

Signatura: EB 2015/115/R.27
Tema: 14 c)
Fecha: 18 de agosto de 2015
Distribución: Pública
Original: Inglés

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Invertir en la población rural

Memorando de entendimiento entre la Organización Internacional de las Entidades Fiscalizadoras Superiores (INTOSAI) y la comunidad de donantes

Nota para los representantes en la Junta Ejecutiva

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Junta Ejecutiva — 115º período de sesiones
Roma, 15 y 16 de septiembre de 2015

Para aprobación

Recomendación de aprobación

Se invita a la Junta Ejecutiva a que apruebe la adhesión del Fondo al memorando de entendimiento adjunto en el apéndice II del presente entre la Organización Internacional de las Entidades Fiscalizadoras Superiores (INTOSAI) y la comunidad de donantes, firmado el 20 de octubre de 2009, y a que autorice al Presidente a formalizar la adhesión a este memorando de entendimiento por un período inicial de cinco años.

Memorando de entendimiento entre la Organización Internacional de las Entidades Fiscalizadoras Superiores (INTOSAI) y la comunidad de donantes

I. Introducción y antecedentes

1. El FIDA es signatario de declaraciones internacionales sobre la eficacia de la ayuda, entre ellas, la Declaración de París sobre la Eficacia de la Ayuda al Desarrollo (2005), el Programa de Acción de Accra (2008) y la Alianza de Busan para la Cooperación Eficaz al Desarrollo (2011). En virtud de estos acuerdos los signatarios se comprometen a regirse por un conjunto de principios compartidos para alcanzar objetivos comunes. Los signatarios de la Alianza de Busan acordaron una serie de medidas concretas orientadas a acelerar la ejecución de estos compromisos, una de las cuales consiste en utilizar los sistemas nacionales de gestión de las finanzas públicas como la opción predeterminada para la financiación del desarrollo, y apoyar el fortalecimiento de esos sistemas cuando sea necesario.
2. En consonancia con su estrategia de asociación,¹ el FIDA ha determinado que la colaboración con la Organización Internacional de las Entidades Fiscalizadoras Superiores (INTOSAI)² es fundamental para poder contribuir al diálogo sobre políticas relativas a la gobernanza y la rendición de cuentas en el sector público. Con el reconocimiento de la independencia y el correcto funcionamiento de las entidades fiscalizadoras superiores reviste gran importancia para el fortalecimiento de la rendición de cuentas, la gobernanza y las relaciones entre el Estado y la sociedad a nivel nacional, el 20 de octubre de 2009 INTOSAI y los representantes de 15 organismos donantes³ (entre ellos, los principales bancos multilaterales de desarrollo) firmaron un memorando de entendimiento (apéndice II). Este memorando se centra en el aumento y el fortalecimiento del apoyo a dichas entidades fiscalizadoras para mejorar la gobernanza y la rendición de cuentas, y contribuir así al crecimiento económico y la reducción de la pobreza. Al adherirse al documento, el FIDA tendrá la posibilidad de colaborar con homólogos para intercambiar conocimientos sobre la evolución de las capacidades de estas entidades y las normas internacionales pertinentes, favorecer la mejora de las disposiciones relativas a la rendición de cuentas en los proyectos y programas del FIDA y contribuir al programa sobre la eficacia de la ayuda.
3. Con arreglo a las mejores prácticas expuestas en el informe sobre los acuerdos institucionales de asociación del FIDA,⁴ este establecerá una asociación con INTOSAI por un período inicial de cinco años. Al final de dicho período, el Fondo evaluará la contribución de la asociación a sus objetivos y determinará si amplía o pone fin a la cooperación con INTOSAI.

¹ EB 2012/106/R.4.

² www.intosai.org

³ A julio de 2015, se han adherido otros siete organismos.

⁴ EB 2013/109/R.32.

