



## Accelerated Peer-Support Partnership Programme

# SAI Zimbabwe Project Report

May 2018- May 2020

The report provides an overview of the PAP-APP (Partenariat Accélééré pour l'Appui des Pairs/Accelerated Peer Support Partnership) project support to the Organization of the Auditor General in Zimbabwe (OAGZ). The Project Phase One expected deliverables, the achievements, successes, challenges, lessons learnt and forward planning.

## 1. Introduction

The PAP-APP (Partenariat Accélééré pour l'Appui des Pairs/Accelerated Peer-Support Partnership) programme was established by the IDI, AFROSAI-E and CREFIAF. The purpose of the programme is to empower challenged SAIs including SAI Zimbabwe in urgent need of support and development to enhance their capacity and to improve their performance. In addition, the programme seeks to enable SAIs to make a difference to the lives of the citizens in their countries in line with ISSAI 12. The project is organized in two phases:

- A Phase 1 of 2018-19 to clarify strategic priorities and operational plans and use these to establish long-term and scaled up capacity development support.
- A Phase 2 of several years where the PAP-APP partners will consider offering different types of support for capacity development depending on the requests, needs and the resources available to provide the support.

In the Project Support Group meeting on May 29, 2018, the Office of the Auditor General Zimbabwe (OAGZ) confirmed their need for support from the PAP-APP project in developing a strategically based project proposal for long-term capacity development. An Exploratory Mission visit was done in August 2018 to discuss the parameters of the partnership. Another exploratory mission visit was done in August 2019 to come up with a shared understanding of the OAGZ's overall priorities and needs for support. The mission visits also aimed at developing an agreement for the way forward, as well as the best approach for coordinating all external support. An External Support plan was shared with Development Partners. A project team was established made up of members of Top Management, SAI Strategic Plan Team and the Development Partner Coordination Team. This team is responsible for coordinating the support activities provided through the Cooperation. This report gives an overview of the background of the project and SAI Zimbabwe, expected outputs and outcomes from the project, project successes, challenges and remedies taken to date, lesson learnt and external support coordination.

## 2. Milestones

The PAP-APP project commenced its support for SAI Zimbabwe when the Office had a standing Strategic Plan. The PAP-APP team carried out an independent Mid-term review of the SAI 2016-20 Strategic Plan, a process which identified its strengths, shortcomings and made recommendations on the findings. The recommendations were considered in developing the 2020 Annual Operational Plan and will also be referred to in developing the Strategic Plan for 2021-2025. The Office developed an Annual Operational Plan for 2020 which until May was being reviewed to ensure that all points raised in the mid-term review were addressed. The plan also considered outstanding issues in our strategic plan which is ending 2020. Based on the Office External Support Plan, the project assisted the SAI in developing a generic funding proposal which will be used in extracting concept notes for specific donors. The PAP-APP funded 3 Managers to attend a Strategic Planning Workshop whose knowledge gained was used in the development of the Operational Plan and will also be vital in the development of new Strategic Plan for 2021-2025. AFROSAI-E carried out a culture and value assessment for the Office. As a result of findings from the assessment, AFROSAI-E will assist the Office in change management. The challenging economic environment has forced a major setback in all Offices including the Office of Auditor General.

## Summary of Outcomes:

Milestone	Status	Actual	Expected	Expense
The cooperation agreement is approved by the AG	Complete	September 2018		
Stakeholder engagement plan already completed and in place	Complete	May 2018		\$1 004-00
Completed mid-term review report of the SP signed off by the AG	Complete	July 2019		\$8 822-00
The annual performance report for 2019 is approved by the AG	On-track		June 2020	
Completed operational plan	Delayed		June 2020	
Project proposals are approved by the AG and submitted	On-track		May 2020	
The phase 1 report is approved by the steering committee	On-track		May 2020	

## 3. Project Outcomes

### 3.1 Strengthened strategic management

#### 3.1.1 Mid-term Review of the Strategic plan

The PAP-APP project supported the Office in conducting a mid-term review of the 2016-20 Strategic Plan in 2019. The objective of this mid-term review was to assess progress in the implementation of the Strategic Plan from January 2016 to December 2018. The review process took into consideration how the human and financial resources were utilised in the implementation of the strategic plan, the monitoring and evaluation processes and risk management of the strategic plan. It provided an opportunity for the OAG to reflect on past performance and suggest areas of improvement. The long-term impact of the strategic plan was not assessed, as this was beyond the scope of the mid-term review and is effectively done at the end of the five-year term.

