

Memorandum on enhanced EUROSAI structure & governance

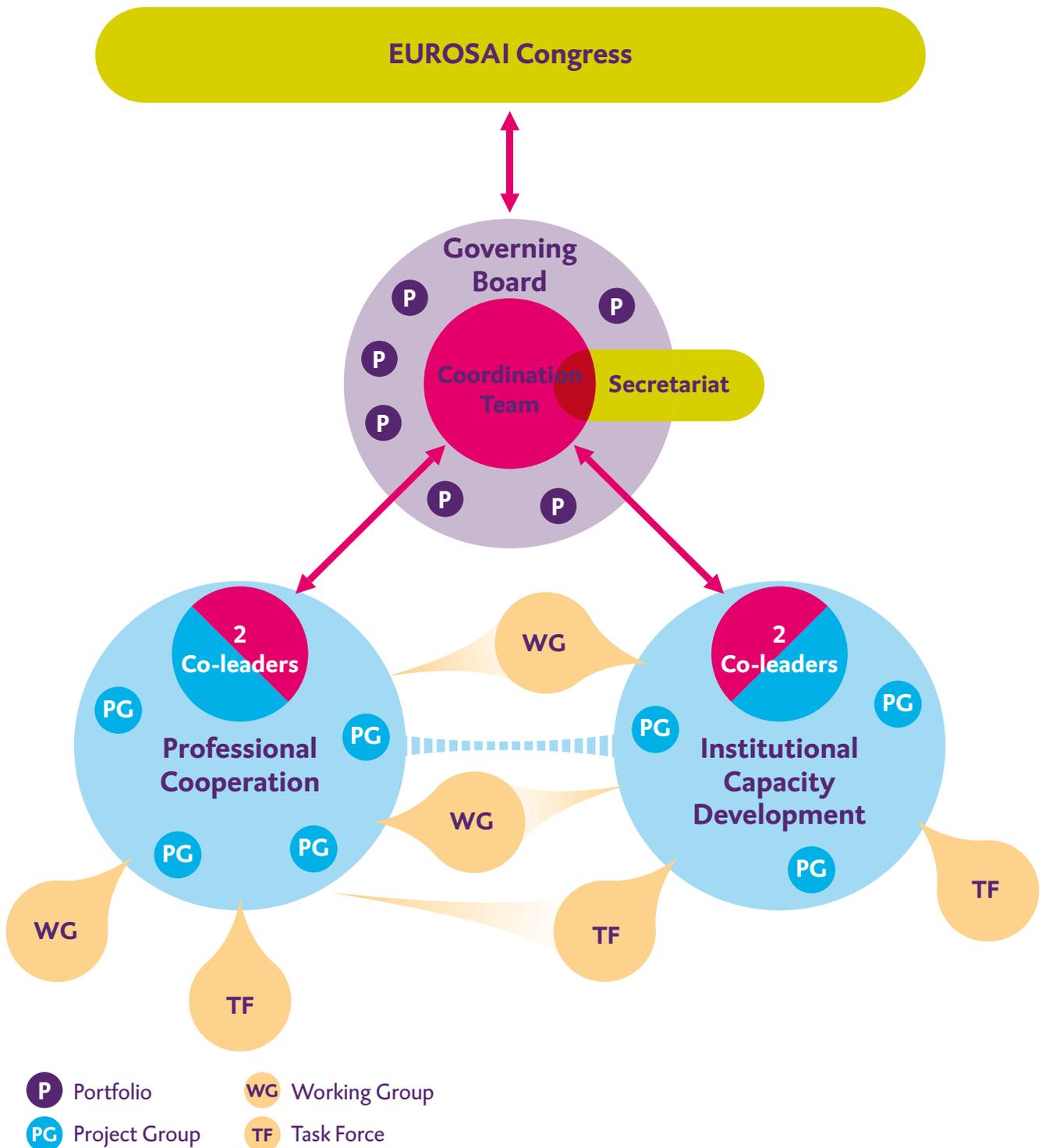
1. Introduction

The draft EUROSAI Strategic Plan 2017-2023 includes a number of changes to the structure and governance of EUROSAI. These are aimed at ensuring the most effective and efficient achievement of the two strategic goals and maximising the performance and added value of EUROSAI. The outcome we wish to achieve, as a voluntary membership organisation, is a governance structure that enables active participation by as many members as possible in a way that is targeted, flexible and time bound.

In this memorandum the reason for introducing the changes in structure and governance are explained, as well as the way in which the new mechanisms will work and a clarification of roles and responsibilities. In general the proposed changes are about facilitating a greater engagement of EUROSAI members, whether that be in the position of Governing Board member, as a Co-leader of a strategic goal or as a contributor to one of the project group initiatives (see 2.1, 2.3 and 2.4 below). They are about tapping the resources, enthusiasm and expertise of the Members, within a clear and simple framework of responsibilities and accountability. The changes are not intended to result in more paper or oversight, but rather in more dialogue, action and shared responsibility.

