

## CONTACT INFORMATION

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## RELEASE DATE

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## DEVELOPMENT OF A SENIOR LEADERSHIP DEVELOPMENT PROGRAMME (SLDP) FOR SUPREME AUDIT INSTITUTIONS (SAIs) IN SUB-SAHARA AFRICA

On behalf of the AFROSAI-E Secretariat:

**For the attention of:** Private consultants, Business Schools, Universities, and Professional Leadership Development bodies.

### 1. The value of Leadership Development in the Public Sector

Leadership development enable organisations to increase skills, effectively drive change and lead teams in any environment and level, to achieve organisational success in all economic sectors of society. Leadership development is known for boosting employee engagement and increasing the ability of organisations to address organisational development (OD) gaps in the talent management pipeline. This is because great leaders attract, hire, and inspire high employee productivity and performance.

Unfortunately, countries, particularly those in Sub-Sahara Africa, face leadership shortage due to various socio-economic and political challenges, which results in failure to deliver services to the levels expected by citizens. This manifests even more in the public sector where organisational transformation is usually slow and bureaucratic, resulting in entrenched corruption and limited accountability. Supreme Audit Institutions (SAIs), as one of the public financial management governance and oversight bodies in the public sector, are not immune to these challenges.

Leadership development plays a significant role to guide and lead the workforce towards achieving organisational goals. A systematic and integrated approach to leadership development is meant to equip people with skills, knowledge, and attitudes necessary to:

- *Walk the talk, inspire, and drive change:* Strategic leaders are ethical, adaptable, and exemplary. They inspire, motivate followers, and drive the needed change for enhanced organisational performance.

- *Empower and develop followers:* leaders need to understand and practice the processes of inspiring and delivering with and through the capabilities of others.
- *Manage people and performance:* Organisational leaders increasingly need to maintain morale while also optimising organisational and individual performance.
- *Collaboration and networking:* Leaders work across boundaries, engaging others, working as teams, sharing ideas on problem solving situations, collaborating, and networking across different sectors.

## 2. AFROSAI-E Enhancing the Capacity of SAI Leadership Teams

Supreme Audit Institutions (SAIs), by conducting independent public sector audits, make a crucial difference in the lives of people. As such, SAIs should function as model organisations that continue to inspire confidence and credibility of governance systems. In the modern era of constant change and disruptions, SAI leadership teams need to drive performance and inspire staff in ways that increase the value of SAI contributions in the accountability cycle.

The African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E) was formalised in 2005 as an autonomous, independent, and non-political organisation. We support and cooperate with our 26 member-SAIs to enhance their institutional capacity, improve their audit performance, and successfully fulfil their audit mandates. These efforts enable them to make a difference in the lives of citizens and receive global recognition as leading organisations in their countries. At the centre of our Strategic Plan for 2020 – 2024, is the Institutional Capacity Building Framework (ICBF), as the driver of our Theory of Change.

Through leadership development programmes, we aspire to support SAIs to align their strategies, leaders/managers, and processes to improve the quality of their services and overall performance. The Senior Leadership Development Programme (SLDP) aims to help the development of technically proficient and ethical leadership teams that are exemplary.

## 3. Programme Target

This programme targets SAI teams at two management levels:

- Deputy Auditors-General and/or
- Senior managers reporting to them.

The aim is to create the critical capacity necessary to achieve greater leadership effectiveness and credibility within the SAI.

## 4. Programme Intended Learning Outcomes (ILOs)

Our aim is to design the SLDP for SAI senior executives who want to increase their impact and are serious about taking their organisations, and themselves, to the next level through agile and innovative leadership.

SAI leadership teams that will take part in the programme should be able to:

1. Understand self and others in the context of cycle of experience and the preferred leadership styles and responsibilities.
2. Understand and apply theories of strategic leadership, management, team development, change, strategic and project management to own organisational context.
3. Exemplify how to influence their team(s) effectively, efficiently, and ethically' behaviour to meet departmental and organisational goals and objectives.
4. Navigate preferred pathway(s) towards proficiency in people acuity and coaching foundations based on own organisational culture and strategic intent.
5. Apply and evaluate various communication and stakeholder engagement models.

## 5. Generic Programme Objectives

We intend for this programme to improve the critical competencies, conceptual knowledge, values, and behaviours that are fundamental for leadership teams to inspire, influence, motivate, recognise, and guide others to achieve and sustain excellence in the SAI environment. We also expect that the programme will aid in the effective implementation of ISSAIs (International Standards of Supreme Audit Institutions), manuals, handbooks, guidelines, and other emerging issues at the SAI level.

