



# Update to the IDI Operational Plan and Budget 2021



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### A. Highlights

1. Continued restriction on travels due to COVID-19 necessitate major revisions in budgets for most initiatives. However, the targets mentioned in the IDI Results Framework are expected to be achieved.
2. Majority of onsite events and physical meetings substituted by online interventions. Events where results cannot be achieved through online interventions have been moved to 2022
3. Additional details about respective work streams provided in subsequent sections. No major changes for Administration and Strategic Support Unit except for reduction of travel budget for SSU and Director General
4. Budget cuts across. Minor increases in some initiatives owing to addition of components or starting of new initiatives
5. Estimated reduction of expenditure budget by 20 million NOK for 2021 (from 96 to 76 million NOK)
6. Budgeted income revised to NOK 102 million from NOK 115 million
7. Expected surplus of NOK 26 million carry forward to 2022
8. The rough estimates for 2022 expenditure is NOK 96 million and estimated income is NOK 108 million including carry forward
9. Operational Plan and Budget for 2022 will be presented to the IDI Board in the November 2021 meeting

## B. Budget update 2021 and tentative forecast 2022

Summary of Finances (Amounts NOK)				
	Original Budget 2021	June Budget 2021	Actual 30.04.21	Estimates 2022
IDI Total Expenditure	96,145,765	76,153,667	19,695,011	96,080,580
IDI Total Funding	114,521,541	101,876,344		107,820,098
<b>Carried Forward</b>				
<b>Deferred Income</b>	<b>18,375,776</b>	<b>25,722,676</b>		<b>11,739,518</b>

Details of Income (Amounts NOK)			
	Original Budget 2021	Revised Budget June 2021	Interim Financial Forecast 2022
OAGN (Norwegian Parliament Grant)	27,900,000	27,900,000	27,900,000
SIDA Sweden	15,751,500	14,693,254	14,689,500
Austrian Development Agency	1,110,080	995,300	995,300
FCDO (core component)	3,528,517	0	2,864,750
INTOSAI	188,714	169,201	169,201
<b>Total Core Funds</b>	<b>48,478,811</b>	<b>43,757,755</b>	<b>46,618,751</b>
<b>Professional SAIs</b>			
European Union	4,662,336	4,180,260	3,180,260
<b>Total Professional SAIs</b>	<b>4,662,336</b>	<b>4,180,260</b>	<b>3,180,260</b>
<b>Relevant SAIs</b>			
GAB Saudi Arabia for SDGs	948,140	823,800	0
European Union	666,048	597,180	597,180
BMZ via GIZ for SDGs	743,754	357,609	0
BMZ via GIZ NEW grant	0	1,891,070	2,274,537
<b>Total Relevant SAIs</b>	<b>2,357,942</b>	<b>3,669,659</b>	<b>2,871,717</b>
<b>Independent SAIs</b>			
SAI Qatar	1,862,950	823,800	823,800
Irish Aid	277,520	248,825	0
European Union	666,048	597,180	597,180
<b>Total Independent SAIs</b>	<b>2,806,518</b>	<b>1,669,805</b>	<b>1,420,980</b>
<b>Well-Governed SAIs</b>			
SECO for SPMR	5,137,350	4,525,000	3,525,000
GAB Saudi Arabia	2,844,420	2,471,400	0
Irish Aid for SAI PMF	1,387,600	1,244,125	0
<b>Total Well-Governed</b>	<b>9,369,370</b>	<b>8,240,525</b>	<b>3,525,000</b>
<b>Bilateral</b>			
SAI Qatar for Bilateral	265,000	148,853	1,200,686
MFA Norway for South Sudan	3,830,000	2,328,208	4,498,285
MFA Norway for Somalia	2,200,000	874,246	2,445,937
NORAD for DRC	0	956,755	2,364,050
Irish Aid	1,111,000	904,000	951,118
FCDO for SAI-Level Support	2,269,000	1,665,185	445,559

