



Accelerated Peer-Support Partnership Programme

Cooperation Agreement

2018-2020

An agreement between the National Audit Office of The Gambia, AFROSAI-E, and IDI for a joint effort to strengthen the NAO's strategic management cycle and improve coordination of external capacity development support

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1. Background

1.1 National Audit Office

The National Audit Office (NAO) is established under section 159 (1) of the Constitution of the Republic of The Gambia as the Supreme Audit Institution to assist the Auditor General in the performance of his functions conferred on him by the Constitution and any Act of the National Assembly. The Auditor General has the responsibility to audit the accounts of all Government institutions, Local Government Authorities and other public bodies. The functions of the Auditor General and the National Audit Office are described in detail in the Constitution. There are a number of ongoing financial management reforms throughout Government aimed at strengthening the financial management functions in Government. Key among these reforms is the establishment of an independent National Audit Office with a strong and wide-ranging oversight function as envisaged in the 1997 Constitution of the Republic of The Gambia.

The National Audit Office was granted autonomous status through the National Audit Office Act 2015 by the National Assembly. Stakeholders expect the NAO, as a public institution, to be effective in its operations. Consequently, the NAO must modernise to meet the demands and challenges of the work.

One of the functions of the National Audit Office enshrined in the Constitution is to carry out economy, efficiency and effectiveness audits otherwise known as Performance Audits. Service delivery is an ongoing problem, and both the government and its stakeholders would benefit immensely from performance audit reports. The performance audit unit has produced about 5 reports so far, with only five staff. There are still challenges, however, as the skills and knowledge of these staff members needs to be enhanced and more people need to be recruited.

A number of Information Technology initiatives are taking place in government. Amongst these, is the Integrated Financial Management Information System (IFMIS). Environmental audits and audit of the Extractive Industries are also emerging areas that National Audit Office is interested in, as oil prospecting has begun in the country and coastal settlements decry coastal erosion and illegal sand mining. The NAO is struggling to keep up with these developments, due to complete lack of capacity in these areas.

The NAO technical staff component is approximately 150. A new office complex is due to be completed in the third quarter of 2018. Once completed, the NAO will be able to increase the number of staff. The new staff members will require a training and provision of working tools.

It is against this background that the NAO has a desire to improve its capacity and performance. This PAP-APP programme has come at a time when the strategic development plan for the period 2014-2018 is due for renewal. Once that is done and project proposals for additional capacity development are developed, the NAO will be looking forward to implementing the new strategic plan.

The NAO's Vision

To be a model institution in promoting transparency, accountability and improving the economy, efficiency and effectiveness of the use of public resources.

The NAO's Mission

The NAO is an independent public audit institution which provides professional assurance to the people of The Gambia on the extent to which public resources are used economically, efficiently and effectively for the purposes intended by the National Assembly.

1.2 Accelerated Peer-Support Programme

In 2017, the National Audit Office of the Gambia (NAO) requested to be a part of the 2nd Tier of the Global Call for Proposals (GCP). The GCP is a mechanism seeking to match SAI capacity development proposals with donors and providers of support. It aims to empower SAIs in developing countries to drive forward their capacity and performance by ensuring proposals for capacity development are *SAI-led and aligned with the SAI's strategic plans*.

The Accelerated Peer-Support Partnership (APP) Programme was then established by IDI, AFROSAI-E, and CREFIAF to provide intensive support to the SAIs selected by the INTOSAI Donor Secretariat as part of the Tier 2 call.

Against this backdrop, the NAO, AFROSAI-E and IDI have decided to establish a cooperation as a part of the APP Programme. This Cooperation Agreement outlines the planned results and how the parties will work together. Representatives of the programme also visited the NAO 9-11 July 2018 to develop a partnership baseline jointly with the SAI Team and to agree on the approach of the project with the SAI Team and the Auditor General. The partnership baseline can be found in Appendix 1.

Funding for the programme is provided by the Austrian Development Association (ADA), the Ministry of Foreign Affairs of Iceland, IDI basket funds, and in-kind support of CREFIAF, AFROSAI-E and selected peer partner SAIs.

