Mid-Term Evaluation of Implementation of the IDI Strategic Plan 2019-23:

Terms of Reference (30 November 2021)

1. Introduction

IDI commissions a mid-term evaluation of implementation of each strategic plan. This examines progress during the first 2-3 years of the plan, provides an opportunity for adjustment during the remainder of the plan, and is a key input to development of the next strategic plan. The mid-term evaluations are overseen by the IDI Board, which approves the ToRs and final IDI response, and managed by the IDI Secretariat. The final evaluation report is also used as an input by IDI's financial partners, to assess how effectively funds have been used, and as an opportunity for lesson learning.

All evaluations commissioned by IDI are expected to follow the IDI evaluation policy.

2. IDI Strategic Plan 2019-23

The IDI strategic plan 2019-23 was prepared by the IDI Secretariat with strong Board engagement and decision-making during October 2016-November 2018. It also included an extensive consultation process with stakeholders. The development of the plan lies outside the scope of this evaluation. A short plan summary was also published.

The strategic plan set out the high-level framework for IDI's operations over the five-year period. It is accompanied by annual operational plans and annual performance reports which set out the detailed plans and results, including a results framework with relevant indicators and targets. IDI's approach to strategic management also includes internal progress monitoring, and an annual portfolio review[1] as a basis for Board inputs and adjustments to implementation of the strategic plan. Finally, IDI establishes an evaluation plan for the full strategic plan period, and commissions independent evaluations of selected initiatives.

The strategic plan included two strategic shifts from the previous period. First, organising IDI work under four continuous work streams which together meet the needs of independent, well-governed, professional and relevant SAIs. Second, beginning IDI's journey to integrate a gender perspective throughout IDI's operations and its support to SAIs. In

[1] In 2021, IDI began to expand this to a Portfolio and Foresight Review, as part of its response to the new normal

addition to the four work streams, IDI continues to provide bilateral support to some of the most challenged SAIs which cuts across all work streams. IDI's Global Foundations Unit (GFU) addresses challenges to the global framework under which support to SAIs is provided, which sit outside the work streams. GFU was established as an integrated part of IDI, taking over responsibilities from the former INTOSAI-Donor Secretariat (IDS), which was a ring-fenced unit focused on support to the INTOSAI-Donor Cooperation (IDC). In the Strategic Plan, GFU also took on global issues which were not part of the former IDS.

Another significant feature of the IDI strategic plan was its emphasis on partnerships. IDI has a long history of partnering with SAIs, INTOSAI bodies and regions, and development partners (including through the INTOSAI-Donor Cooperation). The strategic plan recognised that to broaden and deepen IDI support to SAIs, it would need to expand its approach to partnering. IDI has endeavoured to broaden both the partners it works with, as well as the nature and diversity of its partnership arrangements.

IDI continues to be governed by a non-executive Board of 10 members, appointed through various mechanisms[2]. Most issues are dealt with at Board level, hence the Board has only one committee (Nominations and Remuneration Committee). The Board meets at least twice per year (March and November), and often has an additional meeting around June. March and November meetings were historically physical meetings but have been virtual since 2020.

COVID-19 Strategic Response

The COVID-19 pandemic had a significant impact on the work of SAIs, and the content and delivery of IDI support to SAIs. IDI stopped travel and physical events in March 2020 and reviewed its plans during March-June. IDI found that its high-level strategic plan remained relevant, but major changes were needed to the portfolio of IDI initiatives within each work stream, the focus and timing of many initiatives, the way in which IDI delivered support, and IDI's internal operations. These are summarised in two IDI Board documents:

- Strategic Reflections on IDI's Work Under the New Normal
- IDI Responses to COVID-19

IDI issued a revised operational plan and budget in June 2020 which included two scenarios for the resumption of international travel, due to a high degree of uncertainty around the pandemic. Again in 2021, IDI's assumptions underpinning its operational plan and budget did not materialise, leading to an operational plan and budget addendum being issued in June 2021. IDI's assumptions about the future are that it is increasingly uncertain, so it is important to build an organisation with the resilience, agility and foresight to thrive in an uncertain environment. IDI is just beginning its work on strategic foresight.

During 2021 IDI also redesigned its Well-Governed SAIs work stream. This is partly in response to COVID-19, but also reflects that the work stream originally included initiatives brought forward from the previous strategic plan, and which ended in 2019-20. IDI's portfolio of initiatives across the period 2019-21 is provided in Annex 1. This will be used to inform decisions on the work streams and initiatives for this evaluation.

3. Stakeholders for the IDI Strategic Plan and Mid-Term Evaluation

IDI's last stakeholder analysis (2018) identified various groups of key stakeholders with whom IDI interacts directly and must keep engaged. These included the IDI Board and staff, IDI's core donor group, the INTOSAI-

[2] Chair is the Auditor General of Norway. OAG Norway appoints two members. INTOSAI appoints two members. Five members are appointed following recommendation by the Board Nominations and Remuneration Committee, following a competitive process. Since 2021, this has been made an open process through which applicants apply.

