

# ANNOUNCEMENT

Annexe 1

## SYL BACKGROUND

SAI Leadership is widely recognised in the INTOSAI community as the most effective moving force, which transforms an SAI. Supporting SAIs in sustainably enhancing capacities and performance is impossible without SAI leadership driving positive change. The IDI conducted a pilot SAI Young Leaders initiative from 2017-2018. Based on the enthusiastic positive response received, the IDI will continue with the second round of the initiative. The initiative aims to nurture young leaders in SAIs, to enable their own growth and contribute to development of their SAIs.



### SYL VISION

*Changed SAI YOUNG LEADERS contributing to positive change in SAIs*

### SYL COVERAGE



The SAI YOUNG LEADERS initiative will be delivered in English. Invitations will be sent out to all SAIs. The IDI will conduct two rounds of screening to select a final list of **25 SAI YOUNG LEADERS** for the initiative. The selection process and criteria are detailed in subsequent sections.

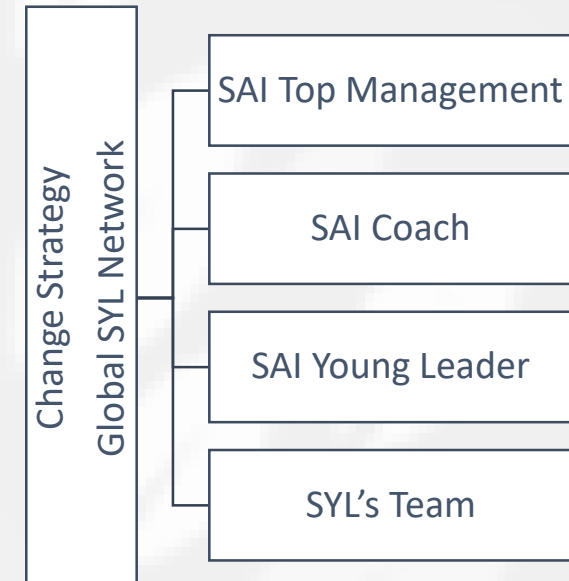
### SYL OUTPUTS & OUTCOMES



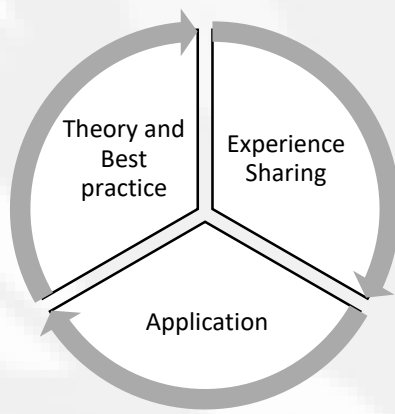
## SYL STRATEGY

### SYL LEADERSHIP LINK & CHANGE STRATEGY

The SAI YOUNG LEADERS initiative builds on a change strategy, for both, the SAI and the young leader. It also recognises that this change is not possible without support of the SAI top management, a SAI coach, a young leader with potential and a team that works with the young leader. The initiative aims to connect SAI leadership at different levels with main focus on the SAI Young Leader. The initiative also envisages adding to and consolidating a global SYL network that interacts, shares and works together



### SYL COMPETENCIES & CURRICULUM



During the initiative selected SAI YOUNG LEADERS will follow a syllabus that covers four broad clusters – Discover Self, Grow People, Discover Universe and Create Value. The syllabus will be covered through SYL Online Interactions, SYL face to face interactions, SAI level interactions in their own SAIs and development and implementation of a change strategy project. SYLs will be exposed to theory and best practices by leadership development practitioners, IDI, INTOSAI and regional resource persons. They will have opportunities to interact with SAI leaders, leaders from different walks of life and peers, to share experiences and contextualise the theoretical concepts that they are exposed to. They will work with case scenarios and a SAI change strategy project for applying their learning to effect change.

