



ANNEX C1: Twinning Fiche¹

Project title: Enhancing Institutional capacity in the Office of the Auditor General, Uganda (SAI – Uganda)

Beneficiary administration: Office of the Auditor General, Uganda (SAI – Uganda)

Twining Reference: *UG 23 NDICI FI 01 25*

Publication notice reference: *184506*

EU funded project

TWINNING TOOL

1. Basic Information

- 1.1 Programme: Advancing Governance and Accountability (AGA) 2024 ACT-61739. Direct management.
- 1.2 Twinning Sector: OT Other (Accountability).
- 1.3 EU funded budget: 2.000.000 EUR
- 1.4 Sustainable Development Goals (SDGs): SDG 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions.

It is important to note, that by virtue of the work done by the Office of the Auditor General towards ensuring that government resources are utilized effectively and efficiently, the

¹ In case of different language versions of the Twinning Fiche it must be clearly indicated which language version prevails.

Office consequently contributes to the realization of all 17 SDGs in the context of Uganda as a country.

2. Objectives

2.1 Overall Objective:

To strengthen the institutional capacity of the Office of the Auditor General (OAG) in conducting value-adding audits that promote accountability, transparency, and good governance, ultimately fostering improved service delivery in Uganda.

2.2 Specific objective:

To improve the management and technical capacity of the Office of the Auditor General (OAG) to plan and undertake impact driven audits and post audit processes as prescribed by the law and in line with international standards and best practices.

2.3 The elements targeted in strategic documents:

The proposed project aligns with Uganda's Third National Development Plan (NDP III), which emphasizes accountability, good governance, and the use of technology to improve public sector efficiency and service delivery.

It also adheres to the OAG's Strategic Plan (2020–2025), which prioritizes enhancing the relevance of audits through conducting high quality and value adding audits which are responsive to stakeholder needs and emerging areas. The Plan also emphasizes the embracing of new technologies, innovation as well as leveraging citizen engagement for effective oversight.

3. Description

3.1 Background and justification:

The Office of the Auditor General (OAG) is mandated to independently audit and report to Parliament on all public accounts of Uganda through conducting Financial, Value for Money and any other special audits in respect of any project involving public funds. This includes all public offices, such as courts, central and local government administrations, universities, similar public institutions, and public corporations or entities established by an Act of Parliament. The mandate is spelt out in Article 163(3) of the Constitution of the Republic of Uganda 1995 (as amended) and reinforced by Section 12(1) of the National Audit Act (NAA), Cap. 170.

The Office is headed by an Auditor General, who is assisted by two (2) Assistant Auditors General, each overseeing a particular division. The two (2) existing divisions in the Office are the Audit division, which is primarily tasked with conducting audits in line with the mandate, and the Corporate Services division, which is responsible for providing technical, logistical and administrative support to the whole Office.

Owing to the aforementioned mandate, the Office of the Auditor General carries out a wide-range of audits, from Financial and Compliance audits, to Performance - Value for Money (VFM) audits, IT systems audits, Forensic investigations and Specialized audits in areas such as Public Works, Gender and Environment. In a dynamic and fast-paced operating environment, it is essential that the OAG, as the Supreme Audit Institution of Uganda, keeps abreast of significant new developments and stands at the helm of pioneering the use of modern technologies. This enables the Office to remain relevant in its work.

Growing societal demand for increased Performance audits as well as the increasing number of requests for forensic investigations arising from stakeholder feedback, has caused the Office to re-orient its Audit focus in a bid to conduct more stakeholder –leaning audits. Additionally, the emergence of new technologies such as Artificial Intelligence (AI), Machine Learning, Fintech solutions, Big data analytics and Cryptocurrencies, have placed an added requirement on SAIs to acquaint themselves sufficiently with these and explore ways to adapt to them beneficially. This is of particular importance in the context of Uganda’s public sector management, which is increasingly dependent on inter-connected Information Technology (IT) platforms.