This document provides guidance to the Governing Board for the operationalization of the new Strategic Plan after its endorsement by the Congress in May 2017.





Working Groups and Task Forces in May 2017

- WG IT Working Group on Information Technologies
- WG EA Working Group on Environmental Audit
- WG ADC Working Group on the Audit of Funds Allocated to Disasters and Catastrophes
- TF AE Task Force on Audit and Ethics
- TF MA Task Force on Municipality Audit

2. Proposed enhancements

2.1 Governing Board portfolios

Why?

- To strengthen the 'leadership role' and engagement of individual Board members;
- To ensure that the Governing Board as a whole takes responsibility for the operationalisation and implementation of the strategic plan and for strategic decision-making;
- To take advantage of the expertise and networks of the GB members, thus increasing the resources available for enhancing the governance and operations of EUROSAI;
- To achieve greater balance in the workload of the Secretariat, Presidency and the Governing Board, while not changing the powers or responsibilities vested in them by the EUROSAI regulations.

How will it work?

The purpose of portfolios is to facilitate and support policy development and decision-making by the Governing Board. Two portfolios - those of the Co-leaders - will focus on the implementation of the two substantive strategic goals. Others could focus on key governance enhancements or issues identified as being of added value for the EUROSAI membership. The portfolios will be defined and assigned by the Governing Board for a period of 3 years on the basis of objective criteria and expression of interest of the individual GB members. New portfolios may be established between Congresses to meet specific needs, if deemed necessary by the Governing Board.

As part of the operationalisation of the Strategic Plan, the portfolio holders will prepare a brief proposal for implementing the portfolio, including objectives, activities and any necessary resources. The proposal will be forwarded to the Coordination team for inclusion in the Operational Plan to be approved by the Governing Board. The GB member can, if deemed necessary, establish ad hoc project groups consisting of EUROSAI members (GB and non-GB) and, if relevant, invited experts in order to implement the agreed objectives of their portfolio. The GB member is responsible for reporting on progress and results at the annual GB meeting. In the case of the portfolios for the two strategic goals the GB member has a shared responsibility with the non-GB Co-leader for the realisation of the strategic goal.

Possible GB portfolios could be the following:

1. Overall governance and culture (Presidency)
2. Co-leader of Strategic Goal 1 (together with a non-GB member)
3. Co-leader of Strategic Goal 2 (ditto)
4. Communications
5. Relations with non-SAI stakeholders
6. Relations with other INTOSAI regional organisations
7. Forward thinking and emerging issues
8. Etc.



2.2 Coordination Team:

Why?

- To place the responsibility for the operationalisation of the Strategic Plan within the Governing Board;
- To allow for swift decision-making on operational matters relating to the implementation of the Strategic Plan, as entrusted to the members of the Coordination team by the Governing Board;
- To allow the agenda of the Governing Board meetings to focus on strategic and substantial issues;
- To identify best practices, gaps and opportunities for synergies between the activities falling under the two strategic goals and the portfolios of the GB.

How will it work?

The Coordination team will be composed of three or four GB members, including the Presidency and preferably the two GB members acting as Co-leader of the strategic goals.

The Coordination team will not take over the powers and responsibilities of the Governing Board as stated in the EUROSAI regulations. It is not a formal structure, but a light coordination platform. Its role is to prepare and facilitate the decision-making of the full Governing Board and to monitor the implementation of the Strategic Plan on a regular basis. The Governing Board may choose to delegate certain operational decisions to the Coordination team.

The Coordination team will coordinate the preparation of the Operational Plan, based on the inputs received from the GB portfolio holders, the Co-leaders of the strategic goals and the Chairs of the EUROSAI Working Groups and Task Forces. The Operational Plan will be approved by the Governing Board. The Coordination team will thereafter coordinate the monitoring of the execution of the Strategic Plan and prepare the reporting and issues for decision for the Governing Board meetings and Congress. The Coordination team will be alert to and address possible overlaps, as well as encourage synergies between the various existing and new initiatives associated with both strategic goals and the GB governance portfolios. The Coordination Team will prepare the mid-term review (2020) of the Strategic Plan.

The Governing Board may entrust the Coordination team to take specific decisions concerning the implementation of the Strategic Plan and funding requests falling under Chapter 2 of the budget. An example could be the establishment of a joint activity or event under the flag of EUROSAI. Decisions would be based on a review of the terms of reference, including necessary resources and quality control arrangements, as well as alignment with the EUROSAI Strategic and Operational plans.

Decisions on the establishment or winding up of long-term Working Groups or Task Forces remain with the Congress or the Governing Board as a whole, but can be prepared by the Coordination team.