The scope of the review was limited to assessing the following;

- progress achieved in the implementation of the Strategic Plan from 2016 – 2018, including what has/has not worked well in the delivery of the plan so far.
- how the allocated human resources support the planned activities in this period.
- how the financial resources are allocated and utilised in implementing the strategic plan
- How the strategic plan is monitored and how risks are managed.

The review made recommendations which are factored in developing the new Strategic Plan. These recommendations were shared with the Steering committee.

The Office managed to keep the level score 3. The SAI has a documented strategic planning process that ensures the involvement and high-level ownership of all SAI staff from top leadership downwards as well as other key stakeholders

#### 3.1.2 Strengthening the operational plan

In December 2019, the Office conducted a workshop to develop the 2020 Operational Plan. The Operational Plan describes key annual deliverables, roles and responsibilities of staff and timelines. By May 2020, the 2020 Operational Plan was complete but the A.G is yet to sign it off. The delay is

because SAI Top Management realised the need further consider issues raised in the mid-term review. The Operational Plan is also trying to address outstanding deliverables for the outgoing Strategic Plan 2016-20. However, the SAI is working on delivering some milestones set in the draft document. One of the recommendations was to review the Organizational Chart. The SAI decided to conduct the review in the new Strategic Planning process with technical support from the AFROSAI-E. The Operational plan has been scheduled for sign-off by the A.G in June 2020.

### 3.1.3 SAI Annual performance report

The SAI performance Report is being compiled and is scheduled to be completed by June 2020. In 2019, 2 SAI Top Managers participated in Reports Development in Pretoria organised by AFROSAI-E. Knowledge gained from this will be effectively used in developing the 2019 Annual Performance Report.

## **3.2 Effective and coordinated external support for capacity development established**

3.2.1 The SAI has an effective plan for coordinating external support and has finalized and submitted project proposals.

The SAI does not have dedicated staff for co-ordination of external support. The Office is not able to hire new staff due to funding constraints. A team has been assigned to carry out Stakeholder engagement and donor relations responsibilities and is head by the Director of I.T.

In November 2019, the office developed an external support plan. Based on the external support plan, the PAP-APP assisted in developing a generic proposal to respond to calls for proposal as well as extracting concept notes for specific donors who have shown interest in supporting the SAI.

A workshop on proposal development will be held to ensure that SAI staff are well capacitated. The training has been moved to 2021 due to the logistical challenges caused by the COVID 19 lockdown. The workshop should cover project proposal development, external support planning, coordination, monitoring of opportunities, donor reporting and communication

Swedish National Audit Office (SNAO) supported the SAI in stakeholder engagements with Parastatals and Local Authorities. The SAI had an opportunity to advocate for more resources to be committed towards its operations

## **3.3 The SAI leads by example in the areas of gender, inclusion and diversity**

3.3.1 The SAI's Strategic Management plans contain effective strategies related to gender, inclusion and diversity.

The SAI was trained in basic Gender auditing and will carry out pilot audits the 2019 audits which are currently in progress. Comments from the Mid-Term review will be incorporated in the Strategic Plan for 2021-2025.

## **4 Achievements**

Strengthened strategic management

- Recommendations were made in the Strategic Plan Mid-term review, which will guide the Office in developing the new Strategic and Operational plans going forward
- The recommendations interrogate on feasibility of the SAI's overall goals, specific objectives, and activities, which will enable the SAI to be more critical going forward in her planning.

Effective and coordinated external support for capacity development established

- Based on the external support plan, the Office managed to develop a generic funding proposal which will be used to respond to calls for proposal as well as extracting concept notes for specific donors who have shown interest in supporting the SAI.
- The African Development Bank (AfDB) extended its funding commitment to the SAI to support the SAI in Professional courses
- The OAGZ was awarded a grant by the Swedish National Office to support the SAI on Management, Performance Audit and Communication.