2. Expected outcomes and outputs

2.1 Results Framework

Outcome	Indicator	Key expected outputs
1. The NAO has a stronger strategic management cycle	<p>Strategic and operational plans are in place that measure well against SAI PMF Indicator 3</p> <p><u>Target:</u> Score of 1 in SAI PMF Indicator 3 by December 2019</p> <p><u>Measurement:</u> Partnership baseline methodology</p>	<p>a. A comprehensive needs assessment report, including a review of the implementation of the 2014-2018 strategic plan</p> <p>b. A briefing on stakeholder expectations, to also be included as an annex to the new stakeholder engagement strategy</p> <p>c. A new strategic plan based on the needs assessment, informed by stakeholder expectations, and containing core elements for measuring effective performance of the SAI</p> <p>d. A new operational plan with a clear performance and results orientation</p> <p>e. An annual performance report</p>

2. The NAO is able to drive externally-supported capacity development projects in a coordinated and strategically based way	Project proposals have been finalized and submitted	a. Dedicated NAO staff and procedures b. Submitted project proposals for external support
3. The NAO leads by example in the areas of gender, diversity, and inclusion	<p><u>Target:</u> Submission by December 2019</p> <p><u>Measurement:</u> Partnership baseline methodology, qualitative assessment</p> <p>Women are represented in strategic and operational planning processes in a decision-making capacity, and gender, diversity, and inclusion issues are incorporated in the strategic plan</p> <p><u>Target:</u> Confirmation by December 2019</p> <p><u>Measurement:</u> Partnership baseline methodology, qualitative assessment</p>	a. Measures around gender, diversity, and inclusion are included the strategic plan

The associated milestones and time chart can be found in Appendix 2.

3. Responsibilities and project management

3.1 National Audit Office

The NAO is expected to be involved in the project as an institution, meaning through the involvement of all managers and staff. Commitment of the whole of top management in the project is seen as a key success factor.

The daily management of the project is to be handled by a dedicated SAI Team. This team will be responsible for coordinating the support activities provided through the cooperation. The leader of the SAI Team is expected to be the main contact person for the Peer Team. The leaders of the SAI Team and the Peer Team are expected to maintain a close and regular dialogue.

Other responsibilities of the NAO:

- Lead the Steering committee and call for the annual meeting
- Be in the driving seat in the implementation of activities
- Integrate the project-related activities with the rest of the plans and activities of the office
- Actively monitor and follow-up on the execution of activities, milestones and expected outputs in the project
- Nominate a SAI Team responsible for the coordination of the project activities
- Ensure the availability of adequate staff and their continuity in the areas covered through the project

- Prepare annually a summary of progress of agreed activities and performance compared to intended outputs and indicators; if possible, this information should be provided as an integrated part of the SAI performance report
- Convene quarterly update calls with development partners, the project team and leadership
- Invite all involved in the project, including development partners and resource persons, to an annual meeting
- Contribute to ToRs for specific project activities
- Contribute to reports of main project activities

Current membership of the SAI Team is listed in Appendix 3.

3.2 Peer Team

A Peer Team will be formed to manage the support to the SAI. AFROSAI-E and IDI will as partners mainly operate through its representatives in the Peer Team. INTOSAI providers interested in supporting the SAIs will also be invited to be a part of the Peer team.

Responsibilities of the Peer Team include:

- Coordinate and deliver the support activities in a close dialogue with the SAI and interested country-level development partners
- Develop draft ToRs for main project activities
- Ensure a report is written for all main project activities, in close cooperation with the SAI Team
- Ensure all interested parties are well informed about plans and activities
- Coach and retain qualified peers for the project activities
- Coordinate with the Programme Team

Current membership of the Peer Team is listed in Appendix 4.

