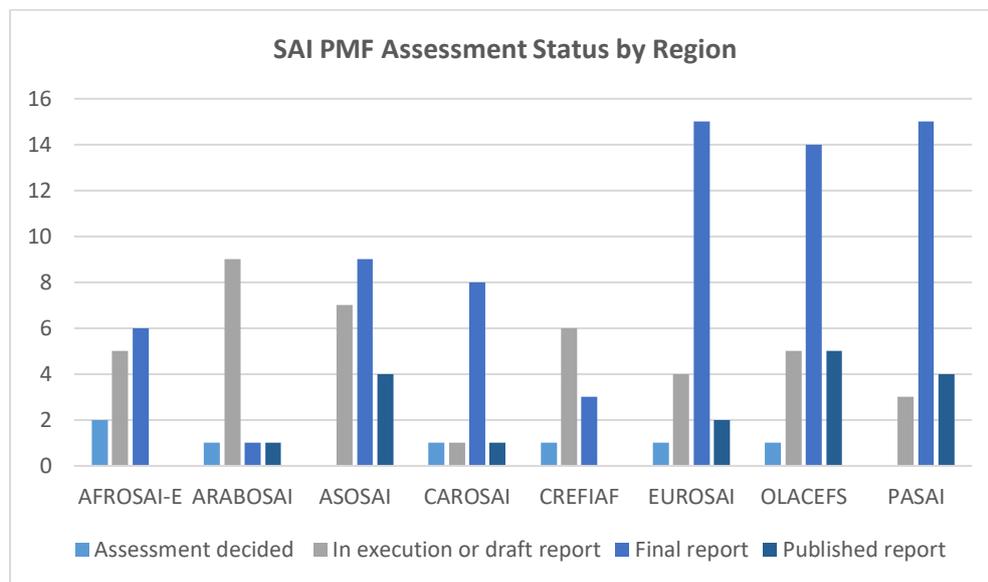


Data: SAI PMF monitoring sheet. Data for 2021 until August.

³ For two of the reports a summary has been published.

The decision whether or not to carry out a SAI PMF assessment lies with the Head of SAI, but the IDI has a key responsibility for supporting and providing guidance to SAIs and assessment teams. As demonstrated by Figure 1 and 2, global conduct of SAI PMF assessments since its inception has been impressive. Per August 2021 there are 17 published assessments and 71 final assessment reports, which brings the total up to 88 finalized assessments. It is also worth noting that a notable number of assessments are in a draft report or independent review stage expected to be finalised by the end of 2021 or beginning of 2022.

Figure 3 Progress of SAI PMF assessments, regional figures



Data: SAI PMF monitoring sheet. Data for 2021 until August.

As demonstrated in Figure 2, all INTOSAI regions have embraced the SAI PMF framework although there are some regional variations in the uptake.

SAI PMF function 3: Support of Assessment Quality and Global Monitoring

Support to ensure quality of assessments is one of the key responsibilities of the IDI. It relates to being the global training body, support function and knowledge centre for SAI PMF. During last year the following activities were implemented with respect to the development and refinement of guidance and training materials:

- Guidance on using SAI PMF for monitoring purposes has been finalized. The guidance will be translated and published on the IDI website;
- Tool kit on how to conduct a repeat assessment and how to compare results between two assessments has been finalised. This will be used as a basis for developing a self-running course which will be launched in the second half of 2021;
- Guidance on publication and sharing of SAI PMF results has been drafted and is expected to be finalized in the coming weeks. Some work still remains on collecting SAI experiences which can be integrated in the guide;
- Continuous revision of course material;

Delivery of courses and workshops is another key activity of the IDI with the objective of raising awareness and supporting the quality of SAI PMF assessments. Two basic stand-alone courses have been delivered in the past year as eLearning. Trainings have also been delivered as eLearning through larger programmes such as the CAROSAI SAI PMF facilitation programme as you can read more about under function 4. 2020 was a year of quick transitions where in May 2020 the first SAI PMF training in history was delivered as eLearning. The training was delivered for the CAROSAI region as part of a SAI PMF facilitation programme. In 2021, IDI has built on lessons learned from 2020 to improve its approach.

Table 1 SAI PMF training events August 2020 – August 2021

Type	Location, date and region
SAI PMF Basic courses	eLearning, December 2020 eLearning August 2021
SAI PMF Independent review course	Through online tools in a more flexible manner. Reviewers have been trained one-to-one or in small groups. Four reviewers have been trained the past year with knowledge of Arabic, French, and English.
SAI PMF review course*	eLearning, CAROSAI*

*Part of a facilitation programme under function 4.

With the objective of streamlining the assessment process including remote support to assessment teams, the IDI is currently in a process of acquiring an application to digitize the SAI PMF framework and assessment process. The aim is to have a first version of the application ready by year-end.

