



Strengthening the Court of Accounts of Madagascar



TANTANA

USAID – IDI (Agreement No. 72068721IO00001)

Annual Work Program

2024

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## Introduction

This document presents the 2024 Annual Work Plan for the project “Strengthening the Court of Accounts of Madagascar (TANTANA)”.

The terms of reference for the project are established by:

- The Agreement for Strengthening the Court of Accounts of Madagascar between USAID and IDI (ref 72068721IO00001). November 2020.
- The Document “Project to improve the management of public money through peer-based capacity development of SAI Madagascar 2020 – 2025”. Established by Cour des Comptes of Madagascar, IDI and USAID. November 2020.
- The Cooperation Agreement between the Cour des Comptes of Madagascar and IDI. November 2020.

The plan takes into account the draft Annual Work Program of the Cour des Comptes of Madagascar (CdC), also called PTA, which identifies the main audit tasks and activities to be carried out in 2024.

In Section 1 we highlight the main achievements and the updated the Results Framework. In general terms, the project has made adequate progress. The focus in 2023 was to set the cornerstones to empower the SAI to gradually take more of a lead role in disseminating knowledge and best practices in the institution, through a team of trainers who benefit from advanced trainings and coaching, as it was the case for audit methodology, gender and inclusion, and usage of the ICT tools.

We identify the main priorities and deliverables planned for 2024 in Section 2. These priorities have been agreed jointly between CdC and IDI for each component, as part of a wider strategy towards the second half of the project. As such, these priorities include:

- (i) Change management and implementation of strategic and operative management routines;
- (ii) Change management and implementation of the updated methodology (manuals and quality control);
- (iii) Design and implementation of a sustainable communication policy;
- (iv) Implementation of an adequate training and induction programme for the various functions of the CdC;
- (v) Advance in clearing the backlog of pending accounts and improve Jurisdictional control (*procédure allégée, greffe, archives...*).

We will continue to involve the Financial Tribunals in all the activities of the project and deliver specific support to audit activities, strategic management and communication.

Then, in Section 3, we update the risk analysis, identifying the main factors and the mitigation measures put in place. We will monitor the impact of the national presidential elections in 2023 and the overall political situation of the country. Furthermore, staffing changes in the project team are expected and might disturb the continuity of activities if not handled properly.

In Section 4, we estimated the resources to be mobilized in 2024: Human Resources (1 218 person days) and the financial cost (1.18 million USD, including cost share). More details are provided in the annexes.

## 1. Progress implementation 2023 : highlights

The project is progressing adequately, with the majority of results in line with planned targets (mainly project inputs level).

With the support of the project, the CdC has made significant progress towards the strategic outcomes set in their strategic plan, with an improved monitoring routine and adjusted progress indicators to track.

The provisional conclusions of the mid-term review conducted by EY in 2023 confirms this positive trend.

### **1. The SAI contributes to promoting the integrity, accountability and transparency of public bodies taking into consideration the State priorities.**

TANTANA has provided on-the-job support to a higher number of audits in 2023 compared to previous years (11 audits supported in 2023 compared to 6 in 2022 and 5 in 2021). This benefitted both the CdC and the Financial Tribunals. The support was provided through a more structured protocol to increase the value added that peers can bring in. The SAI has demonstrated agility when revising audit priorities throughout the year, as a commitment to align with the State priorities. Moreover, several workshops and trainings aimed at strengthening the SAI's ability to perform ISSAI compliant audits and jurisdictional controls. The CdC has built on a core team of auditors ("*cellule méthodologique*") within the SAI to champion more standardized audit methodology; the team will provide training and support to their colleagues. They also collaborated with experienced national stakeholders and peers from partner SAIs on many aspects of their control functions.

### **2. The SAI's actions are credible, visible, and accessible to the general public.**

As a major step towards visibility and accessibility, the Financial Tribunals of Toamasina, Toliara, and Fianarantsoa presented the annual public report along with a showcased report specific to their locality in remote rural municipalities. The Financial Tribunals staff were coached by peers for a more impactful and visible communication with media and citizens. The reports presentations were all followed with training sessions with local authorities to raise awareness on common issues noted in their financial management and ways to improve it. Additionally, CdC Madagascar strengthened their communication structure to be more efficient and reactive on their website and social media, with stronger contributions from the Prosecution Office.

Besides, CdC Madagascar was present in multiple international stages and leveraged those platforms to learn from best practices, enhance collaboration with local and international partners and further sustain their credibility. A symposium was held in Antananarivo to foster the impact of the SAI work towards good governance over public funds.

These events collectively advanced the objective of establishing CdC Madagascar actions as credible, visible, and accessible for the benefit of the general public.

### **3. The SAI promotes a transparent and performance culture in order to become a model institution.**

Following the promotion of the CdC position in the 2023 budget law, TANTANA project is providing support in designing a credible budget and program proposal and continuing the advocacy for more financial autonomy. The CdC also took the lead for publishing their second performance report, with

a revised set of indicators for their strategic objectives. As for the execution and monitoring of the SAI annual plan, the Financial Tribunal of Toliara was more involved, and it is planned to include all the Financial Tribunals in the design phase in the last quarter of 2023.

The project continues to support the design of key governance structures. For instance, on the management of the ICT resources, from which the Financial Tribunals could also benefit, with a stronger governance and new equipment. Besides, a majority (58%) of the CdC staff received training to better use Excel and other digital tools available to them for higher performance in their daily work.

Overall, good progress was made across all components of the project, despite changes in priority along the year.

**Table 1 Result Framework – List of Expected Results for 2020 – 2023**

No	Expected results	Setting the indicator	Measurement and responsibility	Base	Target / Real	2020	2021	2022	Target : 2023 Real : September 2023
4.1	Agreed support is implemented	Percentage of project activities agreed to in the annual plan completed during the year	SAI Annual Performance Report / Project Monitoring System	NA	Target	80%	90%	90%	90%
					Real	(*)	(*)	79% (estimate)	56 % (An additional 24 % is expected to be achieved by end of 2023)
4.2	Broad participation of SAI staff	(a) Cumulative number of SAI staff participating in project-funded training - b) Female participation rate	ISA Annual Performance Report / Project Monitoring System	NA	Target	a) 20 b) 40 %	a) 40 b) 40 %	a) 60 b) 40 %	a) 80 b) 40 %
					Real	a) 30 b) 57%	a) 204 (main activities) b) 48%	a) 70 <sup>1</sup> b) 47 %	a) 157 <sup>2</sup> b) 50 %
4.3	Quality and relevant support	Average SAI staff satisfaction and perceived project quality, on a scale of 1 to 5	Annual anonymous survey of all staff	NA	Target	NA	4	4	4
					Real		(Feed-back satisfaction from webinars in average >4)	4.39 Average rating on trainings and activities satisfaction survey	4.4 (Average rating on available trainings satisfaction survey as 2023 annual survey not available yet)
4.4	Active partnerships	Cumulative number of providers involved in providing support	Project monitoring system	NA	Target	2	3	4	4

