

STRENGTHENING SUPREME AUDIT INSTITUTIONS' IMPLEMENTATION CAPABILITIES USING THE PDIA APPROACH

RENFORCER LES COMPÉTENCES D'EXÉCUTION DES INSTITUTIONS SUPÉRIEURES DE CONTRÔLE AVEC L'APPROCHE PDIA



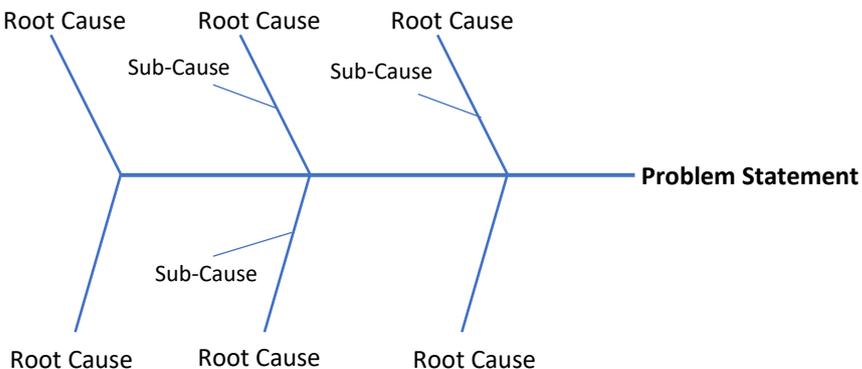
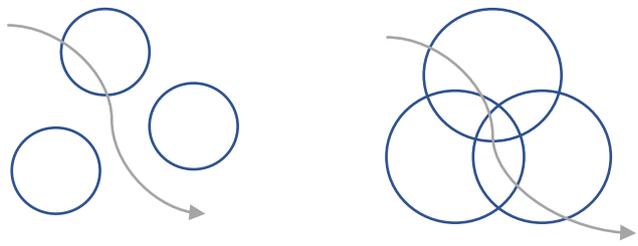
Draft Agenda
12-16 September 2022, Oslo

Governance and administrative reforms are often characterised by replicating best practices deemed universally applicable. It is increasingly recognised that reforms are most effective when a problem is identified by local agents and when solutions emerge from a process that considers the administrative, political and economic context of countries. This is the basis of the Problem-driven Iterative Adaption (PDIA) approach, a problem-centric approach that favours experimentation and adaption to allow for the emergence of local solutions. This IDI-CABRI PDIA training workshop will introduce participants to (i) the theory and key concepts of the PDIA approach; (ii) practical application of PDIA tools using relevant case-studies and experience 'from the field'; and (iii) the role of a PDIA coach.

Monday, 12 September 2022 (09:00 – 17:00)	
09:00 – 10:30	<p>Welcome and opening presentation</p> <p><i>Presenter: Einar Gørrissen (IDI DG) / Ola Hoem (IDI DDG) and Jostein Furelid Tellnes (Programme Manager: IDI)</i></p> <ul style="list-style-type: none"> - Logistics – being part of a hybrid environment - Why are we here? - objectives and agenda of the workshop - Getting to know each other
10:30 – 11:00	Coffee break
11:00 – 12:00	<p>Setting the scene: Presentation and discussions</p> <p><i>Presenter: Jostein Furelid Tellnes (Programme Manager: IDI)</i></p> <ul style="list-style-type: none"> - PAP-APP support principles and theory of change linked to the SAI strategic management framework (SSMF) - PAP-APP support design variations and examples, including the support design and lessons of to the support since 2017 to the National Audit Chamber of South Sudan - PAP-APP partnership design, current practices and issues <p>The objective of the session is to give all participants a common overview of ongoing projects, underlying design logic, lessons learned and current challenges. This is to enable participants to interact and discuss harmoniously over the week and being familiar with some common terms and issues. The presenter will clarify PAP-APP conceptual approach such as the terms capacities, outputs and outcomes and will explain PAP-APP project design, actors and distribution of roles and responsibilities. One example will be the case of the National Audit Chamber (NAC) of South Sudan in which has all the ingredients of a challenging context and where two project evaluations have been done. This example illustrate how PAP-APP projects have played out in practice when trying to support a SAI to implement a strategic plan, including robust capacities, audit outputs,</p>

