



THE FOUNDATION INTOSAI DEVELOPMENT INITIATIVE (IDI): BOARD MEETING ON 8 NOVEMBER 2016 – MINUTES

Case: File 013.24

VENUE: Office of the Auditor General of Norway, Oslo.

PRESENT:

The IDI Board:

Mr. Per-Kristian Foss, Auditor General, Norway, Chair of the Board

Ms. Mildred Chiri, Auditor General, Zimbabwe, Board Member

Ms. Francine Giskes, Vice President, Netherlands Court of Audit, Board Member

Ms. Berit Mørk, Director General, Office of the Auditor General of Norway, Board Member

Ms. Tora Struve Jarlsby, Director General, Office of the Auditor General of Norway, Board Member

Mr. David Goldsworthy, Head of International Relations and Technical Cooperation, National Audit Office, United Kingdom (for Mr. Amyas Morse, Comptroller and Auditor General, United Kingdom)

Mr. Magnus Lindell, Deputy Auditor General, Swedish National Audit Office, (for Ms. Margareta Åberg, Auditor General, Sweden)

Mr. Adriel Gionet, Director, International Relations, Office of the Auditor General of Canada (through video conference - Agenda Item 12 onwards; for Mr. Michael Ferguson, Auditor General, Canada)

Observers:

Ms. Monika González-Koss, Director of Strategic Planning, INTOSAI General Secretariat (for Ms Margit Kraker, Auditor General, Austria and Secretary General, INTOSAI)

Ms. Pamela Monroe-Ellis, Auditor General, Jamaica, incoming Board member

Ms. Lara Taylor-Pearce, Auditor General, Sierra Leone, incoming Board member

In Attendance:

Ms. Andrea Connell, Head of International Affairs, Netherlands Court of Audit

Ms. Johanna Gårdmark, Project Director, Swedish National Audit Office and CBC Secretariat

Mr. Einar Gørriksen, Director General, IDI Secretariat

Ms. Archana Shirsat, Deputy Director General and Head of Capacity Development, IDI Secretariat

Mr. Ola Hoem, Deputy Director General and Head of Administration, IDI Secretariat

Ms. Yngvild Herje Arnesen, Deputy Head of INTOSAI-Donor Secretariat, IDI Secretariat

Mr. Shourjo Chatterjee, Strategy & Knowledge Manager, IDI Secretariat

The discussions were taken up as per the following agenda items.

1. WELCOME AND OPENING REMARKS

Mr. Foss welcomed the participants. He accorded a special welcome to the two incoming members of the IDI Board (with effect from 1 January 2017) - Ms. Pamela Monroe- Ellis and Ms. Lara Taylor-Pearce. He thanked the outgoing members (31 December 2016) - Mr. Michael Ferguson and Ms. Mildred Chiri for their contribution to the IDI. He also thanked Mr. David Goldsworthy, delegated representative of Mr. Amyas Morse. Mr. Kevin Summersgill will replace Mr. Goldsworthy upon his retirement in January 2017.

2. DISCLOSURE OF ANY POTENTIAL CONFLICTS OF INTEREST

The Board members did not express any conflicts of interest.

3. TOUR D'HORIZON FROM THE IDI DIRECTOR GENERAL

Mr. Gørrissen presented the following issues:

- a. Follow up from the last Board meeting: The IDI Secretariat has followed up on issues regarding possible purchase of carbon tax for IDI air travels, finalisation and approval of the IDI Statutes and IDI Board's Rules of Procedures, obtaining feedback from INTOSAI and INTOSAI regional fora, developing the agreement between the INTOSAI Donor Steering Committee and the IDI Board on the roles and responsibilities of the INTOSAI- Donor Secretariat, purchase of liability insurance for Board members, initiating work on the Organisational Review of the IDI, developing the IDI Bilateral Policy and developing IDI Complaints Framework. Many of these were discussed in detail under subsequent agenda items.

He informed the Board about the follow up with the Head of SAI Saudi Arabia regarding gender requirements and statements of commitments for IDI programmes. The views of the Board were also put forward to the Secretary General and Chair of ARABOSAI at the ARABOSAI Congress in autumn 2016.