<sup>1</sup> If one CdC staff member has participated to multiple activities, they have only been counted once.

		through the project. Examples: SAI, university or school, regional organization and civil society organizations, including organizations working on gender equality.			Real	3 SAI (1 University 1 ECA)	4 SAIs	4 SAIs (1 EITI)	4 (SAI Norway, France, Morocco, CAAF)
4.5	Effective project delivery	General conclusion of the project evaluation (scale : project results entirely / mostly / partially / not achieved)	Evaluation reports published on IDI website	NA	Target				Partly (mid-term)
					Real				Ongoing mid-term review

### **Legend**

(\*) The project agreement was signed on November 20, 2020. Activities planned for December 2020 were all carried out, further activities were added (e.g. support to Covid-19 audits).

Target achieved - In progress: final target to be measured by a satisfaction survey

As of September 30<sup>th</sup>, 2023, actual expenditure is 20% lower than the budget approved in 2023 for the period. Multiple variations in both directions have been noted due to uncertainty linked to the election period and priority changes impacting the work plan of the CdC.

For more information on progress implementation, please see the TANTANA Performance Report September 30<sup>th</sup>, 2023 (sent to USAID on October 30<sup>th</sup>, 2023)

## 2. Main priorities for 2024 & related deliverables

Milestones and priorities follow the SAI Annual Work Plan for 2024 (PTA360 2023) and have been discussed and agreed with the SAI representatives in a workshop held in mid-November.

During 2024 we will focus on the following milestones by SAI capacities:

### Annual Work Program 2024 - Milestones

SAI capacities and outputs (project components)	Milestone 2024	Tentative Deadline
1. Audits of high national relevance are conducted and reported based on ISSAIs	1.1. Methodology trainings are delivered by the methodology team (“cellule méthodologique”) to disseminate practical guides for audits.	Q3
	1.2. Practical guides are used by the Parquet for quality control.	Q4
	1.3. The CdC publishes at least 3 audit reports supported on-the-job.	Q4
	1.4. At least one of the Financial Tribunals publishes a report supported on-the-job.	Q4
2. Quality and efficiency of the jurisdictional controls (“traditional mission”) are enhanced	2.1. An action plan to improve the jurisdictional procedure is submitted by the Chamber and approved by the President of the CdC.	Q3
	2.2. At least 20% of the pending accounts are cleared.	Q4
3. The CdC external communication is improved, including communication with the National Assembly, government, civil society and media	3.1. The CdC publishes the annual report (“Rapport public”) following an enhanced communication plan.	Q3
	3.2. At least one Financial Tribunal publishes the annual report following an enhanced communication plan.	Q4
	3.3. The CdC publishes a simplified summary in Malagasy of the Rapport Public.	Q3
	3.4. The CdC keeps the Facebook page and website updated (reports & main news).	Q3
4. The legal framework is improved, and institutional independence strengthened	4.1. The CdC prepares and share with International Partners a more realistic budget.	Q4
5. Strategic management and core internal governance systems are strengthened	5.1. The CdC adopts the 2025 Annual Work Program (PTA360) ( <i>Programme de vérification</i> ).	Q4
	5.3. The CdC publishes the 2023 Annual Performance Report.	Q4
		Q4

	<p><b>5.4.</b> The CdC adopts a change management approach to prepare for next Strategic Plan.</p> <p><b>5.5.</b> An Action Plan to enhance Ethics and Integrity framework is submitted by the CdC Ethics team and approved by the President of the CdC.</p> <p><b>5.6.</b> General training on Ethics and Integrity is provided to more than 30% of CdC and TF staff.</p>	Q3
6. Digital tools and software are utilized for greater audit quality and organizational efficiency	<p><b>6.1.</b> More than 75 % CdC and TF staff with Office licenses use them.</p> <p><b>6.2.</b> ICT policies are formally adopted by the CdC.</p> <p><b>6.3.</b> A plan to optimize archiving spaces is adopted by the President of the CdC.</p>	Q4 Q3 Q2
7. A sufficient number of qualified and motivated staff (female and male) are available	<p><b>7.1.</b> Gender awareness trainings are delivered in at least 2 of the Financial Tribunals and staff acquire core learning objectives in Gender issues.</p> <p><b>7.2.</b> The CdC approves the Professional Training Plan 2024.</p> <p><b>7.3.</b> Training and induction plan of the clerical staff are enhanced and delivered to at least 1/3 of clerical staff.</p>	Q4 Q4 Q3
8. Project management	<b>8.1.</b> The ECS communicates project updates regularly to CdC's staff (management meeting, newsletter, information sessions or other).	Q4

Below are the main priorities to achieve these milestones:

### C1 Quality Audits

- Provide intensive on-the-job support to selected audit assignments following the agreed audit support protocol, including:
  - o 2 Compliance / Performance Audits.
  - o 1 audit including gender aspect.
  - o 1 Financial Audit.
  - o 2 Audits to be carried out by the Financial Tribunals.
- Support for delivering the Public Policy Evaluation with on-the-job support.
- Promote a platform for sharing audit methodology guides and practices across the CdC and TFs.
- Support the development of a quality control system with clear attributions for the Parquet
- Support the "*cellule méthodologique*" and the adoption of changes to the new audit guides and practices by the CdC management (Heads of the CdC, Presidents of Chambers and Parquet).

### Component C2 – Jurisdictional Control

- Take stock on the results of fieldwork trips to close pending accounts.
- Support the development of an action plan to improve the jurisdictional procedure.
- Support the development of a plan to clear pending accounts (both for the central government budget and "*Etablissements publics*").
- Encourage and facilitate the use of INFO-TF system by all the Financial Tribunals and introduce the system in the CdC (subject to continuation of the support to this activity by the EU).

