

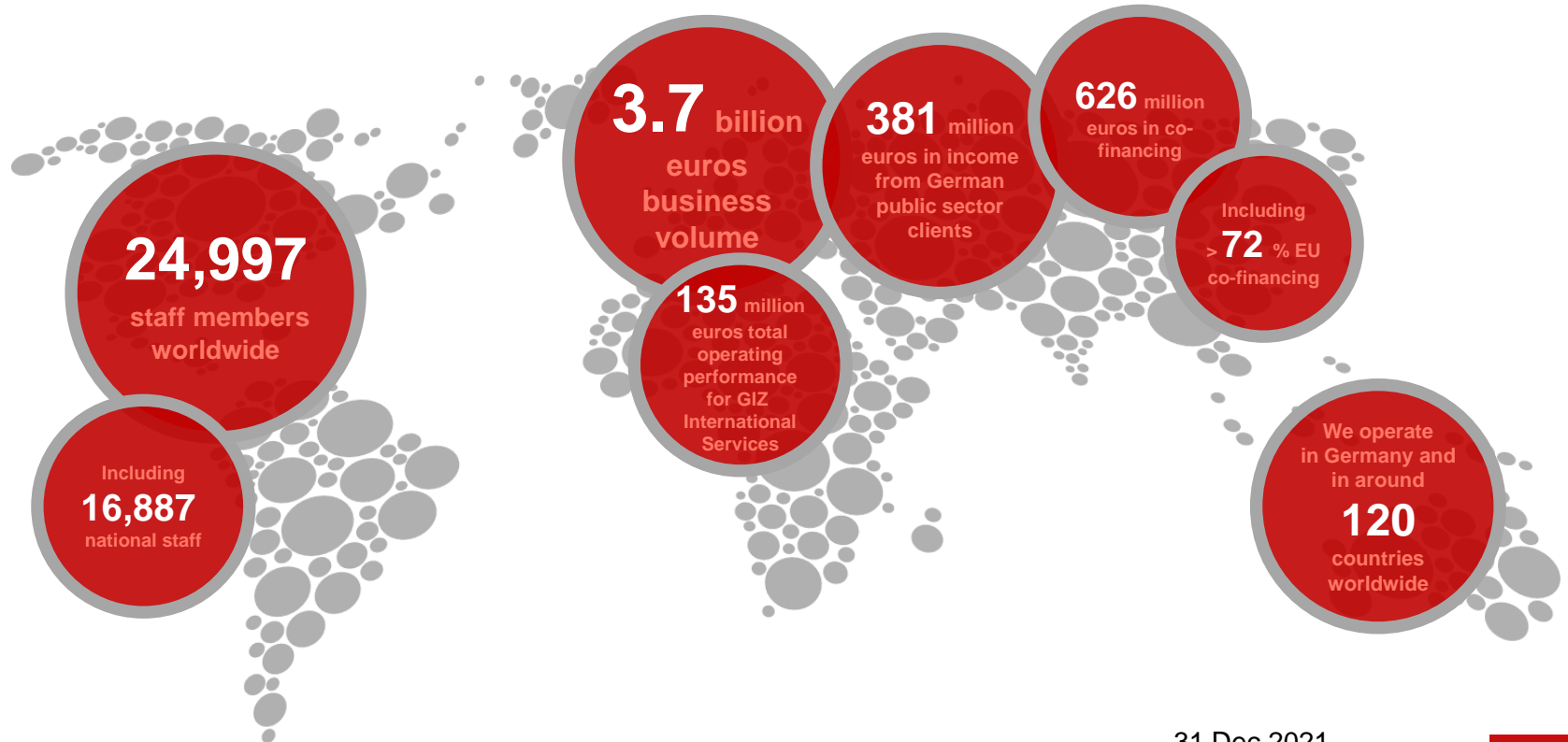


Partnering for quality capacity development cooperation

Practice and theory of GIZ in building an ecosystem of partners

Some facts about GIZ

GIZ - Selected business statistics