- b. Financial Resourcing of the IDI: The funding deficit approved in November 2015 of more than NOK 20 million has now successfully been brought down to NOK 4.2 million with a budget surplus for 2016-2017. This has been achieved through the return of MFA, Finland as a donor as well as the reduction of costs through amendment of programme rollout schedules and increased support from SAIs in terms of hosting and bearing costs.

Mr. Gørrissen thanked Mr. Foss for initiating dialogue with Japan on possible funding as well as actively pursuing an increase in the Norwegian funding. He mentioned the new business case of Department for International Development (DFID), UK for funding the IDI as well as dialogue with the MFA, Estonia and other possible donors. One of the interests expressed in funding the IDI relates to bilateral support to SAIs in fragile states. It was highlighted that new funding contracts under discussion relate to earmarked funds. Ms. Chiri supplemented that earmarked funding obtained for ISSAI Implementation has a wide scope for utilisation.

- c. Organisational review of the IDI: The item was covered in more detail under Agenda Item 11. Mr. Gørrissen mentioned that besides what will be discussed in terms of the organisational review and the proposed model, the possible realization of large scale additional funding for work with certification programmes and SAIs in fragile states would entail more substantial changes to both the IDI organizational structure, staffing levels and required skill sets.
- d. INTOSAI Auditor Certification: Mr. Gørrissen informed the Board on the ongoing contribution of the IDI to the work of the INTOSAI Task Group on Auditor Certification led by SAI South Africa. At the upcoming 68th meeting of the INTOSAI Governing Board and the INTOSAI Congress two documents will be presented - (a) a position paper on enabling mechanisms required to facilitate and structure professional development at SAI level, and (b) the draft competency framework for public sector audit professionals at SAIs. IDI has plans to pilot

certification programme based on the competency framework. The IDI will need sufficient lead time and resources to put in place a suitable mechanism. Possible funding from DFID, UK is one likely source of funding.

- e. IDI Staffing: While the IDI is on track in terms of implementing the Strategic and Operational plans, there are concerns regarding the staffing resources and the need to balance the staffing levels with the size of the increasing IDI portfolio. There is a need for increasing the staff complement and bring in new skill sets. Challenges exist in terms of overworked staff, meeting the Norwegian requirements for holidays, increased stress and in the longer run possible compromise on quality. Any increase in funding thus needs to be matched by increase in staffing. Mr. Goldsworthy mentioned that efficiencies should not be attempted by increasing pressure on the IDI staff.

Mr. Gørrissen also mentioned about the continued in-kind support received from the SAI community. Substantial support is received from SAIs in terms of hosting of IDI events, provision of resource persons, translations etc. In addition, cost of seconded staff are being sponsored by SAI Norway and SAI Zambia currently. SAI Brazil had till recently supported a staff member. Discussions with SAI Korea are ongoing regarding a seconded staff for the INTOSAI-Donor Secretariat.

- f. IDI Community Portal: This new portal is currently under test run for replacing the IDI website by the end of the year. Mr. Hoem presented the different features. He asked the Board members' consent for uploading their photo along with information on them in the section on the IDI Board.
- g. INTOSAI Global Survey 2017: Mr. Gørrissen mentioned that this will be an integrated survey for INTOSAI organizations and the INTOSAI regions to streamline the use of surveys in INTOSAI and address survey fatigue among respondents. The survey design is being finalised in December 2016. Responses will be obtained by April 2017 and the analysis and report is expected to be completed by September 2017.
- h. Updates on discussions regarding IDI's strategy and operations from different forums: Mr. Gørrissen covered this issue in the tour d'horizon at the request of the Chair, instead of its listed position as Agenda item 14. The Board decided at the March 2016 meeting that that there is no need for a new and separate advisory body, and instead discussions and inputs received by the IDI while participating in other regular fora will be presented to the Board as inputs for supporting strategic management. The IDI has participated in different INTOSAI meetings as well as most of the major meetings in the regions. IDI has received inputs on programme strategies. There is a strong alignment between the IDI portfolio and the priorities of the regions as well as the strategic priorities in the new INTOSAI Strategic Plan. Cooperation with the different INTOSAI bodies is progressing well. The annual meeting with the INTOSAI committees and regions was convened by the IDI in September 2016. Regions provided feedback on a variety of issues including IDI's Bilateral Policy, IDI's contribution to gender balance, SAI Independence Programme, the INTOSAI Global Survey, and Programme 360 degrees.