### C3 External Communication & stakeholders' engagement



- Organize a professional seminar to promote good governance on Public Financial Management, gathering key national institutions and stakeholders involved in the fight against corruption. This activity will be coordinated with other international partners.
- Support for designing & putting in place a communication plan for the 2024 and/or 2023 annual report (*Rapport Public*).
- Support the presentation of the Rapport Public in the regions, through the Financial Tribunals.
- Support the preparation of a simplified version of the reports ideally in Malagasy language for wider accessibility of the audit results.
- Continue to support the design & implementation of a communication plan for the audit reports for the CdC and the Financial Tribunals.
- Continue to support the use of the CdC website and social media.

#### **C4 Constitutional and legal framework.**

- Continue to advocate for increasing the budget of the CdC to enhance capacity and financial autonomy. To this end, the project will support the budgeting procedure of the CdC to make it more credible and will work in coordination with Technical and Financial Partners (IMF, WB, etc.) to defend it at the government level.

#### **C5 Strategic management**

- Support the Ethics team to disseminate and implement the Action Plan to enhance Ethics and Integrity framework.
- Deliver training on Ethics and Integrity in the public and SAI context.
- Consolidate the routines for the strategic management framework routines and put in place a “change management approach”:
  - Preparation of the 2025 budget.
  - Preparation of the 2025 operational plan procedure.
  - Production of the 2023 Annual Performance Report.
  - Adopt a change management approach
  - Support the preparation of the next Strategic Plan.
- Support the Financial Tribunals in their strategic management cycle.

#### **C6 ICT tools and internet**

- Support the design of ICT policies.
- Monitor usage of delivered ICT equipment and licenses (CdC and TF) to check sustainability of their usage.
- Facilitate the use of digital tools (e.g. MS 365 platform) to improve efficiency of the CdC and TF audits, internal communications and support functions (archives, etc.).
- Deliver training on data analysis using Excel for the Financial Tribunals.
- Support the renovation and equipment of archiving spaces.

#### **C7 Qualified and motivated Staff – HR**

- Continue to organize a series of gender awareness seminars at the Financial Tribunals to be delivered by the trainers.
- Carry out a situational analysis of the clerical staff (*greffe*) and support the update of their training and induction plans.
- Prepare a professional training plan:
  - Carry out a “gap analysis” to identify CdC needs and specific areas of staff competences to be developed, in coordination with other training activities underway (methodology, gender, ICT, greffe, etc.)
  - Develop an action plan to address the needs identified.
- Design and support the implementation of an individual performance evaluation system.

- Put in place and inception programme for new magistrates that will join the CdC and the TF in 2024.

### C8 project Management

- Address recommendations from the mid-term review: improve communication; enhance appropriation by the CdC; ...
- Strengthen the collaboration with ECS and CdC trainers to implement planned activities and share updates to the CdC
- Continue to increase interaction with the Financial Tribunals.

The complete list of tasks for 2024 is available in [Annex-2 TANTANA AWP24 – Tasks by component](#) along with the provisional dates for these activities.

Key dates and activities in 2024 are presented in [Annex-3 TANTANA provisional calendar](#).

## 3. Assumptions and risk analysis

This document has been prepared taking the draft CdC's Annual Work Plan for 2024 (PTA360 2023), which includes an initial budget estimate; priorities and activities are therefore aligned.

Our risk analysis for 2024 has identified the following:

- As regards to **National elections**, the project team remains attentive to the evolution of the political situation and prepared to reschedule activities as and when needed. Additionally, external communications will be handled with extra caution and always subject to approval and advice from the CdC management.
- The same flexibility applies to the **war scenarios in the Middle East and in Ukraine**, whereby the project team is prepared to adjust plans should there be changes in costs, budget or travel possibilities.
- We also identify several new risks which might impact the **delivery and continuity of the support** in the next phase of the project. This includes:
  - o Insufficient financial management capacity, especially for local payments of relatively small amounts which entail delivery challenges, personal engagement of local staff and potentially poor control.
  - o Insufficient project staffing, as IDI staff on the ground is difficult to replace and Nils Voegen will leave on the 1<sup>st</sup> of March.
  - o Approaching end of the project, impacting namely CdC and partners engagement and interest if a proper inclusive exit strategy is not established.
  - o Lack of ownership of supported activities from the CdC, undermining the long-term sustainability of acquired competencies and support.

The risk assessment and control measures to mitigate those risks are listed in the table below.

Risk analysis – Situation in November 2023			
Risk	Description	Control measures	Residual risk level
<b>01. Government and parliament</b>	1.1. Insufficient interinstitutional communication 1.2. Lack of alignment of the work	- Development of relations with government and parliament - Involvement of the	Medium

<b>do not endorse SAI vision</b>	of the Court with the vision and priorities of the government	government and parliament in the implementation of the project through continuous dialogue - Support interinstitutional dialogue	
<b>02. Non-adherence of development partners</b>	2.1. Insufficient information exchange with partners	- Exchange and regular collaboration with development partners - Project support group	Low
<b>03. Insufficient financial resources for the project</b>	3.1. Insufficient development partners to finance the project 3.2. Lack of coordination of support from development partners	- Awareness, involvement and mobilization of several partners in the implementation of the project - Build partners' confidence in the internal coordination mechanism put in place	Low
<b>04. Staff not involved in the implementation of the project</b>	4.1. Staff who do not share the Court's vision 4.2. Unmotivated staff	- Staff awareness - Improvement of the motivation system of verifiers	Medium
<b>05. Lack of human resources planning</b>	5.1. Insufficient number of verifying magistrates to cover all the tasks provided for in the project 5.2. Capacity shortages 5.3. Insufficiency or even absence of a structure dedicated to the implementation of the project	- Advocacy for staff recruitment - Collaboration with peer SAIs for capacity building - Establishment of a dedicated team	Medium
<b>06. Insufficient quality of support</b>	6.1. Uncoordinated support 6.2. Lack of cultural sensitivity of support 6.3. Support not relevant as to the most critical needs 6.4. Support not adopted to absorption capacity 6.5. Support not adjusted to opportunities	- Strong and clear project management and coordination routines - Training of all resource persons in culture and country systems - Annual experience sharing of resource persons Resident advisors - Annual experience sharing and satisfaction survey of SAI staff	Medium
<b>07. Insufficient frequency of support</b>	7.1. Resource persons not available for key areas 7.2. Mobilized resource persons not able to contribute as expected 7.3. Funding less than expected or required	- Clarify availability of resource persons before committing to support areas - Make resource person agreements - Mobilize several donors in a pool arrangement for the project	Low