The SAI leads by example in the areas of gender, inclusion, and diversity

- Gender auditing training was conducted in 2019

## **5 Challenges and possible mitigation efforts**

The political and economic climate in Zimbabwe has significantly affected the daily operations of most entities in the country, the OAG is no exception. Inflation and prices are on the rise, there is a shortage of foreign exchange leading to shortages in supplies of fuel which may lead to challenges in audit coverage and general morale of staff. The change in monetary policy and functional currency has undoubtedly affected the work of the OAG.

**Table of other specific challenges**

<b>Challenge</b>	<b>Description</b>	<b>SAI Control</b>	<b>Peer Control</b>	<b>Notes</b>
<b>1. Government regulations on donor funds</b>	Mobilising donors to support to meet strategic objectives are limited due to a standing regulation that donor agreements should be done through the Government of Zimbabwe, co-ordinated by the Ministry of Finance.	The Office continues to engage with the Government to ensure that support and resources are directed to the SAI so that it better functions. To engage more with current donor so that there is continued support and extend their current areas.	To support the SAI in donor canvassing from local, regional, and international Offices.	The office will continue to abide by the laws by engaging the government in donor interactions
<b>2. COVID 19 and lockdown</b>	COVID 19. The global health crisis has forced the country to go on a lockdown for more than a month. Staff have been forced to work from home and has caused coordination challenges and a huge backlog of work.	Upon opening, the OAGZ will had to reprioritize deliverables, some of the annual activities having to be shifted to the later year or postponed to the following year. This also affects the strategic planning process	The Focal person had remote meetings during the lockdown and had to engage with partners through different modes of communication.	The effects of COVID 19 to the SAI will still be felt for the rest of 2020 because after lockdown, the Office must reprioritize.
<b>3. Lack of foreign currency</b>	Inadequate financial resources (foreign currency) to send staff on regional and international workshops, trainings and do any international purchases when required. Inadequate resources for professional studies which are paid in foreign currency as well as for the replacement of laptops.	Action taken: OAG requested for support from PAP-APP on sponsoring of regional workshops related to strategic management.	The PAP-APP has sponsored professional courses directly through the service provider to minimize transactional issues	To negotiate for direct payment from funders for professional courses to academic Offices.
<b>4. Environment's complexity</b>	The OAGZ operates in a complex environment that affects citizens, the institution's staff included. Shortage currency, fuel shortages, low income, informal markets and other challenges affects the social environment of staff.	The institution will work on several ways to keep staff motivated so that they continue to be effective	The PAP-APP Programme will Liaise with AFROSAI-E to customize Human resources management training that relates to the Office's environment	High risk now as it affects staff morale
<b>5. Staff shortage</b>	The SAI does not have dedicated staff for co-ordination of external support. The Office is currently not able to hire new staff due to funding constraints.	The organisational chart will be reviewed and changed after the job evaluation which is scheduled to commence in May 2020	To support on HR development elements in Strategic Planning and implementation	High because this causes a huge backlog in SAI activities, ultimately the planned activities.

## 6. Lessons Learnt:

### Overall PAP-APP Programme:

- PAP APP can be used as a vehicle to reach out to other different development partners and donors to increase the pool of support. The SAI has since adopted donor meetings as a way of synergizing donor support to the Office.
- The SAI and PAP –AAP can still benefit from the technical advice from the development partners who have been working with the SAI.
- There is need for regular meetings between the SAI and the PAP-APP team to ensure the project is on track.

### Strengthened strategic management

- Important lessons in the PAP-APP project is for the Office to make a feasibility study on each of the activity to be conducted. This include, a baseline, anticipated outcome, resources available, the teams, which then influences the expected time to complete each activity. Most of this has been identified in the Mid-term review.
- Put in place a clear monitoring and evaluation plan of the strategic plan. It should include clear lines of responsibility for collecting data and tracking progress. It should also include definite check in points throughout the year to avoid waiting till the end of the year to flag issues and delays.
- Links between the Strategic Plan and Operational plan could be more explicit to ensure that the Strategic Plan is implemented. To include the targets and indicators in the operational plans for easier tracking of progress. Consider breaking the annual plan into quarterly deliverables, as this will enable one to flag delays or issues as they arise thus promote accountability.

