



CALL FOR TENDER

DEVELOPMENT OF A STRATEGIC MANAGEMENT SOFTWARE

Terms of Reference

Appendix

July 1, 2021
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Through some examples, this appendix describes how the software is expected to work and interact with users.

GENERAL APPROACH

Designing and managing a strategic plan requires the implementation of several steps following the methodology exposed in the IDI Strategic Management Handbook.

For each key stage contributing to the strategic management of the SAI, the tool shall:

- Describe the objectives
- Provide guidance on substance and methodology*
- Ask the user to fill in forms they can adapt to their specific needs with information
- Present the information collected into user-friendly format

** For each step, the software would provide some guidance through notes, highlights, and popups, while SAIs would fill specific fields with required information. The guidance will reflect the IDI Strategic Management Handbook.*

This approach should apply to:

- The design of the strategic plan
- The design of the operational plan
- The design of human resources management planning
- The design of Budget Planning/Expenses Tracking
- The design of the monitoring plan
- The design of risk management

EXAMPLE 1 - DESIGN THE STRATEGIC PLAN

Analysis of the current situation

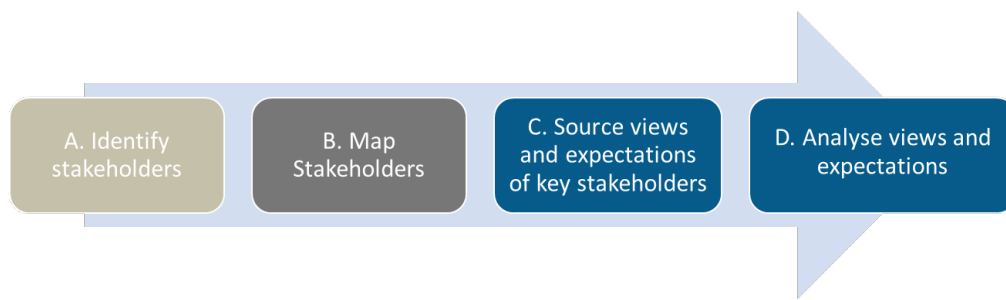
Take into account the result of the SAI PMF findings¹.

Stakeholders Analysis

Documented understanding of key internal and external stakeholders, their current perceptions and expectations of the SAI and their role in strategy development

¹ The SAI PMF is currently being digitalized and will allow to export extracts as text that could be used to feed the strategic plan.

Guidance to users will be to conduct the stakeholder analysis following the four-step approach:

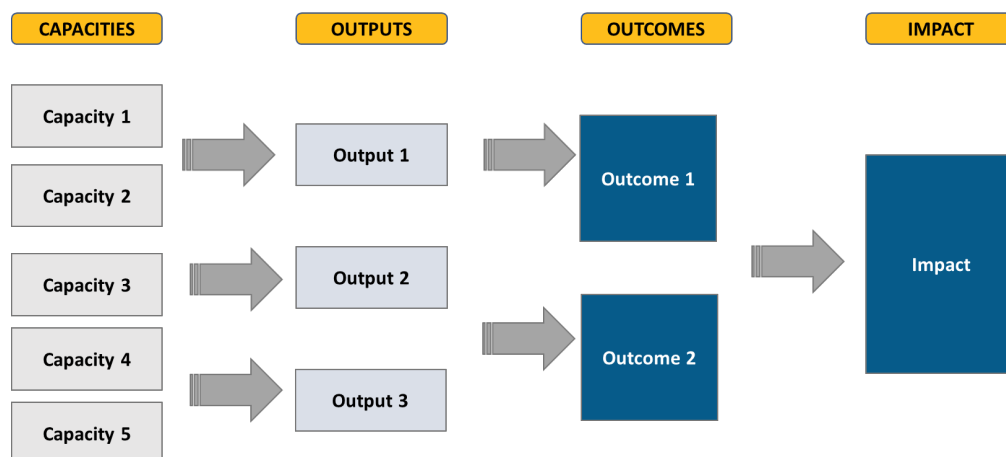


Crafting the SAI strategy

- A strategic plan identifying a clear results framework and strategies to improve performance
- SWOT analysis to identify strategic issues
- Definition of results framework: Impact, outcomes, outputs
- Identification of capacity gaps and strategies to address them
- Prioritization and feasibility analysis
- Consult draft results framework with rest of SAI

The tool will reflect the Vision, Mission and Values of the SAI.

