Partnering for quality capacity development cooperation

Practice and theory of GIZ in building an ecosystem of partners
Some facts about GIZ
GIZ - Selected business statistics

- 24,997 staff members worldwide
  - Including 16,887 national staff
- 3.7 billion euros business volume
- 381 million euros in income from German public sector clients
- 626 million euros in co-financing (including > 72% EU co-financing)
- 135 million euros total operating performance for GIZ International Services
- 626 million euros in co-financing
- We operate in Germany and in around 120 countries worldwide

31 Dec 2021
The areas we work in are extremely diverse

- Security, reconstruction and peace
- Environment and climate
- Rural development
- Sustainable infrastructure
- Global health and social development
- Economic development and employment
- Governance and democracy
- Digitalisation
Governance and Conflict

- Rule of Law, Gender, Security
- Public Finance and Administration
- Democracy, Digital Governance, Urban Development
- Crisis Response and Peace Building

Good Financial Governance (GFG)

- Resource Governance
- Public Administration
- Anti-Corruption and Integrity

Revenues
Budget
External financial control / Accountability
Public Procurement
Debt management
Fiscal decentralisation
Climate finance
The cosmos in which we cooperate with SAIs
German sectoral and global projects

- Sector Programme Good Financial Governance (SP GFG)
  - Developed SAI ITMA in collaboration with OLACEFS and AFROSAI-E, exchanges with EUROSAI IT-WG on the instrument, applied within IDI’s pICTure initiative
  - Participates in IDC and CBC meetings, including IAG SAI PMF
- Sector Programme 2030 Agenda for Sustainable Development, Poverty and Inequality
  - Collaboration with IDI for work on strengthening independent external oversight on implementation of Sustainable Development Goals
- Global programme Alliance for Integrity (AfIn)
  - General vision: enhancing business integrity through multi-stakeholder collaboration
  - Current work with OLACEFS on a dialogue process between SAIs, civil society and other governmental and non-governmental actors for the planning of coordinated audits, analysis and implementation of results
German bilateral and regional technical cooperation projects with SAIs in 2022

Legal disclaimer: The geographical map is for informational purposes only and does not constitute recognition of international boundaries or regions; GIZ makes no claims concerning the validity, accuracy or completeness of the maps nor assumes any liability resulting from the use of the information therein.
Advisory contents in bilateral and regional SAI-related projects I

SAI Governance

- Organisational development
- Strategic planning
- Human resources: management, development, strategies
- Internal communication
- Quality management system

SAI’s audit work

- Auditing program-based budgets and performance reports
- Performance audits
- Audit of revenue collection in the extractive sector
- Audit of local governments
- Special audits on gender, environment, infrastructure
- IT-based audits
- Implementation of UEMOA guidelines (francophone Africa)
- Coordinated audits (regional programmes)
Advisory contents in bilateral and regional SAI-related projects II

SAI’s eco-system

- Exchange with auditees, e.g. extractive sector
- Communication with civil society
- Cooperation/coordination between internal and external audit
- SAI-PAC relations
- Support for auditees in implementing SAI’s recommendations
- Collaboration between SAI, ACA and procurement authority
- Active participation of SAIs in their national anti-corruption systems (regional level)
- Technical cooperation of Financial Control Authorities
- Discussions of the roles and mandates of relevant actors in public sector auditing
- Strengthening independence (legal framework)
Why do we support a SAI’s ecosystem?
Systemic GFG approach in bilateral projects since 2014

Good Financial Governance in German Development Cooperation (giz.de)
Achieving impact (making a difference to the lives of citizens)

Focus is on SAI as part of the PFM-system, as main accountability actor, and on its impact on efficiency and effectiveness of public finances as well as on democracy and trust
Conditions for strong cooperation systems and how they differ from networks
Decisions on the
- Purpose of the cooperation
  - E.g. enhanced impact (with Parliament, auditees, CSO)
  - E.g. strengthening certain values in the society (with national and international CSOs or political actors, regional communities etc.)
- Contributions of each partner
- Common areas of activity
- Cooperation mechanisms
- Selection of partners based on analysis of (reputational) risk
Conditions for strong cooperation systems

- **Benefits**: The cooperating partners expect a benefit for themselves and assume that they can only achieve it by cooperating.
- **Transaction costs**: The costs of cooperation are recovered through the results achieved.
- **The synergy rule**: The cooperation partners base their joint actions on the complementarity of their respective individual strengths. This is why they usually only accept cooperation partners who are able to create new potential through their strengths.
- **The fairness and balance rule**: The actors involved compare their own transaction costs and their benefits with those of the other cooperation partners and react sensitively to any imbalances.
## Difference between a cooperation system and a network

<table>
<thead>
<tr>
<th>Cooperation system</th>
<th>Network</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target group</strong></td>
<td>A broad spectrum of (diverse) actors is to be addressed.</td>
</tr>
<tr>
<td>The target group is clearly defined and comprises a few select individuals and organisations.</td>
<td></td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td>First and foremost, the actors involved are to be offered the opportunity for mutual exchange and brainstorming of ideas for a particular theme.</td>
</tr>
<tr>
<td>The actors involved are to agree on a binding goal and achieve it in a transparent manner.</td>
<td></td>
</tr>
<tr>
<td><strong>Pressure to succeed</strong></td>
<td>The main priority here is to establish contacts. Tangible outcomes in the form of innovations and specific projects are only anticipated in the medium to long term.</td>
</tr>
<tr>
<td>Key actors expect tangible outcomes to be available as soon as possible.</td>
<td></td>
</tr>
<tr>
<td><strong>Contribution of actors</strong></td>
<td>Participation is to be possible with minimum time and effort, preferably on a non-binding basis.</td>
</tr>
<tr>
<td>Contribution can be requested from actors on a continuous basis to ensure that the goal is achieved.</td>
<td></td>
</tr>
</tbody>
</table>
Thank you for your attention!
Contact

Sector Programme
Good Financial Governance
Department G420 Governance and Human Rights
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Mrs. Annette Kougbe
Accountability Adviser
E annette.kougbe@giz.de
T +49 228 4460 2595
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

Friedrich-Ebert-Allee 36 + 40
53113 Bonn, Germany
T +49 228 44 60 - 0
F +49 228 44 60 - 17 66
E info@giz.de
I www.giz.de

Dag-Hammarskjöld-Weg 1 - 5
65760 Eschborn, Germany
T +49 61 96 79 - 0
F +49 61 96 79 - 11 15