#### Discover Self

- Enhance emotional intelligence
- Explore personal qualities - Strategic thinking, Courage, Conviction, Resilience, Integrity, Inclusiveness, Accountability, Compassion, Authenticity, Presence, Innovation
- Increase intercultural - sensitive behaviour
- Manage stress, manage time

#### Grow People

- Connect with your people (Communication & Interpersonal skills)
- Help your people grow (Coaching skills)
- Inspire and Motivate your people (Leadership skills)
- Manage individual performance (Assessment, feedback)
- Encourage learning and professional development

#### Discover Universe

- Know your SAI ( SAI Performance SAI Capacity, SAI governance arrangements, SAI core business, SAI structures and processes, SAI Environment, SAI stakeholders )
- Explore INTOSAI and its regions
- Appreciate ISSAIs
- Explore global and local trends and issues (SDGs, Data Analytics)
- Discover the regional and international landscape (stakeholder engagement with international organisations, development partners, professional institutions)

#### Create Value

- Envision the future
- Craft strategy
- Project Management - Manage Change , Quality, Resources, Risks, Results
- Leave no one behind
- Measure Performance
- Negotiate for mutual gain
- Advocate and act in public interest
- Build relationships and partnerships
- Foster networks and communities
- Hold ourselves to account
- Contribute to community



## SYL Initiative Roles

### SYL Advisory Group (SAG) Member

- IDI will invite SAI leaders and leaders from other key stakeholders to participate in an SYL Advisory Group (SAG). Members of this group will provide strategic advice to the IDI on issues related to the SYL Initiative. They may also be invited to participate in SYL processes and events e.g. selection of candidates, online and face to face interactions etc

### SYL Coach

- The SYL Coach will belong to the same SAI as the SYL. S/he will guide, advise, advocate and facilitate the SYLs journey – both personal development and implementation of the change strategy within the SAI context.

### SYL Mentor

- SYL mentor is a subject matter expert who can provide specific advice, if asked, to both SYLs and their coaches in areas related to personal effectiveness e.g. emotional intelligence or areas related to SYL change strategy. SYL graduates from 2017-2018 will be included in this group. They may either provide subject matter advice or share experiences from the pilot.

### SYL Team

- Each SYL will have a team that s/he leads to design, implement and report on the change strategy project.

### SAI Leader

- SAI leaders like the Head of SAI and SAI top management will be responsible for creating an enabling environment in which both the SYL and her/his change strategy project grow and thrive.

### Gender Equality and the Empowerment of Women

IDI believes that gender equality is vital for inclusive economic, social and political development. The greater a country's gender equality, the greater its ability to maximize the potential of its entire population. Gender impacts all areas of life and society. There is also a strong correlation between gender inequality and poverty, as well as poor economic growth. Gender equality is also on the development agenda for all countries as goal 5 of the Sustainable Development Goals. This programme will address four aspects of gender equality and empowering women.

The SAI Young Leaders initiative will contribute to gender equality and empowerment of women in the following way

**Representation of women :** The IDI will encourage SAIs to nominate WOMEN SAI YOUNG LEADERS and will strive to ensure adequate representation of women participants in the initiative.

**Empowered Roles :** The IDI will strive to ensure that women are given empowered roles within the initiative. Such roles could be those of SAG members, SYL coaches, SYL mentors and resource persons for the initiative.

**Awareness of gender equality:** SYL curriculum includes sessions that raise awareness of all participants on gender equality and the role of leadership in promoting and supporting gender equality.

