



THE FOUNDATION INTOSAI DEVELOPMENT INITIATIVE (IDI): BOARD MEETING SUMMARY, 25 NOVEMBER 2021

Case: IDI Governance/Board meetings

VENUE: Virtual

PRESENT:

| Name | Position | Board Status |
|---------------------------------|---|---------------------------|
| Mr. Per-Kristian Foss | Auditor General, Office of the Auditor General, Norway | Chair of the Board |
| Ms. Lara Taylor-Pearce | Auditor General, Audit Service Sierra Leone | Vice-Chair of the Board |
| Ms. Åse-Kristin Berglihn Hemsén | Director General, Office of the Auditor General, Norway | Board Member |
| Ms. Kristin Amundsen | Deputy Director General, Office of the Auditor General, Norway | Board Member |
| Ms. Helena Lindberg | Auditor General, Swedish National Audit Office | Board Member |
| Ms. Johanna Gårdmark | Project Director, Swedish National Audit Office | Accompanying Ms. Lindberg |
| Ms. Margit Kraker | Secretary General of INTOSAI, President Austrian Court of Audit | Board Member |
| Ms. Silke Steiner | Head of INTOSAI General Secretariat, Austrian Court of Audit | Accompanying Ms. Kraker |
| Ms. Tsakani Maluleke | Auditor General, South Africa and Chair, INTOSAI CBC | Board Member |
| Mr. Jan Van Schalkwyk | Executive Director, Office of Auditor General of South Africa | Accompanying Ms. Maluleke |
| Mr. Cobus Botes | Senior Manager, International Relations, CBC Secretariat | Accompanying Ms. Maluleke |
| Dasho Tashi | Auditor General, Royal Audit Authority of Bhutan | Board Member |
| Mr. Agus Joko Pramono | Vice Chairman, Audit Board of Indonesia | Board Member |
| Mr. Bernardus Dwita Pradana | Risk Management Advisor, Audit Board of Indonesia | Accompanying Mr. Pramono |
| Ms. Ami Rahmawati | Head of Subdivision of INTOSAI, ASOSAI and ASEANSAI, Audit Board of Indonesia | Accompanying Mr. Pramono |
| Mr. Einar Gørissen | Director General | IDI Secretariat |
| Ms. Archana Shirsat | Deputy Director General | IDI Secretariat |
| Mr. Ola Hoem | Deputy Director General | IDI Secretariat |
| Mr. Brynjar Wiersholm | Deputy Director General | IDI Secretariat |
| Ms. Petra Schirnhöfer | Senior Manager | IDI Secretariat |
| Mr. Martin Aldcroft | Senior Manager | IDI Secretariat |
| Mr. Shourjo Chatterjee | Manager | IDI Secretariat |

Apologies: Ms. Pamela Monroe-Ellis (Member, Auditor General, Jamaica and Secretary General CAROSAI)
Due to the virtual nature of the meeting, a few other additional participants attended but were not mentioned.

WELCOME AND OPENING REMARKS

The Chair welcomed all Board members to the virtual meeting. It was his last meeting as Chair of the IDI Board. He thanked everyone and reflected on his eight years as Chair of the IDI Board. His successor will be announced shortly. The Chair expressed his concern about the Vice-Chair's current, worrying suspension as Head of the Audit Service of Sierra Leone and assured her of the Board's continued support on this matter. The Vice-Chair also gave her account of the situation.

APPROVAL OF THE AGENDA

The Chair suggested to set the date for the next Board meeting, to discuss future cooperation with SAI Myanmar and to allow the INTOSAI GS to intervene under 'Any Other Business (AOB)'.

Decision: The Board approved the agenda, including suggested items for AOB.

1. CONFIRMATION OF REGISTER OF RELATED PARTIES AND RELATED ENTITIES AND DISCLOSURE OF PERCEIVED AND ACTUAL CONFLICTS OF INTEREST

The Chair reminded Board members of an explanatory footnote in the register of related parties and related entities that was added after the last Board meeting.

Board members confirmed the correctness of the register of related parties and related entities. They did not report any conflict of interest with any of the meeting agenda items.