<b>08. Persistence of the Covid- 19 pandemic</b>	<p>8.1. Difficulties in defining and planning activities.</p> <p>8.2. Limitations trips, meetings, audit on-the-spot ...</p> <p>8.3. Impossibilities/difficulties in carrying out presential activities.</p> <p>8.4. Difficulties in quickly deploying long-term advisors.</p>	<ul style="list-style-type: none"> <li>- Remotes activities can be easily resumed (webinars, online workshop, meetings in Teams, online support...)</li> <li>- Measures to strengthen governance and strong leadership at the very beginning of the Project (more frequent ECS meetings, launch seminar and for Pairs, regular contacts, open "channels" of collaboration in Teams, etc.</li> </ul>	Low
<b>09. Country elections impact on SAI activities</b>	<p>9.1. Political pressure obstructing the control activities (e.g. access to auditee, control on-the-spot...).</p> <p>9.2. Political pressure obstructing publishing and communicating audit reports</p> <p>9.3. Harming the independence of the CdC</p>	<ul style="list-style-type: none"> <li>- Plan audit and control on-the-spot and communication activities taking into account electoral calendar.</li> <li>- Work closely with International Technical and Financial Partners and keep informed on ongoing activities and eventual problems.</li> <li>- Remain permanently attentive to the evolution of the political situation and prepared to reschedule activities if needed.</li> <li>- Take extra caution for external communication activities, so that they are always subjected to advice and approval from the CdC management.</li> </ul>	High
<b>10. War scenarios in the Middle-East and in Ukraine</b>	<p>10.1. High inflation (increasing the delivery cost)</p> <p>10.2. Cuts in public budget (that might jeopardize USAID project funding and SAI's peer SAI participation);</p> <p>10.3. Travel disruption (putting in question peers in-person support).</p>	<p>Monitor risks and anticipate potential impact and alternative measures: review priorities, re-schedule activities, shift for remote support...</p>	Low
<b>11. Insufficient financial management capacity</b>	<p>11.1. Financial management on the ground is lacking procedures and competencies.</p>	<ul style="list-style-type: none"> <li>- Hire an accountancy firm to handle local payments</li> <li>- Define rules and regulations on signing for payments</li> <li>- Ensure fiscal compliance in Madagascar.</li> </ul>	Medium
<b>12. Insufficient project staffing</b>	<p>12.1. The small number of dedicated IDI staff on the ground is difficult to replace should they be out of the project.</p>	<p>Tasks review.</p> <p>Definition of staffing needs and analysis of options</p> <p>Potentially hire.</p>	Medium

		Appropriation of the project by CdC.	
<b>13. Approaching the end of project</b>	Approaching the end of the project might involve several risks: - sustainability of the project - loose of interest by partners - poor engagement of SAI staff - pressure to expend funds...	Prepare an Exit-Plan: - principes to respect - actions to take...	Medium
<b>14. SAI ownership of project supported activities</b>	Sustainability of support might be undermined by lack of SAI ownership and engagement in the project activities	Appropriation seminar Regular engagement and handover of responsibilities Change management process, including workshop in Madagascar & Oslo.	Medium

## 4. Mobilization

### Human Resources

The Human Resources planned for 2024 amount to 1218 days. They are provided by IDI and peer Supreme Audit Institutions. See the table below for more details.

Human Resources / 2024	Planned days
<b>IDI</b>	<b>601</b>
Tasiha Andriambelo	210
New LTA Madagascar	167
Eduardo Ruiz	165
Nils Voegen	37
Ola Hoem	9
Jostein Furelid Tellnes	4
Alain Memvuh	4
Freddy Yves Ndjemba	2
Jill Marshall	2
Einar Johan Gørrissen	2
<b>SAI Norway</b>	<b>95</b>
<b>SAI France</b>	<b>313</b>
<b>SAI Maroc</b>	<b>108</b>
<b>SAI various peer</b>	<b>101</b>
<b>Grand Total</b>	<b>1218</b>

## Financial resources – Costs estimate.

The total financial resources planned for 2024 amount to **1.18 million USD** (including cost share). The table below shows that expenditure would concentrate in:

- C1 Support to audit activities
- C5 Support to strategic change framework
- C3 Communication, which also includes the support to the presentation of the Annual Audit Report ("*Rapport Public*")
- C7 Support to develop a training plan and roll out training series
- C8 On-the-ground support and coordination provided by the IDI team

<b>TANTANA - Annual Work Plan 2024</b>	
<b>Project Component</b>	<b>Budgeted costs USD</b>
C1 High Quality Audits	\$561,556
C2 Traditional mission audits	\$36,650
C3 Visibility and Communication	\$135,734
C4 Legal Framework	\$14,762
C5 Strategic change Management	\$113,966
C6 Digital tools & software	\$70,834
C7 HR and Professional Development	\$61,984
C8 Project Management and Coordination	\$184,431
<b>Grand Total</b>	<b>\$1,179,918</b>

See [Annex-1](#) TANTANA AWP24 – Detailed costs estimate by component for more details.

## Annexes

### Annex-1 TANTANA AWP24 – Detailed costs estimate by component

Component	Jan-Oct 2023	2024
	Actual expenditure (USD)	Budgeted costs (USD)
<b>C1 High Quality Audits</b>	<b>\$448,686</b>	<b>\$353,700</b>
<b>a. Personnel</b>	<b>\$152,968</b>	<b>\$92,802</b>
IDI Direct Staff Costs	\$152,968	\$92,802
<b>c. Travel</b>	<b>\$232,911</b>	<b>\$237,086</b>
Accommodation and conference costs	\$66,250	\$94,090
Consumables	\$84	
Insurance	\$20	
Per diem non IDI staff	\$65,397	\$84,066
Subsistence expense, reportable	\$1,357	
Subsistence expense, taxable	\$3,151	
Travel expense, non-reportable	\$15,874	
Travel non IDI staff	\$80,778	\$58,930
<b>f. Contractual</b>	<b>\$5,740</b>	
Professional support fees	\$5,740	
<b>h. Other Direct Charges</b>	<b>\$7,678</b>	
Graphic design		
Office requisitions	\$4,664	
Official dinner and social	\$86	
Postage	\$24	
Printing of professional materials	\$2,886	
Telecom	\$18	
<b>i. Indirect Charges</b>	<b>\$49,390</b>	<b>\$23,812</b>
IDI Allocated Overhead Costs	\$25,739	\$10,306
IDI Allocated Staff Costs	\$23,175	\$13,506
Other service	\$476	
<b>C2 Traditional mission audits</b>	<b>\$40,528</b>	<b>\$21,344</b>
<b>a. Personnel</b>	<b>\$8,760</b>	<b>\$2,706</b>
IDI Direct Staff Costs	\$8,760	\$2,706
<b>c. Travel</b>	<b>\$28,080</b>	<b>\$17,840</b>
Accommodation and conference costs	\$8,496	\$5,474
Insurance	\$63	
Per diem non IDI staff	\$7,044	\$4,399
Travel non IDI staff	\$12,477	\$7,967
<b>f. Contractual</b>		<b>\$75</b>
Professional support fees		\$75
<b>h. Other Direct Charges</b>	<b>\$220</b>	
Official dinner and social	\$64	
Postage	\$156	
<b>i. Indirect Charges</b>	<b>\$3,468</b>	<b>\$724</b>