## 6. AFROSAI-E Leadership Development Model

The design and development of the programme modules and or topics should be based on and aligned to the AFROSAI-E leadership model. It includes four leadership dimensions, namely: personal leadership, people leadership, strategic leadership, and public sector leadership.

The programme should therefore focus on the leader as an individual, a team member and as a team within the context and environment of the public sector. We envisage that the programme will be designed and delivered as a combination of self-study, seminars, and practical case studies. We estimate that the seminars should be 25 to 30 working days in total.

The model below shows the minimum topics that must be included in the programme structure.

### The AFROSAI-E Leadership Development Model



## 7. Expected Aspects of Quality of Assignment

We expect interested organisations / consultants to design and develop materials for the SLDP based on the following aspects of quality:

- **Accuracy:** Ensure that the module materials are detailed and coherent, based on the intended learning objectives and outputs of the programme.
- **Relevance:** Ensure that the materials are connected and is appropriate for participants (leaders) who operate in a SAI environment.
- **Congruency:** Ensure that the programme materials relate appropriately and would allow necessary contextualisation at the SAI environment level.
- **Alignment:** Ensure that the module materials are seamless and connects logically from one module session to another in line with the SLDP objectives and intended learning outcomes.
- **Linking of module materials to other modules** – duration, programme agendas and assessments (processes (per module and at the end), assessment tools.

Based on their skills and expertise, the consultants have leeway to suggest and introduce other topics or modules that they may consider would add value to the participants of the programme. These additional topics should not compromise the quality or time limits attributed to the completion of the assignment.

## 8. Expected Tasks and Deliverables

1. Stock taking and familiarisation with the assignment (25 expert days) / initial needs assessment:
  - a. Review existing AFROSAI-E guidance, i.e., the AFROSAI-E Leadership Development Model.
  - b. Interview the leadership of the AFROSAI-E executive secretariat and the responsible technical manager about their expectations for the assignment.
  - c. Interview other relevant stakeholders, e.g., selected Deputy Auditor Generals and other senior managers from SAIs in the AFROSAI-E region.
  - d. Interview external actors, e.g., AFROSAI-E institutional partners and donors, relevant subject matter experts, etc.
  
2. Development of an interim report (max. 15 pages) including the following aspects (10 expert days):
  - a. A course outline based on the AFROSAI-E Leadership Development Model.
  - b. Recommendations for the further development of the course (may also include other coaching models and leadership development concepts) including an updated work plan with milestones and detailed timelines.
  - c. Presentation of the inception report to the AFROSAI-E secretariat for review and feedback.
  
3. Development of course materials (40 expert days):
  - a. A comprehensive course curriculum based on a newly developed theory of change, using a modular structure including clearly defined learning objectives per module. The course curriculum should be aimed at hybrid implementation, i.e., allow for the virtual delivery of certain modules, face-to-face sessions, self-learning, independent group work etc.
  - b. Learning materials (e.g., work sheets, instructions for work in groups of different sizes, etc.).
  - c. Instructors / facilitators guide.
  - d. PowerPoint presentations and summary handouts for each module for the use of the course facilitators.
  - e. Develop evaluation and (self) assessment tools for each module as well as the programme to measure the learning progress of course participants.

The course materials need to facilitate a training course of approximately 25 workshop days (face-to-face and virtual delivery). In addition, the training course must include self-learning modules and independent group work.

The development of all materials will be in close coordination with the AFROSAI-E focal point and regional resources.

4. Implementation of one pilot training course (60 expert days)
  - a. All materials must be submitted for review by the AFROSAI-E Quality Assurance Committee, whose composition includes selected regional SAI experts.
  - b. Rollout of the training course with a group of max. 25 Deputy Auditor Generals and other senior managers from the AFROSAI-E region.

- c. Test all materials, evaluate the course and systematically obtain feedback from participants. Revise the materials based on feedback and submit for final approval.

The service provider is responsible for mainstreaming gender equity and diversity across all deliverables and tasks.

The service provider must use the AFROSAI-E visual identity to develop all materials. All products, outputs and deliverables of this project are the property AFROSAI-E.

## 9. Timeframe for the Development of the Programme Structure and Content

- Contract duration: 01.08.2022 – 31.07.2023
- Total number of days: 135

Note that the total number of days is an up to amount. We will reimbursement the service provider against the actual number of days up to the total amount specified.

The consulting team will work closely with Gorden A. Kandoro who is the AFROSAI-E coordinator for the programme. AFROSAI-E has the final authority to approve the developed materials.