MFA France for PAP-APP	1,100,000	1,100,000	1,100,000
EU for PAP-APP	1,200,000	800,000	1,500,000
USAID-Madagascar	5,200,000	3,356,461	8,301,014
<b>Total Bilateral</b>	<b>17,175,000</b>	<b>12,133,707</b>	<b>22,806,649</b>
<b>Global Foundations</b>			
European Union	666,048	597,180	597,180
SECO	1,027,470	905,000	905,000
GAB Saudi Arabia	948,140	823,800	0
FCDO	608,365	572,950	171,885
<b>Total Global Foundations</b>	<b>3,250,023</b>	<b>2,898,930</b>	<b>1,674,065</b>
<b>Total Earmarked Funds</b>	<b>39,621,189</b>	<b>32,792,886</b>	<b>35,478,671</b>
<b>Subtotal Funding</b>	<b>88,099,999</b>	<b>76,550,641</b>	<b>82,097,422</b>
<b>Brought forward/Deferred Income</b>	<b>26,421,542</b>	<b>25,325,703</b>	<b>25,722,676</b>
<b>Total Funding</b>	<b>114,521,541</b>	<b>101,876,344</b>	<b>107,820,098</b>

**Reasons for reduction of total funding between original and revised budget 2021:**

- Approximately NOK 4 million less in funding from currency differences due to approximately 10% strengthening of NOK vs other currencies
- Approximately NOK 3,5 million less in core funding agreed with FCDO

**All funding received by IDI is booked as liabilities to the donor in question until it can be settled with a matching cost. This is done at the end of the year where project balances are settled per donor.**

## Details of Expenditure (Amounts NOK)

Professional and Relevant SAIs Department	Original Budget 2021	Revised Budget June 2021	Actual Expenditure 30.04.21	Interim Financial Forecast 2022
<b>Professional SAIs</b>				
Allocated Staff Costs (DG/SSU/Admin)	953,383	1,133,515	442,056	1,179,512
Allocated Overhead Costs	1,322,612	1,487,841	335,852	1,540,297
Direct Staff Costs	7,645,668	8,434,562	2,316,708	9,748,074
Work Stream Delivery Costs	9,756,662	3,694,680	259,849	5,309,000
<b>Sub-Total Professional SAIs</b>	<b>19,678,326</b>	<b>14,750,597</b>	<b>3,354,466</b>	<b>17,776,884</b>
<b>Relevant SAIs</b>				
Allocated Staff Costs (DG/SSU/Admin)	1,215,909	808,706	315,385	861,680
Allocated Overhead Costs	1,708,694	1,071,851	382,143	1,123,031
Direct Staff Costs	8,731,600	6,523,881	2,823,440	6,854,867
Work Stream Delivery Costs	7,870,214	1,881,500	59,209	3,086,000
<b>Sub-Total Relevant SAIs</b>	<b>19,526,417</b>	<b>10,285,938</b>	<b>3,580,176</b>	<b>11,925,578</b>
<b>Total Professional and Relevant SAIs Department</b>	<b>39,204,743</b>	<b>25,036,535</b>	<b>6,934,642</b>	<b>29,702,462</b>
<b>SAI Governance Department</b>				
	<b>Original Budget 2021</b>	<b>Revised Budget June 2021</b>	<b>Actual Expenditure 30.04.21</b>	<b>Interim Financial Forecast 2022</b>
<b>Independent SAIs</b>				
Allocated Staff Costs (DG/SSU/Admin)	497,417	490,527	191,299	508,532
Allocated Overhead Costs	703,102	642,106	159,191	641,625
Direct Staff Costs	4,197,230	4,247,933	1,265,263	4,472,972
Work Stream Delivery Costs	1,770,795	1,260,000	0	2,114,954
<b>Sub-Total SAI Independence</b>	<b>7,168,544</b>	<b>6,640,566</b>	<b>1,615,753</b>	<b>7,768,083</b>
<b>Well-Governed SAIs</b>				

