Mid-Term Evaluation of Accelerated Peer-Support Partnership (PAP-APP Phase -2) 2020-2024: IDI Management Response

Background:

The PAP-APP programme was established in early 2018 by IDI together with the African Organisation of English Speaking SAIs (AFROSAI-E) and the African Organisation of French Speaking SAIs (CREFIAF). Through the partnership, intensive support was provided to nine highly challenged SAIs in sub-Saharan Africa to enable them to build sustainable capacity for strategic planning and implementation. Two other objectives are to improve the coordination of external support and to be model employers regarding gender balance, diversity, and inclusion.

For 2018-2020 (phase 1), the intention was to prepare project proposals built on SAI-led needs assessments and strategic and operating plans. In Phase 2 (2020-2024), the projects are to be implemented with changes in the modalities of implementation. External funding has been available for both country projects and the programme level.

This mid-term evaluation was undertaken to report on the interim results achieved. The review was conducted by Ernst & Young, Sweden selected after a competitive bidding process. The final review report was provided to IDI by them on 2 July 2024.

The evaluators concluded the following:

"The programme design meets the requirement of achieving the programmes output and outcomes. The programme has increased peer-to-peer support to the participating SAIs. Thanks to the country projects the SAIs has developed working methods and tools that will assist the SAIs to fulfil their mandate and serve the citizens including the programme objectives."

Management Response to recommendations

Recommendations	IDI Management Response
1. To further enhance the impact and sustainability of the programme, we recommend IDI and programme partners to further develop the framework for risk mitigation, tailored to address the specific challenges faced by high-risk profile countries. The framework could be rather generic and concentrate on a few common challenges and include how the programme have dealt with these and the monitoring mechanisms of the programme partners. This would enable more peer partners to engage with these SAIs, thereby broadening the support network and ensuring the continuous advancement of strategic planning and implementation capabilities.	• A pertinent recommendation for enhancing the impact and sustainability of the programme. • IDI already has a framework for risk management including risk mitigation. • However, on an ongoing basis IDI will engage with stakeholders to update the risk management framework as it does for other programme components. • Action Due: No action required on the recommendation.
2. We recommend a dual approach: a unified programme-level ToC to provide a consistent framework, alongside tailored adjustments for individual SAIs where partners are encouraged to make clear and specific	• Recommendation mentions about dual approach at the programme level and SAI level. The requirements of the programme at the overall level and importance of SAI specific arrangements is well appreciated.

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commitments to support priorities. Create an accountability framework that defines responsibilities and monitors progress towards defined goals. This, stronger alignment between strategic plans and cooperation agreements, will ensure a more strategic and effective use of resources.	• A unified programme-level plan already exists for the support. Strategic priorities have been identified through a rigorous SAI led needs assessment process that led to individual strategic plans for each of the SAIs. The current support being provided is based on these strategic plans. • Partner responsibilities are well defined and there is a robust system of monitoring progress • Action Due: No specific action required on the recommendation.
3. We recommend that the programme level expand the result framework to include qualitative measures that capture the depth and innovation of the support provided. The participants survey could be modified to also collect qualitative feedback on the support's effectiveness and relevance to a larger extent. For gender equality advancements, there is a need to measure the lived experiences of individuals affected by the policies, not only the existence of the policies on paper. By adopting these recommendations, the programme can better capture the full spectrum of its impact, enhance the quality of its support, and ensure the sustainability and effectiveness of the country projects it aims to assist.	• Recommendation accepted • The programme level results are currently concentrated on quantitative outcomes • Action Due: IDI will try to include qualitative outcomes wherever feasible as per the programme objectives. This will be considered during review of programme design.
4. We recommend that the programme allows for flexibility yet upholds the need for quantifiable results from the participating SAIs and peer partners The programme partners should also implement a structured knowledge transfer process to ensure that new staff members are fully aligned with the programme's goals and strategies. This will help mitigate confusion and maintain a consistent approach to managing the programme. The programme partners should continue to emphasise accountability while also being adaptable to the unique circumstances of each SAI.	• A relevant recommendation which focusses on the importance of a results framework and knowledge transfer. • The programme already has detailed results framework in place to help in monitoring and ensuring accountability from stakeholders. • Necessary protocols are in place to ensure knowledge transfer in case of change in responsible staff members. • Action Due: No specific action required on the recommendation
5. We recommend that the programme should facilitate strengthening the SAIs digital capabilities, striving for ongoing access to essential technology and specialised training, including new technologies such as AI. This approach will enhance the SAIs' ability to	• Recommendation partially accepted • ICT offerings are already being provided to SAIs through this programme after considering their level of ICT maturity as well as the availability of resources.