Milestone	Deadline
Conclusion of needs assessments including interviews	6 weeks after contract signing
Interim report	8 weeks after contract signing
First draft of course materials	16 weeks after contract signing
Second draft of course materials	20 weeks after contract signing

The training course pilot will start in November / December 2022 and will be implemented over a period of approximately four months.

## 10. Requirements for the concept

**Strategy:** The bidder must

- consider the tasks to be performed with reference to the objectives of the services set out in this Terms of Reference.
- reflect on the AFROSAI-E Leadership Development Model.
- presents and justify the strategy with which it intends to provide the services.

The bidder must present the relevant experts and the services they will be responsible for and describe the **cooperation** with them.

The bidder must describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services will be provided. In particular, the bidder must describe the necessary work steps and, if applicable, take account of the milestones and contributions of other role-players.

The bidder must describe its contribution to knowledge management of AFROSAI-E and promote scaling-up effects (**learning and innovation**).

### **Project management of the contractor**

The bidder must explain its approach for coordination with AFROSAI-E.

- The contractor is responsible for selecting, preparing, training, and steering the experts (international and national, short, and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with AFROSAI-E requirements.

The bidder must draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid. The plan should include information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

## **11. Personnel concept**

The bidder must provide personnel who are suited to filling the positions described, based on their CVs (see Chapter **Error! Reference source not found.**), the range of tasks involved and the required qualifications.

The team should consist of a team leader and a pool of short-term experts (maximum 4).

The below specified qualifications represent the requirements to reach the maximum number of points.

### **Team leader (up to 55 expert days)**

Tasks:

- Overall responsibility for the advisory packages of the contractor (quality and deadlines).
- Coordinating and ensuring communication with AFROSAI-E, partners and others involved in the project.
- Personnel management, identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts.
- Regular reporting in accordance with deadlines.

Qualifications:

- Education/training: Masters (or equivalent) in Psychology, Law, Economics, Public Administration or similar
- Language: Proficient English business language skills.
- General professional experience: 15 years of professional experience in coaching senior managers.
- Specific professional experience: 10 years in the development and implementation of capacity building / training measures.
- Leadership/management experience: 5 years of management/leadership experience as project team leader or manager in a company.

- Regional experience: 10 years of experience in the public sector in anglophone Africa.

### **Short-term expert pool (up to 80 expert days)**

#### Tasks:

- Supporting the team leader to execute the assignment.

#### Qualifications:

- Education/training: 1 – 4 experts with qualifications in Psychology, Law, Economics, Public Administration or similar.
- Language: 1 – 4 experts with exceptionally good language skills (both written and oral) in English.
- General professional experience: 1 – 4 experts with at least five years of experience in coaching senior managers
- Specific professional experience: 1 – 4 experts with at least five years of experience in the development of training courses, curriculums, and capacity building measures.
- Regional experience: 1 – 4 experts with at least three years of experience in the public sector in anglophone Africa.

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

## **12. Requirements on the format of the bid**

The structure of the bid must correspond to the structure of the Terms of Reference. In particular, the detailed structure of the concept should be organised in accordance with the positively weighted criteria in the assessment grid. It must be in English, legible (font size 11 or larger) and clearly formulated.

The complete bid must not exceed 10 pages (excluding CVs).

The CVs must be in English and not exceed four pages per CV. The CVs must clearly show the position and job the proposed person held in the reference project and for how long.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based on the exact costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops (AFROSAI-E Policy will be used to determine the standard rates for per diem allowances) and the budget amount will be agreed in the contract as 'up to' amounts.

## **13. Evaluation of Bids Process**

We will hold an online information session on 4 July 2022 at 10:00 (South Africa Standard Time) to supply more information to interested stakeholders. Persons or organisations that are interested to join this session can send an email request to Mr Gorden Kandoro ([gorden@afrosai-e.org.za](mailto:gorden@afrosai-e.org.za)).

We invite qualified and competent organisations/consultants to submit a written “Technical and financial proposal for designing and piloting the SLDP materials” to Mr Gorden Kandoro ([gorden@afrosai-e.org.za](mailto:gorden@afrosai-e.org.za)) by 22 July 2022.

A committee established by AFROSAI-E will evaluate all expressions of interest. Each applicant will receive feedback on the outcome of the evaluation.

#### **Evaluation criteria**

**AFROSAI-E will evaluate the submitted technical proposal, the consultant CVs, and the proposed budget. Additional specifications, if required, will be provided to bidders. Note that the requirements for personnel are clearly outlined in section 11, requirements for the concept, are described in section 10.**

#### **Additional Information**

Note that this document and any other documents that we may share with service providers connected with this assignment are confidential. The bidders are not permitted to share them and they should only be used to help improve the quality of their technical proposal.