



## Summary report of the INTOSAI CBC Workstream Peer-to-Peer (P2P) Cooperation online meeting

### 19 April 2023: Learning from P2P outside of the SAI community

#### Introduction

On 19 April 2023 at 9am CET the UK National Audit Office and the Netherlands Court of Audit (co-leads of the workstream) organised a webinar on “**learning from P2P collaboration outside of the SAI community**”. The webinar will be repeated in May 2023 at 5pm CET to allow the opportunity to attend for anyone who could not make the first (exact date to be confirmed).

This webinar built on five interactive on-line meetings which sought to exchange lessons learned on key stages of the project management cycle in medium to long-term peer-to-peer cooperation which were held between 2020 and 2022.

Representatives from a variety of SAIs listened to lessons from an external expert evaluation of government-to-government capacity building programmes and then participated in a discussion about how these may be applicable to the audit community.

After this presentation there followed a general reflection on the how the workstream was currently working as well as ideas about how the workstream may develop in the future. All participants were invited to provide input into this discussion.

#### From capacity to impact – lessons from an evaluation of agency to agency cooperation

Númi Östlund from The [Expert Group for Aid Studies](#) (Sweden) provided a presentation on lessons from an [evaluation of agency to agency cooperation](#). Númi elaborated on 10 national and regional collaborations with Swedish Central Authorities’ Reform Cooperation in the Western Balkans. The conceptual model for analysis (Theory of Change) that was used to evaluate these different collaborations looked at the end-to-end process from the initiated cooperation to the final impact of improved governance and asked questions such as ‘where should we work?’ and ‘how should we work?’

The results of the evaluation reflected on the improved capacity and enhanced impact of the collaborations. When only targeting one specific organisation in the chain, improved capacity and outputs achieve less impact than desired due to the limited capacity in other organisations in the chain. A system-wide approach offers a better solution in which both capacity and impact can be realised. How you use your combined resources is critical to achieve performance improvement.



There were also several lessons learned from the evaluation:

- i) Firstly a longer design and start-up phase benefits the collaboration. That is not to say that you should spend too long in this phase. You can have a start-up or pilot phase and adjust or broaden the design as the collaboration progresses.
- ii) Secondly, a mix of domestic officials and external expertise in the implementation benefits the outcome of the collaboration. Especially taking on local and regional expertise is highly beneficial when incorporated in the collaboration both long term and short term as they are the experts who have experience in the specific context.
- iii) There are the lessons learned from resident advisors. These advisors are imperative in understanding the context in which you operate so that the providing agency can tailor to the context.
- iv) Lastly, the lessons learned from the donor involvement showed that (long-term) support from a donor can be an important contributing factor to the project's final success.

During the Q&A session that followed, Númi provided some concrete examples of a system-wide approach and the different successes. He also elaborated on the benefits of a longer design and start-up phase. Númi explained that deep consideration of the supported agency's needs and being flexible in the approach were signs of clear strength which likely result in more impactful results.

### **P2P workstream – where are we now and what comes next?**

The P2P workstream is run jointly by the NCA and the NAO but needs active participation from a diverse group of SAIs to make it a success. The aim is to maintain and broaden the active community of practice which will

- encourage and create opportunities for SAIs to share their experiences of peer-to-peer cooperation;
- identify the barriers to successful peer-to-peer exchanges and work with the CBC Secretariat to explore potential solutions;
- provide easy access to SAIs who are new to peer-to-peer work to speak to, and obtain advice from, more experienced SAIs;
- help SAIs understand the donor landscape and the types of opportunity that exist;
- encourage recipient SAIs with more developed capabilities to become providers to other SAIs in their region or locality; and
- connect with, and draw best practice from, other peer-to-peer support programmes outside of the SAI world.

The workstream aims to meet regularly to ensure momentum and maintain effective connections between SAIs. In order to do so, the workstream will work sustainably by making best use of technology. The workstream strives for an inclusive approach and to increase SAI participation. The EU P2P mapping study has almost been finalised and its findings and recommendations will help shape future sessions.



At the end of this part of the webinar, the participants highlighted what they valued most from participating in the workstream. Having access to a network of experienced providers and discussing lessons learned, failures, and best practices were often mentioned.

Specific topics that participants would like to discuss in the future were the involvement of stakeholders around the SAI in a P2P project, hearing from recipient SAIs, and finding solutions to common problems (e.g. exit strategy).

The frequency of future webinars was also touched upon with answers ranging from set dates to organising webinars whenever a topic makes sense.

The workstream wants to increase participation and welcomes anybody who is interested in supporting to plan and coordinate sessions.

Please reach out to the co-leads of the workstream (UK NAO and NCA) for more information:

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