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adapt to digitalisation and ensure that they are equipped with the latest tools and knowledge to meet their operational requirements effectively.	• Action Due: IDI will review the progress of SAIs in terms of the ICT support already being offered. Additional support or change will be brought in as part of programme review.
6. We recommend that the programme ensure that audit activities are mostly aligned with the SAIs' mandates, in parallel to the more attractive low hanging fruits. To address the imbalance in peer support, the programme should further emphasise sharing best practises between the Court model SAIs and to think beyond peer support if needed.	• Recommendation highlights the importance of aligning the support with mandate of SAIs and sharing best practices. • Support to all the SAIs is based on their expressed needs as identified in their individual strategic plans and based on a rigorous SAI led needs assessment process during phase I of PAP-APP. • Out of the eleven PAP-APP SAIs, five operate under the Court model and have jurisdictional controls as part of their mandates. All five also have a mandate to operate in the domains that they are receiving support. • The programme is based on the provision of peer support. Any additional requirement will be undertaken in case of a need and subject to availability of resources. Consultants have been engaged previously when required. • Action Due: No specific action required on recommendation.
7. We recommend that the programme further take advantage of on the programme's collection of best practices and its financial resources, we advise providing additional support to SAIs that struggle to attract donors. This will allow these SAIs to adopt proven strategies and solutions from other country projects within the African context, preventing any SAI from being left behind and promoting cost-efficiency throughout the programme.	• Recommendation partially accepted • SAIs are being provided support to access donor funding. Approach can be further refined. • Action Due: Additional approaches to be explored and implemented in programme design for supporting SAIs in accessing donor funds
8. We recommend that the programme create a blended support platform, combining peer support with other capacities, to meet the SAIs' needs more promptly and efficiently. This platform should facilitate discussions on the most effective support options available.	• Recommendation accepted • Action Due: Knowledge sharing and blended support online platform will be explored and implemented. Ability of SAIs to benefit from such a platform will be considered.
9. We recommend that the programme level focuses on further equipping peers with the skills and knowledge necessary to act as catalysts for change. Additionally, the country project managers together with the peers should align their efforts with the strategic	• Recommendation discusses the important issues of developing the capacities of peers and align the support to the strategic priorities of SAIs. • The programme has made significant investments in developing the capacities of

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objectives, ensuring that each initiative within the programme is connected to the broader strategic goals. It is also important to define and develop learning outcomes for these initiatives to measure progress and impact effectively and thus also capture the quality of the support.	the peers through training and other measures. • Peer teams are formed in line with the SAIs strategic priorities and based on their skills and experience. • It's not the peer advisers' role to make sure each initiative is connected to the broader strategic goals. It is ensured through the programme design developed in discussion with the SAI and other stakeholders. • Action Due: No specific action required on the recommendation
10. We suggest that the programme level intensifies its current efforts in establishing formalised processes and systems that contribute to organisational resilience and the dissemination of knowledge. There should be a greater emphasis on accurately documenting successful strategies, refining standard operating procedures, and training best practices. Such reinforced actions will further diminish the reliance on individual personal relationships and secure ongoing stability and development.	• Recommendation partially accepted • The programme already has a well developed system of documenting results and successes and sharing the same in the subsequent stages of the programme delivery. • Action Due: Ongoing efforts in this regard will be strengthened