

Terms of Reference

IDI External expert 2020 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 reports, the new report will be published in 2020.

According to the 2017 Global SAI Stocktaking report:

SAIs across the globe face a multitude of challenges towards strengthening their capacities and performance to deliver value and benefits for citizens. They often operate in constrained environments, with legislatures that do not fully support and use their work, and where basic systems of transparency and accountability are lacking. Many SAIs face significant independence challenges, especially on financial independence and lack the resources to fulfil their mandates.

SAIs have taken significant strides in strengthening their strategic management through strategic plans and performance assessments, though quality of plans and reporting on performance needs to be strengthened. Enhancing audit quality and coverage, particularly implementing the International Standards of Supreme Audit Institutions (ISSAIs), is a major long-term challenge. However, there is gradual adoption of the ISSAIs and slow but improving implementation, though many more SAIs need to implement quality control and assurance systems to enable them to gauge their actual levels of implementation. Publication of audit reports appears to have declined since 2014, though this mainly reflects independence challenges. A good many SAIs are managing to overcome such challenges to enable public reporting. However, SAIs need to enhance their efforts in active communication with stakeholders, beyond publishing their reports. The coordination of support provided to SAIs continues to be an area for all stakeholders to improve: SAIs to take a leadership in coordination of support, and all providers to ensure support reflects SAI priorities, where these differ from their own priorities.

Regarding income levels, by 2017 poorer countries were further behind, with the group of least developed countries – including many fragile states – significantly behind in many areas. Regarding regional variations, whilst this depends on the specific area examined, SAIs in the ARABOSAI, CREFIAF and CAROSAI regions appeared to face more challenging circumstances and display more limited capacity, in a significant number of areas.

It is the intention of the 2020 INTOSAI Global Survey and Global SAI Stocktaking Report to draw from these previous results and take a new snap-shot 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 2020 Global Survey and Stocktaking report. For this purpose, a **Global Survey & Stocktaking Project Team** has been established and is formed by the Director General Einar Gørrissen, Deputy Director General Ole Schøyen, the two managers of GFU, Marcela and Kerry, and the two managers of SSU, Martin and Petra – as IDI gender lead. This team will lead the overall

project management and decisions about structure, resourcing, monitoring, agreeing remedial measures, review and approval of both products.

However, in addition to the GFU and SSU resources there is a need for external expertise regarding survey design, drafting, consolidation of data and subsequent analysis of information gathered from all the different sources. It is thus decided to open it up for a competitive tender process.

The IDI Operational Plan and budget for 2019/2020 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(s) will support IDI in:

- Global Survey Design and drafting
- Consolidation of data into appropriate format for storage & analysis
- PEFA data consolidation and analysis
- Other Data consolidation and analysis
- Consolidation of all data & preparation of Statistical Annex
- Data quality control checks / external quality controller
- Data analysis for Stocktaking Report
- Review integrity of data analysis / external quality controller
- Draft Stocktaking report (Main report and Appendix)
- Quality control review of stocktaking report / external quality controller
- Integrate suggestions regarding gender into the survey design and the stocktaking report given by the IDI external gender expert
- Work closely with IDI Global Foundations staff in the Global Survey design, as well as data analysis for the Global Stocktaking report. GFU's involvement is to add value to the analysis, ensure appropriate contextual understanding, and develop their capacity and skills for this work in the future. The external experts should help develop GFU staff skills in this area

2.2. Resource Requirements

Based on the above responsibilities, it is recommended that a team of external experts are commissioned to support delivery of the Global Survey and Stocktaking. Most likely, a team of two experts combining survey design, data analysis/research, and report writing would be needed. A third expert (with a more limited role) should be included as a quality control (QC) function. This team will be selected through an open competitive tender.

In addition, IDI will work with its external gender experts to suggest how the survey can be designed to collect useful data on gender issues and report on gender in the Stocktaking report and provide this as inputs to the survey design team.