Donor Cooperation leadership group and other active members (including INTOSAI General Secretariat and regional Secretariats), the CBC chair and vice chair, other IDI financial and strategic partners, the heads and leadership of developing country SAIs, and SAI staff engaged in peer-to-peer support. Other official INTOSAI bodies, as well as several unofficial groupings of SAIs, are important global stakeholders to be kept satisfied. In addition, there are many important country level stakeholders with whom IDI usually engages indirectly. These include SAI staff, development partner country heads and staff working in governance and public financial management, finance ministries, legislature and their committees, and other accountability institutions. IDI's stakeholder analysis is summarised in annex 2.

To ensure stakeholder participation in the evaluation, the following are identified as the key stakeholders and will have these specific roles (in addition to being sources of evaluation evidence):

Stakeholder	Invited to comment on draft ToRs	Review and Approve ToRs at IDI Board meeting	Invited to comment on inception report	Invited to comment on draft evaluation report[3]	Review and approve IDI response to evaluation report
IDI Board		X	X	X	X
IDI Core Donor Group	X			X	
Heads of SAIs participating in the evaluation[4]	X		X	X	

Other stakeholders will be made aware of the evaluation through communication activities and be invited to an online dissemination event based on the final report.

4. Evaluation Purpose

Broadly, the evaluation has two purposes, as follows.

1. To strengthen IDI's organisational structure and strategic management for delivery of the strategic plan, and the design and implementation of IDI work streams, bilateral support and GFU, including selection of initiatives (I.e. *Lessons learned exercise)*
2. Assess and report on the implementation of the IDI strategic plan, including contribution to the defined outputs and outcomes, as well as other intended and unintended consequences impacting on SAI performance and capacity (I.e. *Outcome evaluation)*

IDI considers this mid-term evaluation as an inappropriate tool to assess impact. According to IDI's approach to results management – and in the DAC evaluation criteria – impact is concerned with the changes in the results produced by the SAIs and the effect these have on the country and citizens. The results expected to have been achieved in the first three years of the strategic plan (such as managing the shift to work streams and delivery of IDI initiatives) are assessed under the effectiveness criteria, which in the DAC criteria definitions is "a measure of the extent to which an aid activity attains its objectives." IDI would only expect impact level results to be noticeable some years after this – particularly after participating SAIs have had the opportunity to embed new skills and approaches into their organisational systems and to conduct follow-up on the implementation of recommendations made in audits supported by IDI.

[3] First draft(s) of the evaluation report will be shared with the IDI Secretariat to ensure factual accuracy, before being shared with other key stakeholders

[4] See section 7 for further details

Broadly, IDI expects the evaluation to be able to answer the following high-level questions:

i. Whether IDI's organizational structure, staffing and ways of working effectively support delivery of its six strategic plan priorities (four work streams, bilateral support and global foundations)?
ii. Whether IDI has successfully implemented its planned strategic shift from discrete, time bound programmes to continuous and regular support under work streams covering the core functions of SAIs, and what more needs to be done?
iii. Whether IDI has successfully implemented its planned strategic shift to integrate gender in its work, as well as its other cross-cutting priorities in the strategic plan, and what more needs to be done?
iv. Whether IDI has effective strategic management arrangements[5] to guide the delivery of its strategic plan, ensure appropriate accountability and lesson learning?
v. Whether IDI made appropriate and timely responses to the initial and ongoing COVID-19 pandemic?
vi. Whether IDI's Global Foundations Unit has successfully transitioned from a ring-fenced unit (IDS) to an integrated part of IDI, and whether the relationship and responsibilities between the INTOSAI-Donor Cooperation and IDI are clear and appropriate?
vii. Whether IDI has successfully expanded and strengthened its partnerships to increase the breadth and depth of its support to SAIs?
viii. Whether, within the six strategic priorities, IDI has selected appropriate initiatives and delivery mechanisms to support SAIs in line with its strategic plan, and whether these contributed to improved SAI outputs and outcomes?
ix. Whether, from a SAI perspective, IDI's service offer adds value to SAIs and is inclusive, coherent and well-coordinated, and if not, what could IDI and SAIs do to improve this?

5. Evaluation Scope

Implementation of the IDI strategic plan 2019-21, including:

- At the **organizational level**, examining IDI's structure, staffing and strategic management, implementation of its two strategic shifts, cross-cutting priorities and expanding partnerships.
- At the work stream and **initiative level**, examining a selection of work streams and their initiatives and drawing on findings from other recent evaluations of IDI initiatives[6].
- At the **SAI level**, examining whether IDI's service offering adds value to SAIs, and is inclusive, coherent and well-coordinated from a SAI perspective.

