



CRISP – Crisis and Risk Management for SAI Performance

What is the initiative about?

Since the onset of the Coronavirus pandemic many SAIs had to realize that they were not adequately prepared for disruptions and crises. The lack of functioning crisis management procedures made disruptions to SAI work more pronounced, potentially undermining their relevance in ensuring accountability. Despite previous experience, many SAIs also face outdated and ineffective risk management procedures. Often, their risk management procedures do not adequately capture current risks that are aggravated by the pandemic, like lack of human and financial resources, or risks of digitization.

These challenges to SAIs have led IDI to develop and roll-out a new initiative, focussing on establishing and improving risk and crisis management processes that help SAIs face future disruptions and strengthen their position in the accountability system of their respective countries.

What is crisis management and what is risk management?

Risk management for an SAI is everything it does to reduce the likelihood that adverse events will occur and to manage the impact when it occurs. Adverse events – or risks – can and will occur to all levels of an SAI's value chain and risk management is closely linked to an SAI's strategic management as well as regular operations. This requires continuous evaluation and redesigning of an SAI's risk management processes and integration with its other management processes.

Crisis management for SAIs deals with their reaction to complex and unexpected events that create instability, damage, threat or risk to the SAI. Crisis management in a broad sense goes beyond managing a specific crisis and focuses on the SAI's preparedness for crisis,

its plans and procedures, and on learning from crises it has faced.

For SAIs in the current situation, there is a two-way link between risk and crisis management that this initiative intends to address and exploit. On the one hand, crisis management can be considered as a specific element of risk management. A crisis is the realization of an unlikely yet impactful risk for which the SAI has no simple mitigation tools at its disposal. Crisis management routines themselves thus become a risk mitigation measure. On the other hand, most SAIs are currently in the phase of recovery from the COVID-19 crisis. This recovery entails reviewing and updating risk management procedures.

How can your SAI get involved?

While this initiative's assumption is that SAIs need to strengthen both risk and crisis management, SAIs will have the opportunity to join interventions on only one of the two topics. Currently, there are several ways to benefit from the initiative:

- ▶ Join sensitization webinars in September 2021 (English and French, other languages follow).
- ▶ Nominate staff to attend eLearning courses from 2022 onwards.
- ▶ Express interest to be a pilot SAI for implementing the methodology from late 2021.

IDI is also looking for experience from the INTOSAI community on risk and crisis management. If your SAI would like to contribute to the initiative by sharing its experience or nominating resource people, this is very much appreciated. **You can get in touch via email: nils.voegen@idi.no**