Allocated Staff Costs (DG/SSU/Admin)	1,768,595	1,285,976	501,514	1,483,219
Allocated Overhead Costs	2,439,919	1,691,468	595,165	1,953,907
Direct Staff Costs	13,376,684	10,127,896	3,124,533	10,769,551
Work Stream Delivery Costs	5,080,303	3,851,227	339,182	8,215,000
<b>Sub-Total Well-Governed SAIs</b>	<b>22,665,500</b>	<b>16,956,567</b>	<b>4,560,394</b>	<b>22,421,676</b>
<b>Bilateral</b>				
Allocated Staff Costs (DG/SSU/Admin)	801,395	861,736	336,066	904,057
Allocated Overhead Costs	1,082,775	1,091,808	280,743	1,134,000
Direct Staff Costs	6,415,963	7,159,812	1,875,505	7,759,070
Unit Delivery Costs	7,609,960	5,220,000	713,073	12,398,000
<b>Sub-Total Bilateral</b>	<b>15,910,093</b>	<b>14,333,357</b>	<b>3,205,388</b>	<b>22,195,127</b>
<b>Total SAI Governance Department</b>	<b>45,744,138</b>	<b>37,930,490</b>	<b>9,381,536</b>	<b>52,384,887</b>
<b>Global Foundations, Administration and Director General Strategic Support Units</b>	<b>Original Budget 2021</b>	<b>Revised Budget June 2021</b>	<b>Actual Expenditure 30.04.21</b>	<b>Interim Financial Forecast 2022</b>
<b>Global Foundations Unit</b>				
Allocated Staff Costs (DG/SSU/Admin)	538,869	839,199	327,277	978,924
Allocated Overhead Costs	746,694	1,090,577	166,312	1,266,378
Direct Staff Costs	4,248,061	6,651,278	1,700,244	6,944,071
Unit Delivery Costs	2,701,278	1,734,150	31,774	1,794,503
<b>Total Global Foundations</b>	<b>8,234,902</b>	<b>10,315,203</b>	<b>2,225,607</b>	<b>10,983,877</b>
<b>Director General &amp; Strategic Support Unit</b>				
Allocated Staff Costs (DG/SSU/Admin)	485,661	671,117	166,482	712,458
Allocated Overhead Costs	634,041	542,157	156,961	579,731
Unit Delivery Costs	548,828	226,136	43,844	500,000
<b>Total DG &amp; SSU</b>	<b>1,668,529</b>	<b>1,439,410</b>	<b>367,288</b>	<b>1,792,189</b>
<b>Administration</b>				
Allocated Staff Costs (DG/SSU/Admin)	561,289	642,573	144,767	681,135
Allocated Overhead Costs	732,164	789,457	641,170	536,031
<b>Total Administration</b>	<b>1,293,453</b>	<b>1,432,030</b>	<b>785,937</b>	<b>1,217,166</b>
<b>IDI Total</b>	<b>Original Budget 2021</b>	<b>Revised Budget June 2021</b>	<b>Actual Expenditure 30.04.21</b>	<b>Interim Financial Forecast 2022</b>
Allocated Staff Costs (DG/SSU/Admin)	6,822,518	6,733,349	2,424,847	7,309,517
Allocated Overhead Costs	9,370,001	8,407,265	2,717,537	8,805,001
IDI Work Stream / Direct Staff Cost	44,615,207	43,145,361	13,105,694	46,548,606
IDI Work Stream / Unit Delivery Cost	35,338,040	17,867,693	1,446,932	33,417,457
<b>IDI Total Expenditure</b>	<b>96,145,765</b>	<b>76,153,667</b>	<b>19,695,011</b>	<b>96,080,580</b>
<b>IDI Total Funding</b>	<b>114,521,541</b>	<b>101,876,344</b>		<b>107,820,098</b>
<b>C/F Deferred Income (Surplus)</b>	<b>18,375,776</b>	<b>25,722,676</b>		<b>11,739,518</b>

## C. Workstream wise summary of major revisions to approved OP and Budget 2021



### I. Professional SAIs

Components & Initiatives
<p><b>Component 1: Support SAIs in Determining ISSAI Implementation Needs</b></p> <ul style="list-style-type: none"> <li>• Development and maintenance of iCATs</li> <li>• Support SAIs for ISSAI Implementation Needs Assessment (IINA)</li> </ul> <p><b>Component 2: Facilitate SAI Capacity Development for Implementing ISSAIs</b></p> <ul style="list-style-type: none"> <li>• Development and Maintenance of ISSAIs Implementation Handbooks</li> <li>• SAI Young Leaders (SYL)</li> <li>• Professional Education for SAI Auditors (PESA) Pilot</li> <li>• Cooperative Audit Support: IDI ASEANSAI Cooperative Financial Audit (CFA)</li> <li>• Cooperative Audit Support: IDI PASAI Financial Statements of Governments (FSG) Audit</li> <li>• ‘Transparency, Accountability &amp; Inclusiveness of the use of Emergency Funding for COVID-19’ – Global Cooperative compliance audits (TAI Audits)</li> <li>• COVID-19 response Actions for Audit</li> </ul> <p><b>Component 3: Enhanced Audit Quality Arrangements</b></p> <ul style="list-style-type: none"> <li>• Quality Assurance of IDI supported cooperative audits</li> <li>• Supporting SAIs in Ensuring Audit Quality</li> </ul>