The software should be capable to follow IDI's approach that organizes the strategic plans around 4 key elements that are: capacities, outputs, outcomes and impact.





The tool shall allow the elements to be represented graphically and allow to establish logical links between them.

It should be able to embed quantified measures to be reported against (see below).

EXAMPLE 2 - DESIGN & MANAGE THE OPERATIONAL PLAN

Once strategic plan is designed and approved, SAI design an operational plan. The tool shall be able to include such operational plan according to IDI basic requirements. Every activity towards the implementation of the strategic plan shall have the following minimum information in the system:

Timeframe & Milestones / Responsibility assignment / Resources (staff, budget, other) / Status

It should be possible to breakdown activities into sub-activities with similar elements.

It should allow linking activities to outputs.

Screen - Describe the objectives

The operational plan

The operational plan translates the SAI strategy into implementable tasks and actions, which can be taken up and followed through by SAI staff.

It represents a detailed blueprint for implementation, which should ensure that the SAI meets its capacity needs identified in the SAI strategy, attains the corresponding outputs and facilitates the achievement of outcomes.

See SMH – Chapter 9

Screen - Guidance on substance and methodology

Main steps
<p><u>Minimum</u></p> <ul style="list-style-type: none"> - Define what part of the strategic plan should be implemented in the next financial year. Be guided by your sequenced approach to closing the capacity gap and the performance targets in your strategic plan. - Align the operational planning timeline with other annual planning timelines in your SAI, including the budgeting timelines - Define clear and specific activities that lead to reaching the milestones for the year and closing the relevant capacity gaps. - Define in-year milestones and assign responsibilities. <p><u>Additional steps to go further</u></p> <ul style="list-style-type: none"> - Write an integrated operational plan, encompassing all audit and non-audit activities of the SAI. Such a holistic character may make some other annual plans of the SAI superfluous; others may detail parts of the operational plan further. - Devise operational-level monitoring mechanisms (milestones and partially indicators) that derive from the strategic level monitoring framework. - Fully align your operational planning and budgeting processes.

Screen - Ask the user to fill in forms with information

User may choose to keep / delete / rename suggested fields to accommodate SAI needs

Field	Comments ²
Strategic outcome	These are the outcomes from the Strategic Plan
Output	These are the outputs from the Strategic Plan, there are several outputs for each outcome.
Annual target	This is the target for the Output
Activity	Define activities in the operational plan in a clear and specific way. They should be action-oriented – that means focused on execution – and realistically implementable. There can be several activities for each Output.
Time frame	Target date for completion.

² The comments may appear in a pop-up window when a field is selected.

Milestone	Each activity should be supplemented by a milestone that specifies the activity's expected result by the end of the year. In case of activities spanning over much of the duration of the operational plan, the SM team should break down milestones based on the expectation for work done within a period, for example, within each quarter.
Status	Indicate here the delivery status against the milestone.
Responsible	Who is responsible and ultimately accountable for each activity? Responsibilities might include several levels, like a senior manager being responsible for a process or a unit or department collectively doing the actual bulk of the work, with other units being responsible for delivering specific contributions.
Budget	Include here the budget allocated to the activity. It can differentiate the operational and capital expense budgets.
Staff assigned	Include here the staffing resources needed to deliver the activity (staff time, e.g. number of Full Time Equivalent or FTE). <i>See Human resources planning below (Appendix B)</i>
Other resources	Indicate any other resource that may be allocated to the activity.
Relevant other plans	Link to other plans that may be relevant.