Decision:

The Board members noted the issues raised.

4. APPROVAL OF THE AGENDA

Mr. Foss suggested the date of the next Board meeting in March 2017 under 'Any Other Business'.

Decision:

The Board members approved the agenda. It was agreed to move the agenda item on SAI PMF to number 11 before the agenda item on Organisational Review. Agenda item 14 was covered under the Tour d'horizon (point 'h') as mentioned above.

5. UPDATED IDI OPERATIONAL PLAN 2016-2018

The current version of the operational plan, focussing on 2017, continues the benefits of long term planning and predictability brought through by the introduction of multi-year planning. Detailed projects, targets and budgets for all IDI programmes for 2017 have been included. Detailed programme plans for SAI Young Leaders, Strategy Performance Monitoring and Reporting Programme and SAI Independence that were not there in the previous version have been incorporated in this version. Changes have been made to the plans for the bilateral cooperation in accordance with the draft bilateral policy. Programme plans have been modified using the principle of SAI readiness being built into selection of SAIs, enhanced linking between the different programmes in the portfolio, increased focus on gender and equity, greater emphasis on follow up and verification of results through Programme 360 degree and closer links to the new INTOSAI Strategic Plan 2017-2022. The detailed plan incorporated for SAI PMF is based on the SAI PMF Strategy 2017-2019 that is due for endorsement at INCOSAI 2016. Mr. Gørrissen mentioned the eight new programmes in the IDI portfolio 1) ISSAI Implementation (phase 1 and phase 2), 2) SAI Strategy, Performance Measurement & Reporting, 3) SAIs engaging with Stakeholders, 4) SAIs Fighting Corruption, 5) SAI Independence, 6) Enhancing eLearning Capacity, 7) SAI Young Leaders, 8) Auditing the Sustainable Development Goals (SDGs). He also presented an overview of the targets that have been modified in this update including the outreach figures being increased for 2018 from 775 to 1000 and the number of fragile states brought down from 40 to 35.

Ms. Jarlsby stressed the need for prioritising the SAIs' participation in the different IDI programmes and that the SAIs need to limit the number of IDI capacity development programmes that they participate in. This will ensure that they are able to absorb the benefits from the respective programmes. This may be more relevant in case of SAIs from fragile states and their readiness to benefit from IDI programmes. Ms. Taylor-Pearce mentioned that the issue of gender requirements also needs to be looked at in terms of local context. Mr. Gørrissen clarified the importance of the IDI Gender Policy as well as the requirements of donors in this regard. Ms. Taylor-Pearce also highlighted the need for advocacy and knowledge creation in donor organizations on the critical role and functions of SAIs. On request from Ms. Monroe- Ellis, Ms. Shirsat clarified the details of the SAI Independence programme. In this context Ms. Gonzales-Koss presented an update on the Peer Review Project conducted by the INTOSAI General Secretariat in cooperation with the Austrian Development Agency. Responding to a question from Ms. Giskes on how needs based and demand driven support is secured, Mr. Gørrissen clarified that the participating SAIs are selected on the basis of elaborate needs assessment and that the IDI's programmes remain demand driven. Even where programmes are suggested by donor agencies, IDI cross checks the requirements with the beneficiary