2. TOUR D'HORIZON FROM THE IDI DIRECTOR GENERAL

The IDI Director General (DG) covered the following issues in his tour d'hORIZON:

- Internal developments in IDI: The IDI offices were fully opened in September, but IDI has maintained flexibility for staff to work from home. IDI has cautiously resumed essential, individual travel. This is voluntary and requires a thorough approval process. The Secretariat is currently looking into possibilities to redesign the office to fit emerging needs. In addition, it is assessing HR practices in light of increasing staff levels as well as necessary flexibilities in staffing while respecting Norwegian labour law.
- SAI independence: The DG referred to recent cases dealt with under the SIRAM (SAI Independence Rapid Advocacy Mechanism), including SAI Columbia and SAI Poland. IDI is also in dialogue with SAI Sudan and Sudan's interim government and SAI Madagascar which was threatened by government to not release audit reports on the government's use of COVID funding. With continued democratic backsliding and increased awareness of SIRAM, the IDI Secretariat expects more cases under SIRAM in the future. The DG pointed to the support in the case of the suspension of the AG and the Deputy of the Audit Service of Sierra Leone. AFROSAI-E and the INTOSAI General Secretariat joined IDI in a published statement asking for the immediate reinstatement of the AG and DAG. The DG stressed the urgent need for development partners' support and invited Board members to share ideas on how to take this forward.
- New IDI audit and evaluation database: The DG informed on the establishment of this new database owing to the importance that the IDI Secretariat attaches to accountability of its operations. During the next Board meeting the database will be presented.
- IDI Competency Framework: The DG informed the Board about continued work on the IDI Competency Framework and expects to submit it for Board approval in early 2022.

Board members thanked the IDI Secretariat for its work and efforts in many different areas and in particular on SAI independence. The Board stressed the importance of quick responses to independence threats and to involve the INTOSAI community. Board members emphasized the need to advocate more for SAI independence and to educate on the role of SAIs. The IDI Secretariat pointed to increased emphasis on SAI independence in the Operational Plan 2022 and its resolve to continued work.

3. IDI OPERATIONAL PLAN AND BUDGET

The IDI Secretariat presented the 2022 Operation Plan and budget. In light of the continued pandemic, travel assumptions are conservative. This means a focus on individual travel and small meetings based on the following travel principles: travel must be purpose-driven, safe, realistic and inclusive.

Building on experience from 2021, the IDI Secretariat expects 2022 to be another year with strong IDI outreach. This is due to the continued online character of most IDI support. IDI COVID-19 flagship initiatives will be continued, including TAI audits and audits linked to SDG 3.d.

New engagement under the well-governed SAIs work stream in 2022 includes initiatives on ICT management (pICTure); human resources, ethics, gender and inclusiveness (TOGETHER), risk and crisis management (CRISP), leadership masterclasses (Mastery) and online applications for SPMR and SAI PMF.

Highlights under the independent SAIs work stream include the expected appointment and engagement of the new SAI Independence Ambassador and potential new partnerships with relevant stakeholders.

Under the professional SAIs work stream the IDI Secretariat expects many of the 800 SAI auditors currently participating in Professional Education for SAI Auditors Pilot (PESA- P) to complete their education and take exams in 2022. Ensuring audit quality will be another focus area.

The Equal Futures Audit (EFA) under the relevant SAIs work stream will be launched in 2022. EFA will provide a platform for raising awareness and provide support for auditing government efforts to address areas of vulnerability and marginalisation. Innovative approaches to auditing climate action will be explored through the Green Audit Experiment and work on the “Leveraging on Technological Advancement (LOTA)” and “Facilitating Audit Impact (FAI)” initiatives will continue.

Under Global Foundations, the IDI Secretariat will continue to disseminate results of the Global SAI Survey and Stocktaking report, including its gender annex as well as continued work with the IMF.

Under bilateral cooperation, the cooperation with DRC will enter into the second phase with funding from NORAD, while the cooperation with SAI Madagascar will be scaled-up with two resident advisors working out of Madagascar.

Gender and inclusiveness considerations will be built into all initiatives.

The IDI Secretariat also presented the 2022 budget. Assumptions include limited travel and a full carry forward of the surplus from 2021. A budget revision is planned for June 2022. The projected funding is 115 million NOK. This is an increase compared to 2021. IDI continues having stable funding from donors who have been funding IDI over many years. However, long-term funding risks may increase due to COVID-19 and a potential shift in priorities of donors. The Secretariat mentioned that the budget will be updated after the Board meeting to revise the income figures owing to

withdrawal of MFA Estonia's funding of approximately 300 000 NOK. The IDI Secretariat will continue discussions with donors to adjust funding and to react to changing circumstances where necessary. In addition, the IDI Secretariat gave an update on staff numbers which will reach more than 50 in 2022.