3.3 PAP-APP Programme Team

The cooperation is a project within the Accelerated Peer-Support Partnership Programme. The programme team serves the project and is responsible for the following:

- Cover and manage costs of the project activities
- Initiate and ensure coordination of events involving multiple SAIs
- Continuous coordination of activities, to inform involved parties and adjust plans
- Ensure the Peer Teams have the necessary resources and competencies, including in the areas of gender, diversity and inclusion
- Mobilize and retain qualified peers for the project activities
- Provide templates for agreements, reports, etc.
- Handle arising and unexpected issues due to the challenging situation in SAI-level projects
- Summarize SAI-level plans and reports into programme level plans and reports, to ensure coordination and lessons learned shared across projects

4. Steering and reporting

A Steering Committee is established where each of the cooperation partners are represented.

The committee will be led by the Auditor General of the NAO and is responsible for approving the annual report and annual plans for the project. The Steering Committee shall meet once each year,

likely as a side event at the AFROSAI-E Government Board meeting. The committee can also meet ad-hoc to discuss the project and be consulted on arising issues.

The annual report of the cooperation should as much as possible be integrated in the NAO's performance reporting.

At the end of the cooperation period, an external evaluation of the project will be carried out where all parties will make sure project-related documents are made available.

5. Budget and finances

IDI will bear all direct costs for agreed in-country events and for other project-related costs such as the printing of materials and the strengthening of communication facilities necessary for smooth coordination between the Peer Team and SAI Team.

IDI will also cover travel, visas, accommodation, breakfast, and lunch related to the SAI Team's participation in activities outside the country, including on weekend days when required.

Costs for the SAI Team members' dinners and eventual other allowances will not be covered by IDI and must to be covered by the NAO.

The NAO is expected to ensure participants have travel insurance. However, IDI can reimburse such costs.

IDI will be responsible for financial management of the project, including ensuring activities are planned and executed within the budget for the PAP-APP programme. The other partners commit to provide IDI with key information required for reporting to the donors.

6. Risk Management

Risk management is expected to be done systematically for the project. The table in Appendix 5 lists risks and actions to mitigate with them. The status of these risks are expected to be regularly assessed and followed-up jointly by the SAI Team and the Peer Team.

7. Principles for cooperation

The primary principles that will govern the cooperation are the following:

- (i) The partners recognize and respect the governance structures and internal processes of each other.
- (ii) The partners will be transparent with regard to planned activities that might potentially impact on the work of the other party and will seek ways to complement each other in the performance of their functions.
- (iii) The partners will cooperate with honesty, integrity and professionalism, and will respect the work, findings and representations made by each other.
- (iv) Communication between the partners will be responded to with the necessary promptness and will be considered in the context of seeking ways to cooperate and complement each other's functions.

- (v) The partners commit to maintaining open and effective internal and external communication on all matters pertaining to the collaboration. The partners will strive to share information on relevant activities and partnerships generated as a supplement to or a consequence of the Cooperation.
- (vi) The partners will separately or jointly give appropriate visibility to the Cooperation and its activities, and work to improve awareness of the priorities and activities of the partners.
- (vii) The partners shall maintain complete confidentiality regarding each other's confidential information that might be shared during the project unless prior written permission is obtained from the party.

8. Agreement




As partners we commit to work together to achieve the outcomes and outputs.

We agree to seek to allocate the required resources and staff for participation in the project.

We agree that any changes to the project outcomes and outputs will be mutually discussed and agreed upon.

We commit to the cooperation principles and requirements as stated in the donor agreement for the project.