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



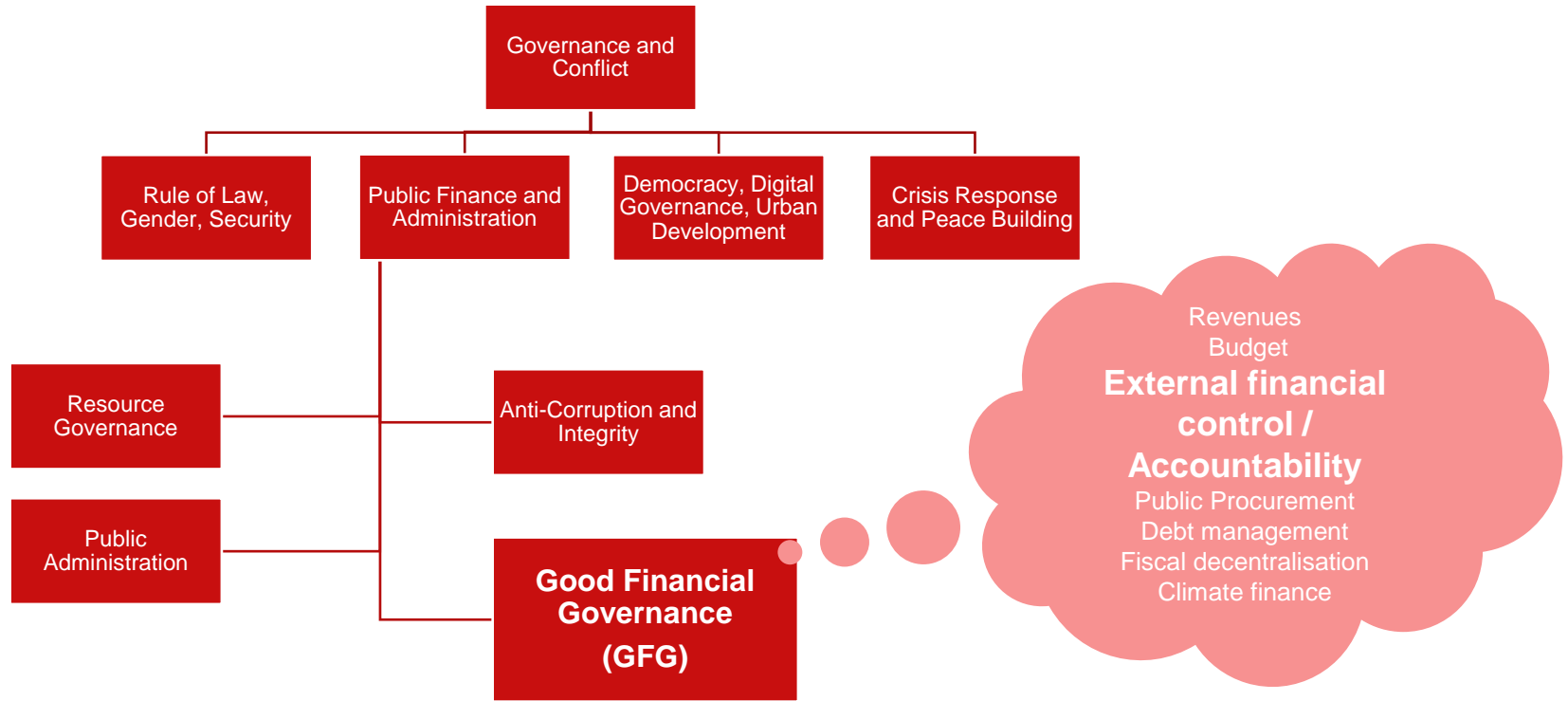
Economic development and employment



Governance and democracy



Digitalisation

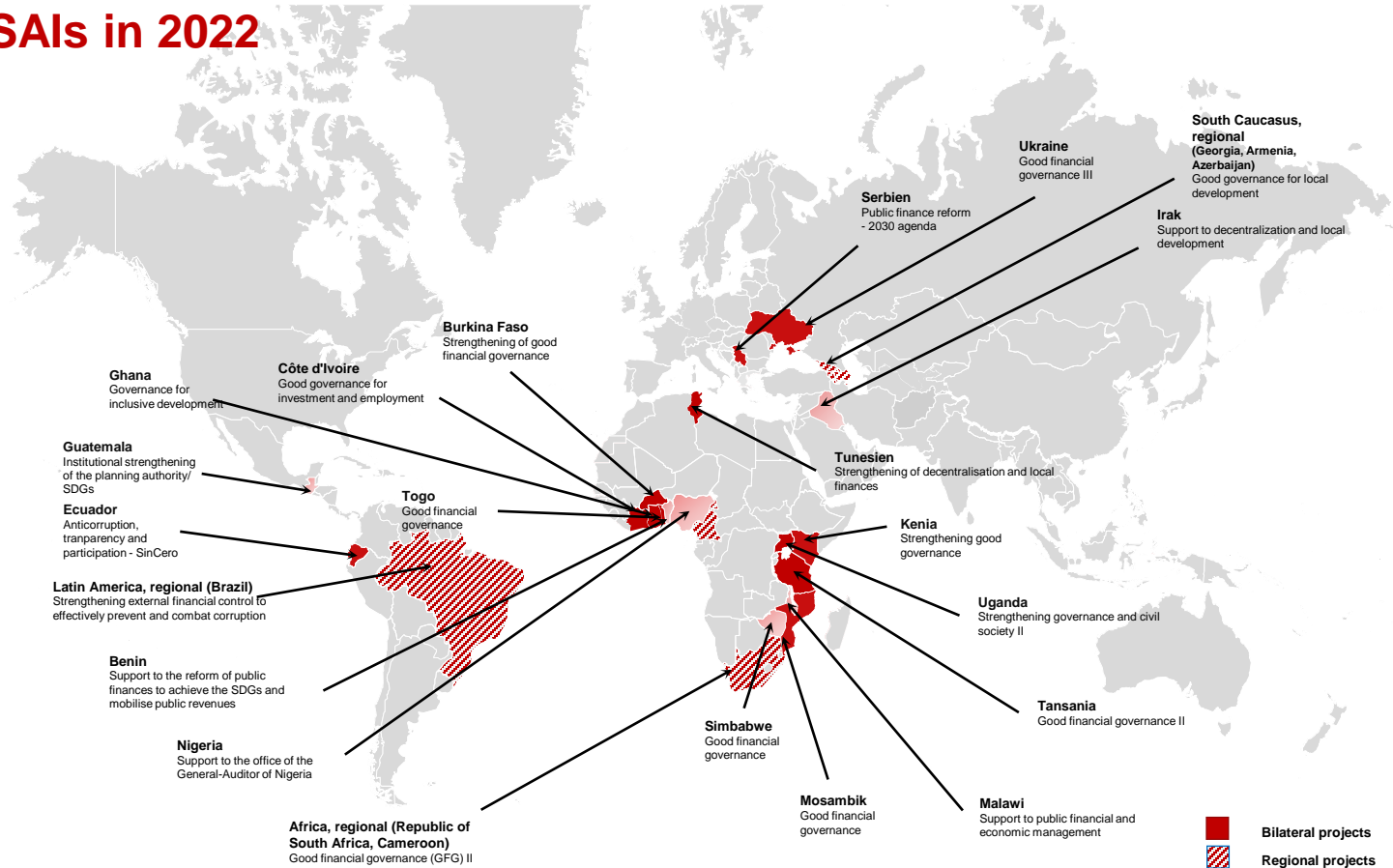


The cosmos in which we cooperate with SAs

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 plCTure 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 (Afln)
 - 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