6. Evaluation Criteria and Questions

The methodology for the evaluation will require clarity on the evaluation criteria[7], evaluation questions, and judgment criteria[8]. Together, these constitute the evaluation framework. Evaluators should propose a draft set of possible evaluation questions (building on the high-level questions in section four[9]) for each relevant evaluation criteria in their proposals. These could be divided between the three levels of the evaluation

[5] Including but not limited to the IDI strategic plan, annual portfolio (and foresight) reviews, operational planning and budgeting, performance and financial reporting, internal monitoring and adjustment, stakeholder engagement, lesson learning, evaluation and review.
[6] To date, all evaluations have been at the initiative level (other than previous mid-term evaluations of implementation of the strategic plan)
[7] The OECD-DAC defines six standard evaluation criteria: relevance, coherence, efficiency, effectiveness, impact and sustainability. The IDI Evaluation policy refers to only five, as it predates the addition of coherence to the OECD-DAC framework.
[8] Criteria set in relation to each evaluation question, to determine if the assertion being tested is met.
[9] Evaluators are free to propose adjusted or alternative high-level evaluation questions if they feel these would add greater value to IDI and SAIs.

scope (organisational level, work stream and initiative level, and SAI-level) as per the table below[10]. This, along with the judgement criteria, should be finalised by the Evaluator in the Inception Phase, to focus on the most important issues to meet the evaluation purpose.

Evaluation Criteria	Possible Evaluation Questions		
	Organisational Level	Work Stream and Initiative Level	SAI-Level
Relevance (is the intervention doing the right things?)	✓	✓	✓
Coherence (how well does the intervention fit?)	✓	✓	✓
Efficiency (how well are resources being used?)	✓	✓	✓
Effectiveness (is the intervention achieving its objectives?)	✓	✓	✓
Impact (what difference does the intervention make?)	Outside evaluation scope		
Sustainability (will the benefits last?)	✓	✓	✓

7. Evaluation Methodology and Approach

To meet the evaluation purpose, IDI suggests a desk-based evaluation..

Approach

The evaluation will include an inception phase to develop and agree the approach to the evaluation. This will include selection of the detailed evaluation questions to address the evaluation criteria and ensure the evaluation purpose is met. While high-level evaluation questions are provided above, the inception report and discussions on this will be key to focusing on the most important matters to use the evaluation resources effectively. IDI expects the evaluation to commence with a set of initial virtual discussions with relevant IDI staff.

This evaluation will be conducted primarily as a desk-based exercise, involving document review, teleconference/video conference with IDI staff, and semi-structured telephone interviews and follow-up documentation requests to donors, partners and SAIs. It should rely predominantly on documentation and evidence collected as part of implementation of the strategic plan. No physical country visits are anticipated. A balance must be struck between quality and quantity of evidence, and cost, with sufficient evidence to draw meaningful conclusions.

Selection of Work Streams and Initiatives

To ensure objectivity in the evaluation, the evaluator will make an independent selection of the specific IDI work streams and their initiatives to be evaluated in detail. (This is in addition to the organisational level part of the evaluation which will examine how IDI is set-up to implement the strategic plan including the strategic shift to work streams). However, this should consider the following criteria:

- **Avoid duplication**: draw on findings from recent evaluations of IDI initiatives rather than duplicating prior evaluations[11]

[10] Not all criteria will be relevant at each level of the evaluation

[11] The following initiatives are currently being, or have already been, evaluated during this strategic plan period. SAI PMF, SPMR, GCP T2, PAP-APP, Support to South Sudan, Support to Somalia, and IDI's bilateral support policy and programme. In addition, IDI's ISSAI implementation initiative was subjected to two evaluations during the last strategic plan, and the INTOSAI-Donor Cooperation was

- **Draw evidence from across IDI**: ensure that there is a balance of evidence from across the IDI work streams, bilateral support and Global Foundations, by combining findings from recent evaluations as well as this evaluation
- **Maximise value added**: focus on those work streams and initiatives which are considered crucial by key stakeholders[12] and where there is the greatest opportunity for learning, for example areas new to IDI. To ensure relevance, this should avoid initiatives which were brought forward from the previous strategic plan and have already ended, as well as initiatives which have not yet reached implementation stage.

IDI notes that the independent SAIs and relevant SAIs work streams represent relatively new areas of engagement for IDI, and their initiatives have not yet been evaluated. Within Professional SAIs, SAI Young Leaders, IDI's financial audit support (ASEANSAI, PASAI) and PESA have not been evaluated, though PESA is in a pilot phase and IDI plans its own review of PESA after the pilot phase ends in 2022. Regarding Well-Governed SAIs, the work stream as a whole has been recently redesigned as older initiatives drew to a close, but the two ongoing initiatives under this work stream are both currently under evaluation. All established bilateral support initiatives have been recently evaluated, as has the overall work stream.

