

## Terms of Reference

# IDI procurement for statistical analyst 2023 INTOSAI Global Survey & Global SAI Stocktaking Report

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## PART I

### 1. Background

IDI coordinates the triennial INTOSAI Global Survey, in partnership with INTOSAI Committees, Regions, General Secretariat and INTOSAI Chair. IDI also produces and disseminates its triennial [Global Stocktaking report](#). This provides a global overview of levels and changes in SAI capacity and performance, and other information on SAI capacity development. It draws heavily on the results of the INTOSAI Global Survey, supplemented by other SAI performance information. Following from the 2010, 2014 and 2017 and 2020 reports, the new report will be published in 2023.

Some main results from the Global SAI Stocktaking Report 2020:

*The Global Stocktaking Report shows that Supreme Audit Institutions (SAIs) report continuing challenges related to independence and resource access, which inhibits them from reaching their potential in contributing to good financial governance and adding value to all.*

*Globally, SAIs are experiencing a further deterioration in terms of the independence principles outlined by the INTOSAI Mexico Declaration on SAI Independence. SAIs in Low-Income countries and in countries with limited democratic space are more likely to face shortcomings in their legal frameworks and de-facto independence.*

*Like in the previous Stocktaking INTOSAI regions ARABOSAI, CREFIAF and CAROSAI regions appeared to face more challenging circumstances and display more limited capacity, in a significant number of areas.*

*The 2020 Stocktake confirms that SAIs are progressing towards increased adoption of the International Standards for Supreme Audit Institutions (ISSAIs), with 86% of SAIs reporting that they have adopted ISSAI standards in some form. Despite that, there is still a long way to go to achieve implementation of ISSAIs, and SAI PMF data suggests that few SAIs are mostly complying with ISSAIs across all parts of the audit process.*

*Across financial, performance and compliance audits, a substantially larger proportion of SAIs have ISSAI compliant manuals than have ISSAI compliant audit practices. More SAIs are also meeting ISSAI benchmarks for planning, conducting and reporting in financial audit and performance audit while compliance audit is lagging behind.*

*There's also a worrisome trend observed for audit coverage. Since 2014, coverage has receded slightly for financial and performance audit, while it has increased slightly for compliance audit. As more efforts are required to implement compliance audit according to the ISSAIs, part of the decrease in coverage could be due to a shift in priorities towards compliance audit*

*The Global Stocktaking Report suggests that although the INTOSAI regional bodies mostly operate with limited human and budgetary resources, they are responsive and able to focus their support towards the communicated needs of the SAIs. Regional strategies are based on their members' input, and cover the needs expressed by members.*

It is the intention of the 2023 INTOSAI Global Survey and Global SAI Stocktaking Report to draw from these previous results and take a new snapshot of the global and regional performance and capacities of SAIs to the date.

The Global Foundations Unit (GFU) within IDI is the department in charge of the development and publication of the 2023 Global Survey and Stocktaking report. The GFU will lead the development of the survey, the analysis and the report writing.

In addition to IDI internal resources there is a need for external expertise on quantitative analysis of survey data and other SAI related performance data gathered from other different sources. It is thus decided to open it up for a competitive tender process.

The IDI Operational Plan and budget for 2023 includes plans and costs for external expertise in the aforementioned tasks.

## 1.2. Brief Overview of IDI

### Strategic Plan in a Nutshell: IDI's Value Proposition

IDI is a not-for profit, autonomous **INTOSAI body** mandated to support Supreme Audit Institutions (SAIs) in developing countries to sustainably enhance their performance and capacity.

IDI is **unique** as a body established as an **integral part of the INTOSAI community**, to serve the needs of all developing country SAIs (*not tied to any country's specific geographic or political interests*). It is governed by prominent Heads of SAIs who are appointed on their professional merit, staffed with experienced professionals from the SAI, audit and donor communities, and able to draw on the financial and in-kind support of SAIs and donors across the world. This makes IDI a **trusted partner of all INTOSAI bodies, regions and SAIs**, and gives it the ability to bring the SAI and donor communities together, and to resource capacity development initiatives for the benefit of all developing country SAIs.

