

BUSS

BROKERING UPSCALED SAI SUPPORT



THE NEW INTOSAI-DONOR COOPERATION INITIATIVE

Abstract

Linking available sources of support with SAI development plans, supporting SAIs in articulating their needs and enabling opportunities for engagement amongst SAIs & partners



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1. Background and context

- The Global Call for Proposals (GCP) is an initiative established in 2011 by the INTOSAI-Donor Cooperation (The Cooperation hereafter) that aims to empower Supreme Audit Institutions (SAIs) in developing countries to drive forward their capacity and performance. This is done by (i) supporting SAIs to develop proposals based on their needs and strategic plan; and (ii) enabling mobilization of funds from interested financial and technical providers of support in a coordinated manner.
- From 2011 until 2017, the GCP was conducted on a fixed deadline basis, meaning applications were due by a certain date.
- In 2017 the GCP was split in two tiers. The Tier 1 turned into a rolling system open to all SAIs (and regions) from developing countries, to allow easier matching between when applications were received and annual donor financial planning and approval processes. The Tier 2 focused on particularly challenged SAIs (often from fragile states or states in challenging contexts).
- The change in the GCP Tier 1 structure, however, did not represent an increase in proposals or interest from donors or technical providers of support.
- The Cooperation wants to redevelop the initiative to continue capitalizing from the collaborative platform in place, maximize joint efforts and increase support to SAIs in need. As a result, the “BUSS - Brokering Upscaled SAI Support” initiative was developed.
- The IDI Global Foundations Unit ([GFU](#)) will facilitate, on behalf of the Cooperation, the execution of the BUSS initiative.

2. Objectives

Overall objective:

The aspiration of the Cooperation with the BUSS initiative is to scale-up and optimize joint efforts of INTOSAI and donor partners in enhancing the capacity and performance of SAIs in developing countries.

Specific objectives:

- a) Identify and link sources of support for SAIs
- b) Empower SAIs in articulating their needs based on their strategic plans and handling relationships with partners and other oversight institutions
- c) Enhance regional collaboration among SAIs, regional bodies and development partners
- d) Meet SAI Governance and Independence needs by establishing a link to the IDI governance initiatives focalized in-depth support¹

3. Lessons learnt from GCP T1 considered within the new BUSS design

- Rolling application process did not attract SAI applicants:
 - Funds and technical support will be identified before SAIs apply to the BUSS initiative
 - Connecting SAIs to potential providers of support at the regional level (during the BUSS workshop), sharing donor information and supporting them with engagement and advocacy will encourage SAIs to participate, develop and present proposals to donors

¹ There are two routes to achieve this, (A) SAIs participating in the IDI SPMR programme that require concrete donor and/or peer support to be facilitated through the BUSS; and (B) SAIs applying through BUSS initiative whose needs can be met through SPMR or related IDI governance initiatives.

- Bringing SPMR programme participants to the BUSS workshop will ensure stronger and well-structured proposals that may be positively received by interested providers
- All SAIs in the process of mobilizing funds or support will be offered additional training /support based on IDI SPMR programme principles and methodology for project design, management and reporting
- Rolling application process did not attract providers of support:
 - Regional brokerage approach will target regional donor country offices that have as objective strengthening national accountability systems in which support to SAIs can be included
 - Presenting proposals by themes (based on mapping of regional donor priorities), will generate more interest and mobilize new resources. As seen in recent successes with the PFAC grant and Saudi FISP
 - Regional brokerage approach will target regional development banks, resourceful SAIs and corporations interested in funding proposals linked to specific priority areas such as accountability, gender, climate change, etc
 - Partnering SAIs with other oversight organisations will increase their chances of tapping into new funds
 - Proposals with governance and independence priorities to be met as much as possible through participation in IDI governance initiatives or focused in-depth support
 - The BUSS working sessions for donors and development partners will offer an opportunity to increase their knowledge about SAIs and their role within the PFM system; do regional networking; and map together the support landscape to find synergies and achieve common goals through partnerships and collaboration

4. Success criteria

The BUSS initiative is considered successfully implemented when the following criteria is met:

- a) **SAIs supported:** The initiative succeeds in supporting at least 30 SAIs per year from any INTOSAI regions to first, articulate their development needs through the development of proposals and second, facilitate engagement with potential providers of support.
- b) **Support mobilized:** (i) SAIs from at least 2 regions during a year that have received BUSS support and found resources from regional/global pots or technical providers to support a minimum of one project within two years. The size of the project may not necessarily be large and long-term but represent a strengthening of an area clearly prioritized by the SAI. (ii) Value of new funds mobilized from the BUSS workshops.