Global Foundations has transformed from the previous ring-fenced INTOSAI-Donor Secretariat to an integrated part of IDI. But as the strategic priorities of the INTOSAI-Donor Cooperation evolve to cover more areas of IDI's work, this raises questions about how to manage the IDI-IDC relationship, and the role of GFU within this. At the component level, measuring and monitoring SAI performance (including the Global Survey and Global SAI Stocktake) has not been evaluated (except the SAI capacity development database). IDI's advocacy and communications[13] work was partially evaluated as part of the INTOSAI-Donor Cooperation evaluation but has since been enhanced and scaled-up significantly in response.

Cross-cutting priorities for consideration could be the integration of gender (as one of IDI's strategic shifts), support to and engagement of SAI leadership, communications and advocacy, and IDI delivery mechanisms. IDI believes that some of these themes could be evaluated by looking at specific work stream and selecting appropriate initiatives. A full overview of the IDI portfolio 2019-21 is provided at Annex 1.

Participation and Selection of SAIs

To gain an insight into the value added, relevance, coherence and sustainability of its work, IDI will include a SAI-level perspective. This will also ensure beneficiary participation in the evaluation. IDI has invited seven SAIs to participate in the evaluation, in the hope of at least four accepting. Rather than considering IDI or a selected work stream or IDI initiative as the focus of the evaluation, this component would consider each SAI to be the focus. It might look at SAI awareness of IDI initiatives[14], how SAIs decide on their participation in IDI initiatives, and how those initiatives offered to and taken up by SAIs fits with their strategic plans, other available initiatives and the SAIs' own initiatives. It could also give a SAI-level perspective on whether IDI's

also subject to a large evaluation (covering much of the work of GFU). Other initiatives evaluated as part of the last mid-term evaluation in 2017 (published 2018) included bilateral support, ISSAI implementation, cooperative audits of donor funded projects, and the old CBC support programme. IDI also plans to conduct an internal review (not evaluation) of the SAI Independence Rapid Advocacy Mechanism (SIRAM) prior to the evaluation.

[12] As identified in section 3.

[13] This area also has considerable synergies with the independent SAIs work stream.

[14] Rather than work streams, as SAIs participate at the initiative level, whereas work streams are a way of organising work for IDI

efforts are contributing to sustainable changes in SAI capacity and performance. Evaluators are invited to suggest ways to optimise the participation of SAIs in the evaluation.

Given the set-up time necessary to identify and secure meaningful SAI participation, IDI selected these SAIs before the ToRs were finalised. SAIs that are invited to participate in the evaluation will also be invited to comment on the ToRs. IDI applied the following criteria for selecting participating SAIs.

- Regional and language diversity[15]
- SAI willingness and ability to participate through remote engagement
- Some SAIs that participate in the IDI initiatives likely to be subject to evaluation (creating synergies with the other evaluation components)
- At least one SAIs that has not participated extensively in IDI initiatives (to help understand why and remove potential blockages to participation)
- SAI has not been asked to participate extensively in a recent IDI evaluation[16]
- Selected SAIs do not have SAI heads which are current or recent IDI Board members (potential conflict of interest)

Based on the above criteria, IDI initially approached SAIs from Botswana, Bangladesh, Chad, Dominica, Fiji, Peru, and Tunisia to participate in the evaluation. This covers an SAI from each region/sub-region except EUROSAI. To date SAIs of Botswana, Bangladesh and Chad have confirmed participation and SAI Peru is expected to participate. Responses are awaited from the remaining three SAIs.

Proposals should include possible evaluation questions for this SAI-level component, which avoid evaluation jargon and focus on the value SAIs perceive in their participation in IDI initiatives. They should also look at whether IDI initiatives are inclusive, whether they fit coherently with support provided by others, and whether different initiatives are well coordinated. Engagement with SAIs should ideally be at a senior management level, with those closely engaged in setting and overseeing implementation of the SAI's strategic plan. This may differ from those heading up international relations units.

Availability of Results Data

Data from IDI's results framework can be used towards assessment of achievement of results. Data is (or will be) available for indicators at the following levels of the IDI results framework:

- IDI outputs (2019 and 2020 available, 2021 available end February 2022)
- IDI supported SAI capacity & outputs (2019 and 2020 available, 2021 available end February 2022)
- Global SAI capacity and outputs (2017 and 2020 available, plus additional metrics in Global Stocktaking reports)
- SAI Outcomes (2017 and 2020 available)

8. Evaluability

This can be considered an interim evaluation of a long-term plan, creating the opportunity for learning and adjustment. It will examine the implementation of the IDI strategic plan, along with achievement of outputs

[15] While IDI's working language is English, IDI also works with SAIs in Arabic, French and Spanish language groups. The evaluation team should include individuals able to operate in at least two out of three of these additional languages. IDI will provide translation and interpretation support in other languages to facilitate this component if necessary.
[16] This would rule out IDI's bilateral support partners: SAI South Sudan and SAI Somalia

and contribution to outcomes. It will also examine whether the delivery approaches used are expected to contribute to sustainability but will stop short of examining the sustainability of change and impact at the level of SAIs. IDI considers that for most evaluation criteria, evidence will be available within IDI and through discussions with partners and SAIs. Structured interviews will be necessary to talk to SAIs and national stakeholders in order to gather sufficient evidence. Travel restrictions may make site visits outside Europe challenging at the current time and are therefore not proposed.