Global monitoring

The above-mentioned SAI PMF application will also be utilized for global monitoring of assessments and aggregate results.

Additionally, it is worth noting that data from SAI PMF assessments has been used as part of the Global Stocktaking Report which will be published in September 2021 where SAI PMF data has contributed to gain greater insight into SAI performance globally.

SAI PMF function 4: Facilitate SAI PMF assessments and use of assessment results

A core activity under Function 4 is the provision of initiatives and programmes that facilitate the conduct of SAI PMF assessments and use of its results. Last year most SAI PMF assessments have been supported under this function either through the SPMR Initiative or a SAI PMF facilitation programme.

In early 2019, IDI launched the global roll-out of the SPMR Initiative which has the objective of promoting “strategically managed SAIs and INTOSAI regions leading to higher performance”. SPMR supports SAIs in strategic and operational planning, monitoring and reporting on performance and SAI PMF is an integrated part. Participating SAIs receive support in carrying out a SAI PMF assessment at the start to determine their strengths and weaknesses holistically and objectively. A repeat SAI PMF assessment of progress and performance improvements (end of strategic period) is also envisaged. SPMR is currently rolled out in six INTOSAI regions (AFROSAI-E, ASOSAI, EUROSAI, CREFIAF, ARABOSAI and OLACEFS). The IDI provides two

sequenced SAI PMF training courses (on planning and methodology and on review of draft reports), as well as continuous support to assessment teams. With over 40 SAIs currently participating in SPMR the SAI PMF global roll-out has received a significant boost. The SAI PMF courses under SPMR were mostly delivered in 2019/2020. The past year has still seen continued support to assessment teams. Several assessments have been finalised and a majority of the remaining are in a draft report or independent review stage.

A facilitation programme also entails extensive support to the conduct of SAI PMF assessments, resembling SAI PMF support provided under SPMR, but no further support in the use of results.

- The CAROSAI facilitation programme was initiated May 2020 for four SAIs and has been delivered as eLearning. All four assessments have been fully finalised. A successful closing of the programme and strong and commendable achievement of the four SAIs which finalized their assessments in a year.
- The PASAI programme was initiated in May 2019 for five SAIs. Four assessments have been finalised and one report is in independent review stage. This programme also saw great achievements and progress where several assessments were finalized in around a year.

SAI PMF function 5: Independent Review

One of the key responsibilities of the IDI is to maintain the independent review (quality assurance) function for SAI PMF assessments. This entails an independent review of both the terms of reference and the draft SAI PMF report, to ensure adherence to the methodology. Over the last year the IDI has completed nineteen independent reviews that have resulted into final reports. Another twenty-two reports are currently in the independent review process.

3. Resource overview

The staffing situation in the IDI as regards SAI PMF team is considered stable. Next to three dedicated SAI PMF managers, most of IDI staff working on capacity development have been trained in the methodology, and several have participated and/or supported an assessment. Associated staff costs are covered under IDI's budget.

Additionally, an associate Ms Nila Eka Putri from the Audit Board of the Republic of Indonesia (BPK) is providing in kind support to IDI. Ms Putri was the Team Leader of the SAI PMF assessment conducted of BPK and will support the SAI PMF team within IDI for the remainder of 2021.

Programme spending has been heavily reduced for 2020 and 2021 as a consequence of COVID-19. Costs for regional facilitation are covered mainly by the SPMR budget (funded by the Swiss Secretariat of Economic Affairs, SECO, and IDI basket funding). IDI basket funding covers the stand-alone regional facilitation programme in CAROSAI. And there is earmarked funding from SAI Qatar for SAI PMF activities in ARABOSAI which is implemented under SPMR.

2020

Budget figures for 2020 (table 2) is based on the revised budget approved in October. More frequent budget revisions were conducted as COVID-19 created a highly uncertain situation. On programme spending, budget execution for 2020 was 65%. By end-year there was a notable underspending related to function 3 and 5. On function 3 IDI took longer time than planned to develop some guidance material, therefore less translation costs were incurred. Function 5 goes to costs for independent reviews. It can be

challenging to know the exact timing for independent reviews since assessments may take longer than originally planned.

The budget still demonstrates that emphasis is placed on regional facilitation, as done both within SPMR and stand-alone facilitation programmes.

Table 2 SAI PMF budget and spending 2020 (figures in NOK)

	2020 – revised budget October*	2020 – actual
Function 1 - Strategic governance and advice	0	257
Function 2 - Conduct of assessments	0	0
Function 3 - Guidance and monitoring	284 524	120 140
Function 4 - Regional facilitation	986 677	817 546
Function 5 - Independent review	438 400	172 090
TOTAL	1 709 601	1 110 033

*The budget figures

included approved in October was based on a scenario with no travel.