Date: 21 September 2018

NAO	AFROSAI-E	IDI
		

Appendix 1: Partnership baseline

SAI-PMF Indicator 3 - Strategic Planning Cycle				
Dimension	Criteria	Assessment	Sources	Joint Review Notes
(i) Content of the Strategic Plan	a) The current strategic plan is based on a needs assessment covering the main aspects of the organization and an identification of gaps or areas requiring performance improvements. <i>IDI Strategic Planning Handbook</i>	met	Strategic Development Plan 2014 - 2018, Appendices A and B; verbal confirmation by the SAI Team; documentation of the needs assessment exists but has not yet been shared (beyond the SWOT and environmental analyses included in the Strategic Plan)	A needs assessment was conducted during the planning process for the current SP, the SWOT and environmental analyses were some of the outputs of this assessment
	b) The strategic plan incorporates a results framework, logical framework or similar which has a logical hierarchy of purposes (e.g. mission-vision-goals-objectives; or input-activities-output-outcome-impact). <i>IDI Strategic Planning Handbook</i>	met	Strategic Development Plan 2014 - 2018, p4; verbal confirmation by the SAI Team	The SP sets out the vision, mission, goals, and objectives very clearly
	c) The strategic plan contains a manageable number of indicators measuring the achievement of the SAI's strategic objectives (E.g. related to its external deliverables (e.g. reports), internal capabilities, communication with stakeholders and legal framework). <i>IDI Strategic Planning Handbook</i>	met	Strategic Development Plan 2014 - 2018, Appendix C; verbal confirmation by the SAI Team	The number of indicators is manageable and well-suited to the number of objectives and activities
	d) The strategic plan is complemented by an implementation matrix or similar document which identifies and prioritises the projects that need to be undertaken to achieve the goals and objectives of the strategic plan, and which identifies risks to achievement of the strategic plan. <i>IDI Strategic Planning Handbook</i>	not met	Strategic Development Plan 2014 - 2018, Appendix C; verbal confirmation by the SAI Team	Though there is an implementation matrix, the projects are not prioritised and risks are not identified

SAI-PMF Indicator 3 - Strategic Planning Cycle				
Dimension	Criteria	Assessment	Sources	Joint Review Notes
	e) "Stakeholders' expectations and emerging risks are factored into strategic (...) plans, as appropriate". ISSAI 12:5	not met	Strategic Development Plan 2014 - 2018, p3; verbal confirmation by the SAI Team that stakeholder expectations were considered, but no documentation of the consultations is currently available and it is not clear if emerging risks were factored in	Stakeholder expectations are referenced in the current SP: "This is the second Strategic Development Plan and has been finalised through thorough review of the first plan and a very rigorous consultative process with all stakeholders whose support is needed in implementing the NAO Strategic Development Plan which will enable us to be more efficient and effective, contribute more meaningfully to the good governance of our nation and be judged on our activities by our stakeholders in a balance and constructive way." However, it is unclear if emerging risks were factored in
	f) The current strategic plan is based on an assessment of the institutional framework (e.g. the formal and informal practices that govern the SAI's operations, as well as country governance, political economy and public financial management systems) in which the SAI operates, and the current capacity of the SAI's key stakeholders to make use of the SAI's reports. <i>IDI Strategic Planning Handbook</i>	met	verbal confirmation by the SAI Team; Strategic Development Plan 2014 - 2018, Appendix B and p13; no documentation of the assessment is currently available	A needs assessment was conducted during the planning process for the current SP, the environmental analysis was the main output
	g) <i>Where necessary and appropriate</i> , the strategic plan includes measures designed to strengthen the SAI's institutional environment.	not met	Strategic Development Plan 2014 - 2018; verbal confirmation by the SAI Team	Though the passing of a new audit law was a priority (achieved in 2015), the SP does not include any measures focused on the wider institutional environment
	<i>An effective annual plan should contain:</i>			
	a) Clearly defined activities, timetables, and responsibilities.	not met	verbal confirmation by the SAI Team	No OP, but one of the three unit-specific audit plans (Ministries & Departments) includes some non-audit activities
(ii) Content of the Annual Plan/Operational Plan	b) Coverage of all the SAI's main support services, like financial management, HR and training, IT and infrastructure, etc.	not met	verbal confirmation by the SAI Team	No OP, but there is an annual training plan submitted to the MoF
	c) Clear links to the strategic plan.	not met	verbal confirmation by the SAI Team	No OP