9. Responsibilities

The evaluation will be commissioned and managed by the Strategic Support Unit (SSU) in IDI. The SSU will be responsible for contracting the evaluator and coordinating the evaluation. The IDI evaluation manager will be Martin Aldcroft: martin.aldcroft@idi.no.

The evaluation will be supported by relevant IDI managers, Deputy Director Generals and coordinators depending on the initiatives selected. Together, they will be the focal point for providing information on the strategic plan, and evidence obtained during implementation, as well as for liaison with partners and participating SAIs. For discussions with SAIs and country level stakeholders, IDI will provide details of relevant contact points.

IDI's management team, (DG and DDGs), together with the SSU, will be responsible for commenting on draft products and drafting the IDI response. The IDI Board will comment on draft products, discuss the final report and approve IDI's response to the evaluation. The Evaluator will be responsible for proposing the design of the evaluation (in the inception report), conducting the evaluation, and preparing the draft and final reports.

10. Process and Timetables

Broadly, IDI requires that the inception report, draft and final report are completed during January-June 2022. IDI hopes that a virtual dissemination workshop can be held around September 2022. Indicative key milestones in the evaluation are:

1. SAIs invited to participate in the evaluation (28 October 2021)
2. Draft ToRs shared with invited SAIs and IDI core donor group for comment (28 October 2021)
3. Deadline for comments on ToRs (8 November)
4. ToRs submitted to IDI Board for comment[17] (11 November 2021)
5. ToRs discussed and approved at IDI Board meeting[18] (25 November 2021)
6. Formal invitation to tender published (30 November 2021)
7. Technical and financial proposals submitted to IDI (3 January 2022)
8. Preferred evaluator selected (6 January 2022)
9. Initial video conference between evaluator and IDI (10 January 2022)
10. Inception report, including proposed evaluation approach, submitted to IDI (31 January 2022)
11. Comments on inception report (14 February 2022)
12. Revised inception report to IDI (18 February 2022)

[17] Given the short deadline between publication of the ToRs and receipt of proposals, IDI will share the draft ToRs with potential bidders in advance, under caveat that they are still subject to Board approval
[18] ToRs may need adjustment to reflect Board inputs

13. 1st draft report to IDI (6 May 2022)
14. IDI comments on 1st draft report to evaluator (10 May 2022)
15. 2nd draft report to IDI (16 May 2022)
16. IDI comments on 2nd draft report to evaluator (if necessary) (19 May)
17. 3rd draft report to IDI (if necessary) (23 May)
18. Draft report sent by IDI to selected stakeholders for comment (6 June 2022)
19. Comments from selected stakeholders to IDI, synthesised and passed on to evaluator (8 June 2022)
20. Final report (max 40 pages including executive summary of max 4 pages) submitted to IDI (13 June 2022)
21. IDI Board discussion on the final report (including possible presentation by the evaluator) and approval of IDI response to the evaluation (mid-late June 2022)
22. Workshop presenting and discussing results with stakeholders (TBC, most likely September 2022)

11. Budget

The maximum budget for this evaluation is 600 000 NOK. Evaluator participation in dissemination activities after finalisation of the report will be considered in due course and reimbursed separately.

12. Eligibility of Service Providers

Bidding is open to firms, consultants operating on an individual basis and SAIs. Current permanent employees of SAIs may not apply on an individual basis. IDI's evaluation policy also includes the following requirements and restrictions for all IDI evaluations.

Independence includes that evaluators have no conflict of interest relating to IDI or to the subject being evaluated. Evaluators should not be married to, co-habiting with or related to IDI staff[19], or have been engaged in any way in the delivery of the initiative (e.g. as staff, consultants, resource persons or participants). Evaluators should not have been involved in any way in the delivery of any other IDI initiatives in the past year and should not be engaged to deliver other IDI initiatives while they are evaluating any IDI initiative. (Evaluating an IDI initiative is considered different to implementing an IDI initiative, so evaluating one IDI initiative will not preclude an evaluator from evaluating another IDI initiative). To ensure financial independence of evaluators from IDI, all external evaluators shall be asked to confirm (when submitting bids for evaluation work) that they are not financially dependent on income from IDI. Consultants or firms whose income from IDI exceeded 15% of their total income in either of their previous two completed financial years shall be deemed ineligible to bid for or be awarded IDI evaluation contracts. Former IDI staff[20] may not normally be engaged as evaluators by IDI. The DG may grant an exception to the use of former staff only where IDI has previously put an evaluation out to public tender and has not received any suitable bids. In such cases, the evaluator shall not have worked for IDI within the past three years.

