

## Mid-Term Review of Implementation of the IDI Strategic Plan 2014-18: Management Response

The IDI Management Team welcomes the findings of the Mid-Term Review and is pleased with the reviewer's overall conclusion as follows:

### Mid-Term Review Summary

*"the IDI has implemented most of the strategies and actions established in the Strategic Plan. The review team's mid-term review shows that the IDI has implemented a majority of its strategies and actions established for 2014 to 2017. In addition, the evidence shows that SAIs have made progress during the period towards ISSAI compliance as independent and accountable institutions." (page 39)*

The review makes 12 specific recommendations, which the IDI management team mostly agrees with and intends to action. IDI's response to these recommendations is recorded in the following table.

Topic / Recommendation	IDI response	Accepted Yes/No	IDI Proposed Action
<b>Strategic Priorities</b>			
1. The IDI needs to review its results hierarchy and carefully consider how the outcomes from its programs will help to achieve outcomes at the SAI level that lead to overall country impacts.	IDI agrees that its overall results framework can be strengthened, especially the link between programme outcomes and SAI outcomes. Doing so will ensure that programmes make a greater and more specific contribution to SAI outcomes.	Yes	IDI Strategic Planning Team will develop a new results framework as part of its 2019-23 Strategic Plan, by November 2018.
2. The IDI is recommended to consider revising its current SAI outcomes to become Impact goals.	IDI considers impact goals to be higher level than its current SAI outcomes. However, this will be clarified in the new results framework.	Yes	IDI Strategic Planning Team will develop a new results framework as part of its 2019-23 Strategic Plan, by November 2018.
<b>Program design</b>			
3. The review team recommends that the IDI establishes: <ul style="list-style-type: none"> <li>Program-specific outputs that will contribute to program-specific SAI outcomes</li> </ul>	Creation of programme specific outputs linked to programme specific SAI outcomes is a useful addition to the IDI results framework. Programme specific IDI outputs as suggested may be useful for internal IDI programme monitoring, but may not be shown in the	Yes	IDI Strategic Planning Team will develop a new results framework as part of its 2019-23 Strategic Plan, by November 2018.

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<ul style="list-style-type: none"> <li>Program-specific IDI outputs to ensure that programs are completed on-time, within budget, using the established method or quality protocol etc. The program-specific outputs would contribute to IDI Outcomes but not necessarily to the SAI impact.</li> </ul>	results framework given they do not have a direct causal effect on SAI outcomes and impact.		
4. The IDI should strive to establish relevant and feasible SAI outcome goals for each program that are based on a thorough contextual analysis - this is vital for the success of the program.	IDI agrees on the need to increase focus on programme specific SAI outcomes in future, and that these should be feasible. However, it may not be feasible to do this retrospectively for all ongoing programmes, and to introduce and agree with participating SAIs the necessary results measurement systems to generate the appropriate data.	Yes	IDI programme departments will ensure future programmes include a greater focus on identifying feasible SAI outcomes and establishing appropriate systems to collect results (ongoing). As part of Programme 360, IDI's Strategic Support Unit will review ongoing programmes to assess and strengthen programme specific SAI outcomes, by December 2018.
5. The IDI should pay closer attention to the process of selecting and designing programs to ensure that it fulfils the relevant requirements of its Service Delivery Model.	IDI considers that its selection and design process largely meets the requirements of its service delivery model, but accepts there have been exceptional reasons why not all requirements were followed in specific cases.	Yes	The IDI Strategic Planning Team will review the requirements of IDI's service delivery model in development of the IDI Strategic Plan 2019-23, by November 2018.
6. The IDI should consider reintroducing the prioritization process it initiated in 2014 and review the criteria used to also	IDI agrees this would be sensible if and when it intends to introduce a new portfolio of programmes. However, IDI is currently moving away from time-bound programmes to a more permanent set of work streams linked to SAI outcomes. Some form of prioritisation matrix to	Yes	The IDI Strategic Planning Team will consider IDI's approach for selecting programmes within workstreams, as part of development