	outcome in PFM and impact on society. He will invite participants to reflect on some of the PAP-APP's strengths and weaknesses.
12:00 – 12:30	<p>Group work</p> <p>Identifying the challenges of implementing SAI Strategic Plan in challenging contexts</p> <p><i>Facilitators: IDI, Afrosai-E and CREFIAF country managers</i></p> <p>Groups are organized by SAI peer team (Madagascar, DRC, The Gambia, South Sudan, Guinea, Somalia). Each group will receive a number of questions to answer and will need to use their knowledge and available data to:</p> <ul style="list-style-type: none"> - Identify the level of implementation of their SAI SP based on capacities / outputs / outcomes - Describe a capacity, an output or an outcome that has been achieved based on our support and identify the conditions of success - Describe a capacity or an output that we supported and did not work and identify the conditions of failure <p>Group will be allocated an area on the wall to illustrate, gather and organized their ideas. They will have a form with key questions/elements, special post its, etc. at their disposal.</p>
12:30 – 14:00	Lunch
14:00 – 15:30	Group work - continue
15:30 – 15:45	Coffee break
15:45 – 17:00	<p>Plenary: a mapping of SAI Strategic Plan implementation level and challenges</p> <p><i>Facilitators: IDI, Afrosai-E and CREFIAF country managers</i></p> <p>Each team to provide a 10-minute presentation on mapping the status of implementation of their SAI SP, present one support intervention that work / that did not work and explain the ingredients of its success / failure.</p> <p>Facilitators will map, on the walls, the different level of implementation of SAI SP and elucidate problems of implementation that peer team are facing.</p>
Tuesday, 13 September (09:30 – 16:00)	
09:30 – 10:00	<p>Welcome and overview of CABRI and the Building Public Finance Capabilities (BPFC) programme</p> <p><i>Presenter: Danielle Serebro (Programme Manager: CABRI)</i></p>
10:00 – 11:00	<p>Session 1: Auditing: finding its place in the broader Public Financial Management (PFM) landscape</p> <p><i>Presenter: Andrew Lawson (Co-founder and Technical Director: Fiscus Limited)</i></p> <p>Auditing should play a key role in strengthening PFM systems and service delivery by promoting greater efficiency, effectiveness and transparency in the use of public resources. However, to contribute to the improvement of PFM systems and outcomes, Supreme Audit Institutions (SAIs) must deepen their understanding of the PFM landscape. Andrew, a leading expert in PFM in Africa, will cover the PFM ecosystem, common reforms, challenges and where audit fits into all of this.</p>

<p>11:00 – 12:00</p>	<p>Session 2: Reform failures and the need for the PDIA approach</p> <p><i>Presenter: Matt Andrews (Edward S. Mason Senior Lecturer in International Development at Harvard's Kennedy School of Government)</i></p> <p>As will be discussed in session 1, African governments have introduced countless PFM reforms, but results have been underwhelming. Systems, legislation and processes are often introduced to gain legitimacy (form) rather than address a well-understood problem and have had limited impact in improving functionality.</p> <p>We will continue the discussion as to why failure is so pervasive and why we need novel approaches, such as the PDIA approach. The theory and tools of the PDIA approach will then be covered.</p> <div data-bbox="635 667 1088 869" data-label="Diagram"> </div>
<p>12:00 – 13:00</p>	<p>Session 3a: Why problems matter</p> <p><i>Presenter: Matt Andrews</i></p> <p>It is increasingly recognised that public finance reforms are most effective when a problem is identified locally and when solutions emerge from a process that considers the administrative, political, and economic contexts of countries. This is at the heart of the PDIA approach. Problems incentivise agents to take risks, question the status quo, create dialogue, and provide the basis to search for alternatives. Matt will explain the differences between, complex, complicated, chaotic and simple problems, how problems drive change and how to construct a problem that matters.</p>
<p>13:00 -14:30</p>	<p>Lunch</p>
<p>14:30 – 16:00</p>	<p>Session 3b: Constructing a problem that matters</p> <p><i>Lead facilitator: Danielle Serebro</i></p> <p>Drawing on the challenges shared on day one and your new understanding of what a complex problem looks like, groups will nominate a problem that they will work on for the remainder of the training. Groups will discuss:</p> <ol style="list-style-type: none"> 1. how to describe the problem in an attention-grabbing way 2. why the problem matters (using data/stories to build your argument, alluding to the consequence of leaving this problem unaddressed) 3. how to measure the size or significance of the problem 4. who does the problem matter to (please list the range of actors and reasons why this matters to each one of them)
<p>Wednesday, 14 September (9:30 – 17:00)</p>	
<p>9:30 – 11:15</p>	<p>Session 4: Deconstructing problems</p> <p><i>Lead facilitator: Fréjus Lingue (Independent PFM specialist)</i></p>

	<p>Frejus will introduce the Ishikawa (fishbone) diagram to deconstruct problems by identifying their root causes and sub-causes. The '5-whys' method will be illustrated to identify root causes of problems. Groups will then deconstruct their own problem using an Excel-based Ishikawa diagram.</p> 
<p>11:15 – 11:30</p>	<p>Tea break</p>
<p>11:30 – 13:00</p>	<p>Session 5: Entry points for action and the process of acting <i>Lead facilitator: Danielle Serebro</i></p> <p>Danielle will introduce participants to a simple change space model for understanding change and its limits. The model suggests that organizational change emerges when there is authority (and accountability), acceptance and ability to allow and catalyze ongoing adjustments.</p> <p style="text-align: center;"><i>Space for Change</i></p>  <p>Following the presentation, participants will return their groups to identify the entry points for actions using the Ishikawa diagrams that they had developed in session 4.</p>
<p>13:00 – 14:30</p>	<p>Lunch</p>