13. Procurement Method

In accordance with the IDI procurement policy for contracts of this value, an open, competitive tender process shall be used (or at least five bidders invited to tender). Bid evaluation shall be by a purchase committee comprising the evaluation manager, Director General and one Deputy Director General.

[19] Or Board members (including their representatives and/or accompanying staff)

[20] Former Board members (including their representatives and/or accompanying staff) may participate in evaluations three years after their Board term expired.

Submission of Proposals

Interested service providers should submit a short technical and financial proposal, in English, by email to Martin.Aldcroft@idi.no by Monday 3rd January 2022, 5 pm Oslo time. This should comprise:

- Proposed methodology and timetable for the assignment, including overall evaluation approach and draft evaluation questions for the different levels of the evaluation and declaration of independence (see section 12 above).
- Experience in designing and delivering programme evaluations.
- Experience in evaluating capacity development initiatives in governance, public financial management and/or gender and inclusion.
- Understanding of IDI and capacity development of SAIs in developing countries.
- Full CV of the proposed team leader and short CVs of any other proposed team members.
- A financial proposal for the work, on either an input basis or lump sum contract.

14. Selection of Service Provider

Selection will be made based on the best price and quality combination, according to the following evaluation matrix.

Criteria	Maximum Score
Methodology	
Proposed methodology for assignment including overall evaluation approach and draft evaluation questions for the different levels of the evaluation	30
CV	
Experience of individual/team in designing and delivering programme evaluations	20
Experience of individual/team in evaluating SAI capacity development initiatives	10
Experience of individual/team in integrating gender considerations into the design and delivery or programmes and/or evaluations	10
Individual/team understanding of IDI and capacity development of SAIs in developing countries	10
Language	
Fluency of proposed individual/team in English, French, Spanish and Arabic	10
Financial proposal	
Financial proposal (based on Norwegian Kroner equivalent at the time of evaluation)	10*
TOTAL	100

* The lowest price proposal considered eligible will be scored at 10, others will be scored according to the following formula: score = lowest fee rate/(quoted fee rate) x 10. The assignment will be contracted in Norwegian kroner.

15. Reference Materials

- IDI Strategic Plan 2019-23, Operational Plans and Budgets
- IDI Annual Reports and Financial Statements
- IDI Evaluations

- IDI Bilateral Support Evaluations
- IDI Evaluation Policy
- IDI Governance Documents (Board members, Statues and Rules of Procedure, Register of Related Parties, Summaries of Board meetings)
- IDI Gender Policy
- IDI Gender Strategy
- Other IDI Policies (Code of Ethics, Safeguarding, Anti-Corruption etc.)

Annex 1. IDI Portfolio of Initiatives, 2019-21

Work Stream & Initiative	2019	2020	2021
Independent SAIs			
1. Support and Advocate Globally for SAI Independence			
Demonstrate Value and Benefits of SAIs			
SAI Independence Resource Centre (SIRC)			
SAI Independence Rapid Advocacy Mechanism (SIRAM)			
Support IDC SAI Goodwill Ambassador			
2. Provide Targeted SAI-Level Support			
Support to SAIs on Request (Gabon, Suriname, PNG)			
Support IDI Bilateral work on independence* (South Sudan, Somalia, Gambia, Madagscar)			
Regional workshops to develop stakeholder engagement strategies (linked to SPMR)			
Support to SAI Leaders on Independence			
3. Facilitate Effective Partnerships & Stakeholder Engagement			
Partner to support SAI independence (e.g. with IDC, INTOSAI regions, IMF)			
Establish relationships with accountability institutions			
Well-Governed SAIs (new work stream structure)			
1. Strategic Management			
SAI PMF			
SAI Strategy, Performance Measurement and Reporting (SPMR)			
2. Organisational Management			
pICTure: focusing on ICT governance of SAIs			
TOGETHER: Human Resources, Ethics and Gender for SAIs			
3. Leadership and Resilience			
CRISP: risk and crisis management for SAI performance			
MASTERY: masterclasses for SAI leaders			
Completed Initiatives from previous strategic plan			
SAIs Engaging with Stakeholders (SES)			
SAIs Fighting Corruption (SFC)			
Professional SAIs			
1. Support SAIs in Determining ISSAI Implementation Needs			
Develop & maintain GPGs: iCATs			
Financial Audit Support in ASEANSAI (ISSAI implementation needs assessment)			
Financial Audit Support in PASAI (ISSAI implementation needs assessment)			
2. Facilitate SAI Capacity Development for Implementing ISSAIs			
Develop & maintain GPGs: ISSAI Implementation Handbooks			
SAI Young Leaders			
PESA Pilot			
Support to SAI Tonga (financial, compliance and performance audit)			
Financial Audit Support in ASEANSAI (Cooperative Audit)			
Financial Audit Support in PASAI (Cooperative Audit)			
Transparency, Accountability and Inclusiveness in the use of emergency funds (TAI audits)			
3. Enhance Audit Quality Arrangements			
QA reviewer panels			
QA of IDI-supported cooperative audits (under professional, relevant and well-governed SAIs work streams)			
IDI Audit Quality Management Framework for Cooperative Audits			
Global Summit on Ensuring Audit Quality		Postponed	Postponed