IDI Allocated Overhead Costs	\$1,446	\$313
IDI Allocated Staff Costs	\$1,302	\$411
Other service	\$719	
<b>C3 Visibility and Communication</b>	<b>\$48,305</b>	<b>\$127,057</b>
<b>a. Personnel</b>	<b>\$9,052</b>	<b>\$38,895</b>
IDI Direct Staff Costs	\$9,052	\$38,895
<b>c. Travel</b>	<b>\$32,165</b>	<b>\$55,673</b>
Accommodation and conference costs	\$13,335	\$34,425
Consumables	\$1,683	
Insurance	\$27	
Per diem non IDI staff	\$5,977	\$16,422
Subsistence expense, taxable		
Travel expense, non-reportable		
Travel non IDI staff	\$11,143	\$4,825
<b>f. Contractual</b>	<b>\$172</b>	<b>\$2,773</b>
Professional support fees	\$172	\$2,773
<b>h. Other Direct Charges</b>	<b>\$4,092</b>	<b>\$19,890</b>
Advertising	\$543	
Graphic design		\$19,859
Postage	\$141	
Printing of professional materials	\$3,390	
Telecom	\$17	\$31
<b>i. Indirect Charges</b>	<b>\$2,825</b>	<b>\$9,825</b>
IDI Allocated Overhead Costs	\$1,486	\$4,253
IDI Allocated Staff Costs	\$1,338	\$5,573
<b>C4 Legal Framework</b>	<b>\$294</b>	<b>\$14,330</b>
<b>a. Personnel</b>	<b>\$169</b>	<b>\$11,350</b>
IDI Direct Staff Costs	\$169	\$11,350
<b>c. Travel</b>	<b>\$62</b>	
Accommodation and conference costs	\$62	
<b>i. Indirect Charges</b>	<b>\$63</b>	<b>\$2,980</b>
IDI Allocated Overhead Costs	\$33	\$1,290
IDI Allocated Staff Costs	\$30	\$1,690
<b>C5 Strategic change Management</b>	<b>\$34,424</b>	<b>\$93,585</b>
<b>a. Personnel</b>	<b>\$22,343</b>	<b>\$18,712</b>
IDI Direct Staff Costs	\$22,343	\$18,712
<b>c. Travel</b>	<b>\$4,780</b>	<b>\$68,818</b>
Accommodation and conference costs	(\$1,580)	\$44,829
Per diem non IDI staff	\$6,000	\$8,211
Travel non IDI staff	\$359	\$15,777
<b>h. Other Direct Charges</b>		<b>\$1,056</b>
Graphic design		\$1,056
<b>i. Indirect Charges</b>	<b>\$7,301</b>	<b>\$4,999</b>
IDI Allocated Overhead Costs	\$3,842	\$2,164
IDI Allocated Staff Costs	\$3,459	\$2,836
<b>C6 Digital tools &amp; software</b>	<b>\$128,924</b>	<b>\$70,834</b>



<b>a. Personnel</b>	<b>\$18,207</b>	<b>\$31,950</b>
IDI Direct Staff Costs	\$18,207	\$31,950
<b>c. Travel</b>	<b>\$4,859</b>	<b>\$1,760</b>
Accommodation and conference costs	\$1,602	\$1,760
Consumables	\$82	
Per diem non IDI staff	\$521	
Travel non IDI staff	\$2,653	
<b>d. Equipment</b>	<b>\$53,570</b>	
IT equipment	\$53,570	
<b>f. Contractual</b>	<b>\$24,989</b>	<b>\$28,882</b>
Professional support fees	\$24,989	\$28,882
<b>h. Other Direct Charges</b>	<b>\$21,828</b>	
Newspapers, magazines, books etc.	\$122	
Software		
Staff Education and Training	\$1,658	
Telecom	\$20,047	
<b>i. Indirect Charges</b>	<b>\$5,473</b>	<b>\$8,242</b>
IDI Allocated Overhead Costs	\$2,880	\$3,567
IDI Allocated Staff Costs	\$2,593	\$4,674
<b>C7 HR and Professional Development</b>	<b>\$36,399</b>	<b>\$61,984</b>
<b>a. Personnel</b>	<b>\$12,954</b>	<b>\$24,431</b>
IDI Direct Staff Costs	\$12,954	\$24,431
<b>c. Travel</b>	<b>\$15,969</b>	<b>\$27,873</b>
Accommodation and conference costs	\$9,011	\$18,774
Per diem non IDI staff	\$2,309	\$1,820
Subsistence expense, reportable	\$176	
Subsistence expense, taxable	\$641	
Travel expense, non-reportable	\$510	
Travel non IDI staff	\$3,320	\$7,279
<b>d. Equipment</b>	<b>\$746</b>	
IT equipment	\$746	
<b>f. Contractual</b>	<b>\$686</b>	<b>\$3,690</b>
Professional support fees	\$686	\$3,690
<b>h. Other Direct Charges</b>	<b>\$1,893</b>	
Office requisitions	\$42	
Staff Education and Training	\$1,851	
<b>i. Indirect Charges</b>	<b>\$4,151</b>	<b>\$5,990</b>
IDI Allocated Overhead Costs	\$2,170	\$2,593
IDI Allocated Staff Costs	\$1,954	\$3,398
Other service	\$28	
<b>C8 Project Management and Coordination</b>	<b>\$98,817</b>	<b>\$86,679</b>
<b>a. Personnel</b>	<b>\$47,776</b>	<b>\$58,072</b>
IDI Direct Staff Costs	\$47,776	\$58,072
<b>c. Travel</b>	<b>\$26,308</b>	<b>\$5,597</b>
Accommodation and conference costs	\$5,499	\$452
Consumables	\$31	