SAI-PMF Indicator 3 - Strategic Planning Cycle				
Dimension	Criteria	Assessment	Sources	Joint Review Notes
	d) The annual plan contains or is linked to a budget, and there is evidence that considerations have been made about the resources needed to complete the activities in the plan.	not met	verbal confirmation by the SAI Team	No OP, but the training plan has a budget
	e) An assessment of risks connected to achieving the objectives of the plan.	not met	verbal confirmation by the SAI Team	No OP
	f) Measurable indicators at the outcome and output level.	not met	verbal confirmation by the SAI Team	No OP
	g) Baselines of current performance and milestones for major indicators.	not met	verbal confirmation by the SAI Team	No OP
(iii) Organizational Planning Process (Development of Strategic Plan and Annual/ Operational Plan)	<i>An effective organizational planning process requires:</i> <i>All of the notes under this dimension are in reference to the Strategic Plan only; in truth, all are default 'not met' because there is no Operational Plan</i>			
	a) High-level ownership of the process: the head of the SAI and the SAI management are involved in and own the process.	met	verbal confirmation by the SAI Team	The SP was drafted by a committee of five staff members, including the AG
	b) Participation: the opportunity for everybody within the organization to provide input into organizational planning in some form.	met	verbal confirmation by the SAI Team; no documentation of this participation is currently available	Not clear if the draft SP was circulated but there were presentations made to all staff and they were given a chance to comment
	c) A variety of appropriate external stakeholders are consulted as part of the process.	met	verbal confirmation by the SAI Team; no documentation of these consultations is currently available	There was an SP validation workshop involving the MoF, the National Assembly, and others, with the draft plan being shared ahead of time
	d) Communication: there is effective communication of the organizational plans to everybody within the organization.	met	verbal confirmation by the SAI Team; AFROSAI-E's 2017 Quality Assurance Review Report	All staff were given a printed copy of the SP and signed a statement saying they had. The recent QA noted: "staff at the various levels are not aware of the strategic plan", but this was refuted by the SAI Team
	e) The strategic plan is made publicly available. ISSAI 20:2	met	verbal confirmation by the SAI Team; NAO website	The SP was distributed to some key stakeholder and anyone can pick up a copy from the office; however, it is not currently on the website

SAI-PMF Indicator 3 - Strategic Planning Cycle				
Dimension	Criteria	Assessment	Sources	Joint Review Notes
	f) There is a process for annual and/or in-year monitoring of progress against the strategic plan and annual/operational plan.	not met	verbal confirmation by the SAI Team	There was no process for monitoring progress against the SP, but the unit heads are reviewing everything now in preparation for the new strategic planning process
	g) Planning the plan: there are clearly defined responsibilities, actions and a timetable for developing the organizational plans.	not met	verbal confirmation by the SAI Team	There was no formal plan for the SP development process
	h) Continuity: the last strategic plan was in place by the time the previous strategic planning period had ended.	not met	Strategic Development Plan 2007 - 2012; Strategic Development Plan 2014 - 2018	There was no gap between the previous and the current SP, but there will almost certainly be for the next because we are fast approaching the deadline and only a little bit of work has been done
	i) The organizational planning process has been evaluated to provide input to the next planning process.	not met	verbal confirmation by the SAI Team	There have been no evaluations of the SP development process
	<i>Regarding measuring and reporting on the SAI's performance -</i>			
(iv) Monitoring and Performance Reporting	a) "SAIs assess and report on their operations and performance in all areas (...)." ISSAI 20:6 (i.e. including a summary review of the SAI's performance against its strategy and annual objectives).	not met	verbal confirmation by the SAI Team	An annual activity report is produced for the national assembly along with the NAO's audited accounts, but no report is produced that covers performance
	b) SAIs use performance indicators to measure achievement of internal performance objectives. IDI Strategic Planning Handbook, chapter 9	not met	verbal confirmation by the SAI Team	No indicators are used to measure achievement of objectives
	c) "SAIs may use performance indicators to assess the value of audit work for Parliament, citizens and other stakeholders." ISSAI 20:6 (E.g. defining indicators relevant to specific stakeholders, or measuring satisfaction of stakeholders).	not met	verbal confirmation by the SAI Team	No indicators are used to measure the value of audit work
	d) "SAIs follow up their public visibility, outcomes and impact through external feedback." ISSAI 20:6	not met	verbal confirmation by the SAI Team	No external feedback is collected