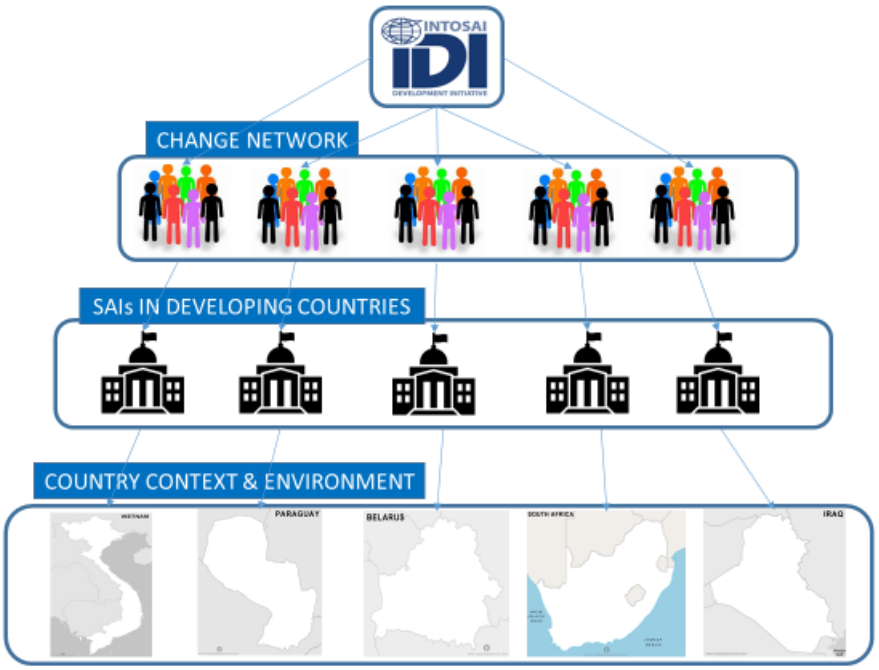
Work Stream & Initiative	2019	2020	2021
Relevant SAIs			
1. Foster Innovation in Audit and Education Practice			
Audit of preparedness for implementation of SDGs			
Develop & Pilot IDI's SDG Audit Model (ISAM)			
Audit of SDG Implementation: Cooperative Audit of Sustainable Procurement (CASP) using data analytics (in OLACEFS)			
Audit of SDG Implementation: 3.d audit of strong and resilient national public health systems			
Audit of SDG Implementation: Pilot audit of nationally agreed targets linked to SDG5.2 elimination of violence against women (in Uganda)			
SAI Innovations (formerly Green Hat innovation series)			
2. Leverage on Technological Impact			
Digital Education Support			
Leverage on Technological Advancement (LOTA) initiative			
3. Facilitate Audit Impact			
Facilitating Audit Impact Initiative			
Bilateral Support			
Bilateral Support General Management			
Support to the Office of the Auditor General of Somalia			
Support to the National Audit Chamber of South Sudan			
Accelerated Peer-Support Partnership (PAP-APP)			
Support to the Court of Accounts of Madagascar			
Support to the National Audit Office of the Gambia			
Global Foundations			
1. Strategic Partnerships, Stronger Partners, incl. INTOSAI Regions			
Support IDC Strategy 2020-30			
Partner with & Strengthen INTOSAI Regions			
Partner with other strategic partners			
2. Brokering Support			
GCP Tier 1			
GCP Tier 2 - lessons learned and replicate in other regions			
Support to the INTOSAI Continuity During COVID-19 Grants			
Workshops for SAIs on Engaging with Donors			
Strengthening SAI Peer-Peer Support			
Workshops for Donors on Engaging with SAIs			
Enhancing Country-Level Coordination Mechanisms			
3. Measuring and Monitoring SAI Performance and Support			
INTOSAI Global Survey & Global SAI Stocktake		Postponed	
IDI-IBP Joint Report on Strength of Audit and Oversight			
SAI Capacity Development Database			
Global SAI Performance Data Management		Postponed	
IDI Sustainability reviews		Postponed	
4. Advocacy and Communications for Behaviour Change			
Communications & Advocacy: INTOSAI-Donor Cooperation			
Communications & Advocacy: IDI			

Note. Not all initiatives are equal. The above includes SAI capacity development initiatives operating at a global, regional and SAI level, as well as maintenance of global public goods, webinars and training courses, communication and advocacy initiatives, and contributions to initiatives run by other IDI units and external partners. Some initiatives have specific strategies, work plans and funding, others are ongoing areas of ad hoc engagement.

