

# Call for Proposals

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Provision of consultancy support for the design and development of IDI Initiative on Human Resources, Ethics and Gender for SAIs

## TOGETHER

Human Resources, Ethics and Gender for SAIs

**ENABLING RESPONSIBLE  
AND INCLUSIVE HUMAN  
RESOURCE GOVERNANCE  
OF SAIs**



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**TOGETHER**

Human Resources, Ethics and Gender for SAls

## 1. Background

The INTOSAI<sup>1</sup> Development Initiative (IDI<sup>2</sup>) is a not-for profit, autonomous implementing body mandated to support Supreme Audit Institutions (SAIs)<sup>3</sup> in developing countries to sustainably enhance their performance and capacity. In response to the challenges and needs faced by SAIs, IDI has identified certain strategic priorities geared towards adding value to SAIs. These take the form of four work streams: Independent SAIs, Professional SAIs, Relevant SAIs and Well-Governed SAIs<sup>4</sup>.

As part of the IDI Well-Governed SAIs work stream, one area of support is governance of human resources, gender, inclusiveness, and ethics in SAIs, to be offered under the TOGETHER Initiative<sup>5</sup>. Human resources are a primary asset for SAIs. This includes both their audit and non-audit staff. For a SAI, leading by example in this area means ensuring appropriately designed and well-functioning human resource management systems that promote ethical behavior, gender-responsive and inclusive practices across the SAI's systems and operations. According to data from the 2020 Global Stocktaking Report<sup>6</sup>, although the large majority of SAIs indicate that they have full control over internal organisational aspects and appointments (81%), as well as HR planning (77%), they have significantly less control over areas such as recruitment, promotion, and remuneration (63%, 70% and 43% respectively). 15% of responding SAIs indicated that they have no control over their HRM processes overall. There is therefore room for SAIs, for improving their governance in the area of human resource management.

## 2. Description of TOGETHER Initiative

### a. Objective

TOGETHER Initiative aims at supporting SAIs (based on context, gaps and needs) in enhancing their overall systems for governing human resource, ethics, gender, and inclusiveness, thus contributing to better governance of SAIs for an improved contribution in accountability, integrity, and governance in the public sector, and ultimately life of everyone.

### b. Implementation approach

TOGETHER will comprise three components: an overarching one on human resource management which also reviews ethics, gender, and inclusiveness; as well as more in-depth interventions on ethics, gender, and inclusiveness for selected SAIs.

#### Component 1 – HRM Basics for SAIs

- Build on pre-existing resources, interventions, and initiatives (especially from INTOSAI community), for developing capacity development material on HRM Basics for SAIs (including generic considerations on ethics, gender, and inclusiveness at a basic level) (2021-2022).

<sup>1</sup> International Organization of Supreme Audit Institutions, <https://www.intosai.org/>

<sup>2</sup> <https://www.idi.no/>

<sup>3</sup> "SAIs are national agencies responsible for auditing government revenue and spending. Their legal mandates, reporting relationships, and effectiveness vary, reflecting different governance systems and government policies. But their primary purpose is to oversee the management of public funds and the quality and credibility of governments reported financial data." Source: Open knowledge repository

<sup>4</sup> <https://www.idi.no/elibrary/idi-plans/strategic-plans/878-idi-strategic-plan-2019-2023/file>

<sup>5</sup> <https://www.idi.no/work-streams/well-governed-sais/together>

<sup>6</sup> <https://www.idi.no/elibrary/global-sai-stocktaking-reports-and-research/2020-global-sai-stocktaking/1364-idi-global-sai-stocktaking-report-2020/file>

- Design and develop a SAI Integrated HR, Ethics, Gender, and Inclusiveness Assessment Tool, building on available internal and external resources (2022).
- Pilot the 'HRM Basics Course for SAIs' to a small group of SAIs (English) (2022)
- Based on lessons learned from the pilot phase, extend the roll-out of the 'HR Basics Course for SAIs' to a larger group (Arabic, French and Spanish) (2022-2023).
- Provide targeted SAI-level support for implementing specific actions based on recommendations issued from the HRM dimension of the Assessment. This support will aim at providing context-specific support to SAIs on strengthening HR functions, including entry points on how to better integrate ethics, gender, and inclusiveness in HRM based on needs (2023).

#### Component 2 – SAIs' Ethics

- Provide targeted SAI-level support for implementing specific actions based on recommendations issued from the ethics dimension of the Integrated Assessment. This support will aim at providing context-specific support to SAIs on strengthening specific elements of their ethics systems and practices (2023).
- Provide on-demand training on ISSAI 130 Implementation, with a gender and inclusiveness lens.

#### Component 3 – Gender Responsive & Inclusive SAIs

- With the support of external and in-house expertise, provide SAI-level support to SAIs for implementing specific actions based on recommendations issued from the Gender & Inclusiveness dimension of the Assessment (2023).