II. Propósito

4. Las directrices del FIDA en materia de gestión financiera respaldan y estimulan el uso de las entidades fiscalizadoras superiores cuando resulte apropiado. Con objeto de continuar impulsando el programa sobre la eficacia de la ayuda, el Comité de Auditoría⁵ ha instado al Fondo a incrementar el uso de entidades fiscalizadoras superiores nacionales para la auditoría de los proyectos por él financiados. En general, la falta de independencia y de capacidad institucional suficiente de las entidades limita su utilización más generalizada.
5. La adhesión del FIDA al memorando de entendimiento dará lugar a los siguientes beneficios principales:
 - i) Al integrar el comité directivo de la cooperación entre la INTOSAI y la comunidad de donantes, el FIDA tendrá "un lugar en la mesa" en un foro internacional sobre rendición de cuentas y gobernanza en los países donde lleva a cabo su labor. Asimismo, tendrá la posibilidad de colaborar estratégicamente con homólogos, entre los asociados donantes y las direcciones de las entidades fiscalizadoras superiores, en relación con la parte del programa sobre la eficacia de la ayuda, con respecto a la cual el Fondo ha asumido un compromiso institucional.
 - ii) Las entidades fiscalizadoras superiores ejercen una influencia en la gobernanza y la rendición de cuentas del gasto público, especialmente en el sector del desarrollo agrícola y rural, que es el punto central del mandato del FIDA y generalmente da cuenta de gran parte de los gastos de los países beneficiarios en desarrollo. La participación en este memorando de entendimiento permitirá al FIDA comprender mejor el complejo contexto en que trabajan las entidades fiscalizadoras superiores y las cuestiones estratégicas que afectan a su desarrollo en los países beneficiarios.
 - iii) El Fondo podrá acceder a productos de conocimiento internacionales del ámbito de la auditoría y la gobernanza del sector público y contribuir a ellos, sobre la base de sus conocimientos y experiencia institucionales en el desarrollo rural y agrícola.
 - iv) Al poder hacer un seguimiento del desarrollo de la capacidad en las distintas entidades fiscalizadoras superiores, el FIDA podrá trabajar conjuntamente con ellas en la ejecución de su cartera de proyectos, cuando resulte adecuado y coherente con sus directrices de gestión financiera. En la actualidad, estas entidades son nombradas auditoras en el 30 % de la cartera mundial del Fondo, aproximadamente. En general, la experiencia no ha sido uniforme; en algunos casos se ha observado la necesidad de un mayor aumento de la capacidad, mientras que en otros se ha recibido una valiosa garantía sobre los proyectos del FIDA sometidos a auditoría por parte de las entidades fiscalizadoras superiores. La participación del Fondo en este memorando de entendimiento permitirá tener información oportuna sobre la evolución de la capacidad de estas entidades y nuevas perspectivas sobre su utilización por el FIDA a efectos de la garantía fiduciaria con respecto a la financiación del FIDA, a lo que también contribuirá el programa de eficacia de la ayuda internacional.

⁵ En la 125ª reunión del Comité de Auditoría celebrada el 19 de noviembre de 2012, los miembros de este solicitaron información sobre los tipos de auditoría realizados por las entidades fiscalizadoras superiores y las firmas privadas, cuáles eran dichas entidades, si la dirección preveía la adopción de medidas específicas a nivel de los países y si se planificaba un aumento sistemático de la capacidad. Se informó a los miembros del comité de que la dirección estaba poniendo en marcha el aumento de capacidad de las entidades fiscalizadoras superiores para que pudieran entender mejor las necesidades del FIDA, en particular a nivel de los países objetivo.