### Effective and coordinated external support for capacity development established

- To consider negotiating with donor partners to align their support and follow-up as much as possible with the SAI's own management systems, including strategic objectives, indicators, reporting and meetings. AS such external support will contribute to stronger management systems as well as enhance efficiency in reducing potential double reporting and performance reviews. This will be used in negotiating new agreements once the new Strategic Plan is in place.
- Instead of getting funds for activities consider negotiating with donors to rather fund projects through their life cycle rather than isolated activities. This will enable better and clearer monitoring and evaluation of project success and the contribution to the OAGs strategic objectives. It will also reduce transaction costs and time spent on donors.

## Phase One Detailed progress

SAI outcome	Indicator	Key expected outputs	Status
<p><b>1. Strengthened strategic management</b></p>	<p>SAI-PMF SAI-3 <i>Strategic Planning Cycle</i> indicator</p> <p><u>Baseline Sept 2018:</u> Score 3</p> <p><u>Target:</u> maintain score 3 - End of 2019</p> <p><u>Measurement:</u> SAI PMF methodology for indicator SAI-3</p>	<ul style="list-style-type: none"> <li>• Mid-term Review of the Strategic plan               <ul style="list-style-type: none"> <li>i. Review the performance of the OAG against the OAG Strategic Plan 2016-2020</li> <li>ii. Identify strengths, weaknesses, opportunities, threats and constraints in the implementation of the current strategic plan (SP)</li> <li>iii. Identify the specific challenges that need to be addressed in the near future.</li> </ul> </li>   <li>• Strengthening the operational plan               <ul style="list-style-type: none"> <li>i. Include set indicators for internal performance</li> <li>ii. Clear responsibility and accountability of activities in the operational plan</li> <li>iii. Align operational plan to SP after the mid-term review</li> <li>iv. Include plans for revisions of the SAI organizational chart,</li> </ul> </li> </ul>	<p><u>Achieved</u></p> <p>The mid-term review was conducted in 2019, and it made recommendations which are factored in developing the new Strategic Plan. These recommendations were shared with the Steering committee. The Office managed to keep the level score 3. The SAI has a documented strategic planning process that ensures the involvement and high-level ownership of all SAI staff from top leadership downwards as well as other key stakeholders</p> <p>The mid-term review critically examines the 2016-2020 Strategic Plan, objectives. Looks at the strengths, weaknesses and making recommendations for each of the deliverables. All outstanding activities and those that do not seem feasible, have been identified.</p> <p><u>Not achieved</u></p> <p>The Office had a workshop to develop the 2020 Operational Plan but the A.G is yet to it sign-off. The Office is still considering points raised in the mid-term review and outstanding issues in the strategic plan which is ending 2020.</p> <p>The organisational chart will be reviewed and changed after the job evaluation which is scheduled to commence in May 2020</p> <p>The SAI will review the Organizational Chart in the new Strategic Planning process. AFROSAI-E will provide technical support and the first workshop was schedule for June 2020. Due to the COVID situation, this may be postponed to October 2020.</p>



SAI outcome	Indicator	Key expected outputs	Status
		<p>performance evaluation and career development paths</p> <ul style="list-style-type: none"> <li>• SAI Annual performance report <ul style="list-style-type: none"> <li>i. integrated reporting (including qualitative reporting on impact)</li> </ul> </li> </ul>	<p>On-track</p> <p>The SAI performance Report is being compiled and is scheduled to be completed by June 2020</p>
<p><b>2. Effective and coordinated external support for capacity development established</b></p>	<p>The SAI has an effective plan for coordinating external support and has finalized and submitted project proposals.</p> <p><u>Target:</u> End of 2019</p> <p><u>Measurement:</u> qualitative assessment</p>	<ul style="list-style-type: none"> <li>a. A comprehensive plan showing required external financial and technical support to strategic plan implementation, including priority projects and project proposals</li> <li>b. SAI has dedicated<sup>1</sup> staff and responsibility for coordination of external support</li> <li>c. Stakeholder engagement workshops and consultations</li> <li>d. Applications for external support</li> </ul>	<p>The SAI does not have dedicated staff for co-ordination of external support. The Office is not able to hire new staff due to funding constraints. A team has been assigned to carry out Stakeholder engagement and donor relations responsibilities and is head by the Director of I.T.</p> <p>In November 2019, the office developed an external support plan. Based on the external support plan, the PAP-APP assisted in developing a generic proposal to respond to calls for proposal as well as extracting concept notes for specific donors who have shown interest in supporting the SAI.</p> <p>To ensure that dedicated SAI staff are well capacitated on, a workshop on proposal development will be held in 2021 (this has been moved to 2021 due to the COVID 19 lockdown). The workshop should cover project proposal development, external support planning, coordination, monitoring of opportunities, and communication</p>
<p><b>3. The SAI leads by example in the areas</b></p>	<p>The SAI's Strategic Management plans contain effective</p>	<ul style="list-style-type: none"> <li>a. Revised planned actions for gender, inclusion and/or diversity in the</li> </ul>	<p>The SAI was trained in basic Gender auditing in 2019 and pilot audits are currently in progress.</p>