IDI maximises its value to SAIs by focusing on areas where its unique position and experience gives it a comparative advantage over other providers of support. IDI will make the following strategic shifts from 2019:

- Deliver its support through **four work streams** focused on developing **independent, well-governed, professional and relevant SAIs**. These will be delivered at the global, regional and SAI-level through a combination of developing Global Public Goods, lessons learned, education programmes and resource pools; being a centre for knowledge and innovation; and delivering programmes to groups of SAIs with similar needs.
- Increasingly provide **SAI-level support** to facilitate sustainable change. This will target two groups: firstly, SAIs that show commitment and readiness in their participation in IDI initiatives, but need deeper support to ensure change is sustainable; and secondly, SAIs classified as being in fragile situations and other SAIs facing significant development challenges.

- Start to fully integrate a **gender perspective** by measures including gradually integrating a gender analysis in the design and implementation of all initiatives.

IDI's involvement in global standard setting, policy dialogue on provision of support to SAIs, and country-level implementation makes it uniquely positioned to provide the feedback loop between policy and practice.

IDI also fulfils a **global role to strengthen support to SAIs**, through supporting strategic partners including INTOSAI regions, measuring and monitoring SAI performance, facilitating the matching of SAI needs to providers of support, and engaging in advocacy and communications to maintain and strengthen support to SAIs. This global role includes functions that support the aims of the **Memorandum of Understanding between the INTOSAI and Donor communities**, which are delivered based on coordination and dialogue between the INTOSAI-Donor Cooperation and IDI.

IDI's unique position has enabled it to develop a unique **approach to capacity development**, that is **needs-based, SAI-led, facilitative, empowering, gender responsive** and delivered through enabling **peer to peer support**. It combines theory with practical application through approaches such as facilitated organisational assessments, Cooperative Audits, and quality review mechanisms. It brings together **institutional, organisational and professional capacity development** to deliver sustainable change in the **independence, governance, professionalism and relevance of SAIs**.

## 2. Description of Requested Services

### 2.1. Tasks

The external expert will support IDI in:

- The design of the Global Survey together with IDI GFU lead
- Conduct the quantitative analysis of the survey data, and additional data sources
- Work closely with IDI GFU in the data analysis for the Global Stocktaking report.
- Consolidate data into appropriate format for analysis (master sheet), storage and presentation in the Global Stocktaking Report 2023
- PEFA data consolidation and analysis
- Other Data consolidation and analysis
- Consolidation of all data & preparation of Statistical Annex
- Ensure data quality and integrity of data analysis through internal control checks and respond to external quality controller

### 2.2. Expected outputs

The data analyst is expected to deliver the following products

- Master sheet with statistical data on the results of the Global Survey as well as graphic representation of these to be presented for initial analysis of results
- Data and graphic representation for further analysis and for integration into the Stocktaking report (in agreement with GFU)
- Data and graphic representation for the Statistical Annex (in agreement with GFU)

- Consolidated data from the Global Survey 2023 presented in a user-friendly format

## 2.2. Resource Requirements

Based on the above responsibilities, it is recommended that an external expert is commissioned to support delivery of the Global Survey and Stocktaking.

In addition, IDI will work with other external subject matter experts, as needed, including own staff, and the external analyst is expected to collaborate with these persons as needed, in workshop. All collaboration will be facilitated by IDI GFU.

## 2.2. Scope and budget

The analyst will be hired to deliver the tasks mentioned in point 2.1 and 2.2. The duration of the contract begins at the moment it is signed (first tasks expected to start in February) until the approval of the final report, approximately October 2023. A budget up to 130 000 NOK is available for the services in the entire period, including fees, travel and any other costs. The analyst will be required to define their rates, stated in the currency used, in the bids.<sup>1</sup> Further details will be set out in the contract.