III. Contexto estratégico

6. El memorando de entendimiento firmado por la INTOSAI y representantes de 15 organismos donantes el 20 de octubre de 2009 (párrafo 2) reúne a las entidades fiscalizadoras superiores y la comunidad de donantes en un enfoque estratégico común. El objetivo es fortalecer la capacidad de dichas entidades en los países en desarrollo mediante diversos mecanismos para facilitar la financiación y el apoyo por parte de los donantes, en consonancia con sus mandatos y prioridades y con las prioridades estratégicas y las necesidades de las entidades determinadas mediante la autoevaluación. Hasta la fecha, 22 socios en el desarrollo han firmado el memorando.⁶ En el marco del memorando de entendimiento, la coordinación de las actividades de aumento de la capacidad para las entidades fiscalizadoras superiores en los países en desarrollo está a cargo de la Iniciativa de Desarrollo de la INTOSAI (IDI), una ONG con sede en Noruega, que comprende un comité directivo y la secretaría de donantes de la INTOSAI, y actualmente funciona en la entidad fiscalizadora superior de Noruega. Su dirección es responsabilidad de una junta de ocho miembros, que en este momento es presidida por el Banco Mundial y el Ministerio Británico para el Desarrollo Internacional (DFID).
7. Desde 2009, la cooperación entre la INTOSAI y los donantes ha dado lugar a importantes logros. Los siguientes son algunos ejemplos de actividades ya realizadas y en curso:
 - i) formulación de planes estratégicos para los subgrupos regionales de la INTOSAI en el Caribe (Organización de las Entidades Fiscalizadoras Superiores del Caribe [CAROSAI]) y en la región francófona de África (Conseil Régional de Formation des Institutions Supérieures de Contrôle des Finances Publiques d'Afrique Francophone Subsaharienne [CREFIAF]) con el apoyo del Banco Interamericano de Desarrollo y Suiza (Secretaría de Estado para la Economía [SECO]);
 - ii) dos programas de planificación estratégica, que juntos cubren 14 entidades fiscalizadoras superiores dentro del CREFIAF, financiados por Suecia (Agencia Sueca de Cooperación Internacional para el Desarrollo [Asdi]) y ejecutados a través de la IDI;
 - iii) aplicación mundial de las Normas Internacionales de Entidades Fiscalizadoras Superiores (ISSAI), con el apoyo del Banco Mundial;
 - iv) aplicación mundial de las guías sobre el aumento de la capacidad de la INTOSAI, con la financiación del Reino Unido (DFID);
 - v) un programa de desarrollo de la gestión para las entidades fiscalizadoras superiores del subgrupo de la INTOSAI de los países africanos de habla inglesa (Organización de Entidades Fiscalizadoras Superiores de habla inglesa de África [AFROSAI-E]), financiado por la Asdi;
 - vi) establecimiento de un fondo fiduciario de donantes múltiples con USD 5,6 millones proporcionados por Suiza (SECO) para ampliar la escala del apoyo, mejorar la eficiencia de las asignaciones y reducir los costos de las transacciones para las entidades fiscalizadoras superiores y los donantes;

⁶ Australia, Austria, la Alianza Mundial para el Fomento de la Vacunación y la Inmunización (GAVI), el Banco Africano de Desarrollo, el Banco Asiático de Desarrollo, el Banco Interamericano de Desarrollo, el Banco Islámico de Desarrollo, el Banco Mundial, Bélgica, Canadá, la Comisión Europea, los Estados Unidos de América, Francia, el Fondo Monetario Internacional, el Fondo Mundial de Lucha contra el SIDA, la Tuberculosis y la Malaria, Irlanda, Noruega, la Organización para la Cooperación y el Desarrollo Económicos (OCDE), los Países Bajos, el Reino Unido, Suecia y Suiza.

- vii) creación de una base de datos⁷ relativa al aumento de la capacidad de las entidades fiscalizadoras superiores, puesta en marcha en 2012 con objeto de mejorar la coordinación del apoyo prestado a las entidades;
 - viii) elaboración de un marco de medición del desempeño para las entidades fiscalizadoras superiores, y
 - ix) capacitación para el personal de los organismos de desarrollo sobre el trabajo con estas entidades.
8. Actualmente el FIDA no es signatario de este memorando de entendimiento, pero se le invitó a participar como observador en las reuniones anuales del comité directivo celebradas en octubre de 2013 en China y en septiembre de 2014 en París.⁸ En noviembre de 2014, se organizó una mesa redonda en el FIDA, a la que se invitó al presidente y al director general de la IDI a presentar perspectivas internacionales y experiencias relativas al desarrollo de la capacidad de las entidades fiscalizadoras superiores y la participación de los donantes. Actualmente la IDI también administra una pequeña donación del FIDA para contribuir al aumento de la capacidad de algunas entidades fiscalizadoras superiores de la región de África Occidental y Central.
9. El memorando de entendimiento reconoce que la comunidad de donantes procura que se garantice el uso adecuado de los fondos y, al contar con entidades fiscalizadoras superiores más fortalecidas y eficaces, permite a los donantes basarse más en los sistemas de gestión financiera nacionales. A tales efectos, el memorando reúne a dichas entidades y a la comunidad de donantes en un enfoque común. No es un documento jurídicamente vinculante y en sí mismo no representa un compromiso que obligue a la contribución de fondos. Básicamente, reitera el compromiso de la comunidad de donantes de coordinar los esfuerzos para fortalecer la capacidad de las entidades fiscalizadoras superiores, reforzar la rendición de cuentas y la transparencia en relación con los fondos públicos y ofrecer garantías sobre el uso de los fondos aportados por los donantes a través de sistemas nacionales fiables.