<sup>1</sup> By «dedicated» it does not necessarily mean full-time staff in a separate unit, but staff with available time and resources to coordinate external support well.

SAI outcome	Indicator	Key expected outputs	Status
<p><b>of gender, inclusion and diversity</b></p>	<p>strategies related to gender, inclusion and diversity.</p> <p><u>Target:</u> End of 2019</p> <p><u>Measurement:</u> qualitative assessment</p>	<p>operational plan, informed by the mid-term review</p>	

## 7. Ongoing and upcoming activities

*(Draft Corporative Agreement to be shared)*

### End of Phase 1

The PAP-APP has been supporting in finalizing a generic proposal based on External Support plan. The detailed proposal has linked respective needs to the strategic objectives. The stage will include developing Concept notes for specific donors based on their areas of interest. Because of the lockdown, the process was conducted remotely.

### Phase 1 extension

To allow the Strategic Planning process, the first phase will be extended for a further 12 months (until May 2021). The 2021-25 OAGZ Strategic Plan and enable OAGZ to have scaled-up and long-term support established. This will also include stakeholder and specific donor engagements. The expectation is that this new plan be the basis of the second phase of the partnership as well as support from other providers.

### Donor relations, proposal submission and possible commitments

The Phase 1 extension will allow proposal development and more intensive donor interaction to ensure that gaps for the new strategic plan are financially supported. The SAI developed a generic proposal based on the External Support Plan made in November 2019. The PAP-APP team will support the SAI in developing concept notes for specific funders whose areas of interest have been discussed, assist in responding to call for proposals and negotiating with prospective funders.

### 2021-25 Strategic Planning process

*(Strategic Planning Process Terms of Reference to be finalised and agreed by June 2020)*

The strategic planning process is anticipated to take 3 to 6 months. Because of the COVID 19 situation, Zimbabwe has implemented a lockdown to mitigate the challenge. This could affect the Strategic Planning process. The implementation plan is based on an assumption that by October 2020, PAP-APP teams will be able to travel and the host nation can hold conferences. The situation will be assessed again in August and timelines will be adjusted accordingly. The steps will include:

- To organise and participate in the planning phase: where the SAI Top Management will identify and communicate with the teams, approve the Planning Process (People and information gathering process) and agree on meeting methods.
- To fund and participate in the one-week retreat/ workshop. The workshop will be funded by the PAP-APP where the team will conduct a situational analysis, environmental analysis, and the SAI strategic direction. Strategic objectives and activities under each strategic objective will be discussed. Task teams will be formed to go ahead and assess feasibility of each activity, activity targets, success indicators for each of the activity.
- To fund and participate in the second one-week workshop funded by the PAP-APP Programme where activities will be presented, interrogated, and finalised. Agree on the M&E framework and budget. Agree on the timelines for developing the Strategic Plan framework, narrative and design.
- Review the Strategic Plan 1<sup>st</sup> draft. To be part of the team that advise on document language accuracy, flow of information, and framework.

- Review the Strategic Plan 2<sup>st</sup> draft. Form part of the team that advises on document flow of information, lay-out, design and framework. Also look at other added features of the document.
- To fund launch of the Strategic Plan. Where the document will be shared with key stakeholders.