Screen - Present the information collected into user-friendly format according to the users' needs (e.g. users shall be able to select information to be shown)

SAI operational plan for [year]

Output	Activity	Responsible	Time frame	Milestone year x	Status Quarter	Budget	Staff need	Relevant other plans
Output 1	Activity 1.1							
	Activity 1.2							
Output 2	Activity 2.1							
	Activity 2.2							
...	...							

Human Resources Planning

As shown above, the Operational Plan shall notably include the staff resources allocated to different activities. The software shall assist the SAI in planning its human resources through a specific process. The results will be automatically integrated in the Operational Plan

Screen – Describe the objectives

Human resources

The human resources plan takes stock of the human resources available to deliver the strategic plan. It then assesses the human resource requirement for carrying out all the planned activities to make sure that current existing and new resources to be assigned will permit to deliver the plan. This is done through the allocation of human resource to the different activities.

Screen – Guidance on substance and methodology

Assessing and allocating human resources

The human resource planning process should ideally be based on a staff time recording system. Alternatively, SAIs may use assumptions on time used on core work (audits and jurisdictional controls), non-core work and non-productive time. It will have to draw on information on experiences from different organisational units within the SAI, such as:

- The number and type of staff needed for each task;
- The scope for improving productivity and efficiency;
- The opportunity for cross-departmental collaboration;
- Additional training and professional development needs emerging from specific tasks.

The starting point for determining the SAI's human resource need is the core work, audits and jurisdictional controls. The SAI should set benchmarks of working time needed for the different types of audits and jurisdictional controls.

Further, each audit or jurisdictional control engagement of the SAI creates work for the organisation's support services, so-called overheads.

The SAI's operational plan entails other activities that are neither its core work nor direct overheads thereof. It is crucial to estimate the human resources needed for these since they often come in addition to the core tasks which already occupy most staff for most of their time.

To assign staff flexibly, it is helpful to calculate in so-called Full-Time Equivalents or FTEs. An FTE is the working time of one person who is employed with full time at the SAI.

See SMH – Chapter 10.1



Screen - Ask the user to fill in forms with information

User may choose to keep / delete / rename suggested fields to accommodate SAI needs

This information will be used to feed the operational plan (see above, “staff need”).

Field	Comments ³
Total staff within SAI	Number of FTE currently employed by the SAI
Staff under recruitment / to be recruited	Number of FTE currently under recruitment or for which recruitment has been approved
Management Staff	Number of FTE in managerial position
Senior Audit Staff	Number of Senior Auditors (FTE)
Junior Audit Staff	Number of Junior Auditors (FTE)
Support Staff (audit)	Number of Support staff working for audits (FTE)
Support Staff (general)	Number of Support staff for general purpose (FTE)

³ The comments may appear in a pop-up window when a field is selected.

EXAMPLE 3 – MONITOR PLAN

Result Level: Outcome						
SAI Outcome 1: xxx						
Indicator Definition xxx Source: xxx	Baseline [year]	Milestone [year+1]	Milestone [year+2]	Milestone [year+3]	Milestone [year+4]	Milestone [year+5]
		[achievement]	[achievement]	[achievement]	[achievement]	[achievement]
SAI Outcome 2: xxx						
Indicator Definition xxx Source: xxx	Baseline [year]	Milestone [year+1]	Milestone [year+2]	Milestone [year+3]	Milestone [year+4]	Milestone [year+5]
		[achievement]	[achievement]	[achievement]	[achievement]	[achievement]
Indicator Definition xxx Source: xxx	Baseline [year]	Milestone [year+1]	Milestone [year+2]	Milestone [year+3]	Milestone [year+4]	Milestone [year+5]
		[achievement]	[achievement]	[achievement]	[achievement]	[achievement]