⁷www.saidevelopment.org.

⁸ En la reunión de 2014 del comité directivo se presentó un documento de debate titulado "Working in partnership: INTOSAI's contribution to achieving the post-2015 Sustainable Development Goals" (Trabajar en colaboración: la contribución de la INTOSAI a la consecución de los Objetivos de Desarrollo Sostenible para después de 2015).

Profile: International Organization of Supreme Audit Institutions

1. The International Organization of Supreme Audit Institutions (INTOSAI) is an autonomous, independent and non-political organization of the supreme audit institutions (SAIs) of its member countries. It is an NGO with special consultative status within the Economic and Social Council (ECOSOC) of the United Nations. It was founded in 1953 with more than 190 members.¹ It operates as an umbrella organization for the external public-sector audit community. As there is generally only one SAI in each country, an international network of peers is particularly valuable in coordinating capacity development and technical research.
2. INTOSAI's strategic goals include promoting the independence of SAIs, helping to build the capacities of its member institutions, and supporting the development and adoption of professional standards. One of INTOSAI's most significant achievements to date has been developing and issuing a full set of auditing standards for SAIs – the ISSAIs² – which help to standardize the work of SAIs.
3. The role of SAIs in contributing to accountability and transparency is recognized in a United Nations General Assembly resolution,³ which notes with appreciation the work of INTOSAI and calls on United Nations member countries and organizations to continue and intensify their cooperation with INTOSAI, including in capacity-building, to promote good governance by ensuring efficiency, accountability, effectiveness and transparency through strengthened SAIs.
4. SAIs serve an important function in holding governments accountable for public spending and promoting transparency in the use of public funds and in government performance. International experience suggests that when the local SAI is professional and strong, is perceived as credible and has the capacity to audit a large proportion of public finance, public officials know that their actions may be scrutinized by the SAI. This provides an incentive for complying with rules and regulations.⁴ There are also examples where an SAI has made a difference in matters that are important to the citizens of its country, when the SAI has scrutinized the use of public funds and brought the findings to the attention of the legislature and the wider public. In some cases, an SAI audit report uncovers possible corruption, which may lead to further investigation by the police

¹ INTOSAI includes several subgroups to cater for regional SAIs, such as CAROSAI in the Caribbean; the Pacific Association of Supreme Audit Institutions (PASAI); AFROSAL-E in English-speaking Africa; CREFIA in French-speaking Africa; the Arab Organization of Supreme Audit Institutions (ARABOSAI), the Asian Organization of Supreme Audit Institutions (ASOSAI); the European Organization of Supreme Audit Institutions (EUROSAL); and the Organization of Latin American and Caribbean Supreme Audit Institutions (OLACEFS).

² www.issai.org.

³ Resolution A/RES/66/209 on "Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions", adopted in December 2011.

⁴ Extracted from "Role and Impact of Supreme Audit Institutions", a paper prepared by INTOSAI-Donor Cooperation, April 2014.

Memorandum of Understanding between the International Organization of Supreme Audit Institutions (INTOSAI) and the Donor Community

I. PREAMBLE

1. WHEREAS INTOSAI, representing the Supreme Audit Institutions (SAI), and the Donor Community¹ share common goals of ensuring accountability, transparency, good governance, and sound utilization of public funds in partner countries;
2. WHEREAS the Donor Community and INTOSAI have engaged in dialogue to develop a strategic approach to strengthen and maintain the capacity of SAIs;
3. WHEREAS governance has become widely recognized as a major aspect of poverty alleviation and in achievement of the United Nations Millennium Development Goals (MDGs); and
4. WHEREAS it is recognized that properly functioning SAIs need to be independent institutions that play a vital and specific role in public management and have a special position among the government institutions that engage with the Donor Community in that they are not part of the executive branch of government;
5. NOW, THEREFORE, this Memorandum of Understanding aims to optimize the joint efforts of these partners in enhancing the capacity of SAIs in developing countries. It recognizes that the Donor Community seeks assurance about the proper use of funds and will be able to place even greater reliance on country financial management systems as a result of stronger and more effective SAIs. It also recognizes the importance of full SAI independence and individual mandates.
6. Although this Memorandum of Understanding is not legally binding, and does not itself represent a commitment to obligate funds, it sets forth the intent of the signatories to strengthen the audit capacity in partner developing countries so that there is sustained improvement in national (public sector) accountability, transparency, and governance. It brings together all the SAIs and the Donor Community in a common approach that provides