Key emerging audit areas such as Energy and Extractives, Public Private Partnerships (PPPs), and SDG-focused audit areas have placed an added responsibility on the Office to ensure that adequate assurance is provided towards these critical and high-interest areas. The Energy and Extractives sub-sector in particular, has the potential to be one of the biggest drivers of Economic transformation. And therefore, it is imperative that the Office builds the required capacity to conduct value-adding audits in this field. In this regard, the Office also holds the position of being the independent administrator under the Uganda’s participation in the global Extraction Industries Transparency Initiative (EITI) which places a heightened onus on our audit undertakings in Energy and Extractives.

Areas such as Climate Change, Gender, Urbanization, Water and Sanitation, Environmental management, Wildlife and marine conservation and productive infrastructure are critical to overall service delivery and achievement of SDGs. The involvement of audit services in this regard remains vital to ensuring compliance and efficiency.

The Office’s renewed emphasis on post audit activities requires deliberate efforts to enhance utilization of audit products and stimulate public demand for accountability.

The Office has set in place public interfacing solutions such as the Citizen Feedback Platform (CFP) and the Audit recommendation tracking (ART) Tool which are meant to increase citizen participation in accountability issues and enhance follow up of audit recommendations. This enables the Office to incorporate citizen-generated data into its audits, making them more reflective of real-world concerns and enhancing public trust in audit outcomes. Accordingly, the Office requires further support to entrench these solutions, particularly in data entry and analysis and processing; creation of awareness through sensitization and awareness.

In addition, the Office seeks to broaden its coverage of stakeholder engagement in line with the OAG Communication and Stakeholder engagement strategy. Stakeholders include Parliament, the executive, development partners, and collaborating agencies, Civil Society Organisations (CSOs), Citizens, media, political leaders and other SAIs. This will enhance uptake of audit results, increase awareness on aspects of public accountability and continue the trend of fostering productive partnerships.

3.2 Ongoing reforms:

The Government of Uganda has prioritized public financial management (PFM) reforms over the past decades, with support from development partners such as the European Union (EU), World Bank, IMF, Norway, Sweden and Germany. These reforms have aimed at strengthening budget credibility, transparency, and financial accountability through the adoption of modern financial management systems and oversight

mechanisms. The OAG has been a key player in these efforts, ensuring compliance and assessing the efficacy of PFM reforms through its audits.

The Public Expenditure and Financial Accountability (PEFA) assessments over the years have acknowledged the progress made in Uganda's audit functions, particularly in financial and compliance audits. However, they have also highlighted challenges such as limited uptake of audit recommendations and shortcomings in audit follow-up.

Additionally, under the Programmatic approach to planning, budgeting and overall implementation of Government undertakings, the Office of the Auditor General is a member of 3 programmes. These are: The Governance and Security Programme; the Development Plan Implementation Programme; and the Legislation, Oversight and Implementation Programme. This provides an avenue for the Office to participate effectively in policy dialogue and development planning while contributing to governance for results at Programme and National level. The Office is also a participating agency under the recently instituted APEX platform, which is an executive platform for Collaborative Learning, Uptake and Utilization of evidence-based Policy recommendations. The platform is chaired by H.E The President and aims to provide effective leadership in Public Policy Management, promote Good Governance and facilitate utilization of action-focused recommendations in aiding executive decisions to address effective implementation of development interventions

3.3 Linked activities:

- a) EU funded the Justice and Accountability Reform contract from 2018 to 2021, through which several interventions were undertaken including capacity building in specialized areas, special audits and forensic investigations, Value for Money and one specialized engineering audit and development of audit methodologies.
- b) Under the Resource Enhancement and Accountability Programme (REAP), EU financed the development of the Audit Recommendation Tracking platform along with several capacity building activities.
- c) The EU and Germany co-financed, Governance and Civil Society Programme, implemented by GIZ, which amongst others has supported OAG stakeholder engagement initiatives, capacity building and development and roll out of the Citizen Feedback Platform (CFP) which is a web based digital social accountability tool

3.4 List of applicable *Union acquis*/standards/norms:

- International Standards for Supreme Audit Institutions (ISSAIs).
- INTOSAI Guidelines for IT Audits.
- Good practices in citizen engagement from EU member states.

3.5 Components and results per component

Component 1: Enhanced institutional capacity to undertake IT audits

Result 1.1: IT audit manual updated to align with international standards and support provided for ongoing IT audits throughout the project to apply newly acquired skills and methodologies in real-world scenarios.