Summary of revisions to Operational Plan and Budget 2021
<ul style="list-style-type: none"> <li>• COVID-19 travel restrictions necessitate shift of onsite events to online events or shift to 2022</li> <li>• Continuing Professional Development (CPD) and Networking for SYLs planned to be delivered as an online ‘learning festival’ together with other CPD events for digital education</li> <li>• Launch of the third SYL cohort moved to 2022 to provide a level playing field and realistic opportunities to design and implement SAI change strategies.</li> <li>• Inclusion of audit of vaccine rollout as a TAI topic</li> <li>• Portfolio of experiments introduced for exploring, experimenting and innovating audit methodology and professional education approaches.</li> </ul>

Details of revisions to work stream direct delivery cost budget 2021 (Amounts: NOK)		
Components	Original Budget (October 2020)	Revised Budget (June 2021)
Component 1: Support SAIs in Determining ISSAI Implementation Needs	464,850	168,200
Component 2: Facilitate SAI Capacity Development for Implementing ISSAIs	8,441,812	3,286,480
Component 3: Enhanced Audit Quality Arrangements	790,000	230,000
Stakeholder Engagement	60,000	10,000
<b>Total Unit Delivery Cost (Anticipated reduction: NOK 6,061,982)</b>	<b>9,756,662</b>	<b>3,694,680</b>



## II. Relevant SAIs

### Components & Initiatives

#### Component 1: Foster Innovation in Audit and Education Practice

- SAI Innovations (formerly called Green Hat: IDI Innovation Exchange Series) – Framing webinars, SAI Innovations marketplace and SAI Innovations resource library
- Auditing SDGs : IDI’s SDGs Audit Model (ISAM), Audit of Strong & Resilient National Public Health Systems ( linked to SDG 3.d), Cooperative Audit on sustainable public procurement using data analytics (linked to SDG 12.7 ), Audit of elimination of intimate partner violence against women (linked to SDG 5.2)

#### Component 2: Leverage on Technological Advancement

- Digital education
- Leverage on Technological Advancement (LOTA)

#### Component 3: Facilitate Audit Impact

- Facilitate Audit Impact (FAI)

### Summary of revisions to Operational Plan and Budget 2021

- COVID-19 related travel restrictions necessitate shift of onsite events to online events or to 2022
- Online ‘Learning Festival’ introduced for Continuing Professional Development (CPD) and Networking for training specialists, eLearning specialists, blended learning specialists and LMS administrators
- Portfolio of experiments introduced for exploring, experimenting, and innovating in areas related to digital education, leveraging on technology, and facilitating audit impact

### Details of revisions to work stream direct delivery cost budget 2021 (Amounts: NOK)

Components	Original Budget (October 2020)	Revised Budget (June 2021)
<b>Component 1: Foster Innovation in Audit and Education Practice</b>	5,365,214	973,000
<b>Component 2: Leverage on Technological Advancement</b>	775,000	827,000
<b>Component 3: Facilitate Audit Impact</b>	1,640,000	51,500
<b>Stakeholder Engagement</b>	90,000	0
<b>Portfolio of experiments</b>	0	30,000
<b>Total Unit Delivery Cost (Anticipated reduction: NOK 5,988,714)</b>	<b>7,870,214</b>	<b>1,881,500</b>



### III. Independent SAIs

<b>Components &amp; Initiatives</b>
<p><b>Component 1: Global Advocacy and Support</b></p> <ul style="list-style-type: none"> <li>• Advocacy and communications</li> <li>• Set up and manage the SAI Independence Resource Centre (SIRC)</li> <li>• Develop, design and disseminate advocacy, communication and capacity development materials</li> <li>• Respond to emerging threats</li> </ul> <p><b>Component 2: Support to SAIs</b></p> <ul style="list-style-type: none"> <li>• Support to SAI leadership (New Initiative)</li> <li>• SAI-level support to pilot SAIs</li> <li>• SAI-level support to SAIs from bilateral support</li> <li>• SAI-level support to SAIs from SPMR</li> <li>• SAI-level support to other SAIs</li> </ul> <p><b>Component 3: Facilitate effective Partnership</b></p> <ul style="list-style-type: none"> <li>• Facilitate effective partnerships and stakeholder engagement in support of SAI independence</li> </ul>