¹For the purposes of this Memorandum of Understanding, "Donor Community" means each individual bilateral aid agency, multilateral organization, and development bank that is signatory to this Memorandum of Understanding.

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- a strategic focus for donors and the SAI Community in strengthening SAI capacity in developing countries and
- a variety of mechanisms for facilitating donor funding and support in line with donor mandates, priorities, and requirements.

II. PARTNERS

SAI Community

7. SAIs help promote good government, accountability, transparency, and the public trust. The work of SAIs in reducing waste and abuse of public resources can make more money available for programs to fight poverty. SAIs have a special position among government institutions, and their independence is paramount to discharging their responsibilities. They perform a vital role in the functioning of government as they inform parliament and other users through their independent audit reports. A strong SAI strengthens governance and accountability and promotes reliance on country systems to enable the Donor Community to carry out its mission.
8. INTOSAI is an autonomous, independent, and nonpolitical organization of 189 SAIs in countries that belong to the United Nations or its specialized agencies. INTOSAI focuses on the key issues facing SAIs and helps its members to develop innovative solutions to shared challenges. INTOSAI operates as an umbrella organization for the external governmental audit community. INTOSAI is the recognized voice of SAIs within the international community and promotes continuous improvement among diverse member SAIs. INTOSAI aims to promote good government by enabling SAIs to help their respective governments improve performance, enhance transparency, ensure accountability, maintain credibility, fight corruption, promote public trust, and foster the efficient and effective receipt and use of public resources for the benefit of their peoples. Seven regional working groups promote INTOSAI's goals regionally, thus providing members with opportunities to focus on issues characteristic of their regions. Regional working groups are a central element of INTOSAI and have significant autonomy.
9. INTOSAI's strategic goals are to
 - promote strong, independent, and multidisciplinary SAIs by (1) encouraging SAIs to lead by example and (2) contributing to the development and adoption of appropriate and effective professional standards;

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- build the capabilities and professional capacities of SAIs through training, technical assistance, and other development activities;
- encourage SAI cooperation, collaboration, and continuous improvement through knowledge sharing, including providing benchmarks, conducting best practice studies, and performing research of mutual interest and concern; and
- organize INTOSAI in ways that promote economical, efficient, and effective working practices.

Donor Community

10. The Donor Community seeks to help further progress towards the UN MDGs² and the commitments made in the Paris Declaration³ and Accra Agenda for Action (AAA).⁴
11. The UN MDGs stress that developing country governments should prepare and implement poverty reduction strategies through transparent and inclusive processes, working closely with civil society organizations, the domestic private sector, and international partners.
12. The Paris Declaration asks donors to harmonize their actions and reduce the fragmentation of aid at the global, country, and sector levels and to rely, to the maximum extent possible, on strengthened partner countries' financial management systems, including their audit systems. The AAA, endorsed at the High-Level Forum meeting in September 2008, committed developing countries and donors to strengthening capacity-building efforts and using country systems to the maximum extent possible. Working to help strengthen a country's SAI is consistent with this agenda.

²At the 2000 UN Millennium Summit, 189 heads of state and government signed the Millennium Declaration committing themselves to a set of time-bound targets to end extreme poverty worldwide by 2015.

³In March, 2005, partner countries and donors attending the Paris High-Level Forum issued the *Paris Declaration on Aid Effectiveness*, in which they committed their countries and institutions to continuing and increasing efforts in harmonization, alignment, and managing for results.

⁴The Accra Agenda for Action (AAA), adopted in Accra in September 2008 by the representatives of partner countries and donors, reflects the international commitment to support the reforms needed to deepen implementation of the Paris Declaration.