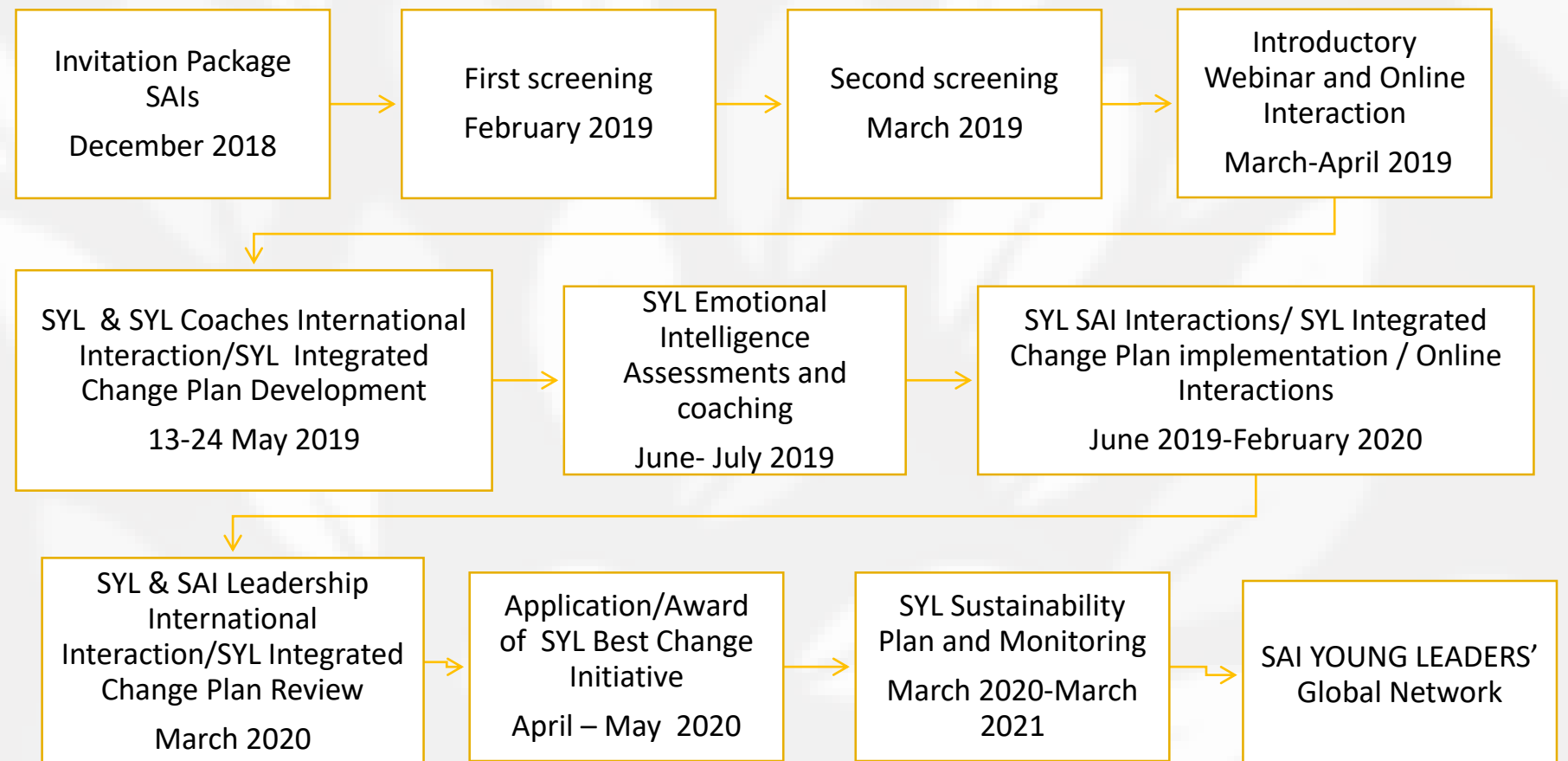
**Outcomes :** As an immediate output, women leaders in SAIs be empowered through their participation in this initiative. Through regular delivery of SYL a number of women leaders will be trained . In the long run this initiative will create more awareness of women in leadership positions. The SAIs and the graduates from SYL will initiative measures in their SAIs for gender equality and empowerment of women.