Board members expressed their general agreement with, and support of, the 2022 Operational Plan and budget. They suggested looking into long term, sustainable and environmentally sensitive travel assumptions going beyond COVID-19, to monitor staffing in light of ambitious plans that may need an increase of staff. They also highlighted the big carry forward influenced by COVID-19. Board members welcomed progress on the nomination of the SAI Independence Ambassador.

The IDI Secretariat explained that most donors were reluctant to refunding and that additional IDI engagement to spend donor funding must be reasonable and effective. The IDI Secretariat confirmed that IDI staffing would increase in 2022 due to changed delivery mechanisms and that travel would not go back to past volumes. In addition, IDI will look into ways of better assessing the impact of its engagement. Finally, IDI will ensure to adequately address Board suggestions made to Board documents during the meeting and inform the Board about this.

Decision: The Board approved the IDI Operational Plan and Budget 2022 after adjustment for the Estonia funding, and the Secretariat took note of the suggestions made by Board members.

4. IDI PROCUREMENT POLICY

The IDI Secretariat presented the revised IDI Procurement Policy. Revisions are mainly light touch. They include among others updates for approval processes, for procurements procedures through framework agreement. They take account of GDPR, gender and diversity issues – an issue also raised by a Board member – and of avoiding procurements from vendors under sanctions.

Decision: The IDI Board approved the IDI Procurement Policy.

5. IDI INTERNAL CONTROL SYSTEM

The IDI Secretariat explained that the Internal Control System developed in 2014 had become obsolete, having made an update necessary. The COSO Internal Control-Integrated Framework is still the basis for IDI's approach. Updates mainly concern the maturity matrix for monitoring and the reference to current systems and procedures. Annual reviews will be carried out through IDI's statutory audits.

Decision: The IDI Board approved the revised IDI Internal Control System.

Before the health break, the IDI Secretariat launched a new IDI gender video to raise awareness on how SAIs can contribute to gender equality and to draw attention to the International Day for Violence against Women. The launch marks the first day of IDI's social media campaign in the framework of 16 days of activism against gender-based violence.

6. GLOBAL SAI ACCOUNTABILITY INITIATIVE (GSAI)

The IDI Secretariat had shared a background note summarising past experience, latest developments and key issues of the new round of the Global Call for Proposal tier 2, now renamed the Global SAI Accountability Initiative (GSAI). The IDI Secretariat also reminded Board members of initial discussions on this in the March 2020 Board meeting and that the new round would only be launched upon previously agreed criteria. While the GSAI committee has developed a roadmap and

shortlisted SAIs that would be invited to participate in a continued selection process, stakeholders expect IDI to play a key role in GSAI. This is due to the perceived success of PAP-APP and the fact that no other organisation had been willing to take a lead role. The IDI Secretariat also pointed to key risks linked to GSAI related to mobilising peer-to-peer and financial support. The background note shared with the Board outlined three potential future roles of IDI in GSAI relating to:

1. planning and coordination, 2. IDI involvement in an initial phase with country level support and 3. long-term resource intensive support for selected SAIs.

Board members agreed that IDI should play a leading role in GSAI and that IDI should take on roles 1 and 2. They also pointed to the bilateral policy, its limits of bilateral support, IDI's role as provider of last resort and the need for a full buy-in of participating SAIs. They encouraged to look into cost estimates for roles 1 and 2.

The IDI Secretariat emphasised that any bilateral support would need to be approved by the Board and earmarked funding to prevent diversion of IDI's core funding.

7. UPDATE OF THE IDI CORPORATE RISK REGISTER

The IDI Secretariat registered few material changes compared to the Board meeting in March 2021. The developmental risk on competency-based certification and the operational risk on gender were changed from moderate to low residual risks due to adequate control measures being taken. Under operational risks the IDI Secretariat suggested a change to risk 23 and its rating from low to moderate. Risk 23 is related to support to and cooperation with different stakeholders. Discussions on a suggested change were initiated by recent developments regarding SAI Myanmar (see AOB).

Board members supported changes to the risk register and suggested a small addition under IDI's control measures for risk 23. They emphasised the need to cooperate with INTOSAI as IDI and INTOSAI share many of the risks.

Decision: The IDI Board approved the updated IDI Corporate Risk Register subject to a slight addition under risk 23.

8. IDI STRATEGIC PLANNING

Under this agenda item IDI Secretariat presented 1) the ToR for the mid-term evaluation of the implementation of IDI's current Strategic Plan, 2) the IDI register of emerging trends (a summary of the IDI Board meeting in June 2021) and 3) the approach and timetable for the development of the next Strategic Plan.