2021

Budget figures for 2021 (table 3) is based on the revised budget approved in June. The initial budget for 2021 prepared in 2020 was quite prudent planning for very limited travel. The revised budget approved in June does not include any travel costs on SAI PMF activities. The budget is in large dedicated to communication activities and the evaluation of the SAI PMF implementation strategy (function 1), purchase of the SAI PMF application and development and translation cost of guidance material (function 3), and independent review (function 5).

Actual spending for the remainder of the year is projected to remain in line with the budget approved in June.

In table 3 staff costs per 31. July 2021 have also been included which gives an impression of the allocation between programme costs and staff costs. Under function 3 staff costs will be proportionally lower as there is a higher portion of costs allocated to the SAI PMF application which will be developed using external expertise.

Table 3 SAI PMF budget and spending 2021 (figures in NOK)

	2021 – revised budget June	2021 – actual up to 31. July 2021 (programme costs)	2021 – actual up to 31. July (staff costs)*
Function 1 - Strategic governance and advice	450 000	1 421	198 061

Function 2 - Conduct of assessments	0	0	0
Function 3 - Guidance and monitoring	974 894	41 019	320 905
Function 4 - Regional facilitation	6 827	1 812	180 028
Function 5 - Independent review	506 643	102 659	169 547
TOTAL	1 938 364	146 911	868 541

*Staff costs are included for 2021 only. From 1 January 2021 IDI has used a new system to register staff time and could retrieve this data.

What Happens Next?

We will in the following briefly present high-level plans for the remainder of 2021 and 2022. COVID-19 still presents a factor of uncertainty, but some travel may resume in 2022. Discussion will continue regarding what will be the optimal balance between remote support and face to face support. IDI envision using more eLearning and blended approaches also when travel can resume, to deliver trainings and support.

In the current circumstances SAIs may have other priorities and less resources available to conduct an assessment. It is still important for any SAI to conduct an evidence-based and holistic assessment of its own performance which can constitute an important tool for a SAI in a time of crisis, be it COVID-19 or any other crisis as a basis for strategic decision making and prioritization. There is some indication that SAIs are still interested in conducting SAI PMF assessments although it is challenging to estimate this clearly.

In collaboration and fruitful discussions with the CBC, IAG and other key stakeholders these will be the SAI PMF focus areas for 2021 and 2020:

- React to the findings from the evaluation of the SAI PMF implementation strategy. The results will feed into the new SAI PMF implementation strategy which should be developed before INCOSAI 2022. (Function 1)
- Complete the light touch revision of the SAI PMF framework. Consider more extensive revisions to the SAI PMF framework and initiate this process. (Function 1)
- Continuous communication activities and awareness raising aligned to the communication strategy. (Function 1)
- Take advantage of the technical developments to digitize the SAI PMF framework and assessment process. The aim is to have a first version of the SAI PMF application ready by end of 2021. In 2022 it should be utilized on real assessments during the pilot phase. (Function 3).
- Continuous support to the conduct of SAI PMF assessments and use of the results. SPMR round 2 will be launched in the second half of 2021 for a smaller number of SAIs. (Function 3 and 4).

Additional focus areas in providing support are:

- Repeat assessments: IDI will provide guidance, launch a self-running course, and integrate in other trainings on SAI PMF.
- Publication and sharing of results: IDI will provide guidance and support as needed.

Annexure C

Information about the SAI PMF Independent Advisory Group

The SAI PMF Independent Advisory Group (IAG) comprises volunteer representatives from INTOSAI, the donor community, and other stakeholders with expertise in SAI PMF and/or similar measurement tools.

The IAG held four meetings during the 2020-21 period dealing with which various aspects of SAI PMF implementation so that the IAG can provide advice to the CBC on the maintenance, continued development and implementation of the SAI PMF, and to provide feedback from experiences in applying SAI PMF in a country context.

The IAG also supported the CBC and IDI in promoting and championing the SAI PMF to all relevant global stakeholders.

Members of the SAI PMF Independent Advisory Group

	Member	Organization
1	Mr Horacio Vieira	SAI Brazil
2	Ms Susanne Wille	European Commission (Chairperson)
3	Mr Sébastien Lepers	SAI France
4	Ms Deborah Sprietzer	Inter-American Development Bank
5	Mr Trygve Christiansen	SAI Norway
6	Mr Peter Gaitho	SAI Kenya
7	Mr Håkon Mundal	Norwegian Agency for Development Cooperation
8	Ms Josephine Manalo	SAI Philippines
9	Ms Natalie Bertsch	Swiss State Secretariat for Economic Affairs
10	Mr Hassine Boussandel	SAI Qatar