



# Appendix to Operational Plan

## 2016-2018

# Enhancing eLearning Capacity

## Background



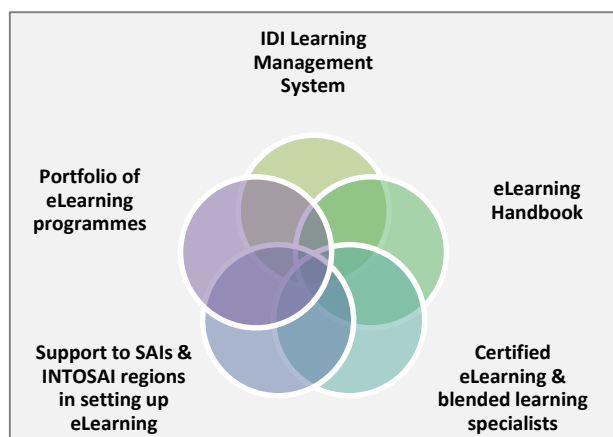
The IDI has been experimenting with eLearning solutions since 2005. Over the years, the IDI has tried web-based training, computer based training, using authoring tools to create e-Learning packages, self-running e-Learning courses, mentor led eLearning courses and blended programmes. After a variety of experiences, the IDI found blended solutions with mentor led eLearning and field audit components to be the best fit achieving outcomes. The IDI has been using such blended solutions by hiring the UNITAR eLearning platform.

The time is now right for the IDI to take the next step based on its experiences and expertise. This programme of enhancing eLearning capacity will focus on developing IDI's in house capacity for eLearning, facilitate the development of regional and SAI capacity, create pools of eLearning specialists, blended learning specialists, documenting eLearning methodology in an eLearning handbook and create an eclectic eLearning portfolio for the IDI over a period of time. eLearning is considerably quicker and more effective than the classroom based learning. It will save a significant sum for IDI and regions as well as for SAIs when it comes to capacity development of a much larger group of participants. With reducing costs eLearning can also secure much better return on the training expenditure comparing instructor-led face to face courses.

## Programme Profile

<b>Full Name</b>	<i>Enhancing eLearning capacity</i>
<b>Duration</b>	<i>2014 to 2019</i>
<b>Link to SAI &amp; IDI Outcomes</b>	<i>Linked to all IDI outcomes, it will increase the outreach and cost effectiveness of IDI programmes through blended solutions and it will also contribute to SAIs and regions enhancing cost effectiveness and outreach through blended solutions. The eLearning handbook will be a global public good and the programme will also create pools of blended learning specialists for the benefit of all regions and SAIs. This programme focuses mainly on enhancing capacity at the SAI, regional and IDI level and through such enhancement will contribute to strategic priorities in the IDI strategic plan.</i>
<b>Participating SAIs</b>	<i>Programme is planned to be offered to SAIs in all INTOSAI regions. The exact number of participating SAIs will be determined after further detailed planning meetings and signing of statement of commitments.</i>
<b>Other participating organizations</b>	
<b>Participants</b>	<i>Head of SAI/top management (for cooperation agreement), SAI staff involved in audit, training, IT and communications.</i>
<b>Cooperation Partners</b>	<i>INTOSAI regions, SAIs, professional partners from eLearning community</i>
<b>Funding Sources &amp; Budget</b>	<i>IDI basket funds</i>

The main objective of the programme is ‘increased use of blended learning approach by SAIs, INTOSAI regions and the IDI’. The programme aims to achieve this objective using the following five fold results framework:



**1.IDI Learning Management System (LMS)** - The IDI will set up its own eLearning portal and learning management system for development and delivery of ecourses, communities of practice and other services like online tests, surveys polls, meetings etc.

**2. eLearning Handbook** - Besides technology, IDI will also focus on methodology. The IDI will put together a regional resource team to document its eLearning methodology. The methodology will continue to be learner centered, participatory and feature a facilitatory approach involving eLearning mentors. The handbook will be translated into Arabic, French and Spanish

**3. Certification for eLearning and blended learning Specialists** - The IDI will design, develop and deliver a certification programme for eLearning and blended learning specialists. This will be a certification for competency in which a competency framework, syllabus, design and delivery mechanisms and evaluation mechanisms will be put in place. In the first phase eLearning specialists will be certified through a eLearning programme and on the job assignment. They can then apply for the next stage of the programme which will train them as face to face facilitators. Participants that complete the second phase will be certified as blended learning specialists. The existing pool of IDI certified training specialists will also be eligible to apply for eLearning and blended learning specialists programme subject to fulfillment of certain conditions. Passing both evaluations will, however, be necessary before they can be certified as blended learning specialists. These pools of eLearning specialists and blended learning specialists are expected to support design, development and delivery of blended learning solutions at global, regional and SAI level. The programme will be developed in English and then adapted into Arabic, French and Spanish.