## SYL Calendar 2019-2020



1. **Invitation package,:** The IDI will invite all SAIs to apply for SAI YOUNG LEADERS 2019-2020 . Each SAI can send up to two applications. Each application will need to include a change strategy proposal, an application letter from the SAI Young Leader, CV of the SAI Young Leader nominated, a reference letter from SAI Coach and SAI commitment and nomination form signed by Head of SAI.
2. **First Screening ,February 2019 :** SAIs are required to send their applications by **15 February 2019**. Applications received will be screened using three broad parameters – the quality and potential of the change strategy proposal, the potential of the SAI Young Leader to meet SYL requirements, SAI commitment and assurance from Head of SAI.
3. **Second Screening, March 2019:** Candidates who qualify after the first screening will be invited to an online second screening. During the screening candidates will present their change strategy proposals to the selection panel and be interviewed by a selection panel. The IDI and selection panel members will make a final selection of 25 SAI YOUNG LEADERS based on their assessment of the proposals and interviews with candidates. Successful candidates will be provided with feedback and support for enhancing their proposals.  
**Up to 5 candidates from SAIs of developed countries can be included in the final list.**
4. **Introductory Webinar and Online Interaction, March-April 2019 :** Successful candidates will be invited to a webinar where they will receive more information about the initiative and have the opportunity to give feedback to the IDI regarding developmental areas to ensure that the contents meets the needs of the group. SYLs will also have the opportunity to interact with SYL graduates from 2017-2018 batch. Learning groups will be formed and participants will receive peer feedback on their change proposal. Candidates will be requested to send updated proposals to the IDI by first week of May 2019.





# SAI YOUNG LEADERS

## 2019-2020

5. **SYL & SYL Coaches International Interaction/ SYL Integrated Change Plan Development, 13-24 May 2019:** The selected SAI YOUNG LEADERS will be invited to a two week workshop in Cape Town, South Africa. SYL Coaches will be invited to join the workshop in the second week. The workshop will consist of theory, experience sharing and application sessions on various topics included in the four clusters – Discover Self, Discover Universe, Grow People and Create Value. The SYLs will be supported in applying their learning to the change strategies. SYLs will work on development of all four components of their integrated change plans – ME Plan, Coaching Plan, Exposure Plan and SAI Change Strategy.
6. **SYL Emotional Intelligence Assessments and Coaching, June-July 2019** – During the first interaction SYLs will be exposed to the concept of emotional intelligence. Those SYLs who ask for EI assessments will undergo such assessments and will get feedback from an EI expert through a coaching session. This will also be a part of implementation of SYL ME plan.
7. **SYL SAI Level Interaction/ SYL Integrated Change Plan Implementation/ Online Interaction, June 2019-February 2020:** During the SAI level Interaction, the SAI Young Leader will be exposed to all functions of the SAI, s/he will interact with SAI Leaders, interact with key external stakeholder of the SAI and work together with her/his team to implement the change strategy. S/he will be coached by SYL coach throughout this process. S/he can also reach out to members of SYL Advisory Group, SYL Mentors and the team at IDI for advice and support. A SYL Virtual Community will be set up for this purpose. The SYL will implement the SYL integrated change plan and report to the IDI team on the progress of implementation of SYL Integrated Plan as per agreed milestones. During the implementation of the change strategy the SAI Young Leaders will receive online support from a team of subject mentors, SYL graduates and experts. SYLs will also be exposed to different topics through online training, webinars and webcasts. Online training will also be organised for SAI coaches
8. **SYL & SAI Leadership International Interaction/SYL Integrated Change Plan review, March 2020:** SYLs who successfully achieve agreed change strategy project milestones will be invited to the workshop at an international location. Besides further sessions on the four clusters ( Discover Self, Discover Universe, Grow People and Create Value), SYLs will also visit international organisations to interact with international stakeholders on emerging issues. Heads of SAIs or SAI Top Management will be invited to attend SYL presentations on the implementation of integrated change plans and discuss way forward.
9. **IDI Award for Best Change Initiative, April –May 2020:** SYLs will have the opportunity to submit an application for the IDI Award for the Best Change Initiative. A panel of judges will decide on the IDI Award for the best change initiative.
10. **Sustainability Plan and monitoring, March 2020 to March 2021 :** The SYL will develop a sustainability plan as a part of their leadership education. The SAI Coach will support the continued development for 12 months after the last activity. SYLs will be required to report to the IDI on their progress for one year.
11. **SAI YOUNG LEADERS' Global Network** The SAI Young Leaders will become a part of the SYL global network along with the previous and future graduates from SYL initiatives.