SAIs before being considered for inclusion in the portfolio. Mr. Goldsworthy enquired about planned evaluations going forward, and he was informed that the mid-term evaluation of the implementation of the IDI Strategic Plan 2014-2018 will be conducted in 2017. Mr. Lindell emphasised on the need to ensure quality of the IDI products and programmes developed with the support from the global team of resource persons. He also mentioned about the need to ensure quality in the context of the IDI staff resources being overstretched. Mr. Gørrissen clarified that the global team of resource persons is selected based on credentials, including many of them being IDI Trained Trainers or ISSAI Facilitators, besides having subject matter competence. He did however recognize that a number of programmes in the portfolio requires new skill sets that may be challenging to find in the SAI community, and that one mitigating strategy being pursued is to seek partnerships extending beyond INTOSAI, including for instance the OECD and UN. Mr. Goldsworthy enquired about further plans regarding the 3i Programme in regards to supporting the implementation of ISSAIs being a priority area of the IDI. He was informed that the previous round of 3i Programme for the English speaking regions was conducted as per a funding agreement with World Bank following strict timelines. Currently the programme is being offered in Arabic, French and Spanish. ISSAI based cooperative audits are being conducted as part of different IDI programmes. ISSAI based IDI Global Public Goods are being revised and maintained. The SAI level support model under 3i Phase-II is being piloted in SAI Bhutan and may be piloted in SAI Tonga and SAI Suriname in 2017.

Decision:

The Board approved the updated IDI Operational Plan 2016-2018.

6. UPDATED IDI BUDGET 2016-2018

The IDI Budget 2016-2018 approved in November 2015 had a combined deficit of NOK 20,4 million. This was subsequently brought down to NOK 9,9 million during the budget revision in July 2016. The current budget has a deficit of NOK 4,2 million. The reduced deficit is owing to two reasons. Firstly, a new funding contract of NOK 1,84 million has been signed with MFA, Finland in October 201. Furthermore there have been considerable savings made, and some projects have been shifted across different years including some being moved beyond 2018. The SAI PMF deficit has been nearly eliminated due to staff costs being included in department 2 budget, besides some funding being brought forward from the previous year.

Mr. Lindell enquired about the possibility of staff time measurement and correlation with the programme costs. Mr. Hoem mentioned that this has been done in regards to the working of the INTOSAI-Donor Secretariat and that it also will be considered across the IDI. Mr. Gørrissen clarified to Ms. Chiri that 2.5 staff members (excluding secondment) have been budgeted for SAI PMF.

Decision:

The Board approved the updated IDI Budget 2016-2018. They requested for a comparison of the budget for the current year with the actuals for the previous year in future budgets.

7. UPDATE OF THE CORPORATE RISK REGISTER

Mr. Gørrissen presented the updates in regards to the change in colour coding from green to amber for risk 7 on staffing level, diversity and skill set owing to the increased pressure on the limited IDI staff complement. Actions taken on staff safety were also discussed. The exception made in regards to the IDI planning a meeting in Kabul under the security cover of the Norwegian mission was explained. Despite substantial reduction in the budget deficit, the risk regarding financial situation has been retained at the same level.

Decision:

The Board approved the updated IDI Corporate Risk Register.

8. FOLLOW UP ON IDI GOVERNANCE REVIEW

Mr. Gørrissen presented the different issues under this agenda item:

- a. The IDI Statutes and IDI Board's Rules of Procedure have been adopted by the IDI Board upon amendments to the draft in the last Board meeting. The Norwegian Foundation Authority (Stiftelstilsynet) has also approved the revised IDI Statutes.

Decision:

The Board noted the information.

- b. Appointments to the IDI Board: Four imminent appointments are due. Nomination of two INTOSAI members will be confirmed at the INTOSAI Congress in December 2016. Ms. Gonzales-Koss clarified that all members of the INTOSAI Governing Board have been consulted regarding the nomination the Secretary General of INTOSAI and the Chair of the INTOSAI Capacity Building Committee. The Appointment Protocol for the two confirmed incoming Board members Ms. Lara Taylor- Pearce and Ms. Pamela Monroe-Ellis were put forward for approval. The need to replace Ms. Mildred Chiri, in the IDI Board's Nomination Committee by a member from a developing country SAI was also highlighted.