<b>Summary of revisions to Operational Plan and Budget 2021</b>
<ul style="list-style-type: none"> <li>• COVID-19 travel restrictions necessitate shift of onsite events to online events</li> <li>• Additional research under component “global advocacy and support”</li> <li>• Major expenditure expected during the remainder of 2021 on translation of resource materials</li> </ul>

<b>Details of revisions to work stream direct delivery cost budget 2021 (Amounts: NOK)</b>		
<b>Components</b>	<b>Original Budget (October 2020)</b>	<b>Revised Budget (June 2021)</b>
<b>Component 1: Global Advocacy and Support</b>	1,086,279	1,010,000
<b>Component 2: Support to SAIs</b>	508,192	250,000
<b>Component 3: Facilitate effective Partnership</b>	176,324	0
<b>Total Unit Delivery Cost (Anticipated Reduction: NOK 510,795)</b>	<b>1,770,795</b>	<b>1,260,000</b>





#### IV. Well Governed SAIs

##### Components & Initiatives

##### Component 1: Strategic Management

- Enhance the measurement of SAI performance through SAI PMF
- Strategy, Performance Measurement and Reporting (SPMR)

##### Component 2: Organisational management

- ICT management
- HEG (Human resources, ethics & gender)

##### Component 3: Leadership and resilience

- Leadership masterclasses
- Support SAIs in strengthening their risk and crisis management procedures

##### Summary of revisions to Operational Plan and Budget 2021

- COVID-19 travel restrictions necessitate shift of onsite events to online events
- Evaluation of SAI PMF strategy implementation 2016-2021
- Major expenditure expected during remainder of 2021 on translation of resource material for SPMR and SAI PMF
- Workshop for enhancing capacity of SAI PMF Resource Persons and in-country support for SPMR programme moved to 2022

##### Details of revisions to work stream direct delivery cost budget 2021 (Amounts: NOK)

Components	Original Budget (October 2020)	Revised Budget (June 2021)
<b>Component 1: Strategic Management</b>	3,476,779	3,083,169
<b>Component 2: Organisational management</b>	796,900	320,000
<b>Component 3: Leadership and resilience</b>	728,088	248,058
<b>Work stream Management</b>	78,536	200,000
<b>Total Unit Delivery Cost (Anticipated Reduction: NOK 1,229,076)</b>	<b>5,080,303</b>	<b>3,851,227</b>



## V. Bilateral Support

### Components

- Component 1: Bilateral Support general management
- Component 2: Support to the Office of the Auditor General of the Federal Republic of Somalia
- Component 3: Support to the National Audit Chamber of South Sudan
- Component 4: Accelerated Peer-Support Partnership - PAP-APP (Phase 1)
- Component 5: Accelerated Peer-Support Partnership - PAP-APP (Phase 2)
- Component 6: Support to the Court of Accounts of Madagascar
- Component 7: Support to the National Audit Office of The Gambia
- Component 8: Support to the Court of Accounts of DRC

### Summary of revisions to Operational Plan and Budget 2021

- Plans and areas of support to the different SAIs have in general been maintained
- A combination of online contact and some travels in the second half of 2021 will enable progress in key areas in the original 2021 plan. However, trainings and guidance will have a narrower scope and some activities have been cancelled or postponed to 2022
- New partnership with SAI DRC expected to start in second half of 2021 (included in budget)
- Plans for small-scale projects in Togo, Guinea and Niger within PAP-APP phase 2 maintained, despite an increased risk this will not be established for all the three countries due to COVID-19
- Underspending of allocated donor funding for the components in 2021. This underspend and expected new donor funding during 2021 will be used for increased efforts in later years and recruitment of new staff for the PAP-APP programme and selected country project

### Details of revisions to work stream direct delivery cost budget 2021 (Amounts: NOK)

Components	Original Budget (October 2020)	Revised Budget (June 2021)
Component 1: Bilateral Support general management (Excluding staff costs)	24,999	305
Component 2: Office of the Auditor General of the Federal Republic of Somalia	1,835,304	1,172,072
Component 3: National Audit Chamber of South Sudan	2,233,296	1,481,602
Component 4: PAP-APP (Phase 1)	277,056	121,509
Component 5: PAP-APP (Phase 2)	910,594	423,000
Component 6: Court of Accounts of Madagascar	1,203,631	1,173,331
Component 7: National Audit Office of The Gambia	1,125,080	634,181
Component 8: Court of Accounts of DRC	Not set	214,000
<b>Total Unit Delivery Cost (Anticipated reduction: NOK 2,389,960)</b>	<b>7,609,960</b>	<b>5,220,000</b>