2.2. Scope and budget

The external experts will be hired to deliver the tasks mentioned in point 2.1. The duration of the contract begins at the moment it is signed (first tasks expected to start in October) until the approval of the final report, approximately November 2020. A budget ranged from 420,000 to 520,000 NOK is available for the services in the entire period, including fees, travel and any other costs. The expert (s) will be required to define their rates, stated in the currency used, in the bids.¹ Further details will be set out in the contract.

2.3. Approach and Methods

The external expert (s) 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 comprise travel. However, if the experts do not reside in Oslo, they might need to travel few times for key meetings with the Global Survey & Stocktaking Project Team. If the team resides in Oslo the IDI offices will be available for work and meetings with relevant IDI team members. Otherwise skype meetings can be held when necessary. It is also required to establish a common virtual work space for both IDI team members and the experts from where they can work locally and simultaneously. Microsoft teams could be explored as a tool for it. Necessary travel will be discussed and compensated (details can be found in the contract).

Regarding the approach for the Global SAI Stocktaking Report, this takes the 2020 INTOSAI Global Survey as its primary source of data. 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, goal chairs, INTOSAI Chair, General Secretariat) owns the Global Survey and thus makes strategic decisions over the design and structure of it. This committee will be in charge of the management of the Global Survey, including circulating, collecting responses, closing survey and liaising with SAIs to resolve data quality issues.²

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 Strategic Support Unit (Martin)	IDI Global Foundations Unit
Approving ToRs, timetable, structures and resourcing proposal	IDI Management Team	

¹ Please see how the fee rate will affect the evaluation of the bids under 5.

² Once the external expert is selected, detailed arrangements will be agreed among IDI GFU, the Global Survey Committee and the expert in terms of the design and sign-off of the survey.

Task	Lead	Partners / Support
Overall project management, monitoring, agreeing remedial measures, review and approval of all products	Global Survey & Stocktaking Project Team (Einar - chair, Ole, Kerry, Marcela, Martin, Petra – as IDI gender lead)	
Day to day management of the Global Survey (including circulating, chasing SAI responses, closing survey, liaising with SAIs to resolve data quality issues)	IDI Global Foundations Unit	Global Survey Committee (IDI Global Foundations, all INTOSAI regions, sub-regions, goal chairs, INTOSAI Chair, General Secretariat)
Strategic decisions relating to the global survey (e.g. approach to confidentiality)	Global Survey Committee	
Suggestions for how to better integrate gender into the Global Survey	IDI external gender experts	Strategic Support Unit (Petra)
Global Survey Design and drafting	External Survey Designer(s), supported by IDI Global Foundations	Global Survey Committee , IDI external gender experts
Consolidation of data into appropriate format for storage & analysis	External Data analyst / researcher	IDI Global Foundations Unit
IDI-IBP Joint Report	SSU (Martin), GFU (Marcela & Kerry)	IBP – Claire Schouten
SAI PMF data	IDI SAI PMF team	
Open Budget Survey Data	SSU (Martin), GFU (Marcela & Kerry)	
PEFA data	External Data analyst / researcher	
Other Data	External Data analyst / researcher	
Consolidation of all data & preparation of Statistical Annex	External Data analyst / researcher	
Data quality control checks	External Quality controller	
Translation of survey, survey responses, stocktaking report	IDI framework translators	IDI Global Foundations Unit (and GFU budget)
Planned structure and content of Global SAI Stocktaking Report	Strategic Support Unit (Martin)	IDI Global Foundations Unit
Suggestions for how to better integrate gender into the Global SAI Stocktaking Report	IDI external gender experts	Strategic Support Unit (Petra)
Data analysis for Stocktaking Report	External Data analyst / researcher, supported by IDI Global Foundations	
Review integrity of data analysis	External Quality controller	

Task	Lead	Partners / Support
Draft Stocktaking Report (Main report and Appendix)	External Report writer	
Quality control review of stocktaking report	External Quality controller	
Draft Main report executive summary	Strategic Support Unit (Martin)	IDI Global Foundations Unit
Liaise with IDI graphic designers for design of stocktaking report ³	IDI Global Foundations Unit	GFU budget
Organize launch event, communication materials, press releases, video etc.	IDI Global Foundations Unit	GFU budget