Decision:

The Board noted the information regarding the appointment of new Board members from INTOSAI. They approved the Appointment Protocol for the new Board members Ms. Lara Taylor- Pearce and Ms. Pamela Monroe-Ellis. Ms. Lara Taylor-Pearce also replaced Ms. Mildred Chiri as a member of the IDI Board's Nomination Committee.

- c. External Audit of the IDI: With the revision of the IDI Statutes, the responsibility of appointing the external auditor of the IDI has shifted from the Norwegian Board of Auditors General to the IDI Board. KPMG has been the IDI Auditor since 2001. Mr. Gørrissen proposed a competitive tendering for selection of the IDI Auditors from the 2017 Financial Statements. He highlighted the importance of selecting an internationally recognised audit firm.

Decision:

The Board agreed to the proposal of competitive tendering for selection of IDI Auditors

- d. Remuneration System of the IDI: the IDI Board is responsible for setting the remuneration structure and framework of the IDI and determine the remuneration of the Director General. Mr. Gørrissen presented a proposal for hiring external expertise to map the current

remuneration system in the IDI and examine it in the context of similar organisations operating in Norway. The review would look at issues such as ensuring that the salary levels are competitive with regards to international recruitments, and consider options in terms of regulating variable component of salaries like travel benefits etc. The review will also consider different remuneration frameworks that would be suitable to the IDI in the context of its work.

Decision:

The Board agreed to the proposal of an external review of the remuneration system in the IDI being conducted and the report being submitted to the Board in the November 2017 meeting for final decision.

- e. IDI Complaints Framework: As per the IDI Board's Rules of Procedures, the IDI shall put in place a complaints framework. The draft complaints framework based on the Norwegian Working environment act and the complaints framework of NAO, UK was presented for discussion. The issue of possible complaints against the Chair of the Board was discussed and it was suggested that an internal ad-hoc committee of the IDI Board would examine any such complaints. The framework should be updated to address the issue of dealing with anonymous complaints, protect whistle blowers and the rights of the person complained against who may need counselling support and also be expanded to take care of external complaints.

Decision:

The Board requested the IDI Secretariat to revise the complaints framework as per the above comments, carry out the planned staff consultations and resubmit it for discussion and decision in the next Board meeting.

9. IDI BILATERAL POLICY

Mr. Gørrissen presented the draft IDI Bilateral Policy. He revisited the premise behind the approval of the IDI mandate at INCOSAI 2013 that provided for IDI engaging in bilateral support. The draft Bilateral Policy has considered these principles which have also been previously agreed to by the IDI Board. The draft policy has been discussed with the different INTOSAI bodies and regions that had attended the IDI's Workshop with INTOSAI committees and regions in September 2016. It has thereafter been forwarded to the INTOSAI regions. The draft has also been discussed with the OAG, Norway besides all IDI staff. He mentioned the work currently being done with the SAIs of Somalia and Afghanistan and the interest expressed by others like SAIs of Libya, South Sudan and Yemen. There is an increased focus on SAIs in fragile countries by the donor community, hereunder a discussion on introducing a tier 2 under the INTOSAI-Donor Cooperation Global Call for Proposals targeting the most challenged SAIs. The draft policy includes the principles and requirements of support.

Members commented that there is a need to further clarify the meaning of the IDI being the provider of last resort. It was also highlighted that IDI can be a good broker without crowding out providers of service. The policy needs to be clearer regarding the weight and volume of the bilateral Support function in the overall scheme of the IDI's activities. It is important to leverage on any comparative

advantage that the IDI brings without leading to overstretch of resources. There is a need to specify the relevant competencies that the IDI has in regards to bilateral support and clarification about the provision of resource persons by the INTOSAI community including the costing and funding of such support. The draft policy may also be shared with some donors for their feedback.

Decision:

The draft Bilateral Policy will be updated and presented in a seminar/meeting prior to the next Board meeting in March 2017.