Result Level: Output						
SAI Output 1A: xxx						
Indicator Definition xxx Source: xxx	Baseline [year]	Milestone [year+1]	Milestone [year+2]	Milestone [year+3]	Milestone [year+4]	Milestone [year+5]
		[achievement]	[achievement]	[achievement]	[achievement]	[achievement]
SAI Output 1B: xxx						
Indicator Definition xxx Source: xxx	Baseline [year]	Milestone [year+1]	Milestone [year+2]	Milestone [year+3]	Milestone [year+4]	Milestone [year+5]
		[achievement]	[achievement]	[achievement]	[achievement]	[achievement]
Indicator Definition xxx Source: xxx	Baseline [year]	Milestone [year+1]	Milestone [year+2]	Milestone [year+3]	Milestone [year+4]	Milestone [year+5]
		[achievement]	[achievement]	[achievement]	[achievement]	[achievement]

EXAMPLE 4 – RISK MANAGEMENT

The system should allow to establish and manage a risk register at output and activity levels. The risk register should comprise the following elements:

Outcome or Output or Activity / Risk description / Impact description / Impact level /
Probability level / Priority level / Faculty of Action / Mitigation notes / Owner

Based on the elements above, the software should produce the following two graphical matrices:

- Risks criticality

IMPACT	LIKELIHOOD		
	1 - Unlikely	2 - Moderate	3 – Likely
5 – Catastrophic	MODERATE	MODERATELYCRITICAL	HIGHLY CRITICAL
4 – Major	NOT CRITICAL		MODERATELYCRITICAL
3 – Moderate			
2 – Minor			
1 - Insignificant		NOT CRITICAL	NOT CRITICAL

- Risks Priority

FACULTY OF ACTION	Criticality		
	1 – Not critical	2 - Moderate	3 – High
3 – High	MODERATE	HIGH PRIORITY	
2 – Significant			
1 – Limited	NO PRIORITY		PRIORITY
0 – Null			



SPECIFIC REQUIREMENTS

AUTOMATE REPORTS & DASHBOARDS

The system shall offer a range of automated reports and graphic dashboards such as:

- ✓ Measure against outputs targets
- ✓ Activity status (including use of budget and staff)
- ✓ Risk assessment

MULTI-USERS AND COMMUNICATION CHANNELS

The system should allow concurrent users.

It shall Allow for effective communication between the parties involved. Some examples:

- Between the SAI team and the expert supporting the team (could be IDI or an external expert).
- Between the SAI team members.

INTERNAL MONITORING (IDI)

It would be useful if the system can allow for monitoring, with the permission of the concerned SAI, as follows:

- The status of plans at a global level (accumulated numbers): number of finalized plans, number of plans in the “work in progress” stage, etc. This type of information will be used as a basis for internal and external reporting.
- Where in the process ongoing work is to allow for more agile and flexible support. If we see that a team has been stuck in the “work in progress” phase for an unusually long time, we can send them a friendly request offering support. And if we see that several teams are stuck in the same phase, we can consider offering some additional training in a limited and specific area if necessary.
- For transparency and possible approval have a written message on the main page mentioning about the monitoring we are doing towards what they register in the system. And mention whether we would share the analysis results externally or not. And before they start putting any data in the system, this message or the link of this message should pop out.

LANGUAGES

English shall be proposed as primary language for the software interface.

Possibility to translate Menus and Fields in other languages to be introduced in the future, notably Arabic, Spanish and French.



LINK WITH EXISTING HR/BUDGETING/ACCOUNTING SOFTWARE

Taking into account that SAIs use different budgeting/accounting tools, it may be difficult to easily create automated links between the Strategic Management Software and other tools. However, such a feature could be assessed further for consideration.

SECURITY & OTHERS

- Each SAI team needs to have its own workspace with restricted access.
- Data security is critical since the data is mostly SAI property sensitive information for the SAI.
- Selected IDI staff should have access to data for internal monitoring purposes. Permission from SAIs must be given for us to access the workspace of the assessment teams and their SAI PMF results.
- The system needs to be flexible. When we revise the Strategic Management Handbook in the future.
- Ensure that we follow all external regulations. GDPR, other?
 - We should have a GDPR part. But since the personal data involved in this system would not be so much other than contact information etc. from the SAI team themselves, we could simply write some text with a link to our Privacy Notice on our website. We will need to sign a "Data Processor Agreement" with this provider (whoever hosts / maintain this system for us).