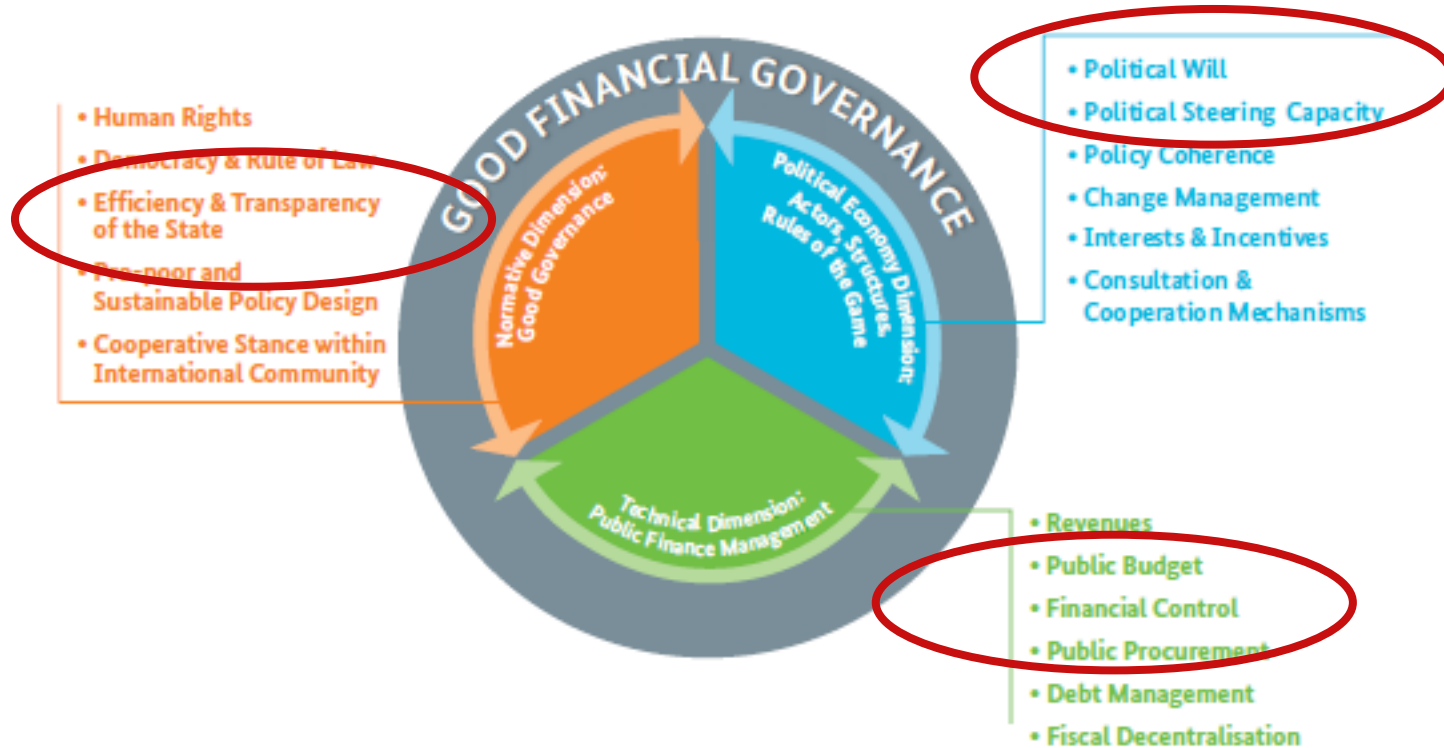
- Collaboration between SAI, ACA and procurement authority
- Active participation of SAIs in their national anti-corruption systems (regional level)

- 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?