Result 1.2: OAG's IT audit team trained on advanced IT audit methodologies, including a benchmark visit to an EU Supreme Audit Institution (SAI) with expertise in IT audits.

Component 2: Undertake value-adding audits in the emerging areas of Energy and Extractives

Result 2.1: Strengthened OAG capacity to effectively plan, execute, and report on audits in the Energy sub-sector, thereby promoting accountability, value for money and sustainability in the management and utilization of energy resources in Uganda. (Environmental, Social and Governance (ESG) compliance, energy transition, renewable energy, electricity regulation, clean energy).

Result 2.2: Enhanced professional competencies and technical skills in Extractives audit processes and practices (PSAs, oil revenues, minerals), thereby enhancing the impact of audits on governance and sector performance.

Component 3: Staff Capacity Development towards improved alignment with INTOSAI standards

Result 3.1: SAI – Staff Exchange programmes, mentorship and peer-learning programmes established, including development of a knowledge-sharing strategy.

Result 3.2: Enhanced skills and capacity of OAG staff so that the standards set by the International Organisation of Supreme Audit Institutions (INTOSAI) and other internationally recognised bodies approved by the Government are duly applied. Capacity of staff should be built in as many of the following areas as possible:

- Forensic investigations and special audit areas relating to fraud, illicit financial flows and financial intelligence
- IT support services to provide quality ICT support to OAG operations
- Big Data analytics to improve information management and support robust decision making.
- Specialized audits by applying international standards and best practices in some of the following areas: Gender audits, Environmental audits, public private partnership (PPP) etc.
- Uptake and utilization of AI and Machine learning

3.6 Means/input from the EU Member State Partner Administration(s)*:

The project will be implemented through Twinning between the final beneficiary country and EU Member State(s) with the EU Delegation signing the Twinning grant agreement on behalf of the OAG. The implementation of the project requires one project leader (PL) with responsibility for the overall supervision and coordination of project activities. The PL will be supported by one Resident Twinning Adviser (RTA), who will work on-site with the beneficiary administration, and who will be responsible for the management and implementation of the project activities. The RTA will work directly with the OAG. In addition to the RTA, the Twinning project will fund a project assistant who will be performing general project duties. Until the RTA can select and hire an assistant, the beneficiary administration makes a member of its staff available to support the RTA in daily tasks. The implementation of the project will also require three component leaders (CLs) and a pool of short-term experts (STEs) within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all areas included in the project description.

Proposals submitted by Member State shall be concise and focussed on the strategy and methodology and an indicative timetable underpinning this, the administrative model suggested, the quality of the expertise to be mobilised and clearly show the administrative structure and capacity of the Member State entity/ies. Proposals shall be detailed enough

to respond adequately to the Twinning fiche, but are not expected to contain a fully elaborated project. They shall contain enough detail about the strategy and methodology and indicate the sequencing and mention key activities during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs.

The interested Member State(s) shall include in their proposal the CVs of the designated PL and the RTA, as well as the CVs of the potentially designated component CLs.

The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The set of proposed activities will be further developed with the Twinning partners when drafting the initial work plan and successive rolling work plan every three months, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely inter-linked and need to be sequenced accordingly.

3.6.1 Profile and tasks of the PL:

The MS Project Leader (PL) will be responsible for the overall planning and implementation of the Member States' inputs in this Twinning project.

The MS Project Leader (PL) will, in cooperation with the OAG appointed PL, be responsible for the organisation and functioning of the project's Steering Committee, which includes the RTA and representatives of the leadership of OAG and the EU Delegation.

Qualifications, experience and skills required:

- At least a Bachelor's Degree or equivalent in management, public administration, economics, law, accounting or another field related to the project *or* in the absence of a Bachelor's degree, 8 years of professional experience
- At least 3 years of specific experience in state audit related matters
- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2);
- Very good command of English equivalent to C1 level, both orally and written;
- Computer literacy.