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13. The Donor Community seeks to contribute in joint efforts to help achieve the UN MDGs and the targets envisioned in the Paris Declaration and AAA by enhancing the capacity of SAIs in developing countries where this will contribute to improvements in accountability.
14. The Donor Community supports, inter alia, strengthening of public financial management in partner countries, including the external governmental auditing function, with a view to ensuring that public resources are properly used and that funding reaches the intended end user.

III. UNDERLYING PRINCIPLES

15. In order to achieve the objectives of this Memorandum of Understanding, the SAI Community, represented by INTOSAI, and the Donor Community recognize the following principles underlying donor support to the SAI Community:
 - The SAI Community will endeavor to develop individual country-led strategic plans and development action plans that are comprehensive, realistic, and prioritized.
 - INTOSAI will endeavor to achieve the strategic goals set out in the INTOSAI Strategic Plan.
 - The Donor Community declares its commitment to respecting SAI country leadership, independence, and autonomy in developing and implementing SAI strategic plans and development action plans.
 - The Donor Community will endeavor to mobilize additional resources, in accordance with its respective rules, laws, and procedures, to develop and implement SAI strategic plans and development action plans prepared by SAIs and deliver its support in a manner consistent with the principles of this Memorandum of Understanding.
 - The Donor Community declares its commitment, in accordance with its respective rules, laws, and procedures, to delivering any financial or other support for audit capacity-building programs on external governmental auditing in a harmonized and coordinated manner to avoid unintended duplicative capacity-building efforts.

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IV. MEMORANDUM OF UNDERSTANDING GUIDELINES

16. It is essential that this Memorandum of Understanding between the INTOSAI and donors coordinate closely with ongoing governance initiatives. SAIs play an important role in strengthening accountability and governance in a country. SAIs help their respective governments to improve performance, enhance transparency, ensure accountability, fight corruption, promote public trust, and foster the efficient and effective receipt and use of public resources for the benefit of their peoples. SAIs can efficiently discharge this responsibility if they themselves have the necessary skills and capacity. Public Expenditure and Financial Accountability (PEFA)⁵ assessments and other diagnostics have consistently revealed the need for strengthening SAIs in many countries.
17. The donor support to SAIs and INTOSAI will be provided through a hierarchy of activities, principally at the country level and then at the regional and global levels. Most support will be concentrated at the country level, where SAIs will receive substantial support to help design and implement laws and regulations to augment their independence, to build their capacity to perform audits, and to increase their impact on public financial management and accountability. Due attention will be given to supporting SAIs in fragile states,⁶ although the nature of support will need to be predicated on the existence of functioning institutions as well as staff capacity. Further support will be provided to INTOSAI's regional working groups to strengthen peer learning and capacity-building functions when they can be delivered more cost effectively at the regional level as compared to the country level. Some support will be provided to INTOSAI at the global level—to such committees as the Professional Standards Committee, the Capacity Building Committee, and the Knowledge Sharing Committee, as well as the INTOSAI Development Initiative (IDI)—for specific projects. Attachment 1 illustrates the types of activities that could be supported at the country, regional, and global levels.
18. There are multiple modalities for funding, and whatever array of funding mechanism(s) are ultimately determined in conjunction with this Memorandum of Understanding, the objective will be to strengthen capacity for the SAIs in developing countries in a strategic manner. Some donor organizations will provide direct bilateral support to SAIs through funding and technical assistance. Some donor organizations may additionally or alternatively contribute to other funding mechanisms, such as a trust fund or a pooled funding arrangement, sector or general budget support. Whatever the funding arrangement, the donors will recognize the specific position of the SAIs and will value

⁵PEFA is a partnership between several major donors and multilateral institutions established with a view to support integrated and harmonized approaches to assessment and reform in the field of public expenditure, procurement, and financial accountability.

⁶The World Bank's current definition of fragile states (previously known as low-income countries under stress) covers low-income countries scoring 3.2 and below on the Country Policy and Institutional Assessment (CPIA), which is the primary tool used to assess the quality of country policies.

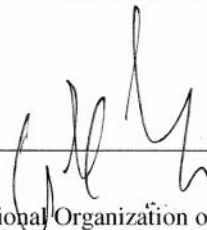
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roles and responsibilities of the partners in this context. In cases where the Donor Community provides general budget support, where possible, the Donor Community will underline the importance of adequate SAI funding in the dialogue with the partner country. The funding and support mechanisms proposed in this document are, therefore, supportive of the specific role of the SAIs. The proposed arrangements will support INTOSAI to provide leadership as a membership organization. The proposals will help the Donor Community play its supportive role in recognition of the independence of the SAIs.