## VI. Global Foundations

### Components

- Component 1: Strategic Partnerships
- Component 2: Brokerage
- Component 3: Measure and Monitor SAI Performance
- Component 4: Advocacy and Communications

### Summary of revisions to Operational Plan and Budget 2021

- COVID-19 travel restrictions necessitate shift of onsite events to online events
- Measure and Monitor SAI performance budget increased due to further Global Survey analysis and development of Global Survey database.
- Communications: Consolidation of existing or introduction of new communications tools, platforms and packages across IDI, development of social media strategy and re-design of relevant website sections
- Budget for the IMF collaboration projected under SSU has been moved to GFU

### Details of revisions to work stream direct delivery cost budget 2021 (Amounts: NOK)

Components	Original Budget (October 2020)	Revised Budget (June 2021)
Component 1: Strategic Partnerships	726,544	125,000
Component 2: Brokerage	903,124	197,340
Component 3: Measure and Monitor SAI Performance	893,070	1,130,067
Component 4: Advocacy and Communications	178,540	281,743
<b>Total Unit Delivery Cost (Anticipated reduction: NOK 967,128)</b>	<b>2,701,278</b>	<b>1,734,150</b>

### D. Proposed Changes in IDI Results Framework

#### Professional SAIs: IDI Output Indicators

Expected Results	Indicator No.	Indicator Definition	Source	Baseline (Date)	Target / Actual	Targets and Actual Results			
						2019	2020	2021 Original	2021 Revised
<b>PROFESSIONAL SAIs</b>									
SAIs supported in professional staff development	15	Progress in developing, implementing and quality assuring the Professional Education for SAI Auditors (PESA) pilot framework	IDI Annual Performance & Accountability Reports	PESA pilot framework and syllabus (2018)	Target	N/A	Design complete for 14 out of 17 PESA-P digital education papers  Development complete for 7 out of 17 PESAI-P digital education papers	Design and Development of PESA-P digital education completed and PESA – P launched for 600 auditors  PESA -P assessment materials developed.	Design and Development of PESA-P digital education completed and PESA – P launched for 600 auditors  PESA -P assessment materials developed. <b>(PESA -P assessment materials development underway.)</b>
SAIs supported in professional staff development	16	Cumulative number of SAI staff trained through PESA, ISSAI Implementation Needs Assessment (IINA), QA reviewers, SAI Young Leaders and coaches, training in cooperative Financial ISSAI based audit (CFA) (and female participation rate each year)	IDI Annual Performance & Accountability Reports	PESA: 0 IINA: 0 QA Rev: 65 SYL: 46 CFA: 0 Total: 85 (2018)	Target	N/A	PESA: 15 IINA: 38 QA Rev: 120 SYL: 91 CFA: 44 Total: 308 (44% female)	PESA: 615 IINA: 56 QA Rev: 120 SYL: 136 CFA: 62 TAI: 120 Total: 1109 (44% female)	PESA: 615 IINA: 56 QA Rev: 120 SYL: <b>91</b> CFA: 62 TAI: <b>130</b> Total: 1074 (44% female)

#### Relevant SAIs: IDI Output Indicators

Expected Results	Indicator No.	Indicator Definition	Source	Baseline (Date)	Target / Actual	Targets and Actual Results			
						2019	2020	2021 Original	2021 Revised
Outreach for innovation in audit and education practice	19	Cumulative number of participants (SAIs and stakeholders from all countries) covered through SAI Innovations events (formerly Green Hat); UN-IDI SAI Leadership and Stakeholder meeting (and female participation rate each year)	IDI Annual Performance & Accountability Reports	UN/IDI SAI Leaders & Stakeholders 275 (2018)	Target	Green Hat: 70 UN/IDI: 345 Total: 415 (44% female)	SAI Innovations: 200 UN/IDI: 478 Total: 678 (44% female)	SAI Innovations : 270 UN/IDI: 478 Total: 748 (44% female)	SAI Innovations : 270 UN/IDI: 478 Total: 748 (44% female) <b>Healthy Interactions Series: 50 (50% female)</b> <b>CPD Event: 50 (50% event)</b> <b>LOTA Talks: 30</b>