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
1. Planning		
1.1 Preliminary ToRs and resourcing proposal	SSU (Martin) & GFU	21 Aug 2019
1.2 Decision on resourcing	IDI Mgmt. Team	23 Aug 2019
1.3 Establishment of Global Survey Committee	GFU	13 Sep 2019
1.4 ToRs for external experts issued	SSU (Martin), GFU & Petra (as IDI gender lead)	24 Sep 2019
1.5 Bids due	External experts	08 Oct 2019
1.6 Selection of external experts	Global Survey & Stocktaking Project Team	11 Oct 2019
1.7 Plan structure and content of stocktaking report	SSU (Martin) & GFU	18 Oct 2019
2. Global Survey		
2.1 Suggestions on how to better integrate gender into the Global Survey	IDI gender experts	22 Oct 2019
2.2 Design of global survey (2-3 survey components)	External experts & Global Survey Committee	19 Nov 2019
2.3 QC review of global survey design	Global Survey & Stocktaking Project Team	13 Dec 2019
2.4 Survey sent for translation	GFU	20 Dec 2019
2.5 Translate global survey	IDI Framework Translators	8 Jan 2020
2.6 Issue Global Survey	GFU	15 Jan 2020
2.7 Global Survey Completion Deadline	SAIs, Regions	31 Mar 2020
2.8 Translate all non-English responses	IDI Framework Translators	23 Apr 2020

³ A suitable word based template to be developed in advance for use by those writing the report, to avoid a long graphic design phase after the report is finalized.

Phase and Task	Responsibility	Date / Deadline
2.9 Data quality control checks	External Quality Controller	30 Apr 2020
2.10 Chase outstanding surveys & resolve data queries	GFU	15 May 2020
2.11 Final closure of survey	GFU	15 May 2020
3. IDI-IBP Joint Report		
3.1 Agree responsibility for working with IBP on joint report	IDI Mgmt. team	23 Aug 2019
3.2 Agree purpose, content, format, timing and branding of the report (may change dates below)	SSU (Martin), GFU (Marcela, Kerry) & IBP	21 Oct 2019
3.3 Preliminary data analysis based on 2017 data	SSU (Martin), GFU (Marcela, Kerry)	15 Nov 2019
3.4 Data analysis	SSU (Martin), GFU (Marcela, Kerry) & IBP	28 Feb 2020
3.5 Draft report	SSU (Martin), GFU (Marcela, Kerry) & IBP	15 May 2020
3.6 Review draft report	Global Survey & Stocktaking Project Team, & IBP	31 May 2020
3.7 Publish Final Report	IDI & IBP	30 Jun 2020
3.8 Launch event (New York or Washington, also discussing other options including with IPU)	IDI & IBP	July 2020
4. Other Sources of Data		
4.1 SAI PMF: collect all SAI PMF reports from SAIs and provide to IDI GFU	SAI PMF team	16 Apr 2020
4.2 Collate SAI PMF data into spreadsheet which maps scores between different SAI PMF versions and provide to data analyst	IDI GFU	30 Apr 2020
4.3 OBS: collect and collate 2015, 2017 and 2019 data	External Data analyst / researcher	30 Apr 2020
4.4 PEFA: obtain spreadsheet from PEFA Secretariat	IDI Strategic Support Unit (Martin)	16 Apr 2020
4.5 PEFA: collect published PEFA data and collate	External Data analyst / researcher	30 Apr 2020
4.6 Other (WGI, CPIA, SDG): collect and collate	External Data analyst / researcher	30 Apr 2020
5. Data Analysis		
5.1 Suggestions on how to better integrate gender into the Global Stocktaking Report	IDI gender experts	22 Oct 2019
5.2 Consolidate all data into selected database / other tool	External Data analyst / researcher	22 May 2020
5.3 Compile Statistical Annex	External Data analyst / researcher	1 Jun 2020
5.4 Complete data analysis	External Data analyst / researcher with IDI GFU	31 Jul 2020