## 2.3. Approach and Methods

The analyst has/have to familiarise themselves with necessary documents (see 3). Support for most requested services mentioned under 2.1. involves desk review and does not require travel. In addition, it would be expected that the analyst would take part in design, analysis and review meetings. Physical arrangements of these meetings would have to be agreed once the procurement is finished. Necessary travel will be discussed and compensated (details can be found in the contract).

Otherwise, online meetings can be held when necessary. IDI will offer a common joint virtual workspace for both IDI team members and the analyst for sharing and accessing data and documentation, and exchange.

The analyst will support the design phase, which aims to outline a research design for the study, including the design of the 2023 Global Survey. To ensure continuity and comparability with former stocktakes the basis will be the Global Stocktaking 2020 results and evaluation, including the Global Survey 2020. The survey will be programmed into a web-based survey tool for distribution to respondents.

The INTOSAI Global Survey is the primary source of data for the Global SAI Stocktaking Report. Additional data will come from all available global data sources on SAIs, including SAI PMF assessments, Open Budget Survey Data, PEFA data and the SAI Capacity Development Database.

The Global Survey Committee (IDI GFU, all INTOSAI regional secretariats, sub-regions AFROSAI-E and CREFIAF, INTOSAI goal chairs, INTOSAI Chair, General Secretariat) owns the Global Survey and thus makes strategic decisions over it. This committee will be consulted on design and structure of the Global Survey, as well as circulating, collecting responses, closing survey and liaising with SAIs to resolve data quality issues.

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<sup>1</sup> Please see how the fee rate will affect the evaluation of the bids under 5.

## 2.4 Roles and Responsibilities

The following summarizes responsibilities for different tasks.

Task	Lead	Partners / Support
Drafting ToRs, timetable, structures and resourcing proposals for all products	IDI GFU (Camilla)	IDI Global Foundations Unit
Approving ToRs, timetable, structures and resourcing proposal	GFU DDG and IDI DG	IDI Global Foundations Unit
Overall project management, monitoring, agreeing remedial measures, review and approval of all products	<b>GFU (Camilla), GFU DDG, and IDI DG</b>	GFU and SSU
Day to day management of the Global Survey development and distribution (including circulating, chasing SAI responses, closing survey, liaising with SAIs to resolve data quality issues)	IDI Global Foundations Unit (Camilla and Caterina)	<b>Global Survey Committee</b> (IDI Global Foundations, all INTOSAI regions, sub-regions, goal chairs, INTOSAI Chair, General Secretariat), IDI regional managers
Strategic decisions relating to the global survey (e.g. approach to confidentiality)	<b>IDI GFU</b>	<b>Global Survey Committee</b> (IDI Global Foundations, all INTOSAI regions, sub-regions, goal chairs, INTOSAI Chair, General Secretariat)
Suggestions for how to better integrate gender into the Global Survey and report	IDI Strategic Support Unit (Petra)	Gender and Inclusion Champions IDI
Global Survey Design and drafting	GFU lead	<b>Statistical analyst, SSU, GS Committee</b>
Consolidation of data into appropriate format for storage & analysis	External Data analyst / researcher	IDI Global Foundations Unit
SAI PMF data	Extraction by IDI SAI PMF team	Analysis by GFU
Other external data	External Data analyst / researcher and GFU Lead	SSU
Consolidation of all data & preparation of Statistical Annex	External Data analyst	
Data quality control checks	External Quality controller	
Translation of survey, survey responses, stocktaking report	IDI framework translators - managed by GFU Coordination	IDI Global Foundations Unit
Planned structure and content of Global SAI Stocktaking Report	GFU	IDI Global Foundations Unit and SSU
Data analysis for Stocktaking Report	Processing of data by external statistician – analysis by GFU lead	SSU

Task	Lead	Partners / Support
Review integrity of data analysis	External Quality controller (External analyst to facilitate)	
Draft Stocktaking Report (Main report and Appendix)	GFU Lead	External analyst and SSU
Quality control review of stocktaking report	SSU and DG	External analyst and SSU
Draft Main report executive summary	GFU lead	IDI Global Foundations Unit
Liaise with IDI graphic designers for design of stocktaking report <sup>2</sup>	IDI Global Foundations Unit	External designer according to need
Organize launch event, communication materials, press releases, video etc.	IDI Global Foundations Unit	External designer according to need

## 2.5 Project phases and timetable

The following sets out the main phases of the project, a detailed draft timetable, and responsibilities.