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consider the availability of resources when selecting programs.	select programmes within each work stream, to best contribute to SAI outcomes, may be useful.		of the IDI Strategic Plan 2019-23, by November 2018.
7. The IDI should record time spent on different activities and programs in order to be able to plan and allocate staff time efficiently and effectively.	IDI is currently using a time recording system in those units where the use of the information appears to justify the cost (INTOSAI-Donor Secretariat, Bilateral Programmes, Strategic Support Unit). IDI agrees that historic staff time records can sometimes be useful for future planning purposes. Further, the IDI Board has also requested more information on IDI resource utilisation in and between projects; a time recording system would be one way of addressing this need. IDI needs to further explore the costs of introducing time recording across the organisation, the intended use of the data, and whether the existing time recording system can fully meet IDI's needs.	Yes	IDI management team will further explore this and make a recommendation to the IDI Board meeting in November 2018.
<b>Program development</b>			
8. The IDI needs to consider how to obtain and utilize non-SAI specific expertise in developing and delivering capacity building programs.	The IDI has over the last years significantly increased the use of non-SAI specific expertise in many of its programmes, and recognize the added value of doing so. However, all IDI programmes are delivered for the benefit of SAIs, and benefit from experts having an understanding of the environment in which SAIs operate. IDI therefore needs to balance the knowledge of an expert with their understanding and experience of SAI context. The IDI will however going forward continue to look at ways and means of increasing the use of external expertise where it can enhance the quality of IDI capacity development programmes.	Yes	The IDI programme departments will continue their efforts to increase the level of partnerships with non-SAI specific expertise, as appropriate (ongoing).
9. The IDI needs to carefully assess its unique value added and competence when considering offering a non-SAI specific capacity building program. If the	IDI considers that all its programmes are SAI specific, as they are for the benefit of SAIs and take place within SAI's operating environment. Hence a topic such as SAI Young Leaders, which could be viewed as a generic leadership programme available elsewhere, is delivered by an IDI-led partnership and heavily tailored to the	No	No action, as IDI considers that it does not offer non-SAI specific capacity development programmes that could be delivered by others, with the same levels of SAI participation, and the same impact.

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subject matter is one where the IDI has no prior experience or if the topic is generic to public sector leaders (and is therefore on offer by other institutions / organizations), the IDI may need to prioritize the SAI-specific capacity building programs.	operating environment and work of an SAI. The programme involves experts from outside SAIs, but the nature of the programme (including facilitating SAI young leaders to implement a change initiative within their SAI) is heavily SAI focused. IDI considers that such practical components are integral to the initiative and would not be part of more generically available programmes. In addition, in the absence of such an IDI programme, IDI doubts that many of the participating SAI's would invest in developing young leaders, and especially in empowering young female leaders, as the IDI programmes seeks to do.		
<b>Program delivery and monitoring</b>			
10. Using the SAI-PMF to measure outcome is a good evidence-based practice, though the approach needs to be discussed and agreed with all parties at the planning stage.	IDI agrees the SAI PMF is appropriate in cases where the intended programme results is a change at the SAI level that can be measured by SAI PMF. For programmes that target specific activities not measured by SAI PMF (e.g. IT audit), other measurement tools may be needed. IDI agrees these should be agreed with all parties at the planning stage.	Yes	IDI programme departments will ensure future programmes include appropriate systems to collect results, discussed with all parties at the planning stage (ongoing). As part of Programme 360, IDI's Strategic Support Unit will review ongoing programmes to assess and strengthen systems to measure SAI outcomes, by December 2018.
11. The IDI should make sure that outcome targets are established and that progress in meeting the targets is monitored.	IDI has outcome targets at the levels of SAIs, IDI and programmes. While some indicators did not have baselines at the time of developing the 2014-18 strategic plan, these were all set in the IDI and programme results frameworks during 2014. Progress is monitored through IDI's annual Performance and Accountability Reports.	Yes	IDI will continue to do this in the development and reporting on its Strategic Plan 2019-23.
<b>Global Public Goods</b>			

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12. The IDI should analyse where its Global Public Goods can be found with the purpose of facilitating access and their use.	IDI agrees that there is room for improvement in terms of a single web-based library where stakeholders can go to access IDI and other global public goods.	Yes	IDI management team will review the access to its global public goods in early 2018.