### Phase One Extension Activity Budget Summary

Phase One Anticipated Activity Budget				\$ 31 930-00
<b>1</b>	<b>Proposal Development and Donor relations</b>			<b>No direct cost. Supported Remotely &amp; during S.P Development</b>
	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	
1.1	Concept notes submitted to specific donors	May - 2020	July - 2020	No direct cost. Supported Remotely
1.2	Donor meetings with traditional funders	July - 2020	Sep - 2020	No direct cost. Supported Remotely
1.3	Assisting the SAI in responding to calls for proposals. (Global Fund, European Union)	May 2020	November 2020	No direct cost. Supported Remotely
<b>2</b>	<b>Development of SAI Annual Performance report &amp; Operational Plan</b>			<b>In-country support provided during Strategic Planning process</b>
	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	
2.1	Review and make recommendations of the 2019 Annual Performance Report	August - 2020	December 2020	No direct cost. Supported Remotely
2.2	Review and make recommendations of the 2020 Annual Performance Report			No direct cost. To be supported during SP workshops
2.3	Support in developing the 2021 Annual Operational Plan	November 2020	February 2021	No direct cost. To be supported during SP workshops
<b>3</b>	<b>Strategic Planning Process</b>			<b>\$ 31 930-00</b>
	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	
3.1	Planning meeting with AFROSAI-E and Swedish Office on Strategic Plan Development (South Africa)	Jun-20	Jul-20	No direct cost. Supported Remotely
3.2	SP planning workshop	Aug-20	Aug-20	No direct cost. Supported Remotely
3.3	Meeting with Stakeholders assisting in the S.P	Aug-20	Aug-20	No direct cost. Supported Remotely
3.4	Conduct 1st Strategic Plan (SP) workshop	Sep-20	Sep-20	\$ 19 500
3.5	Conduct 2nd A Strategic Plan (SP) workshop (narrative development)	Oct-20	Nov-20	\$ 7 400
3.6	Draft Strategic Plan Review	Nov-20	Dec-20	No direct cost. Supported Remotely
3.7	Submit to the AG and OAG Top Management for input	Dec-20	Dec-20	No direct cost. Supported Remotely
3.8	Draft final Strategic Plan	Jan-21	Jan-21	No direct cost. Supported Remotely

3.9	Management SP final approval	Feb-21	Feb-21	No direct cost. Supported Remotely
3.10	Printing of Strategic Plan	Mar-21	Mar-21	No direct cost. Supported Remotely
3.11	Final launch and sharing of the Strategic Plan	Mar-21	Mar-21	\$ 5 030
3.12	Final 2021-25 Strategic Plan Approved by the AG	Sep-20	Apr-21	

<b>Phase One Extension deliverables: Activity Timelines</b>					
<b>Proposal Development and Donor relations</b>					
<b>Activities</b>	<b>Input</b>	<b>Participants</b>	<b>Output</b>	<b>Location</b>	<b>Deadline</b>
Concept notes submitted to specific donors	remote peer support in developing, reviewing the concept note	Peer team, SAI Staff, OAG Top Management	Proposals submitted to traditional donors whose contracts are ending. Proposals submitted to prospective donors with interest to fund the SAI	In-office	30 July 2020
Donor meetings with traditional funders	Virtual meeting (in case of lockdown).	SAI Staff, Management, A.G.	Meetings with way forward (commitments) by the funders	Donor and partner offices	September 2020
Assisting the SAI in responding to calls for proposals. (Global Fund, European Union)	Remote peer support in developing proposals based on the call needs.	Peer team, PAP-APP SAI Staff,	Detailed proposals (with budgets) submitted to calls for proposals	Supported remotely	On-going
<b>Development of SAI Annual Performance report</b>					
<b>Activities</b>	<b>Input</b>	<b>Participants</b>	<b>Output</b>	<b>Location</b>	<b>Deadline</b>
Review and make recommendations of the 2019 Annual Report	remote peer support for monitoring, evaluation, and making recommendations	Peer team, SAI Staff, OAG Top Management	Annual Report finalised and signed off. Submitted to Stakeholders	In-office	July 2020
<b>Strategic Planning Process</b>					
<b>Activities</b>	<b>Input</b>	<b>Participants</b>	<b>Output</b>	<b>Location</b>	<b>Deadline</b>
Planning Process (People and information gathering process)	remote peer support in developing the Terms of Reference; in-person peDeer support to review the Terms of reference and agree on workplan	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Planning Process (People and information gathering process)	OAGZ In-office	September 2020
PESTLE Analysis (Data inform decision)	In country support: Conferencing facility (boardroom, breakfast, and lunch). Accommodation if resources permit.	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Environmental analysis which the SAI operates	1 <sup>st</sup> conference week (Retreat Hotel conference 1 <sup>st</sup> & 2 <sup>nd</sup> day)	October 2020