Phase and Task	Responsibility	Date / Deadline
5.5 Review integrity of data analysis	External Quality Controller	14 Aug 2020
6. Report Writing		
6.1 Prepare report template including agreed graphic design	GFU & IDI graphic designers	15 May 2020
6.2 Draft Annex volume (full Global Survey Findings)	External Report writer	16 Sep 2020
6.3 Review Annex volume & agree topics for main report	Global Survey & Stocktaking Project Team	30 Sep 2020
6.4 Quality control review of Annex volume	External Quality Controller	30 Sep 2020
6.5 Draft main report (consolidated findings)	External Report writer	19 Oct 2020
6.6 Review main volume & provide feedback	Global Survey & Stocktaking Project Team	2 Nov 2020
6.7 Quality control review of main report	External Quality Controller	2 Nov 2020
6.8 Finalize annex volume and main report	External Report writer	12 Nov 2020
6.9 Draft executive summary	IDI Strategic Support Unit (Martin)	17 Nov 2020
6.10 Finalize graphic design (including improving key visuals / data presentation)	GFU & IDI graphic designers	17 Nov 2020
6.11 Approve final report and appendix	Global Survey & Stocktaking Project Team	24 Nov 2020
6.12 Report ready for publication	IDI GFU	1 Dec 2020
6.13 Report sent for translation	IDI GFU	1 Dec 2020
6.14 Organize launch event, communication materials, press releases, video etc.	IDI GFU	10 Dec 2020
6.15 Translation completed	IDI Framework Translators	4 Jan 2021
6.16 Translations quality checked	INTOSAI volunteer SAIs	25 Jan 2021
6.17 Translated versions published	IDI GFU	31 Jan 2021

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>
- IDI Strategic Plan 2019-2023 and IDI Operational Plan and Budget 2019 <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 designing and developing global surveys
- Substantial experience in research/data analysis of international projects, preferably also in the areas of public financial management and external audit
- Substantial experience with writing/drafting reports based on global data analysis
- Ability to think strategically and integrate diverse information from varied sources
- In-depth 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:

- Fluency in French, Spanish or Arabic is an asset
- Gender expertise 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)
- Presentation of a tax (VAT / Sales Tax etc.) certificate if the value of the contract exceeds NOK 500 000 (excl. VAT).

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
Technical #	
Experience of working as data analyst/research:	50
Experience with design and development of global surveys	20
Experience with research/data analysis of international projects. Consolidation of data from various sources and subsequent statistical analysis	20
Experience with writing/drafting reports based on global data analysis	10
Experience of working in the area of external audit:	20
Experience working with (and for) Supreme Audit Institutions	10
Demonstrated understanding of public financial management systems	10
Other	10

Working level proficiency in specified languages other than English	5
Gender expertise	5
Financial	
Daily Fee Rate (based on Norwegian Kroner equivalent at time of evaluation)	20*
TOTAL	100

Proposals must score at least 60% on the technical evaluation to be considered eligible

* The lowest priced fee rate of CVs considered eligible will be scored at 20, others will be scored according to the following formula: score = (lowest fee rate / quoted fee rate) * 20

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:

Requests for information/clarification shall be submitted by email to martin.aldcroft@idi.no and marcela.mora@idi.no

The time limit for receipt of tenders is: **08 October 2019 COB.**

Please submit your offer to: marcela.mora@idi.no and idi@idi.no

Annex 1: The call-down Contract between the Supplier of Services and the INTOSAI Development Initiative (IDI) (2019-2020)

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 November 2020. 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.
The indicative budget range in NOK for the whole call down contract is from 420,000 to 520,000 NOK
- 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 Ole Schøyen (ole.schoyen@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 ...2019.

External expert

Einar Gørrissen
INTOSAI Development Initiative (IDI)