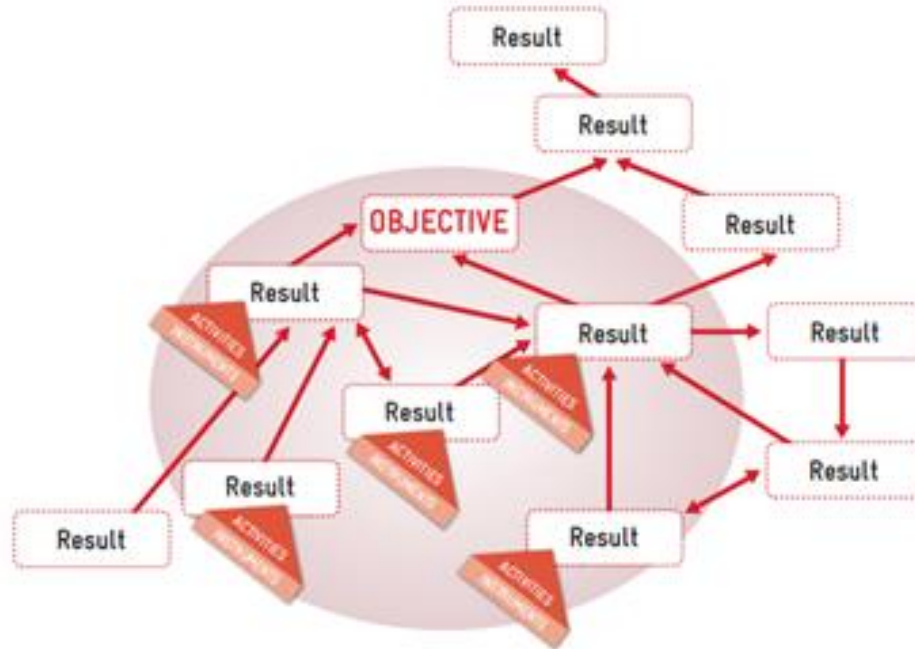
Systemic GFG approach in bilateral projects since 2014



[Good Financial Governance in German Development Cooperation \(giz.de\)](http://giz.de)

Achieving impact (making a difference to the lives of citizens)

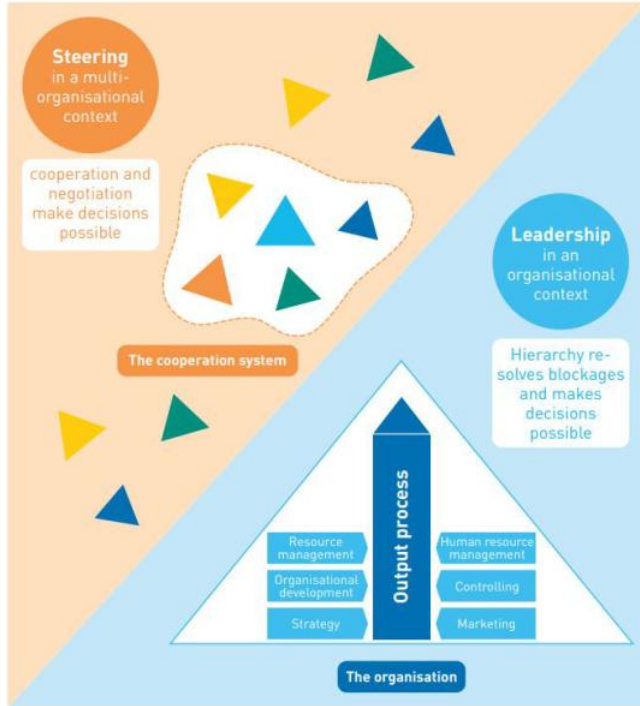
Results model by Capacity WORKS



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

Working within a cooperation system



The map of logics by Capacity WORKS

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

Cooperation system		Network
The target group is clearly defined and comprises a few select individuals and organisations.	Target group	A broad spectrum of (diverse) actors is to be addressed.
The actors involved are to agree on a binding goal and achieve it in a transparent manner.	Commitment	First and foremost, the actors involved are to be offered the opportunity for mutual exchange and brainstorming of ideas for a particular theme.
Key actors expect tangible outcomes to be available as soon as possible.	Pressure to succeed	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.
Contribution can be requested from actors on a continuous basis to ensure that the goal is achieved.	Contribution of actors	Participation is to be possible with minimum time and effort, preferably on a non-binding basis.

Thank you for your attention!

Contact

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