Institutional Capacity Building Framework (ICBF) - African Organization of Supreme Audit Institutions – English speaking

Objective and features

1. Objective

ICBF aims to

- identify areas of improvement in SAIs and how these can be achieved with an institutional perspective (capacity building);
- enable SAI benchmarking with other SAIs among the African Organization of Supreme Audit Institutions – English speaking (AFROSAI-E) members for common vocabulary and thinking (strategic and others); and
- serve as a basis for planning, development of manuals and guidelines, workshops, and monitoring and evaluation at the AFROSAI-E Secretariat.

2. Institutional coverage

Supreme audit institutions (SAIs).

3. Technical coverage

Technical coverage of ICBF comprises five domains:

1. Independence and Legal Framework
2. Organization and Management
3. Human Resources
4. Audit Standards and Methodology
5. Communication and Stakeholder Management.

4. Application method

Self-assessment.

Methodology

5. Methodology

The five levels in ICBF are more thoroughly defined by the indicators or the elements in the five domains.

1. Independence and Legal Framework – independence of an SAI as formulated in the Lima Declaration (ISSAI 1) and the Mexico Declaration (ISSAI 10).
2. Organization and Management – organizational planning processes and their implementation.
3. Human Resources – development and implementation of HR strategies, interventions, plans, policies and processes, and the employee life cycle.
4. Audit Standards and Methodology – audit process from planning to reporting stage in accordance with ISSAIs.
5. Communication and Stakeholder Management – internal and external communication at the SAI (parliament, Public Accounts Committee, judiciary, media, and citizens).

6. Benchmarking system

Scoring. The elements in the framework are generic, which means that they are the same for all the five levels. Indicators have therefore been developed to assist the SAI to position them in the ICBF. The five levels of the assessment and their respective indicators based on the questionnaire are rated from Level 1 to Level 5:

- Level 1 – The Founding Level: There are neither any plans nor activities to change the situation.
- Level 2 – The Development Level: Plans are prepared, or its content developed. However, what is developed is not implemented.
- Level 3 – The Established Level: The plans prepared or the content developed under level 2 are being implemented. Implementation is done or partially done, but improvement is needed.
- Level 4 – The Managed Level: Both the staff and the top management, and the key stakeholders are fully satisfied with the implementation.
- Level 5 – The Optimized Level: SAI can scan the environment and position itself to use resources in the most proactive and value-adding way.

7. Linkage to PEFA framework

ICBF is closely linked to PEFA performance indicator on external audit (PI-30).

8. Complementarity with PEFA framework

ICBF provides a more detailed framework for assessing the capability of public external audit. It can be used as the basis for developing an appropriate strategic plan for the SAI, especially where a PEFA assessment has found this to be a weak area.

Development and use

9. Development and coordination

ICBF (originally known as Audit Capability Model) was developed by AFROSAI-E for its members and auditors-general in English and Portuguese speaking countries of Sub-Saharan Africa. The AFROSAI-E Board adopted at its annual meeting in 2006 an institutional capacity-building framework as a basis for the development and the strategic planning of the regional organization. The framework has its roots in a capability model developed in 2001 and updated in 2005. The ICBF has been developed for diagnostic or assessment purposes and as a guideline to building SAI's capacity.

The AFROSAI-E Cooperate plan, strategic plans developed by individual SAIs, the AFROSAI-E Financial and Compliance Audit Manual, the AFROSAI-E Performance Audit Manual, the AFROSAI-E Quality Assurance Handbook, the Annual State of the Region Report, and the Management Development Program are all examples of documents that have been developed based on the framework.

10. Assessment management

Data is gathered by the member country SAI. To monitor the establishment of quality control management systems by member SAIs, the average scores of selected questions are analyzed. These questions cover the different aspects of quality, addressing both institutional and individual audit disciplines such as financial, compliance, performance, and IT auditing. There is an internal quality assurance system of the self-assessing SAI as well as review/discussion with AFROSAI-E Secretariat and other members. During the three yearly quality assurance assessment, AFROSAI-E examines the degree of correlation with findings from the self-assessment. Special quality officers are appointed to check instances of over scoring.

11. Uses by the government and members of the PFM community

ICBF is primarily used to see how the SAI can improve its results or performance and thereby its position in relation to its counterparts in the AFROSAI-E community. The results based on ICBF can be used for benchmarking with other SAIs or for reporting and providing information to key stakeholders.

12. Sequencing with other tools

While the domains and topics covered by ICBF are comparable to SAI PMF (B25), the methodology and assessment management serve different purposes.

13. PFM capacity building

Capacity-building function is a part of the framework. AFROSAI-E signs a memorandum of understanding with SAI to work on focus areas identified during the assessment. Workshops are conducted for the SAI. The independent quality assurance assessment conducted by AFROSAI-E once in three years focuses on various measures to improve the existing capacities of the SAI.

14. Tracking of changes and frequency of assessments

Reports are compared with the previous year's reports by the assessment team, either for quality purposes or for any developments or movements. Any changes in the self-assessment are also tracked during independent quality assurance assessment. Self-assessment by the SAI is annual, while the independent quality assurance assessment by AFROSAI-E is performed every three years.

15. Resource requirements

The training workshops cost about US$30,000. Since 2021, training has been held online at a minimal cost. Costs for quality assurance assessment, depending on the team size (five to eight members), is about US$10,000 to US$40,000. The quality assurance focuses on five domains and requires a multidisciplinary team of five to eight experts. The assessment process is completed in about six months. The report is then presented in the AFROSAI-E board meeting held in May.

Transparency

16. Access to methodology

Methodology is *available*.

17. Access to assessment results

Comparative assessment results are reported in the *Annual State of the Region Reports*.