The following experience and skills will be considered as **assets**:

- Proven experience in managing capacity-building projects for Supreme Audit Institutions (SAIs).
- Proven expertise in Performance audit methodologies and standards
- Proven expertise in IT audit methodologies and standards.
- Experience with twinning rules and procedures.

Tasks:

- Together with the beneficiary country's PL, overall management and coordination of the Twinning project;
- Ensure timely and effective implementation of the project and achievements of results;
- Ensure efficient use of the project resources and inputs;
- He/she will, together with the beneficiary PL, be responsible for the modification of the project work plan as deemed necessary during the life time of the project;
- Co-chair the regular Project Steering Committee meetings with the beneficiary country project leader;
- Communicate with the beneficiaries and the EUD;
- Responsible for interim and final reports together with beneficiary country's PL;
- Participation in communication and visibility activities is expected.

3.6.2 Profile and tasks of the RTA:

One resident twinning advisor (RTA) will be appointed and will reside in Uganda for the duration of the project. He/she is expected to work within the OAG Uganda premises under the supervision of the Member State project leader and the OAG (beneficiary country) project leader.

Qualifications, experience and skills required

- At least a Bachelor's degree or equivalent in management, public administration, law, economics, accounting or any other field related to the assignment or in the absence of a Bachelor's degree, 8 years of professional experience in the field of audits (i.e. in addition to that required in the next point below);
- At least 3 years of specific experience in a supreme audit institution (SAI);
- Very good command of English equivalent to C1 level, both orally and written;
- Computer literacy;
- Good communication skills.

The following experience and skills will be considered as assets:

- Proven experience with performance audits, IT audits, including developing audit manuals for specialized audit methodologies.
- Previous experience in project management.
- Experience in organising and conducting trainings.
- Experience in using large data sets in public audits.
- Previous experience in EU funded project(s) or Twinning project(s).

Tasks:

The RTA is expected to carry out the following tasks during his/her full-time assignment:

- Draft the work plan in close cooperation with all relevant actors and based on the expected results of the project;
- Ensure timely implementation of the Twinning project at the OAG;
- Provide technical assistance and advice to the representatives of beneficiary administration;
- Organise all project activities, such as workshops, study visits, trainings and short term expertise, etc.;
- Together with the MS Project Leader and the OAG Project Leader, mobilise and supervise the short-term experts;
- Coordinate all project activities and experts' inputs at OAG including experts' reports;
- Prepare regular project monitoring meetings / briefings;
- Regularly update the work plan and transmit project updates to the Project Steering Committee under the authority of the Member State and the OAG Project Leaders;
- Draft the interim progress reports to be finalised by the Project Leaders;
- The RTA should ensure continuous coordination on the overall implementation of project activities with regular updates.

3.6.3 Profile and tasks of Component Leaders:

The component leaders (CL) are experts from the EU Member State(s) responsible for a specific component / mandatory result / output in a Twinning project.

Qualifications, experience and skills required:

- At least a Bachelor's degree or equivalent in management, public administration, economics, law, accounting or other field related to the assignment or in the absence of a Bachelor's degree, 8 years of professional experience in state audit related matters
- At least 3 years of relevant professional experience in state audit related matters);

- At least 3 years of specific experience in the issues dealt with by the specific component they will be in charge of (CL1) IT audits; CL2) value adding audits in energy and extractive sectors; CL3) Training and ISSAI standards etc)
- Very good command of English equivalent to C1 level, both orally and written ;
- Good communication skills.
- The following qualifications will be considered as assets: Experience with EU-funded and/or Twinning projects.

Tasks:

The tasks will be defined together by the RTA and the local beneficiary institution at the start of the project. Tasks will relate to organising trainings, meet stakeholders, revise documents, facilitation educational visits etc.

3.6.4 Profile and tasks of other short-term experts:

Short term experts (STEs) are to be made available for the implementation of the Twinning project. The STEs will deliver their expertise under the overall responsibility of the Member State PL and the under the coordination and supervision of the RTA. STEs are expected to perform specific tasks / activities, and the expected experts' outputs / deliverables shall be established when creating the Twinning work plan which will include the drafting of STEs' Terms of Reference.