Phase and Task	Responsibility	Date / Deadline
<b>1. Planning</b>		
1.1 Preliminary ToRs and timelines	GFU	15 January 2023
1.2 Establishment of Global Survey Committee	GFU	15 January 2023
1.3 ToRs for external expert issued	GFU	15 January 2023
1.4 Bids due	External expert	3 February 2023
1.5 Selection of external expert	GFU	10 February 2023
1.6 Start of project	GFU	15 February 2023
<b>2. Global Survey</b>		
2.1 Develop research and survey design	GFU with analyst	15 March 2022
2.2 Discussions about how to integrate gender better in survey	IDI gender experts	February 2022
2.3 Review of survey by Global Survey Committee	GFU & Global Survey Committee	15 -31 March 2022
2.4 QC review of global survey	GFU and analyst	31 March
2.5 Translation of survey	GFU and IDI Framework Translators	10 April 2023

Phase and Task	Responsibility	Date / Deadline
2.6 Programming and QC	GFU, analyst and translators	17 April 2023
2.7 Issue Global Survey	GFU	17 April 2023
2.8 Global Survey Completion Deadline	SAIs, Regions	1 June 2023
2.9 Translate all non-English responses	IDI Framework Translators	10 June 2023
2.10 Data quality control checks	External Quality Controller	10 June 2023
2.11 Chase outstanding surveys & resolve data queries	GFU	1-20 June 2023
2.12 Final closure of survey	GFU	20 June 2023
<b>3. Other Sources of Data</b>		<b>June</b>
3.1 SAI PMF: collect all SAI PMF reports from SAIs and provide to IDI GFU	SAI PMF team	June 2023
3.2 Collate SAI PMF data into spreadsheet which maps scores between different SAI PMF versions and provide to data analyst	IDI GFU	June 2023
3.3 OBS: collect and collate 2015, 2017 and 2019 data	GFU and External Data analyst	June 2023
3.4 PEFA: obtain spreadsheet from PEFA Secretariat	GFU and External Data analyst	June 2023
3.5 PEFA: collect published PEFA data and collate	External Data	June 2023
3.6 Other (WGI, CPIA, SDG): collect and collate	External Data analyst	June 2023
<b>4. Data Analysis</b>		
4.1 Consolidate all survey and external data into selected database / other tool	External Data analyst	30 June 2023
4.2 Run statistical analysis of all survey data	External Data analyst	1 August 2023
4.3 Compile Statistical Annex	External Data analyst	20 August 2023
4.4 Analysis of survey data	External Data analyst / researcher with IDI GFU	20 August 2023
4.5 Review integrity of data analysis	External Quality Controller	31 August 2023
<b>5. Report Writing</b>		
5.1 Draft report	GFU Lead	25 Sept 2023
5.2 Review main volume & provide feedback	Global Survey & Stocktaking Project Team	10 Oct 2023
5.3 Quality control review of main report	External Quality Controller (TBC)	10 Oct 2023
5.4 Draft executive summary	GFU Lead	15 Oct 2023
5.5 Finalize annex volume and main report	GFU and analyst	31 October 2023
<b>6. Design and visual presentation of the report</b>		
6.1 Prepare report template including agreed graphic design	GFU & IDI graphic designers	1 June 2023
6.2 Finalize graphic design (including improving key visuals / data presentation)	GFU & IDI graphic designers	1 Oct 2023