### Phase One Extension deliverables: Activity Timelines

SWOT Analysis	In country support: Conferencing facility (boardroom, breakfast, and lunch). Accommodation if resources permit.	SAI Management, AFROSAI-E, Funding partners, PAP-APP	The Official strengths, weaknesses, opportunities and threats that advises the strategic decision	1 <sup>st</sup> conference week (Retreat Hotel conference 2 <sup>nd</sup> & 3 <sup>rd</sup> day)	October 2020
Envision a desired future	In country support: Conferencing facility (boardroom, breakfast, and lunch). Accommodation if resources permit.	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Framing of the strategic objectives, specific objectives	1 <sup>st</sup> conference week (Retreat Hotel conference 3 <sup>rd</sup> & 4 <sup>th</sup> day)	October 2020
Specific activities against each strategic Objective	In country support: Conferencing facility (boardroom, breakfast, and lunch). Accommodation if resources permit.	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Key activities against specific objectives and	1 <sup>st</sup> conference week (Retreat Hotel conference 4 <sup>th</sup> & 5 <sup>th</sup> day)	October 2020
Assessment of activities feasibility, required resources and implementation framework	Remotely. Senior Managers engage on deliverables with specific teams and discuss activity feasibility and targets	SAI Management,	Targets and resources required for each of the activity	OAGZ In-office. (Assignment to divisions)	October 2020
Feedback/interrogating on activities and agreeing on targets and timelines	In country support: Conferencing facility (boardroom, breakfast, and lunch).	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Feasibility analysis of targets and resources required for each of the activity	2 <sup>nd</sup> Conference (Hotel conference 1 <sup>st</sup> day)	November 2020
Logical Framework and Activity Plan	In country support: Conferencing facility (boardroom, breakfast, and lunch).	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Clear activity deliverables and specific timelines	2 <sup>nd</sup> Conference (Hotel conference 2 <sup>nd</sup> and 3 <sup>rd</sup> day)	November 2020
Strategic Plan Budget	In country support: Conferencing facility (boardroom, breakfast, and lunch).	Finance Team	Costed work-plan for the strategic plan	2 <sup>nd</sup> Conference (Hotel conference 2 <sup>nd</sup> and 3 <sup>rd</sup> day)	December 2020

### Phase One Extension deliverables: Activity Timelines

Development of Strategic Plan (Draft 1)	To be done by advised by the SAI	SAI identified team	Review of first draft Strategic Plan	Assigned Persons (Office bound)	January 2021
Review and editing of 1 <sup>st</sup> Draft by Top Management	Remotely. Support in reviewing the 1 <sup>st</sup> draft (narrative, lay-out and content)	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Revision of the Strategic Plan 1 <sup>st</sup> draft plan	OAGZ in office	January 2021
Editing of Draft Strategic Plan (based on Top Management comments)	To be done by advised by the SAI	SAI identified team	Review of second draft Strategic Plan	Assigned Persons (Office bound)	February 2021
2 <sup>nd</sup> Draft Narrative review By Top Management	Remotely. Support in reviewing the 2 <sup>nd</sup> draft (narrative, lay-out and content)	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Revision of the Strategic Plan 2nd draft plan	OAGZ in office	February 2021
In office Strategy Presentation (Final Draft)	Remotely. Virtual meeting in attending the presentation of the draft Strategic Plan	SAI Management, AFROSAI-E, Funding partners, PAP-APP	Sign-off by Top Management Sign-off by Auditor General	1 day, OAGZ in office	March 2021
Printing of Strategic Plan	Contribute towards funding the printing and distribution of the Strategic Plan	To be advised	Printout of the Strategic Plan	To be advised	March 2021
Launch of Strategic Plan. Distribution of Strategic Plan	Conference booking, invitations and conference package cost	SAI Partners and interest groups	Launch of document and sharing with stakeholders	Hotel Conference	April 2021