Per diem non IDI staff	\$2,888	
Subsistence expense, reportable	\$482	
Subsistence expense, taxable	\$912	\$550
Travel expense, non-reportable	\$11,612	\$4,594
Travel non IDI staff	\$4,884	
<b>d. Equipment</b>	<b>\$556</b>	
IT equipment	\$556	
<b>f. Contractual</b>	<b>\$9,077</b>	<b>\$7,507</b>
Professional support fees	\$9,077	\$7,507
<b>h. Other Direct Charges</b>	<b>\$196</b>	
Bank and card fees	\$196	
<b>i. Indirect Charges</b>	<b>\$14,905</b>	<b>\$15,504</b>
IDI Allocated Overhead Costs	\$7,843	\$6,710
IDI Allocated Staff Costs	\$7,062	\$8,793
<b>Grand Total</b>	<b>\$836,378</b>	<b>\$829,514</b>

## Annex-2 TANTANA AWP24 – Tasks by component

Task Name	Start	Finish
<b>C1 High quality audits in line with ISSAIs</b>	<b>Wed 01/01/20</b>	<b>Fri 28/11/25</b>
<b>C1a Overall annual audit planning, quality control, quality assurance and reporting</b>	<b>Wed 01/01/20</b>	<b>Mon 03/11/25</b>
Facilitating the preparation of the CdC annual programme for 2025	Mon 01/07/24	Fri 29/11/24
Overall support to developing quality control & assurance function	Fri 01/12/23	Fri 29/03/24
Facilitating quality control of audit assignment in 2024	Mon 01/01/24	Thu 02/01/25
Audits of FY 2024 on-the-job advice for overall planning, quality control and reporting	Fri 01/12/23	Fri 29/11/24
<b>C1b Policy and routines for adoption and implementation of audit manuals and guidelines</b>	<b>Fri 06/05/22</b>	<b>Thu 03/04/25</b>
Support for adoption and customization of manuals - workshop 2	Tue 16/01/24	Mon 01/04/24
Support for adoption and customization of manuals - workshop 3	Mon 05/08/24	Fri 29/11/24
Support for adoption and customization of manuals - workshop 4 - SAI management in Oslo	Mon 03/06/24	Tue 31/12/24
<b>C1c Compliance audits and capacities</b>	<b>Mon 25/01/21</b>	<b>Fri 31/10/25</b>
<b>Intensive on-the job support for compliance audits - 2023 - TF Fianarantsoa</b>	<b>Tue 14/02/23</b>	<b>Thu 23/05/24</b>
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Mon 01/01/24	Thu 23/05/24
<b>On-the job guidance for compliance audits - 2024 topic</b>	<b>Tue 13/02/24</b>	<b>Tue 01/04/25</b>
Fieldwork trips	Thu 02/05/24	Mon 29/07/24
Working session with peers on planning	Tue 13/02/24	Fri 26/04/24
Working session with peers on fieldwork	Thu 02/05/24	Mon 29/07/24
Working session with peers on reporting	Thu 01/08/24	Mon 28/10/24
Immersion visit of peer SAIs	Tue 03/09/24	Fri 03/01/25
<b>C1d Public policy evaluation and performance audit capacities</b>	<b>Mon 04/01/21</b>	<b>Fri 28/11/25</b>
<b>Performance audit</b>	<b>Tue 02/03/21</b>	<b>Fri 28/11/25</b>
<b>Intensive on-the job support for performance audit - Transferts &amp; subventions</b>	<b>Mon 14/02/22</b>	<b>Fri 29/03/24</b>
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Mon 15/01/24	Fri 29/03/24
<b>Intensive on-the job support for performance audits 2023 - Fisheries audit</b>	<b>Tue 14/02/23</b>	<b>Fri 29/03/24</b>
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Tue 07/11/23	Fri 29/03/24
<b>Intensive on-the job support for performance audits 2023 - Climate audit</b>	<b>Tue 01/08/23</b>	<b>Fri 24/01/25</b>
Support to trips related to controls on-the-spot	Mon 04/03/24	Thu 30/05/24
Working session with peers on planning	Tue 01/08/23	Thu 29/02/24
Working session with peers on fieldwork	Thu 02/11/23	Tue 30/01/24
Working session with peers on reporting	Mon 06/05/24	Thu 01/08/24
<b>Intensive on-the job support for performance audits 2023 - Food security</b>	<b>Tue 09/05/23</b>	<b>Fri 28/06/24</b>
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Fri 01/03/24	Fri 28/06/24
<b>Intensive on-the job support for performance audits 2023 - TF Toliara - QMM</b>	<b>Mon 03/04/23</b>	<b>Fri 28/06/24</b>
Working session with peers on reporting	Mon 15/01/24	Fri 29/03/24

Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Mon 01/04/24	Fri 28/06/24
<b>Intensive on-the job support for performance audits 2023 - EPP</b>	<b>Mon 05/02/24</b>	<b>Tue 01/04/25</b>
Support to trips related to controls on-the-spot	Mon 05/02/24	Fri 31/05/24
Working session with peers on planning	Tue 13/02/24	Mon 29/04/24
Working session with peers on fieldwork	Thu 02/05/24	Tue 30/07/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Wed 06/11/24	Tue 01/04/25
<b>Intensive on-the job support for performance audits 2023 - TF Toamasina - RH CUT</b>	<b>Mon 03/04/23</b>	<b>Fri 28/06/24</b>
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Mon 04/03/24	Fri 28/06/24
<b>On-the job guidance for performance audits - 2024 topic with SAI Norway</b>	<b>Tue 13/02/24</b>	<b>Tue 01/04/25</b>
Fieldwork trips	Thu 02/05/24	Tue 30/07/24
Working session with peers on planning	Tue 13/02/24	Mon 29/04/24
Working session with peers on fieldwork	Thu 02/05/24	Tue 30/07/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Wed 06/11/24	Tue 01/04/25
<b>Public Policy evaluation</b>	<b>Mon 04/01/21</b>	<b>Mon 30/12/24</b>
<b>Intensive on-the job support to Public Policy Evaluation 2023 - Decentralisation</b>	<b>Mon 06/11/23</b>	<b>Mon 30/12/24</b>
Support to trips related to controls on-the-spot	Mon 11/03/24	Thu 18/07/24
Working session with peers on planning	Mon 06/11/23	Wed 20/03/24
Working session with peers on fieldwork	Mon 04/03/24	Fri 31/05/24
Working session with peers on reporting	Thu 18/07/24	Wed 20/11/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Tue 01/10/24	Mon 30/12/24
<b>C1e Information Technology audits and capacities</b>	<b>Tue 02/01/24</b>	<b>Fri 28/11/25</b>
General training and capacities for audit of Information Technology related risks	Tue 02/01/24	Mon 30/06/25
<b>On-the-job guidance for audit of ICT risks - 2024 topic</b>	<b>Thu 01/02/24</b>	<b>Wed 19/03/25</b>
Support to trips related to controls on-the-spot	Thu 02/05/24	Tue 30/07/24
Working session with peers on planning	Thu 01/02/24	Wed 17/04/24
Working session with peers on fieldwork	Wed 01/05/24	Mon 29/07/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Fri 01/11/24	Thu 27/03/25
<b>On-the-job guidance for audit of ICT risks - 2024 topic</b>	<b>Tue 13/02/24</b>	<b>Tue 01/04/25</b>
Fieldwork trips	Thu 02/05/24	Tue 30/07/24
Working session with peers on planning	Tue 13/02/24	Mon 29/04/24
Working session with peers on fieldwork	Thu 02/05/24	Tue 30/07/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Wed 06/11/24	Tue 01/04/25
Immersion visit of peer SAI	Mon 02/09/24	Fri 03/01/25
<b>C1f Gender and diversity related audits and competencies</b>	<b>Mon 13/02/23</b>	<b>Fri 28/11/25</b>
<b>On-the-job guidance for audit of Gender, diversity and inclusion - 2023 topic</b>	<b>Mon 13/02/23</b>	<b>Fri 31/05/24</b>

Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Mon 05/02/24	Fri 31/05/24
<b>On-the-job guidance for audit of Gender, diversity and inclusion - 2024 topic</b>	<b>Tue 13/02/24</b>	<b>Tue 01/04/25</b>
Fieldwork trips	Thu 02/05/24	Tue 30/07/24
Working session with peers on planning	Tue 13/02/24	Mon 29/04/24
Working session with peers on fieldwork	Thu 02/05/24	Tue 30/07/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Wed 06/11/24	Tue 01/04/25
<b>C1g General policy for follow-up audits and overview of status of audit recommendations</b>	<b>Wed 01/01/20</b>	<b>Fri 28/11/25</b>
Workshop on follow-up of audit recommendations	Mon 15/01/24	Tue 30/04/24
<b>On-the-job guidance for follow-up audit - 2024 topic</b>	<b>Tue 13/02/24</b>	<b>Tue 01/04/25</b>
Fieldwork trips	Thu 02/05/24	Tue 31/12/24
Working session with peers on planning	Tue 13/02/24	Mon 29/04/24
Working session with peers on fieldwork	Thu 02/05/24	Tue 31/12/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Wed 06/11/24	Tue 01/04/25
<b>C1h Financial audits and capacities</b>	<b>Mon 06/03/23</b>	<b>Tue 01/04/25</b>
<b>On-the job guidance for financial audits - INSTAT audit</b>	<b>Mon 04/09/23</b>	<b>Tue 31/12/24</b>
Working session with peers on planning	Mon 04/09/23	Mon 15/01/24
Working session with peers on fieldwork	Mon 15/01/24	Tue 30/04/24
Working session with peers on reporting	Wed 01/05/24	Wed 28/08/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Mon 02/09/24	Tue 31/12/24
<b>On-the job guidance for financial audit - 2024 topic</b>	<b>Tue 13/02/24</b>	<b>Tue 01/04/25</b>
Fieldwork trips	Thu 02/05/24	Tue 31/12/24
Working session with peers on planning	Tue 13/02/24	Mon 29/04/24
Working session with peers on fieldwork	Thu 02/05/24	Tue 31/12/24
Working session with peers on reporting	Thu 01/08/24	Tue 29/10/24
Summary presentation and sharing with SAI Madagascar, peers and external stakeholders	Wed 06/11/24	Tue 01/04/25
Immersion visit of peer SAI	Mon 02/09/24	Fri 03/01/25
<b>C2 Traditional mission audits and jurisdictional controls</b>	<b>Fri 22/07/22</b>	<b>Wed 01/10/25</b>
<b>Overall support to improve jurisdictional controls</b>	<b>Fri 22/07/22</b>	<b>Wed 01/10/25</b>
Working session with Financial Tribunals in 2024	Wed 05/06/24	Tue 01/10/24
Support for deploying INFO TF: extension to CdC Madagascar and encouraging use by all the Financial Tribunals	Mon 01/01/24	Tue 31/12/24
Awareness and sharing sessions with the public accountants in regions	Tue 09/01/24	Sun 26/05/24
Immersion visit to peer SAI	Mon 03/06/24	Mon 31/03/25
<b>C3 External communication</b>	<b>Fri 03/09/21</b>	<b>Fri 28/11/25</b>
<b>Overall support to Communication function</b>	<b>Sat 01/01/22</b>	<b>Fri 28/11/25</b>
Support the design & implementation of a communication plan for the audit reports	Mon 05/09/22	Fri 28/11/25
Support selected Financial Tribunals in communication activities related to audits	Mon 05/09/22	Fri 28/11/25
Support the use of the CdC website and social media	Fri 01/07/22	Fri 28/11/25
Support SAI contribution to stakeholders' events	Fri 01/07/22	Fri 28/11/25
<b>On-the-job guidance for the presentation of the Rapport Public 2023</b>	<b>Wed 01/11/23</b>	<b>Tue 31/12/24</b>