SAI-PMF Indicator 3 - Strategic Planning Cycle				
Dimension	Criteria	Assessment	Sources	Joint Review Notes
	e) Where appropriate, "the SAI... publish[es] statistics measuring the impact of the SAI's audits, such as savings and efficiency gains of government programs." <i>INTOSAI Guideline on Communicating and Promoting the Value and Benefits of SAIs, pg.8</i> <i>In addition to the SAI's annual performance reporting -</i>	not met	verbal confirmation by the SAI Team	Impact stories are not published (or collected), but some impact examples have received national coverage (e.g., fisheries)
	f) "SAIs publicly report the results of peer reviews and independent external assessments." <i>ISSAI 20:9</i>	not met	verbal confirmation by the SAI Team	No peer reviews and external assessments have been made public
	g) SAIs make public the audit standards and core audit methodologies it applies. <i>ISSAI 12:8</i>	not met	verbal confirmation by the SAI Team	There is no official posting, but standards and methodologies used are included in audit reports

External support and gender, diversity, and inclusion				
Dimension	Criteria	Assessment	Sources	Joint Review Notes
External support	a) The SAI has a plan for prioritizing, seeking, and coordinating external financial and technical capacity development support, linked to its strategic plan.	not met	verbal confirmation by the SAI Team	No external support coordination plan
	b) The SAI has dedicated staff with responsibility for coordinating external support.	not met	verbal confirmation by the SAI Team	No staff at the moment, but they may start recruiting shortly
	c) The SAI submits project proposals for external support linked to its strategic priorities.	not met	verbal confirmation by the SAI Team	No project proposals have been submitted for a long time, if ever; at one point they were approached by IFAD and asked to send a formal letter requesting support, including activity costs
Gender, diversity, and inclusion	a) Plans for improvement in the area of gender, inclusion, and diversity are included in the current strategic and operational plans	not met	verbal confirmation by the SAI Team	No plans in the current SP, no OP
	b) There is female representation in the SAI's strategic planning team equal to or higher than the proportion of female employees in the SAI	met	verbal confirmation by the SAI Team	During the last planning process, two of the five committee members were female and that was higher than the proportion of female employees in the SAI at the time

Scoring Sheet

Dimension	Criteria	Score
(i) Content of the Strategic Plan	Score = 4: All the criteria are in place.	2
	Score = 3: At least five of the criteria are in place	
	Score = 2: At least three of the criteria are in place	
	Score = 1: At least one of the criteria is in place.	
	Score = 0: None of the criteria are in place.	
(ii) Content of the Annual Plan/Operational Plan	Score = 4: All of the criteria above are in place.	0
	Score = 3: At least five of the criteria above are place	
	Score = 2: At least three of the criteria above are place.	
	Score = 1: At least one of the criteria above is place	
	Score = 0: None of the criteria above are in place	
(iii) Organizational Planning Process (Development of Strategic Plan and Annual/ Operational Plan)	Score = 4: All of the criteria above are in place.	0 / 2 (SP only)
	Score = 3: At least seven of the criteria above are in place.	
	Score = 2: At least four of the criteria above are in place.	
	Score = 1: At least two of the criteria above are in place.	
	Score = 0: Less than two of the criteria above are in place.	
(iv) Monitoring and Performance Reporting	Score = 4: All of the criteria are in place.	0
	Score = 3: At least five of the above criteria are in place.	
	Score = 2: At least three of the above criteria are in place.	
	Score = 1: At least one of the above criteria is in place.	
	Score = 0: None of the above criteria are in place.	
Overall Score		0 / 1