**4. Support to regions and SAIs in eLearning Development and Delivery** –The IDI will also support regions and SAIs in setting up eLearning by helping establish learning management system, training pools of LMS administrators and helping SAIs train eLearning mentors in case of pilots. The components of such support will depend on the statement of commitments between the IDI and the region or SAI for this purpose.

**5. Portfolio of eLearning Programmes** - Over time the IDI will work towards developing a portfolio of eLearning courses that can be delivered on a regular basis. SAIs and regions will also be able to access and use these courses.

**Objective:** Increased use of blended learning approach by SAls, INTOSAI regions and the IDI

Programme Outputs		IDI Outcomes			SAI Outcomes		
Indicator	Target (year)	Indicator	Baseline (year)	Target (year)	Indicator	Baseline (year)	Target (year)
IDI e-Learning platform available in all four languages	2015 ( English) 2016 (Spanish, Arabic and French)	% supported SAls & INTOSAI regions that use IDI e-Learning handbook	0 ( 2015)	50%	% SAls, supported to set up eLearning, regularly use eLearning or blended learning solutions following IDI approach	0 (2015)	50% (2022)
<i>Source: IDI e-Learning platform &amp; project report</i>		<i>Source: IDI Programme Monitoring System</i>			<i>Source: IDI global survey and IDI Programme Monitoring System</i>		
eLearning Handbook available English Arabic, French, Spanish version	2016 2017	No. of IDI certified eLearning specialists	0	80 ( English) in 2016 80 ( Spanish) in 2017 50 ( French) in 2017 50 ( Arabic) in 2018	% INTOSAI regions , supported to set up eLearning, regularly use eLearning or blended learning solutions following IDI approach	0 (2015)	50% (2022)
<i>Source : IDI community portal</i>		<i>Source: IDI Programme Monitoring System</i>			<i>Source: IDI global survey and IDI Programme Monitoring System</i>		
eLearning certification Programme available English, Spanish, French and Arabic	English (2016), Spanish and French ( 2017) Arabic ( 2018)	No. of IDI certified blended learning specialists	0	50 ( English) in 2017 20 ( Spanish) in 2018 20 ( French) in 2018 20 ( Arabic) in 2019			
<i>Source : IDI project report and eLearning platform</i>		<i>Source: IDI Programme Monitoring System</i>					
Blended learning certification programme available	English (2016), Spanish and French ( 2017) Arabic ( 2018)	% certified specialists used in SAI, regional and international programmes	0 ( 2015)	50% ( 2022)			
<i>Source : IDI project report and eLearning platform</i>		<i>Source: IDI Programme Monitoring System</i>					

Trained pool of Learning Management System (LMS) Administrators	25 ( English) 2016 20 Spanish and 20 French) 2017 20 ( Arabic) 2018	% IDI programmes using blended learning approach	(2015)	90% (2022)			
<i>Source : IDI project report and eLearning platform</i>		<i>Source : IDI Performance &amp; Accountability report</i>					
Support to INTOSAI regions in setting up eLearning	1 INTOSAI region (2016) 1 region (2017 & 2018).						
<i>Source : IDI project report</i>							
Support to SAIs in setting up eLearning	1 SAIs ( 2015) 2 SAIs ( 2016) 2 SAIs ( 2017) 1 SAI ( 2018)						
<i>Source : IDI project report</i>							
eLearning community of practice in all four languages	2016 English 2017-2018 Arabic, French, Spanish						
<i>Source : IDI project report, eLearning Community</i>							
Lessons Learned documented	2018						
<i>IDI project reports</i>							

#### Assumptions SAIs and regions

- SAI leadership and SAI staff willingness to use eLearning for developing capacities
- SAIs keep commitments
- SAIs and regions have infrastructure and resources available for regular use

#### Assumptions IDI

- IDI has sufficient resources (funding and staff) to manage this programme
- IDI will get in kind contribution from SAIs in terms of required resource persons for online and onsite activities