1) The IDI Secretariat outlined the purpose of the evaluation, including its purpose to serve as input to the next Strategic Plan. The evaluation will follow IDI's Evaluation Policy of 2019, have a participatory approach (incl. SAIs and donors) and bring in the perspective of selected SAIs. A draft report is scheduled for May/June 2022.

2) The IDI Secretariat explained the purpose of the register. It is a summary of trends to inform IDI's thinking about the future. The high number of trends identified were clustered in different categories of trends. Discussions on the register will be built into the annual portfolio & foresight review.

3) The IDI Secretariat explained the steps towards a new six-year Strategic Plan which will be aligned to the INTOSAI Strategic Plan. The aim is to put the IDI Strategic Plan forward for approval in June 2023. This allows for a timely integration into IDI's Operational Planning 2024. Strategic foresight and futuring will be integrated as response to the new normal. Board members will be closely involved in the development of the Strategic Plan.

Board members welcomed the ToR. They appreciated the inclusion of SAI perspectives. They also supported a focus on IDI's three cross-cutting priorities under the current Strategic Plan and allowing evaluators enough space to bring in their perspectives as independent evaluators. The INTOSAI GS asked to be included as a stakeholder for the IDI Strategic Plan and Mid-Term Evaluation.

Board members welcomed the alignment of the new IDI Strategic Plan with the INTOSAI Strategic Plan and agreed on the suggested way forward in IDI's strategic planning process.

Decision: The Board approved the Terms of Reference for the mid-term evaluation of the current IDI Strategic Plan. The IDI Secretariat will attend to small changes suggested and publish the ToR.

9. POST-MEETING SELF-ASSESSMENT OF THE BOARD

In a round robin format, each Board member assessed the effectiveness of the Board. Board members expressed their appreciation for a constructive, productive and well-prepared meeting. They welcomed strategic discussions and reminded that SAIs always needed to be the focus of everything IDI does. One Board member reminded the Board that this was a self-assessment of the Board and hence that it was important to also critically assess the Board's own performance.

The Board members reiterated the need to find effective ways to monitor Board suggestions made in the meetings. They mentioned the need to consider how the Board's input to documents and processes can be taken on board before approval (see also agenda item 3 above).

10. AOB AND CLOSING OF THE MEETING

- The Chair proposed that the next regular Board meeting be held virtually on 31 March 2022 and requested the members to confirm their availability to the IDI Secretariat.
- The Board discussed recent developments in relation to SAI Myanmar. Prior to the Board meeting, the IDI Secretariat had informed the Board on a communication received from Justice for Myanmar (JFM) questioning IDI's and other INTOSAI/SAI organisations' relation to the SAI and ASEANS AI. The communication from JFM referred to a recent ASEANS AI summit where a Myanmar military person, who is on sanction lists, attended. Organisers of the summit had not been informed of the name of the so-called virtual guest of honour in advance. IDI participated in this online summit without knowing the presence of this person. The SAIs' actions appear to have targeted reputational laundering of the junta. The reputational risk for IDI and other stakeholders is obvious. Thus, the IDI Secretariat recommended the following actions:
 1. Send an IDI letter to SAI Myanmar to express significant concern and dismay about the attendance of such a person at the ASEANS AI summit. The IDI Secretariat will reserve its right for future actions.
 2. Following the Board meeting, IDI will initiate a discussion with the INTOSAI General Secretariat, and others as appropriate, on whether to recognise and engage with the current auditor general who was appointed by the military junta as the auditor general of

Myanmar, and how to approach similar issues in future (i.e. where the UN does not recognise a government).

Board members support the suggestion to send an IDI letter with a clear message to the SAI and to start discussions with the INTOSAI GS. The Board would like to stay involved on this matter.

- Farewell to the Chair of the Board: On behalf of the IDI Board members and the INTOSAI GS, Ms. Kraker bade farewell to the Chair in his last Board meeting. She thanked him and reminded everyone of IDI milestones and successes achieved over his 8 years as Chair of the IDI Board.

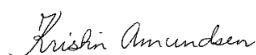
The Chair formally closed the meeting.



Per-Kristian Foss



Åse Kristin Berglihn
Hensen



Kristin Amundsen



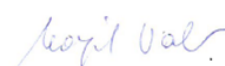
Lara Taylor-Pearce



Pamela Monroe Ellis



Helena Lindberg



Margit Kraker



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