<p>14:30 – 16:00</p>	<p>Session 6: Where do we get ideas from and the process of acting</p> <p><i>Lead facilitator: Fréjus Lingue</i></p> <p>Ideas for resolving complex problems are often difficult to come by. The concepts of positive deviance, latent practice and best practice will be introduced to give you some inspiration for how to go about resolving your problem. Fréjus will also identify the tendency of institutions to turn to best practice (and how this leads to premature loadbearing) when tackling problems. Emphasis will be placed on the importance of iteration and adaptation.</p> <p>Following the presentation, groups will begin to consider how they can act on their problem.</p> <div data-bbox="660 555 1152 943" data-label="Diagram"> <pre> graph TD A[Problems and causes] --> B[Identify entry points] B --> C[Take actions in small iterations] C --> D[Reflect on the learning] D --> A </pre> </div>
<p>16:00 – 17:00</p>	<p style="text-align: center;">Working tea Teams to finalize presentations</p>
<p>Thursday, 15 September (9:00 – 15:30)</p>	
<p>9:00 – 11:00</p>	<p>Session 7: Team presentations</p> <p><i>Facilitator: Danielle Serebro</i></p> <p>Each team will provide a 20-minute presentation on their problem, why it matters, to whom it matters and to whom it needs to matter more, causes, entry points and action ideas. Awards will be given for; (i) best problem formulation and best understanding of the problem and causes and, (ii) best articulation of actions to be taken.</p>
<p>11:00 – 11:15</p>	<p style="text-align: center;">Tea Break</p>
<p>11:15 – 12:00</p>	<p>Session 8: Teams and the PDIA Coach</p> <p><i>Presenter: Matt Andrews</i></p> <p>Effective teamwork and a supportive coach who knows not to play the game are key determinants of the success of a PDIA programme. Matt will share what it means to work in teams to solve complex problems, what contributes to team building and the stages of team performance. Then he will discuss the role of the coach and how to push teams to the edge of their authority.</p>
<p>12:00 – 13:00</p>	<p>Session 9: TBD</p> <p><i>Presenter: Matt Andrews</i></p>
<p>13:00 – 14:00</p>	<p style="text-align: center;">Lunch</p>
<p>14:00 – 15:30</p>	<p>Session 10: Recap and way forward</p> <p><i>Lead facilitators: Danielle Serebro and Jostein Furelid Tellnes?</i></p> <p>Participants will be asked to reflect on the PDIA training, the presentations of their fellow teams and Danielle will suggest how this work can be taken forward.</p>

19:00 -	Dinner and certificate ceremony
Friday, 16 September (9:00 – 14:00)	
9:00 – 10:00	<p>Plenary - emergency management training</p> <p><i>Presenter: Jostein Furelid Tellnes (Programme Manager: IDI)</i></p> <p>The goal of this session is to prepare all in handling an emergency situation should it occur, as well as clarify some general precautionary actions to reduce the risk of emergencies. A brief presentation will first be provided sharing IDI's policy and tools to manage situation of emergency. Participants are invited to share their experience and concerns. Then a role play in groups will be done to train and further discuss what are good emergency routines.</p>
10:00 – 10:45	<p>Group work – a critical discussion on the work of PAP-APP managers</p> <p><i>Facilitator: Aïssatou Abdoulaye (manager CREFIAF) and Joseph Mumbire (manager AFROSAI-E)</i></p> <p>In PAP-APP, several actors interact to support a SAI. We all know that the work of peers is challenging having to combine SAI support to their core professional tasks in their own SAI. IDI, AFROSAI-E and CREFIAF managers are meant to facilitate their work. In light of the last four days, peers are requested to express their expectations from managers and propose ways to maximize their time and efforts. The goal is to elucidate ideas of mechanisms, processes and tools for PAP-APP partners to work better together in delivering our support.</p> <p>The group discussion will be structured based on a short presentation on how PAP-APP is being rolled out under AFROSAI-E in Eritrea in terms of partnerships, roles and responsibilities of the different actors.</p> <p>Six groups will be set up ensuring a balanced representation of different SAI per group.</p>
10:45 – 11:00	Tea Break
11:00 – 12:00	<p>Plenary: how PAP-APP can provide more effective support to peers?</p> <p><i>Facilitator: Aïssatou Abdoulaye (manager CREFIAF) and Joseph Mumbire (manager AFROSAI-E)</i></p> <p>Each group to provide a 5-minute presentation on how PAP-APP can provide more effective support to peers. Facilitators will prioritize actions and develop an indicative timeline of implementation.</p>
12:00 – 13:00	<p>Summing up work done and way forward</p> <ul style="list-style-type: none"> - Peer partner - Country project level - PAP-APP Programme level - Initiatives through CBC working group on Audit on Complex and Challenging Contexts or Peer-to-peer cooperation
13:00 – 14:00	Last lunch together