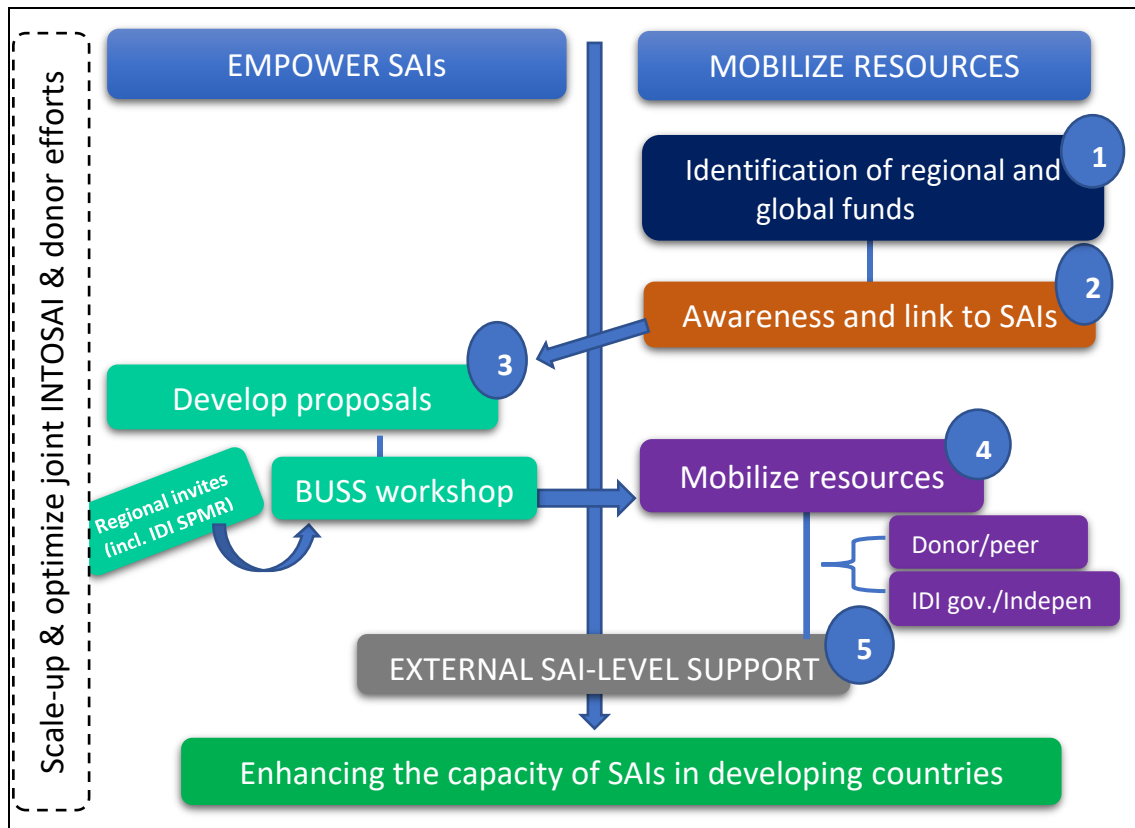
5. Design

Name: BUSS – “Brokering Upscaled SAI Support” Initiative

Delivery approach: two-fold brokerage approach targeting the empowerment of SAIs; and identification and mobilization of resources. GFU, on behalf of the Cooperation, will provide brokerage service:

- On a permanent basis, by actively identifying global and regional funds or technical support available and connecting SAIs to those funds
- Regionally, by targeting two regions per year with BUSS workshops to facilitate sessions on strategic and mutually beneficial partnerships; advocate for SAI support; identify and target funds to enhance SAI development; and encourage broader accountability strategies by linking SAIs with other oversight institutions

Support to deliver activities will be explored from the INTOSAI regional and sub-regional Secretariats (subject to capacity)



Steps:

1) Identification of global and regional resources

- On a permanent basis by actively identifying global and regional funds or technical support available²
- Offering BUSS working sessions for donors and development partners, delivered online or at donor events like EC regional meetings, IMF, etc. With this audience, the BUSS has as objectives to
 - Reinforce their knowledge about how SAIs work and their role within PFM system
 - Find synergies, network and ways of collaboration within the regions to allow achievement of common goals and maximize SAI support
 - Understand and advocate for SAI Independence
 - Understand and follow different types of funding

2) Raise awareness and link resources to SAIs

GFU will raise awareness of the availability of funds to SAIs within the target region or any other SAIs with matching priorities; and facilitate dialogue.

3) Development of SAI proposals

GFU will support the development of proposals where a potential funding source has been identified. This will be offered to SAIs within the target region and/or those coming from the IDI

² Sources targeting specific areas such as accountability, climate change, etc. and with funds coming from regional development banks, resourceful SAIs, potential new WB Trust fund, etc.

SPMR programme that require concrete donor and/or peer support³. GFU will deliver this support through the BUSS workshops.

The workshop objective will be to empower SAIs in articulating their needs, facilitate dialogue with partners and encourage coordination mechanisms. It includes sessions on (i) development of proposals; (ii) donor engagement, mapping priorities and presenting thematic proposals⁴; (iii) broader accountability strategies including other oversight bodies; (iv) donor presentations; (v) what to replicate from success stories; (vi) SAI Independence; and (vii) thematic round table discussions between SAIs and donors⁵.

4) Mobilization of resources

GFU will facilitate dialogue between SAIs with fully fledged proposals and the previously identified providers of support. It can be from (i) regional providers (e.g. peer, donor, development partner, regional banks); (ii) participation in IDI governance and independence initiatives; (iii) IDI focused in-depth support in governance or independence areas. All SAIs in the process of mobilizing funds or support are offered additional training /support based on IDI SPMR programme principles and methodology for project design, management and reporting.

5) External SAI level support

The SAI initiates direct engagement with providers of support/funding to develop and execute relevant capacity development projects.

For the purpose of measuring the success of the initiative, GFU will measure the value of new funds mobilized from the BUSS workshops, as well as assess how many SAIs that have received BUSS support successfully implemented a minimum of one project within two years.

³ SPMR participants will use their previously developed programme outputs such as the (a) donor mapping from the stakeholder assessment (b) Identified outstanding strategic priorities where resources are lacking (iii) defined costs and activities at the annual level and (iv) monitoring and reporting arrangements.

⁴ Themes such as gender, Strategic Management, ISSAIs, ICT, infrastructure, climate change, anti-corruption.

⁵ The donor presentations and roundtable discussions will allow SAIs to engage in dialogue with partners; share donor information with SAIs so they understand their suitable funding (both directly or in partnership with other accountability actors).