### SAI COMMITMENT

- Head of SAI and SAI Top Management fully support SYL participation in the SYL initiative
- Head of SAI and SAI Top Management fully support the SYL Integrated Change Plan and are willing to commit resources for the implementation of the SAI change strategy in the SAI.
- Head of SAI and SAI Top Management nominate **SAI Young Leader, SAI Coach and SYL team as per IDI requirements.**
- Head of SAI and SAI Top Management agree to provide resources for the SAI level interaction schedule of the SAI Young Leader.
- Head of SAI and SAI Top Management provide for monitoring, follow up of the **change strategy** implementation after the initiative

### SAI YOUNG LEADER REQUIREMENTS

- Is between 30 and 40 years of age.
- Has a leadership position in the SAI and is responsible for supervising the work of her/his team.
- Is fluent in English (written and spoken).
- Has not already benefited from similar international leadership training.
- Is a proven high performer and has demonstrated potential for growth as a leader.
- Demonstrates ethical behaviour in all situations.
- Demonstrates Strategic thinking, Courage, Conviction, Resilience, Integrity, Inclusiveness, Innovation, Accountability, Compassion, Authenticity, Presence
- Behaves professionally and in the public interest.
- Is available and willing to participate in the entire initiative
- **The IDI encourages SAI's to nominate WOMEN SAI YOUNG LEADERS.**

### SAI COACH REQUIREMENTS

- Has a leadership position in the SAI which is one level above the SAI Young Leader
- Is able and willing to work in partnership with the SYL for the implementation of SYL's integrated change plan.
- Has technical expertise in the subject matter chosen by the SYL for the SAI change strategy project.
- Is easily accessible to the SYL in terms of geographical proximity and attitude
- Is fluent in English (written and spoken).
- Is a proven high performer and leader.
- Demonstrates ethical behaviour in all situations.
- Demonstrates Strategic thinking, Courage, Conviction, Resilience, Integrity, Inclusiveness, Innovation, Accountability, Compassion, Authenticity, Presence
- Behaves professionally and in the public interest.
- Is available and willing to participate in the SYL initiative
- **The IDI encourages SAI's to nominate WOMEN SAI Coaches.**

### SAI YOUNG LEADER's TEAM REQUIREMENTS

- Consists of at least one person and not more than 5 persons.
- Team members have knowledge and skills to work with SYL on the change strategy project.
- Team members directly report to SYL for the change strategy project.
- Team members are available and willing to participate in the change strategy project throughout its implementation.
- Team is gender balanced.



## SYL RESOURCES

# SAI YOUNG LEADERS

2019-2020

### **SAI ELIGIBLE FOR OFFICIAL DEVELOPMENT ASSISTANCE SUPPORT**

- The IDI will bear economy travel, accommodation and meeting package costs for all participants for the two international workshops.
- The IDI will bear economy travel, accommodation and meeting package costs for all coaches for a one week international workshop.
- The IDI will bear costs related to resources persons, setting up of virtual platform and other technical input for the initiative .
- The IDI does not pay cash per diems to participants.
- The IDI does not cover visa costs, travel insurance and medical insurance costs.
- The IDI does not bear any costs related to SAI Level Interaction.

### **SAI NOT ELIGIBLE FOR OFFICIAL DEVELOPMENT ASSISTANCE SUPPORT**

- The IDI will bear meeting package costs for all participants invited to the two international workshops.
- The IDI will bear costs related to resources persons, setting up of virtual platform and other technical input for the initiative .

### **SUPPORT FROM SAIs ELIGIBLE FOR OFFICIAL DEVELOPMENT ASSISTANCE SUPPORT**

We encourage SAIs that have the resources to contribute to the costs of their SYLs. Please indicate in the application if you are able to support your SYLs. This will not impact on the selection process.

