



## Executive Leadership Development Programme (ELDP)

### Programme Description

A leadership and mentoring programme targeting top executive teams at Supreme Audit Institutions (SAIs), providing an opportunity to develop strategic and interpersonal leadership skills in English-speaking Africa

*This programme is realised through a partnership with the Swedish National Audit Office*

## Content

Aim of the programme _____	2
Turning capacity into capability _____	2
Target group _____	2
Content _____	3
Programme performance goals _____	5
Envisioned benefits and value to SAIs and participants _____	5
Requirements of participating SAIs _____	6
The Swedish NAO and AFROSAI-E guarantee: _____	6
Criteria and recruitment procedures _____	7
Cost sharing _____	8
Timetable _____	8

For further information, please contact:

**Ms. Ingela Ekblom**

International Senior Advisor

**Mr. Gordon Kandoro**

Senior Manager: Institutional Strengthening & Capacity Building

---

**RIKSREVISIONEN**

The Swedish National Audit Office

Phone: +46 8 517 14 393

Mobile: +46 734 45 23 93

E-mail: Ingela.ekblom@riksrevisionen.se

**AFROSAI-E**

African Organisation of English-Speaking Supreme Audit  
Institutions

+27 12 422 9551 or +27 72196 7725

E-mail: GordonK@agsa.co.za



## **Aim of the programme**

To support the establishment of professional, relevant and competent top executive teams at SAIs in African English-speaking Supreme Audit Institutions to lead their organisations towards full compliance with international standards for public sector auditing.

## **Turning capacity into capability**

Audit skills are increasing in Africa owing to interventions by AFROSAI-E and its institutional partners as well as other development initiatives. The situation requires increased innovative leadership skills from the top management of the SAIs. Professional and well-functioning Supreme Audit Institutions are a key factor for strengthening and maintaining transparency and accountability in the public sector of developing countries.

Converting that capacity into true SAI capability requires strategic and interpersonal skills at the top level. Rooted in the experience of AFROSAI-E and institutional partners, this programme will support SAIs in responding to the demanding new challenges.

## **Target group**

This programme targets teams of executives at Deputy Auditor General or equivalent level. The aim is to get participants from a cross section of disciplines, enabling the SAIs to create ambitious top executive teams to lead their organisations in attaining a higher level of proficiency and effectiveness.

## **“A stick in a bundle is unbreakable” – Programme methodology**

Experience and lessons learned from international management and development programmes show that if SAIs are to improve and change organisational strategy, processes and culture, they need to have unified, committed and professional top leadership teams that drive their organisation’s vision and mission for achieving its mandate. Hence the focus in the programme is on teams of three to five participants from the same SAI and with the rank of Deputy Auditor General or equivalent.

Each team will be provided with a highly qualified mentor with recognised leadership skills, being AGs or DAGs from the Netherlands, Estonia, Lithuania and Sweden.

The methodology suggested is innovative; using visuals and engaging exercises together with lectures and assignments. The “Action learning” approach will be used, whereby the learning of participants will be rooted in their daily work challenges within their SAIs to ensure linkage between theory and practice that fulfils the different needs of the participants’ learning curves and styles. The structure and content of the programme will be based on

proven international methods<sup>1</sup> as well as using regional competencies and involvement of the Auditor Generals of the SAIs.

## Content

	Forward	Outward	Inward	Result	Holistic
MANAGEMENT	<p>How to develop a SAI towards the next level on the ICBF.</p> <p>How to maintain a forward motion at all levels in the organisation.</p>	<p>How to map and analyse external stakeholder needs and demands.</p> <p>How to develop a strategic and operational plan rooted in the SAI.</p>	<p>How to develop competencies, allocate and deploy resources.</p> <p>How to integrate external demands and legislation into an efficient organisational system.</p>	<p>How to create and monitor key indicators of desired results.</p> <p>How to maintain quality assurance and control at all levels.</p>	<p>How to work with the organisation as an integrated system.</p> <p>How to link internal results to desired effects for stakeholders / end users.</p> <p>How to manage, run and develop a complex organisation such as a SAI.</p>
LEADERSHIP	<p>How to create inspiring visions and objectives that make others motivated and passionate.</p> <p>How to transform capacity to capability. How to maintain integrity and “walk the talk” as a top leader.</p>	<p>How to link the external demands and needs to every level of the organisation.</p> <p>How to lead others in a fast changing environment in an innovative and creative way.</p>	<p>How to lead other leaders and be a role model.</p> <p>How to link operations and assignments to vision, mission and goals through your managers.</p> <p>How to work effectively towards a common vision and goal.</p>	<p>How to achieve results through others and in yourself.</p> <p>How to use the communication systems to focus staff on results and high quality.</p>	<p>How to be the role model for your organisation.</p> <p>How to foster a culture that promotes innovation and results.</p>

<sup>1</sup> The programme team with consultants representing international competencies within management and regional experts with roots in the Public Auditing Process.