The above is based on the work stream structure as at 2021 (including the redesigned Well-Governed SAIs work stream) and the 2021 initiatives (as well as initiatives completed in 2019-20). Some initiatives included in 2019 and 2020 IDI operational plans have since been moved, renamed or blended into other initiatives so may not be reflected in the above.

Annex 2. IDI Stakeholder Analysis, 2018

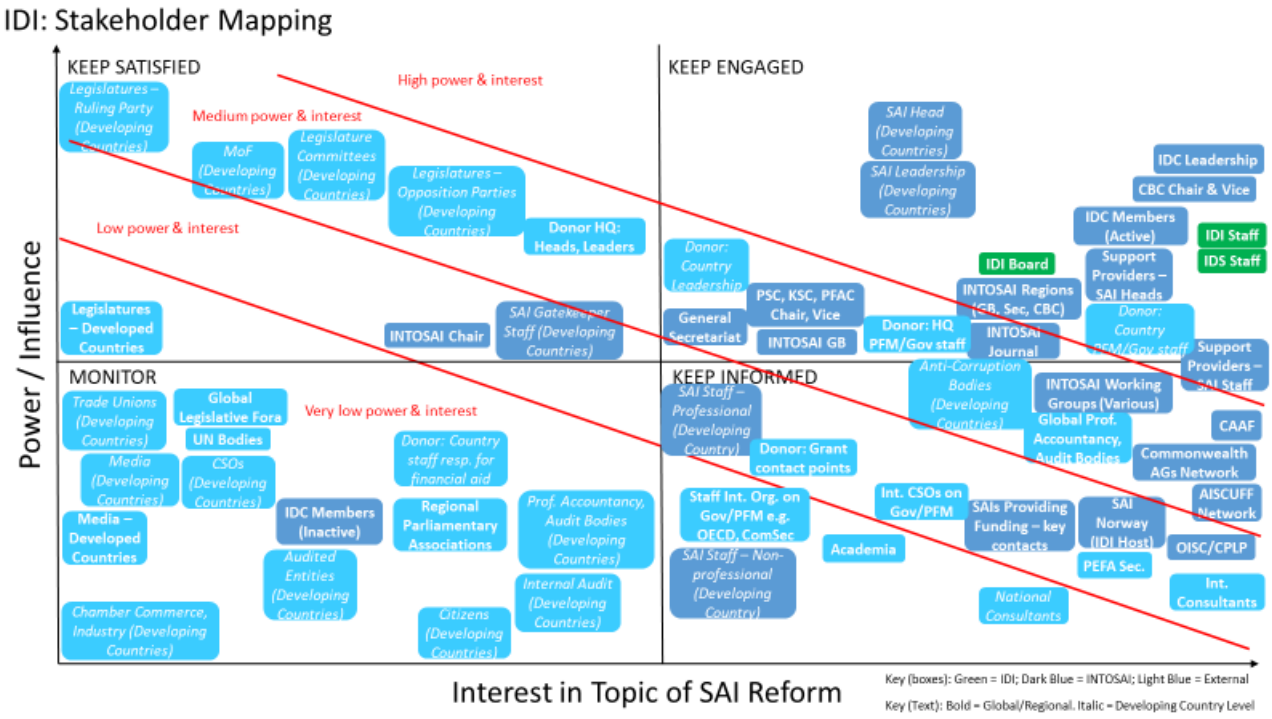
IDI conducted a stakeholder analysis in 2018 during development of its strategic plan. This will be subject to a light touch update whilst preparing the new strategic plan. The stakeholder analysis makes clear that IDI has a large number of stakeholders. It engages with many of its stakeholders not directly but through a change network, as show below.



Change Agents: Individuals IDI engages with directly, who share and take action to achieve IDI's strategic vision

SAIs: the entire country-level institution that IDI supports (as distinct from the individual SAI leaders and staff IDI engages with directly)

Assumption: the broad country environment is beyond IDI's mandate and is addressed by partners. IDI supports these partners on the specifics of the role of, and engagement with, SAIs

E.g. SAI independence and resources, legislative oversight, review & response to audit reports, culture of transparency & accountability, strength of governance and PFM systems, rule of law, control of corruption etc.

IDI's stakeholder mapping is used to prioritise stakeholders based on their interest and influence in SAI reform.