19. SAIs commit to exercising effective leadership by developing and implementing comprehensive, realistic, and prioritized strategic plans and development action plans. These plans should be consistent with broader ongoing public financial management reforms and best practices (for example, guidance developed by INTOSAI) and be developed by SAIs through an inclusive process, ensuring that the needs of key stakeholders—including donors and parliaments—are met. It is also essential that the Memorandum of Understanding be carried out in a way that facilitates SAIs supporting and contributing to the capacity-building efforts of other SAIs.
20. In support of the objectives of this Memorandum of Understanding, a Steering Committee will be established to provide strategic guidance and counseling in its implementations, coordinate activities, and monitor the progress of such implementation. The Steering Committee will consist of representatives of INTOSAI and the Donor Community.
 - a. The Steering Committee will comprise one representative from each of the members of the Donor Community signing this Memorandum of Understanding and proportional representation from INTOSAI in order to strike an appropriate balance between donor and INTOSAI communities represented. At a minimum, a representative from INTOSAI's Finance and Administration Committee will be a permanent member of the Steering Committee.
 - b. The remaining INTOSAI representation on the Steering Committee will reflect INTOSAI's interests, be influenced by regional criteria, and rotate at reasonable intervals to be determined.
21. The Steering Committee, once established, will undertake to establish a Secretariat for the purpose of providing administrative support to the Steering Committee. Monitoring and evaluation of grants will be the sole responsibility of the Donor Community.
22. INTOSAI representatives will provide technical views, suggestions, and other views, but will refrain from involvement in any decisions related to funding in order to avoid any conflict of interest and preserve auditor independence.

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Signed at Brussels October 20, 2009



International Organization of Supreme Audit Institutions (INTOSAI)

Donor Representatives:




African Development Bank



Canada



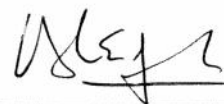
Austrian Development Agency



European Commission

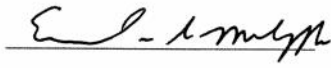


Belgian Ministry of Foreign Affairs,
Foreign Trade, and Development
Cooperation



Inter-American Development Bank

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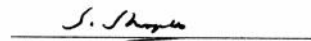
International Monetary Fund (IMF)



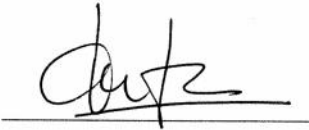
Switzerland



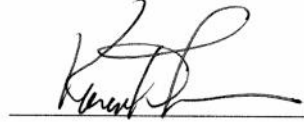
Ireland



United Kingdom



Netherlands Ministry of Foreign Affairs



United States of America



Norwegian Agency for Development
Cooperation (NORAD)



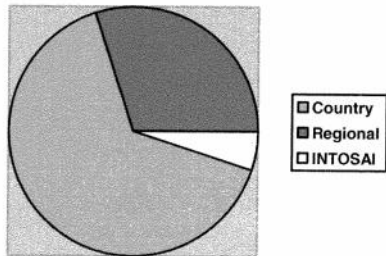
The World Bank



Sweden

Attachment 1: Illustrative Example: Country, Regional, and Global SAI Support

(Note: The indicative graph below illustrates an approximation of proposed donor support to SAIs under this Memorandum of Understanding, wherein the majority of the funding would be directed to developing country SAIs and the next largest portion would go towards Capacity Building for SAIs through INTOSAI’s regional structure. The relative funding support at each level is subject to determination and cannot be predicted herein).



Country-level Funding

- Long-term capacity building, such as twinning
- Preparation of strategic plans
- Secondments and fellowship programs
- Peer review and quality assurance mechanisms

Regional-level Funding

- Master classes for senior SAI officials on relevant topics, such as change management and effective human resource management
- Capacity building to conduct audits
- IDI delivery of capacity-building support and enhanced regional cooperation

Global/INTOSAI Funding

- Development of standards and guidance in languages and formats to promote accessibility and application to developing country SAIs