Appendix 2: Milestones and time chart

Milestones		Date Expected
Project functions are established		Sep-18
The stakeholder expectations report is approved by the AG		Oct-18
The needs assessment report is approved by the AG		Dec-18
The strategic plan is approved by the AG and shared widely		Sep-19
The operational plan is approved by the AG and communicated internally		Dec-19
Monitoring, evaluation, and reporting systems are in place		Feb-20
Project proposals have been approved by the AG and submitted		Dec-19
The phase 1 report is approved by the steering committee		Jun-20

Focus Area	Start	End	2018												2019												2020					
			7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6						
Project Functions	Jul-18	Sep-18																														
Stakeholder Engagement	Jul-18	Oct-18																														
Needs Assessment	Sep-18	Dec-18																														
Strategic Planning	Sep-18	Sep-19																														
Operational Planning	Jul-19	Dec-19																														
Monitoring, Evaluation and Reporting	Jun-19	Feb-20																														
External Support Coordination	Sep-18	Dec-19																														
Project Management	Jul-18	Jun-20																														

A detailed version of the project's activity plan, including the associated budget, is filed with IDI and has been shared with all partners to the agreement. The activity plan will be treated as a living document and iterated as the project progresses.

Appendix 3: SAI information

Membership

Role	Name	Position
Focal Point	Mr. Baba S Drammeh	Director
Member	Mr. Ebrahima Drammeh	Director
Member	Mr. Almamie Mankajang	Director
Member	Mr. Pa Majagne Ndow	Director
Member	Mr. Bakary Trawally	Senior Manager

Strategic management documents reviewed

Document type	Official title
Strategic plan	Strategic Development Plan 2014-2018
Operational plan	<i>does not exist</i>
Other important SAI plans	2018 Audit Plan for Ministries and Departments
	2018 Audit Plan for Projects
	2018 Audit Plan for Extraneous Entities
Internal progress report	<i>does not exist</i>
External performance report	<i>does not exist</i>
Needs assessment	AFROSAI-E Quality Assurance Report (November 2017)

Other capacity development support received in the last three years

Project title	Period
AFROSAI-E's FAM & CAM Programme	current
IDI's SAs Engaging Stakeholders Programme	current, 2018-2019

Appendix 4: Peer team

Membership

Role	Name	Position	Organization
Leader and main contact person	Dana Wilkins	Capacity Development Manager	IDI
Member	Cynthia Mangaba	Programme Manager	AFROSAI-E
Member	Johnson Akuamoah	Deputy Auditor General	Ghana Audit Service
Member	Stefanie Grace Fernandez	Advisor, International Division	Office of the Auditor General of Norway

Appendix 5: Risk matrix

Risk	Description	Control measures by the SAI Team	Control measures by the Peer Team	Risk level taking control measures into account (low, medium or high)
Availability of top management to participate in activities	Top management are very busy and could be a bottleneck for activities if they aren't able to participate in activities that require their input	Delegate responsibilities as appropriate; revisit and iterate the activity plan on a regular basis to ensure good planning and timing of activities; act on the priority mandate and support from the AG	Revisit and iterate the activity plan on a regular basis to ensure good planning and timing of activities; minimize the workload burden on particularly busy SAI Team members, especially administrative tasks	low
Poor communication within and between the SAI Team and Peer Team	Information isn't communicated in good time	Make sure that all information is shared with all involved; hold weekly/biweekly check-ins of the SAI Team where all can provide updates and discuss challenges and next steps; hold monthly check-ins as whole project team; hold weekly/biweekly check-ins between the SAI focal point and the project lead	Same as the SAI Team	low
Limited ICT tools	Bad internet connections and limitations on internet use	Ensure that those working on the project are given priority access	Fund communication facilities, including some laptops, internet dongles, and a USB speaker	medium
Uncoordinated support	The support projects and capacity development programmes are not coordinated properly, leading to overlapping and perhaps even competing efforts	Be open with the Peer Team about new demands on their time related to other external support; host quarterly calls with the donors	Keep in regular contact with any other project leads and identify any potential conflicts and coordination opportunities as far in advance as possible; support the NAO to host quarterly calls with the donors	low