10. UPDATE ON THE INTOSAI-DONOR COOPERATION

At the March 2016 meeting, the Board agreed to continue hosting the INTOSAI-Donor Secretariat for the period of the next programme phase for 2016-2018. The Board however stressed the need to formalize the roles and responsibilities of the IDI Board and the INTOSAI Donor Steering Committee and their leadership through a Memorandum of Understanding or similar. The document was drafted by the IDI Secretariat and was presented to the leadership group of the INTOSAI-Donor Cooperation. The INTOSAI-Donor Cooperation leadership group proposed some amendments and suggested an alternative approval process. The revised version was presented for the Board's approval. In addition, the 9th INTOSAI-Donor Steering Committee meeting took place in early October. During the meeting an annual work plan for 2017-2018 was discussed and broadly agreed to. Mr. Gørrissen also requested for the approval of the Board of this work plan.

Decision:

The Board approved the document on roles and responsibilities of the IDI Board and the INTOSAI Donor Steering Committee leadership (with one slight amendment specifying that it is the IDI Secretariat and not the IDI Board that enters into funding agreements). The Board also approved the 2017-2018 Annual Work Plan of the INTOSAI-Donor Secretariat.

11. UPDATE ON THE SAI PERFORMANCE MEASUREMENT FRAMEWORK (SAI PMF)

At the last meeting, the IDI Board had agreed to take on the responsibility to have the IDI as the operational lead for the SAI PMF from 2017 onwards. The Capacity Building Committee (CBC) will take the strategic governance lead on the SAI PMF. A SAI PMF Strategy has also been developed. It was approved by the CBC in October, and will also be put forward for approval at the INTOSAI Congress. Amongst other things, the policy outlines the key roles and responsibilities of the IDI and the CBC in taking forward the SAI PMF work. Once approved, it will be pertinent to have an agreement between the IDI and CBC that formalizes these roles and the modes of dialogue and consultation. Mr. Gørrissen also mentioned the developments in regards to a regional SAI PMF programme in the Pacific being conducted. It will continue in 2017, led by the SAI PMF unit to be established in the IDI. IDI has also entered into initial dialogue with SAs in ARABOSAI and CAROSAI about potential regional programmes.

Decision:

The Board noted the discussions. The Board discussed the need to formalise a document detailing the responsibilities of the IDI and CBC. The Chair summed up the discussion stating that a decision in

this regard can be taken at the next meeting in March 2017 based on the experience during the intervening period.

12. IDI ORGANISATIONAL REVIEW

The Board requested that this agenda item be only attended by the IDI Board members and the Director General. At the Board meeting in March 2016 the IDI Secretariat was requested to undertake an organizational review to rationalize the number and size of departments and to report back on this in the November meeting. A specific reference was made to the organization of the SAI PMF function with effect from 2017. The organizational review process has been headed by the Director General but involved consultation with the IDI management group and IDI staff. In conducting the work, the Secretariat developed a number of premises for the review, mapped out strengths and weaknesses of the organization, and identified a range of potential organizational models. It recognized that potential new funding agreements and work streams may entail a need for broader organizational changes in the future, and that the various models presented to the Board as such represent “light touch” changes to the current set up. The Board discussed the various options presented, and combinations thereof. Board members stressed the need to limit the number of departments, while creating more equitable spans of control, through for instance having two programmatic departments, while having the INTOSAI-Donor Secretariat as a separate unit under the Administration department. There was agreement that at the current stage it is sensible to only make relatively minor changes to the structure, and to rather revisit the issue of the organizational set up in connection with the development of the next IDI strategic plan as well as in light of the results of ongoing dialogue with potential donor partners.

Decision:

The Board took note of the various options considered and presented. They also gave a number of recommendations for consideration, but authorised Mr. Gørissen to make a final decision on the set up. Mr. Gørissen would consult with a few individual Board members before making a final decision that would be communicated to the Board and be implemented gradually in 2017.