### 3. Requested services and deliverables

The objective of this assignment is to support IDI with the design of the HRM component. To achieve this, the requested services will be provided by a consultant, starting her/his work during November 2021. The scope of work will include:

**3.a. Building on the 2020 Global Stocktaking Report and other relevant data sources, such as SAI PMF<sup>7</sup> and ICBF reports<sup>8</sup>, analyse the current HRM situation, challenges and needs in SAIs as compared to HRM good practices, focusing on, indicatively:**

- a typology of HRM function set up in SAIs, depending on the different institutional models and degree of autonomy of the SAI, and the implications thereof;
- the extent, to which SAIs have in place HR strategies based on needs (as part or aligned to their Strategic Plan) and are implementing those;
- whether SAIs have developed job profiles, competency frameworks and professional development plans;
- the availability and quality of policies and practices for recruitment, remuneration, performance appraisal, staff training and development;
- the extent, to which staff diversity, inclusion, and well-being are incorporated in the previous aspects.

**3.b. Map current and recent international capacity development efforts addressing HRM in SAIs and assess how well those address the needs and aspects identified.**

**3.c. Develop a proposal for a syllabus for a one-week training course on HRM for HR professionals from SAIs, that captures latest trends and thinking, and addresses the identified needs and issues pertinent to SAIs. The proposal should help to develop capacity development material, which is relevant, practical and suitable**

<sup>7</sup> <https://idi.no/work-streams/well-governed-sais/sai-pmf>

<sup>8</sup> <https://afrosai-e.org.za/about/#icbf>

## for various types of SAIs.

The output of the analysis done in 3a and 3b should be a document of no more than 20 pages. The proposal under 3.c. should be submitted separately. Deliverables will be limited to the topic of human resource management. They will form part of inputs to be used for further developing the HRM Basics training for SAIs.

Depending on needs, other services may be requested from the consultant at the implementation stage of the initiative.

## 4. Approach and methods for the assignment

IDI is open to approaches and methods the consultant may suggest. IDI will provide the consultant with the raw data from the INTOSAI Global Stocktaking Report 2020, an anonymised set of SAI PMF performance scores as well as with a list of relevant other sources. Approach and methods may involve various methods deemed suitable to the task, including desk reviews, online interviews with a group of sampled SAIs, etc. IDI requests the consultant to outline their suggested approach and methods for the assignment in the bid in detail, including a work schedule. The consultant is can include support staff in the proposed approach. A concept note of TOGETHER initiative, as well as an indicative list of relevant sources of data will be provided as a basis for the work. The consultant will be required to familiarise themselves with those documents.

## 5. Coordination with IDI

For the most part, advice and support can be given in close coordination and dialogue with the relevant contacts in IDI team, including an introductory meeting, follow-up interactions at different stages of the consultancy process, and an exit discussion.

## 6. Required profile

### a. Essential requirements:

- At least 7 years of proven professional experience in human resource management (HRM);
- Knowledge and experience of designing and implementing elements of HRM reform in public sector institutions;
- Experience from working in or with HRM in public sector institutions in the developing country context;
- Knowledge of relevant trends in public sector HRM, and ability to identify; understand and analyze variations across different HRM systems;
- Fluency, both spoken and written, in English.

### b. Desirable requirements

- Presence and participation in relevant HRM networks;
- Experience from working with SAIs;
- Experience with developing training and capacity building approaches and materials on HRM;
- Fluency in at least one of the following languages: French, Spanish, Arabic.

### c. Supporting documents as evidence of the fulfillment of requirements

- Expression of interest summarizing the experience in the area;
- Curriculum vitae;
- Proposal on how the expert would approach this assignment, including a work schedule (maximum 3 pages).

## 7. Selection

The IDI will select the consultant based on the best price and quality combination, according to the following criteria.

Criteria	Maximum score
<b>Technical offer</b>	
Proposal of approach for the assignment, including a work schedule	35
Ability to perform the assignment (experience, knowledge, and skills)	35
<b>Financial offer</b>	
Financial proposal in US Dollar with daily rate	<b>30*</b>
<b>Total</b>	<b>100</b>

\*The lowest price proposal considered eligible will be scored at 30, others will be scored according to the following formula:  $\text{score} = \text{lowest fee rate} / (\text{quoted fee rate}) \times 30$ . The assignment will be contracted in US Dollar.

## 8. Budget

The indicative estimate for the services requested is 20-25 person days. The consultant will be required to define his/her daily rates, stated in USD (US Dollars), in the bids. Any support staff to be used by the consultant should be included in the daily rate. Offers must include all fees and any other costs and taxes.

## 9. 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)).

## 10. Submission of bids and requests for clarification

Requests for information/clarification shall be submitted by email to Alain Memvuh, Manager SAI Governance: [alain.memvuh@idi.no](mailto:alain.memvuh@idi.no), no later than 22<sup>nd</sup> October 2021. The time limit for receipt of tenders is Wednesday 3<sup>rd</sup> November 2021 COB. Please submit your offer in English, to Alain Memvuh, Manager - SAI Governance: [alain.memvuh@idi.no](mailto:alain.memvuh@idi.no), with a copy to [ola.hoem@idi.no](mailto:ola.hoem@idi.no).