Report finalisation workshop	Tue 05/03/24	Tue 31/12/24
Press conference with lunch	Mon 01/04/24	Tue 30/04/24
Annual report presentation	Mon 01/04/24	Tue 30/04/24
Support the presentation of the Rapport Public in the regions, through the Financial Tribunals.	Wed 01/05/24	Tue 29/10/24
Support for designing & putting in place a communication plan for the 2023 annual report	Wed 01/11/23	Thu 29/02/24
<b>On-the-job guidance for the presentation of the Rapport Public 2024</b>	<b>Tue 02/01/24</b>	<b>Tue 31/12/24</b>
Report finalisation workshop	Tue 03/09/24	Mon 28/10/24
Press conference with lunch	Mon 02/12/24	Tue 31/12/24
Annual report presentation	Mon 02/12/24	Tue 31/12/24
Regional presentation of the report	Tue 02/01/24	Mon 30/09/24
Support to communication related to the annual report	Mon 02/09/24	Fri 29/11/24
<b>National events or professional seminars to promote good governance</b>	<b>Mon 02/01/23</b>	<b>Fri 04/04/25</b>
Organize a national event or professional seminar to promote good governance 2024	Mon 01/04/24	Tue 31/12/24
Development of a communication committee with the support of an intern	Wed 02/11/22	Fri 05/09/25
<b>C4 Independence and legal framework</b>	<b>Mon 03/01/22</b>	<b>Fri 29/11/24</b>
Advocate for increasing the budget of the CdC to enhance capacity and financial autonomy	Fri 02/12/22	Fri 29/11/24
<b>C5 Strategic change management and internal governance</b>	<b>Mon 07/03/22</b>	<b>Fri 28/11/25</b>
<b>C5a Strategic change management 2022</b>	<b>Mon 07/03/22</b>	<b>Fri 28/11/25</b>
<b>Annual performance report for SAI Madagascar</b>	<b>Mon 07/03/22</b>	<b>Fri 28/11/25</b>
Annual performance report 2023	Thu 07/03/24	Wed 01/01/25
<b>Support the strategic management framework for the CdC and Financial Tribunals</b>	<b>Mon 03/10/22</b>	<b>Thu 16/10/25</b>
Annual seminar for strategic management and planning 2024	Thu 03/10/24	Wed 16/10/24
Annual planning seminar for Financial Tribunals 2024	Mon 02/09/24	Tue 31/12/24
Support participation to IDI Management Development program	Wed 01/02/23	Tue 31/12/24
Support participation to other international events or development programs (AISCCUF, Jurisdictional SAI forum, etc.)	Wed 01/02/23	Fri 28/11/25
<b>C5b Code of ethics</b>	<b>Mon 04/12/23</b>	<b>Wed 02/07/25</b>
Review the Ethical and Integrity system to ensure compliance with the Code of Ethics of INTOSAI (ISSAI 130)	Mon 04/12/23	Fri 17/05/24
Deliver training on Ethics and Integrity in the public and SAI context - Workshop 2 on ethics 2023	Mon 04/12/23	Fri 31/05/24
On-the-job guidance on code of ethics implementation 2024	Wed 01/05/24	Mon 02/12/24
<b>C6 Digital tools and software</b>	<b>Tue 30/03/21</b>	<b>Wed 31/12/25</b>
<b>C6a Develop an ICT strategy and establish basic ICT governance</b>	<b>Tue 05/07/22</b>	<b>Fri 28/11/25</b>
Development and implementation of an ICT strategy	Mon 05/06/23	Wed 03/07/24
Design and implementation of basic ICT policies and standards	Thu 01/06/23	Mon 01/07/24
<b>C6b ICT tools and internet for easy communication</b>	<b>Tue 30/03/21</b>	<b>Mon 31/03/25</b>
Deliver ICT equipment for the CdC - Phase 3 (in line with defined ICT strategy)	Mon 01/04/24	Tue 31/12/24
Workshop 3 on facilitation of ICT tools and internet use for communications	Mon 05/02/24	Tue 31/12/24
Workshop 4 on facilitation of ICT tools and internet use for communications	Mon 02/09/24	Mon 31/03/25
<b>C6c Digitalization of the audit process and archiving</b>	<b>Wed 01/03/23</b>	<b>Wed 31/12/25</b>
Audit software selection and development	Mon 06/05/24	Tue 31/12/24
Archive spaces renovation and equipment	Mon 05/06/23	Fri 29/03/24

Archive management system rollout and training	Mon 01/01/24	Fri 25/10/24
<b>C6d Adoption and use of software analysis tool for statistical sampling and analysis</b>	<b>Mon 02/01/23</b>	<b>Fri 28/06/24</b>
Deliver training on data analysis using Excel - Financial Tribunals	Mon 01/01/24	Fri 28/06/24
<b>C7 HR and professional development</b>	<b>Mon 02/05/22</b>	<b>Mon 26/10/26</b>
<b>C7a HR strategy and plan for training and professional development</b>	<b>Tue 01/11/22</b>	<b>Mon 26/10/26</b>
Competency framework development and assessment	Tue 01/11/22	Fri 28/11/25
Carry out a “gap analysis” to identify CdC needs and specifics areas of staff competences to be developed	Tue 31/10/23	Fri 29/03/24
Rollout of training series	Tue 04/04/23	Fri 28/11/25
Coordinate with the training program of the ENMG	Mon 01/04/24	Mon 26/10/26
<b>C7b Mainstreaming gender in the management of SAI’s Human Resources</b>	Mon 02/05/22	<b>Tue 13/01/26</b>
Organize a series of gender awareness seminars at the Financial Tribunals to be delivered by the trainers trained by the Canadian Audit & Accountability Foundation	Thu 01/06/23	Mon 30/06/25
Participation in IDI gender-related initiatives across SAIs	Mon 05/02/24	Fri 30/08/24
<b>C8 Project management and coordination</b>	<b>Mon 01/02/21</b>	<b>Wed 30/12/26</b>
<b>Continuous project management and coordination</b>	<b>Mon 01/02/21</b>	<b>Fri 28/11/25</b>
Continuous project management and coordination 2024	Tue 02/01/24	Mon 02/12/24
Various project meetings (Steering Committee, Donors Project Support Group coordination, Learning and sharing sessions, etc.)	Mon 03/01/22	Fri 28/11/25
Project exit strategy discussions and planning	Mon 27/11/23	Wed 31/07/24

### Annex-3 TANTANA provisional calendar

This list is not comprehensive as more activities will take place during 2024 although dates have not been defined yet.

<b>Activity</b>	<b>Provisional dates</b>
Training series on Excel	Throughout the year
Training series for the clerical staff (greffe)	Throughout the year
Training series for the prosecution office (Parquet)	Throughout the year
Training on Gender, Diversity and Inclusion in Financial tribunals	Throughout the year
Workshop on clearing of pending accounts for Etablissements Publics	January 2024
Workshop on jurisdictional controls reports writing	January 2024
Training on new methodological guides	February 2024
Workshop consolidation capacities for CdC heads - Madagascar	February 2024
Workshop with peers on jurisdictional controls	March, 2024
Symposium on Public Finance management	March-April, 2024
Workshop on Ethics and Integrity	Q3, 2024
Gap analysis on Human Resources and training plan design	Q3 2024
Workshop on change management for CdC heads - Oslo	September 2-14, 2024
Strategic planning seminar for the CdC	October, 2024
Strategic planning seminar for the Financial Tribunals	October, 2024