	Forward	Outward	Inward	Result	Holistic
EMPLOYEES & TEAMS	<p>How to create a forward oriented action learning culture.</p> <p>How to make people adapt to change constantly.</p>	<p>How to lead under uncertainty.</p> <p>How to contain anxiety so staff members can see the possibilities in a changing situation.</p>	<p>How to maintain a collaborative team culture.</p> <p>How to maintain an action learning culture in the SAI during periods of change.</p>	<p>How to delegate and still be in charge of excellent results.</p> <p>How to develop, install and maintain a results oriented culture and process.</p>	<p>How to create a culture of clear mandates, accountability and responsibility.</p>
CHANGE	<p>How to identify critical and relevant external factors and make use of them to strategically position the SAI.</p> <p>How to create and manage strategic and operational development plans.</p>	<p>How to constantly scan the business environment for opportunities.</p> <p>How to identify factors that are crucial for the SAI's survival and development.</p>	<p>How to transform set objectives into activities that will change processes and working methods at the SAI.</p> <p>How to use the project method as a crosscutting tool for change.</p>	<p>How to constantly implement incremental changes and refinement in operations.</p>	<p>How to balance different needs for change with other competing demands to get a successful future for the organisation.</p>
PROJECT	<p>How to define important areas suitable for project work.</p> <p>How to set goals and targets.</p> <p>How to get buy in and commitment for stakeholders and pave the way for change.</p>	<p>How to scan the business environment for factors that influence the project and its result.</p> <p>How to be aware of these factors and integrate them into the plan.</p>	<p>How to balance the needs of your project with other needs of the organisation.</p> <p>How to monitor all parts of the project.</p> <p>How to work with motivation as a core factor of success.</p>	<p>How to effectively manage projects for successful outcomes and change in working processes and operations.</p>	<p>How to balance the need to work on change projects at a SAI with ordinary line work, keeping a high level of production and not losing focus.</p>

## **Programme performance goals**

### **Team level**

- Enhanced management and collaborative skills will be defined by;
  - a) a strategic focus
  - b) structured working methods and routines
  - c) improved results orientation
- Improved teamwork and use of existing personnel resources will be defined by;
  - a) the ability to develop your own team's process
  - b) the ability to accommodate different opinions on how to lead the operations to effective and sound results
  - c) the ability to solve complex problems
- Clear understanding and knowledge of how to lead and manage a SAI in accordance with modern auditing standards.

### **Individual level**

- High level strategic knowledge and skills
- Enhanced project leadership skills
- Professional leadership and collaborative skills
- Advanced skills in communication and conflict management
- Sound knowledge concerning responsibility, delegation and mandate
- Improved social and communication skills
- Capability to understand and improve audit business processes to optimise results

The test called "Manager Ready" described under Criteria (p 5) will serve as an individual and team baseline and create a scorecard for enhancement of management/leadership skills.

## **Envisioned benefits and value to SAIs and participants**

- Engagement with international consultants and mentors of high standard with practical experience from SAIs or related environments
- State-of-the art knowledge within management and leadership aligned with the audit process
- Best-practice from peers and colleagues offered in a professional network
- Participation in a competitive and demanding programme – recognising and rewarding the best working team
- Capacitation of your SAI with leaders open to change, able to lead and manage complex organisations with an understanding of cultural challenges and how to deal with cross cultural diversity



- Creation of a core professional top executive team able to develop and maintain strategies for the continuous repositioning of your SAI
- Opportunities to participate in cross-border interventions
- A top executive team capable of focusing on results-based management with a fresh perspective on implementation challenges and how to “walk the talk”
- Better capabilities to effectively and efficiently lead teams and units
- Auditor Generals of participating SAIs will be offered an exclusive seminar in connection with the programme

### **Requirements of participating SAIs**

- Admit applicants that will meet the selection criteria
- AG to allocate adequate time needed for the team members to participate in the programme, and for the team to carry out projects as well as individual assignments
- AG to support the team, the individual and the project actively during and after the programme
- Propose self-propelled and highly motivated participants and teams
- Attend every workshop and complete assignments on time
- Sign individual agreements with each participant concerning attendance and deliverables
- Identify projects which are achievable, of high quality and beneficial for the organisation.
- Provide feedback on results and experiences of participation in the programme to AFROSAI-E and to the Swedish NAO
- Report on outcomes in the annual report
- Sign an MoU with AFROSAI-E and the Swedish NAO