Phase and Task	Responsibility	Date / Deadline
6.3 Prepare report in design version	Graphic designer	25 Oct 2023
6.4 Report ready for publication (embargoed version)	IDI GFU	1 November 2023
6.5 Report sent for translation	IDI GFU	1 November 2023
6.6 Organize launch event, communication materials, press releases, video etc.	IDI GFU	10 November 2023
6.7 Translation completed	IDI Framework Translators	1 December 2023
6.8 Translations quality checked	IDI coordinators	15 December 2023
6.9 Translated versions published	IDI GFU	20 December 2023

### 3. List of background documents

- Terms of Reference for the 2020 INTOSAI Global Survey and Global Stocktaking report
- 2010 Global SAI Stocktaking Report <http://www.idi.no/en/idi-library/global-sai-stocktaking-reports-and-research/2010-global-sai-stocktaking>
- 2014 Global SAI Stocktaking Report <http://www.idi.no/en/idi-library/global-sai-stocktaking-reports-and-research/2014-global-sai-stocktaking>
- 2017 Global SAI Stocktaking Report <http://www.idi.no/en/idi-library/global-sai-stocktaking-reports-and-research/2017-global-sai-stocktaking>
- 2020 Global SAI Stocktaking Report [IDI Global Stocktaking Report](#)
- IDI Strategic Plan 2019-2023 and IDI Operational Plan and Budget 2023 <http://www.idi.no/en/about-idi/strategies-and-plans>

## PART II – PROVISIONS REGARDING PARTICIPATION IN THE TENDER PROCEDURE

The tender will be carried out using the **IDI procurement policy**.

### 4. Expertise Required

#### Essential requirements:

- Ph.D or Master's Degree in relevant discipline
- At least seven years of relevant professional experience in the substantive area (survey data analysis/research), of which at least 4 years at international level
- Substantial experience in working with survey data
- Substantial experience in research/data analysis of international projects, preferably also in the areas of public financial management and external audit
- Ability to think strategically and integrate diverse information from varied sources
- Good understanding of international development processes, their actors and clients, preferably also in the area of public financial management and external audit

- Fluency, both spoken and written, in English

#### Desirable requirements:

- Expertise in PFM is an asset

#### Supporting documents for the proof of the fulfilment of requirements

- Curriculum vitae
- Cover letter summarising the experience in the area
- Proof of experience (provision of two names of potential referees that IDI can contact)

### 5. Selection criteria

The external expert shall be determined by an evaluation commission established within IDI. The following table shows the selection criteria and the scoring system to assess bids:

Criteria	Maximum Score
<b>Technical #</b>	
<b>Experience of working as data analyst/research:</b>	<b>40</b>
Experience with design, development and analysis of surveys	20
Experience with research and statistical analysis of international data, including consolidation of data from various sources.	20
<b>Experience of working in the area of external audit:</b>	<b>30</b>
Demonstrated understanding of Supreme Audit Institutions and or INTOSAI	15
Demonstrated understanding of public financial management systems	15
<b>Other</b>	<b>5</b>
Working level proficiency in specified languages other than English	5
<b>Financial</b>	
Price including daily fee rate (based on Norwegian Kroner equivalent at time of evaluation)	<b>25*</b>
<b>TOTAL</b>	<b>100</b>

# Proposals must score at least 55% on the technical evaluation to be considered eligible

\* The lowest priced fee rate of CVs considered eligible will be scored at 25, others will be scored according to the following formula: score = (lowest fee rate / quoted fee rate) \* 25

### 6. Use of data

In carrying out the present selection, IDI will process personal data under applicable data protection law ((EU) 2016/679 (General Data Protection Regulation).

### 7. Submission of bids and requests for clarification:

All bids must include short description of approach to assign, including resource use. Requests for information/clarification shall be submitted by email to [camilla.fredriksen@idi.no](mailto:camilla.fredriksen@idi.no)

The time limit for receipt of tenders is: **03 February 2023 COB.**

Please submit your offer to: [camilla.fredriksen@idi.no](mailto:camilla.fredriksen@idi.no) and [idi@idi.no](mailto:idi@idi.no).