The establishment of project groups by Governing Board portfolio holders or the Co-leaders of the two strategic goals do not need Governing Board or Coordination team approval. The terms of reference will however be forwarded by the GB portfolio holder or the Strategic Goal Co-leaders to the Coordination team for their information and for coordination and quality assurance purposes.

The Coordination team as a whole will decide how frequently it will meet in person or virtually. Meetings of the Coordination team may be at Head of SAI or at staff level, depending on the agenda and by mutual consent.

2.3 Co-leaders of Strategic Goals

Why?

- Shared ownership of the operationalization of the two strategic goals by a Governing Board and a non-Governing Board member;
- Agile consultations and decision-making on the day-to-day implementation of the strategic goal by the two Co-leaders;
- Sharing of workload for coordination of operationalisation of each of the strategic goals;
- The Co-leaders can cooperate as a team when necessary and divide responsibilities when practical. EUROSAI benefits from having two SAIs with dedicated resources, different perspectives and joint commitment leading the work on each of the strategic goals.

How will it work?

The implementation of each of the two strategic goals is the joint responsibility of a GB member and a non-GB member. The Co-leaders will be appointed by the Governing Board. The two goals provide focus for the substantive work of EUROSAI in the coming strategic period. The Co-leaders will agree on a division of tasks and representational roles, such as participation in relevant INTOSAI committees and initiatives. The Governing Board Co-leader represents the strategic goal in the Governing Board meetings and would be the member of the EUROSAI Coordination team.

The Co-leaders have a coordination and an executive role. They may establish or facilitate short-term project groups to address the desired outcomes included in the Strategic Plan for their particular strategic goal, such as the establishment of a 'market place' for brokering knowledge-sharing or the conduct of a EUROSAI-wide institutional development needs assessment. Terms of reference will be developed for these initiatives and shared with the Coordination team for information. Requests for funding which were not foreseen within the Operational Plan, would be presented to the Coordination team for approval.



The Co-leaders of the respective goals will also liaise with other short-term/‘pop-up’ initiatives, such as a joint audit on a particular topic or a training event, which EUROSAI members set up together under the EUROSAI flag and which further the realisation of the strategic goals. Such activities will be required to have terms of reference, whether or not funding from EUROSAI is required. This will help the Co-leaders to actively identify synergies and gaps, encourage the sharing of best practices and where necessary initiate new activities to ensure the successful implementation of the strategic goal.

The Co-leaders will consult regularly with the SAls chairing or leading the autonomous working groups, task forces and project groups, with a view to sharing information on activities and progress within the Coordination team.

2.4 Agile project groups:

Why?

- To make EUROSAI more agile and responsive to emerging issues;
- To facilitate ‘coalitions of the willing’ and increase the focus and effectiveness of EUROSAI initiatives;
- To encourage more EUROSAI members to engage in the regional network’s activities on issues of specific interest and with a limited commitment of resources. The three or six year commitment to a WG, Governing Board or other leadership position can be daunting. Participation in a short-term initiative allows a SAI to develop experience and lowers the threshold for future engagement.

How will it work?

Short-term project groups may be set up in line with one of the two goals of the Strategic Plan or to tackle projects in the area of EUROSAI governance. They will have a clear terms of reference, including resources and deadlines for the delivery of results. The project groups are established with a specific short-term product or objective in mind and may be initiated at any time by a Co-leader of a strategic goal or a GB member portfolio holder. The project groups will decide on which language/languages to use by mutual consent.

An individual SAI or group of SAls may also establish a project group, short-term joint (audit) initiative or seminar under the EUROSAI flag after consultation with and agreement of the terms of reference the Co-leaders of one of the two strategic goals. Requests for funding which were not foreseen within the Operational Plan, would be presented to the Coordination team for approval. The terms of reference will be shared with the Coordination team for information and for coordination and quality assurance purposes.

The project groups will report on progress and results either to the Co-leaders of one of the strategic goals, or to a GB portfolio holder (on governance issues).



Project Groups differ from Working Groups and Task Forces mainly in relation to their initiation, duration, focus and more informal reporting.

Working groups are policy orientated and autonomous. They feed into the realisation of the two strategic goals of EUROSAI. They are initiated, have their mandate renewed or brought to a close at a EUROSAI congress. Their work programmes are summarised in the EUROSAI Operational Plan and they report to the Coordination Team once a year in preparation of the GB meeting. They directly report to the Congress once every three years.

Task forces are set up by the Congress or the GB for a limited period of time to deal with specific assignments or tasks of either a technical or organisational nature. Their work programmes are summarised in the EUROSAI operational plan and they report to the Coordination team once a year in preparation of the GB meeting. They report directly to the first following Congress on the realisation of their assignment.