### **The Swedish NAO and AFROSAI-E guarantee:**

- Elaboration of criteria and framework together with the Auditors General
- A fair and accurate selection process according to set criteria
- Quality and deliverables according to set standards and targets
- Timeliness, professional administration, logistics and communication
- Coaching and support to help participants complete assignments
- Participation of consultants connected to high-ranking universities in Sweden (Stockholm Business School and KTH Royal Institute of Technology) and in South Africa (Wits Business School)
- A programme based on relevant and SAI aligned case studies with a high level of interactivity



## Criteria and recruitment procedures

The selection process will be highly competitive, requiring SAIs as well as the individuals to ensure and maintain high standards. Participants will be required to move out of their comfort zones and deliver results from day one. In return we are promising exclusivity and a leadership programme of a high international standard.

We are requesting SAIs to nominate teams of up to eight persons on DAG level or equivalent for the purpose of electing nominees. A maximum of five participant from every SAI will be admitted. We are requesting at least one of the nominees to be from Corporate Services and it will be meritorious to nominate women. We are requesting the majority of the team to be composed of persons with no less than six years until retirement.

Furthermore, SAIs will be required to come up with a strategically important project that the appointed team can take on.

In order to select the top competencies of the SAIs, the following procedures are suggested based on discussions between the AFROSAI-E secretariat, the Swedish NAO and the external organisers of management programmes.

- AG assess the nominees according to the required competencies for the position – AFROSAI- E competency framework will be used together with a framework of levels of readiness as described below;
  - a) Competencies that are *frequently* demonstrated
  - b) Competencies that are *sometimes* demonstrated
  - c) Competencies that are *seldom* demonstrated
  - d) Competencies that are *never* demonstrated
- In addition, the nominated staff members will assess themselves
- CV with personal letter needs to be submitted by all nominees
- Deloitte competency test “Manager Ready” will be applied (information provided with this application packaged named “The value of assessment”
- A steering committee with representatives from the Swedish NAO and AFROSAI-E, together with the chair of the Governing Board will conduct the selection process

The candidates that meet the requirements will be asked to undergo the “Manager Ready” online test. This test is meant to identify the readiness of each candidate and areas that need further development. Further, each candidate will receive a telephonic and electronic feedback report that they can use for their own personal development. AFROSAI-E and the Swedish NAO will also use the results as input to the recruitment of the final list of participants. The assessments made by the SAI and Deloitte will be collated by AFROSAI-E and the Swedish NAO to accept SAI teams into the programme.



## Cost sharing

The Swedish NAO and the AFROSAI-E secretariat will bear all the costs except the following, which should be financed by participating SAIs;

- Per diem for participants
- Local travel in home country
- Flights and accommodation for two regional workshops (South Africa)
- Flights for AG seminar in conjunction with regional workshop in South Africa

AFROSAI-E will engage with participating SAIs on an individual basis to allow for some flexibility in cost sharing.

## Timetable

- Applications submitted ***no later than 31 January 2015***
- Selection phase – February 2015
- Selected team presented at the Governing Board 2015
- First workshop in Sweden 28 May – 6 June 2015
- Second workshop South Africa 31 August – 4 September 2015
- Third workshop in South Africa 2 – 6 November 2015 in connection with AFROSAI-E TU connecting mentors and AG with the group
- Fourth workshop in South Africa 25 – 29 January 2016
- Fifth workshop in South Africa 14 – 18 March 2016 and evaluation of project work and prize for the best developed project
- Evaluation of programme in March – April 2016
- Presentation of result and findings of the first programme at the Governing Board 2016
- Decision on whether to proceed with another group at the Governing Board 2016

For further information, please contact:

**Ms. Ingela Ekblom**

International Senior Advisor

**Mr. Gordon Kandoro**

Senior Manager: Institutional Strengthening & Capacity Building

---

**RIKSREVISIONEN**

The Swedish National Audit Office

Phone: +46 8 517 14 393

Mobile: +46 734 45 23 93

E-mail: [Ingela.ekblom@riksrevisionen.se](mailto:Ingela.ekblom@riksrevisionen.se)

**AFROSAI-E**

African Organisation of English-Speaking Supreme Audit  
Institutions

+27 12 422 9551 or +27 72196 7725

E-mail: [GordonK@agsa.co.za](mailto:GordonK@agsa.co.za)