*Qualifications, experience and skills **required**:*

- At least a Bachelor's degree or equivalent university degree in economics, accounting, law or other fields related to the short term assignment **or** in the absence of a Bachelor's degree, 8 years of professional experience in public administrations:
- At least 3 years of specific professional experience in the respective field;
- Very good command of English equivalent to C1 level, both orally and written;
- Good communication skills.

The following qualifications will be considered as assets:

- Experts in audit of specialized areas namely Energy and Extractives, IT systems, Gender, Environment and Infrastructure with hands-on experience in advanced methodologies.
- Data analysts with expertise in public sector applications.
- Trainers experienced in adult learning techniques.
- Demonstrated experience in organizational development in a Public sector setting
- Proven experience in institutional capacity development and adoption of new technologies

4. Budget

The maximum EU contribution to the Twinning contract is € 2 000 000.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (European Union Delegation/Office):

European Union Delegation to the Republic of Uganda
 For the attention of Head of Finance, Contracts and Audit
 Crested Towers building, 15th Floor, Plot 17-23, Hannington Road, P.O. Box 5244
 Kampala – Uganda
 Email: delegation-uganda-finance@eeas.europa.eu

5.2 Institutional framework

The Twinning project will support one beneficiary organisation, the OAG, that will ensure the effective and efficient implementation of the project and the achievement of results. The OAG is headed by the Auditor General who is assisted by 2 directorates.

5.3 Counterparts in the Beneficiary administration:

The Ugandan Project Leader (PL)/RTA counterpart shall be a senior civil servant at decision-making level. S/he will act as the counterpart of the Member State PL. S/he will ensure the overall steering and coordination of the project from the Ugandan side, including proper policy dialogue and political support. The PL's seniority will ensure her/his ability to mobilise the necessary staff in support of the efficient implementation of the project. S/he will furthermore co-chair the Project Steering Committee with the RTA.

5.3.1 Contact person:

Mr. Nuwabeine Josephat, Director Stakeholder Engagement, P. O. Box 7083, Kampala.

5.3.2 PL counterpart

Mr. Kateregga Stephen Sunday, Assistant Auditor General-Corporate (AAG-C), P.O. Box 7083, Kampala

5.3.3 RTA counterpart

Mr. Kateregga Stephen Sunday, Assistant Auditor General-Corporate (AAG-C), P.O Box, 7083 Kampala

6. **Duration of the project**

The overall execution period of the Twinning contract is 36 months.

The implementation period of the Action will last 32 months. The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action.

7. **Management and reporting²**

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and

² Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements via-à-vis the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The Twinning project objectives and activities are aligned to the Strategic Plan of the OAG (2020 - 2025). The project will enhance technical capacity, operational efficiency and productivity for the realization of desired outcomes in OAG Uganda.

The Twinning project will institutionalize improvements by:

- Ensuring the legal mandate adequately empowers the SAI to conduct independent audits in emerging areas.
- Establish Specialized Audit Units for emerging area audits
- Developing up to date manuals and guidelines for audits of emerging areas such as PPPs, Infrastructure, Gender, Environment, and IT Audits and ensuring alignment with the International standards as well as National development priorities
- Institutionalizing a pool of Trainers among staff and incorporating new knowledge and skills into the Integrated Competence Framework Standard curriculum
- Fostering partnerships and developing MoUs with state and non-state partners to consolidate gains of the Twinning project
- Partner with professional audit and accounting bodies to provide accreditation pathways.
- On the job learning with Experts brought on board through the Twinning project
- Undertake periodic Monitoring and evaluation assessments to assess the sustainability of the Twinning project outcomes and provide relevant information to facilitate realization of desired results and further entrenchment of the project's objectives
- Ensuring adequate human and financial resources are allocated towards efforts to sustain the beneficial outcomes of the Twinning project. OAG is independent and funded by the Government of Uganda (GoU), ensuring it can effectively fulfil its mandate. Accordingly, benefits arising from the project shall continue to be utilized beyond the project's completion.
- Explore cost-sharing mechanisms with stakeholders benefiting from the audits (e.g., revenue-sharing with sector regulators)
- Documenting lessons learned from the Twinning project to refine future audit strategies and ensure adaptability to emerging risks.