## Projects & Budgets

Language	No.	Project	Budget in NOK	Funding Source
		<b>2016</b>		
English	1	Product Development Meeting: eLearning Handbook and eLearning Certification Programme	428 179	IDI Basket Funds
English	2	Certification Programme for eLearning Specialists ( English speaking regions)	39 282	IDI Basket Funds
English	3	Blended learning specialist workshop for ASOSAI, PASAI	1 189 670	IDI Basket Funds
English	4	SAI Pilot 2 Philippines : LMS Installation and Configuration Support Visit	35 158	IDI Basket Funds
English	5	SAI Pilot 2 Philippines : eLearning Mentor ecourse/ efacilitation of course design	23 570	IDI Basket Funds
English	6	SAI Pilot 2 Philippines: LMS Course Administrator ecourse	23 570	IDI Basket Funds
English	7	Regional 1 Pilot ASOSAI : LMS Course Administrators ecourse	23 570	IDI Basket Funds
English	8	Regional 1 Pilot: ASOSAI LMS Installation and Configuration Support Visit	34 568	IDI Basket Funds
English	9	SAI 3 Pilot Malaysia : LMS Installation and Configuration Support Visit	35 747	IDI Basket Funds
English	10	SAI 3 Pilot Malaysia : eLearning Mentor ecourse/ efacilitation of course design	7 857	IDI Basket Funds
English	11	SAI 3 Pilot Malaysia: LMS Course Administrator ecourse	7 857	IDI Basket Funds
English	12	Maintenance of LMS and portal	37 711	IDI Basket Funds
English	13	Set up eLearning CoP (English)	15 713	IDI Basket Funds
		<b>TOTAL 2016</b>	<b>1 902 452</b>	
		<b>TOTAL 2017</b>	<b>4 966 290</b>	
		<b>TOTAL 2018</b>	<b>2 273 868</b>	
		<b>TOTAL PROGRAMME</b>	<b>9 142 610</b>	

## Exit Strategy

Activity/Measure	Description
<b>1. Cooperation Meeting with SAI and Regional top Management</b>	SAI top management and Regional top Management are involved in programme design and framing of programme outcomes. They sign a statement of commitments for achieving programme outcomes.
<b>2. Use of SAI resources</b>	Professional capacity of SAI staff developed by using some as resource persons for the programme and training of SAI teams. Regional and SAI eLearning Pilots, the development of the eLearning Handbook and eLearning Certification Programmes require the participation of resource people from SAIs.
<b>3. Lessons Learned</b>	IDI will hold a lessons learned workshop with SAIs and regions that have been provided support to set up eLearning, the lessons learned will feed into future support provided under the programme.
<b>4. eLearning Platform updated</b>	Content and software of eLearning Portal and Learning Management System are updated. Platform available continuously.
<b>5. Updated global public goods</b>	eLearning Handbook is included in IDI's maintenance programme for its global public goods.

**6. Certified pools of eLearning and blended learning specialists**

*Certified pools of eLearning and blended learning specialists can support their SAls and regions in the design, development and delivery of eLearning and blended learning solutions.*

**Risk Management**

A	B	C	D	E	F	G	H	I	J	K
No.	Risk	Impact	Probability	Risk rating	Control rating	Residual risk	Control measures	Control Owner	Notes	Alert Code
				(CXD)		(EXF)				
1.	Added value	3	1	3	0,6	1,8	IDI service delivery model followed, SAI commitment, programme based on SAI needs	eLearning team	Programme design meets criteria of IDI service delivery model, only SAls that sign statement of commitment invited, prioritised by SAls and regions	
2.	Sustainability	3	2	6	0,6	3,6	SAI commitment, follow up from the IDI, support from the IDI, pool of certified specialists	eLearning team	Monitor certified people. Monitoring system will track SAI outcomes for 3 years after the closing of the programme.	
3.	Quality of deliverables	3	1	3	0,2	0,6	Delivered following the IDI's eLearning methodology. Due process for finalizing the eLearning handbook	MCD		
4.	Availability of resource persons	3	2	6	0,6	3,6	Request resource person with enough time, widen the pool of resource person, short training of resource person if required.	MCD		
5.	eLearning Platform goes offline and fails to run courses	3	1	3	0,2	0,6	Maintenance contract, support for eLearning Portal and Learning Management System. Updated software. Backup support.	MCD		
6.	Access to Internet in some INTOSAI Regions	3	1	3	0,2	0,6	Development of alternative delivery distance learning methods. Eg use of CDs. Inventory of internet access.	MCD		