## Annex 1: The call-down Contract between the Supplier of Services and the INTOSAI Development Initiative (IDI) (2023)

### 1. Services to be performed

Specified in the Terms of Reference (ToR).

### 2. Time schedule and Duration of Services

The external expert(s) shall start the services upon call with the signature of contract by both parties. The duration of the contract is until approval of the final Global SAI Stocktaking Report, planned by January 2023. Detailed dates for services and ToR may be specified upon mutual written consent.

### 3. Recipient

IDI is the recipient of the Services provided by the expert (s).

#### 3.1 Intellectual property:

The external expert(s) shall treat any information rendered available to the pursuant of this agreement as privileged and confidential. Any intellectual property developed as part of this assignment shall remain with the EXPERT. The EXPERT shall grant IDI a permanent and irrevocable license to use, share and publish the materials as it sees fit, including making the materials publicly available as a global public good.

### 4. Compensation for services/remuneration and reimbursement of expenses

#### 4.1 Compensation for the services

The compensation for the services rendered under this Call-down Contract shall include:

- a) **Payment terms:** The daily consultancy fee rate is <currency> [.....] [fee rate and currency will be agreed between the external expert (s) and IDI]. A working day is eight hours. IDI also accepts payments per hours. Daily and hourly rates are inclusive of any taxes and fees that the external expert (s) may have to pay.  
IDI will agree with the external expert (s) on the number of hours/days for each task.
- b) **Flight costs:** In case of necessary travel (e.g. meetings), IDI will compensate economy flight tickets.
- c) **Per diems:** In case of travel, IDI will pay applicable UNDP per diem rates.
- d) **Other travel expenses:** IDI will compensate for accommodation costs in case of travel.

The payments for the services as described in this article will be paid to the bank account desired by the expert (s) on submission of a claim in plain paper. Based on mutual agreement between IDI and the external expert (s) payments will be done on a bi-monthly or on a milestone payments basis.

#### 4.2. Remuneration and reimbursement of expenses

This shall be paid to the Contractor's account at:

Bank Account:

Bank Name:

Address:

Account Holder:

IBAN:

BIC /SWIFT:

Reference: 2020 Global Survey- Stocktaking Report

## 5. Responsible IDI Official

The responsible manager for this contract is Brynjar Wiersholm ([Brynjar.wiersholm@idi.no](mailto:Brynjar.wiersholm@idi.no))

## 6. Duty of Care

Suppliers engaged under this Call-down Contract will be solely responsible for their own health, safety and security for any insurances whilst working and travelling for IDI. Suppliers will have to adhere to the following IDI policies (see <http://www.idi.no/en/about-idi/policies-and-controls>):

- Safeguarding policy
- Anti-corruption policy
- Code of Ethics

## 7. Place of jurisdiction, applicable law, disputes and termination/revision of contract

7.1. This agreement:

- may be reviewed upon mutual written consent by the parties hereto;
- may be terminated by any party hereto upon 1 month notice of termination in writing

7.2. Any disputes arising out of this contract shall be referred to the competent Norwegian courts. Place of jurisdiction is Oslo. Disputes arising from or in connection with this contract shall be governed exclusively by the laws of the Kingdom of Norway, under exclusion of any conflict of law rules or referrals to foreign law.

## 8. Special obligations

8.1. The supplier shall treat any information rendered available to the pursuant of this agreement as privileged and confidential and any document, report or matter produced by the expert (s) exclusively pursuant to the services provided or to be provided hereunder shall be the sole and exclusive property of the IDI.

8.2. The expert shall not assign the benefit or burden of this agreement to any other person, firm or company.

Done in Oslo, Norway this ...2023.

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External expert

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Einar Gørrissen  
INTOSAI Development Initiative (IDI)