9. Crosscutting issues (*equal opportunity, environment, climate etc...*)

The project will promote:

- Increased coverage of audit services by enhancing institutional capacity to expand the scope of audits
- Gender responsiveness by mainstreaming Gender and Equity considerations in all operations, and conducting Gender audits
- Gender equality by encouraging women's participation in training programs.
- Climate change mitigation by conducting Climate-responsive environmental audits
- Environmental awareness through paperless audit processes and data analysis.

- Stakeholder engagement coverage through expanding public relations, citizen participation and public demand for accountability
- Inclusivity by ensuring that citizen feedback from diverse groups is analysed and addressed appropriately.

10. Conditionality and sequencing

The project includes the following key condition:

Capacity building requires sustained ownership and strategic commitment from the OAG and significant investment in terms of resources and expertise. The OAG is committed to appoint adequate, qualified and competent staff to participate in the project implementation, as well as allocate appropriate working space and facilities for staff engaged under the Twining grant contract.

11. Indicators for performance measurement

Component 1: Enhanced institutional capacity to undertake IT audits

Result 1.1: IT audit manual updated to align with international standards and support provided for ongoing IT audits throughout the project to apply newly acquired skills and methodologies in real-world scenarios.

Indicator: an updated IT audit manual

Result 1.2: OAG's IT audit team trained on advanced IT audit methodologies, including a benchmark visit to an EU Supreme Audit Institution (SAI) with expertise in IT audits.

Indicator 1: Number of Missions to a European SAI with the required specialization in IT

Indicator 2: Number of staff trained in IT Audits and/or attending benchmarking visits

Component 2: Undertake value-adding audits in the emerging areas of Energy and Extractives

Result 2.1: Strengthened OAG capacity to effectively plan, execute, and report on audits in the Energy sub-sector, thereby promoting accountability, value for money and sustainability in the management and utilization of energy resources in Uganda. (ESG compliance, energy transition, renewable energy, electricity regulation, clean energy).

Indicator 1: Number of Specialized Energy sector audits undertaken (including ESG audits, renewable energy audits, regulatory compliance audits, clean energy audits and electricity transition)

Indicator 2: Proportion of recommendations implemented in Energy sector audits

Result 2.2: Enhanced professional competencies and technical skills in Extractives audit processes and practices (PSAs, oil revenues, minerals), thereby enhancing the impact of audits on governance and sector performance.

Indicator 1: Quality of Extractives sector audit reports measured against international standards

Baseline: N/A

Target: 70%

Indicator 2: Proportion of recommendations implemented in Extractives industries audits (Oil, Gas, Minerals)

Baseline: N/A

Target: 60%

Component 3: Staff Capacity Development and better alignment with INTOSAI standards

Result 3.1: SAI – Staff Exchange programmes, mentorship and peer-learning established and a knowledge sharing Platform developed

Indicator: Number of staff that participated in exchange programmes, mentorship or peer-learning

Result 3.2: Enhanced skills and capacity of OAG staff so that the standards set by the International Organisation of Supreme Audit Institutions and other internationally recognised bodies approved by the Government are duly applied. The capacity building of staff done in the majority of the following areas:
forensic investigations and special audit areas relating to fraud, illicit financial flows and financial intelligence; quality ICT support to OAG operations; Big Data analytics to improve information management and support robust decision making; special audits in some of the following areas: Gender audits, public procurement audits, Public Private Partnerships audits; uptake and utilization of AI and Machine learning

Indicator 1: Number of staff trained in Forensic Investigations and Special Audits under the project

Baseline: 0

Target: 30

Indicator 2: Number of trainings in specialised audit areas conducted

Baseline: 0

Target: 10

Indicator 3: Number of staff trained in emerging technologies (AI, Models, algorithms, Machine learning, Big data, Fintech) under the project

Baseline: 0

Target: 20

12. Facilities available

The OAG will provide equipped office spaces, meeting rooms, and IT infrastructure for the RTA and experts. Training and workshop venues will also be made available as needed.

ANNEXES TO PROJECT FICHE

1. Annex C1b : Logical framework matrix
2. Annex C9: Standard Twinning - Publication of the Call for Proposals on the Internet