13. IDI AT INCOSAI

At the INTOSAI Congress in Abu Dhabi in December 2016, IDI will participate in a sub session on Approach 1 on Theme-I of the Congress on ‘Sustainable Development Goals’ and will lead a session on ‘SAIs leading by example’. IDI has also contributed to the development of the theme paper on Theme-II of the Congress on ‘Professionalisation’. IDI will attend the different plenary sessions of the Congress and also present at the 68th and 69th meetings of the INTOSAI Governing Board. IDI will manage a joint booth with the CBC and INTOSAI-Donor Cooperation as well as a separate booth on SAI PMF. A number of activities have been organised at the booths. IDI has also been invited to participate in activities organised at other booths. IDI will conduct sessions on capacity development portfolio, SAI PMF, cooperative audits, IDI’s regional focus, auditing SDGs and participate in the FIPP discussions and the session of professionalization at the PSC, CBC and KSC seminars.

Decision:

The Board noted the update.

14. PAYMENT OF CARBON TAX

The issue was brought up at the last Board meeting. While more and more of the work done by the IDI is through e-learning, there is still considerable travel undertaken by both IDI staff and participants in IDI programmes. As such the Board discussed whether there is a need for additional disclosure regarding the effect of air travel undertaken by the IDI on environmental pollution. It was also decided that the IDI should explore the possibility of paying carbon tax to compensate for the air travel. IDI has followed up on this request, and to reduce the administrative burden of the payment of possible carbon tax, a scheme for payment of carbon tax has been explored through the IDI's travel agent. Based on the travel statistics for 2015 it is estimated that the annual cost will be in the region of 120-130 000 NOK.

Decision:

The Board approved the payment of carbon tax on all IDI air travel.

15. PERFORMANCE APPRAISAL OF THE IDI BOARD

As a follow up of the IDI Governance Review, the Board agreed to introduce annual performance appraisals of the Board in the November meetings. This was conducted as a roundtable discussion in the presence of the IDI secretariat. Mr. Lindell highlighted that the meetings have become more insightful and focussed since the discussions on the IDI Strategic Plan 2014-2018. A good balance is being established in regards to the details to be considered by the Board and the latitude of the Director General. Ms. Mørk supported the meetings being conducted twice a year and suggested shorter summaries and discussion points for the documents being presented to the Board. Ms. Monroe-Ellis mentioned that her attendance at her first meeting had been useful and fruitful. The documents are well prepared and it is good that there is a distinction between documents for approval and those for noting. Ms. Chiri supported the details provided in the Board papers. Mr. Goldsworthy suggested more details regarding the mechanics of support provided by the IDI. One or two programme teams may present the programme details at the Board meetings. Ms. Jarlsby appreciated the restructuring process, which has led to the members being better informed about their roles. Ms. Gonzalez-Koss commended the detailed and transparent paper work for the meetings as also the way in which the IDI is performing its functions in INTOSAI. Ms. Giskes mentioned that the DIRECTOR GENERAL may mention about his requirements and any support needed from the Board for exercising his delegated powers. Mr. Gionet was satisfied with the follow up on the IDI Governance Review as well as the reporting on the IDI Results Framework. Mr. Gørrissen requested that the Board members should keep in mind their responsibility to attend the meetings in person and represent the IDI at different International fora. The IDI Secretariat will be keen to offer induction support to the new Board members. Mr. Foss summed up the performance of the Board mentioning that the performance and the involvement of the Board is improving. It has been able to decide on several strategic issues over the last year instead of just limiting its role to receiving information.

Decision:

The Board members noted the appraisal. It was agreed that necessary details would continue to be provided in the Board papers along with appropriate summaries and discussion points. Presentations on some IDI programmes will be made in subsequent meetings.

16. ANY OTHER BUSINESS

Decision:

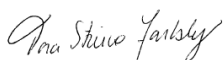
The Board members informed that they will confirm the date for the next Board meeting which was proposed for 9 March 2017. This has since been revised to 28-29 March 2017 and the availability of the members is being ascertained separately.

17. CLOSING

Mr. Foss thanked all the members for their participation.



Per-Kristian Foss



Tora S. Jarlsby



Berit Mørk



Mildred Chiri



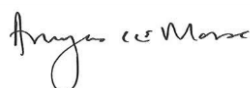
Michael Ferguson



Francine Giskes



Margareta Åberg



Amyas Morse