INTOSAI IDI
DEVELOPMENT INITIATIVE

SAI YOUNG LEADERS
2022 - 2023

Why do SAI Young Leaders matter?

SAI Leaders are the most effective moving force, who set the tone for everything that happens in an SAI. A SAI cannot achieve positive and sustainable change without a key role being played by the SAI leadership. While SAIs have leaders at different levels, it is important to nurture and grow the young leaders in an SAI. Young leaders who think innovatively, think future and act as catalysts transforming the SAI.

Recognising the huge potential of SAI Young Leaders, IDI launched the SAI YOUNG LEADERS initiative in 2017. The tremendous success of the first two cohorts of SYLs, has given us the confidence to launch this third cohort from 2022 – 2023.
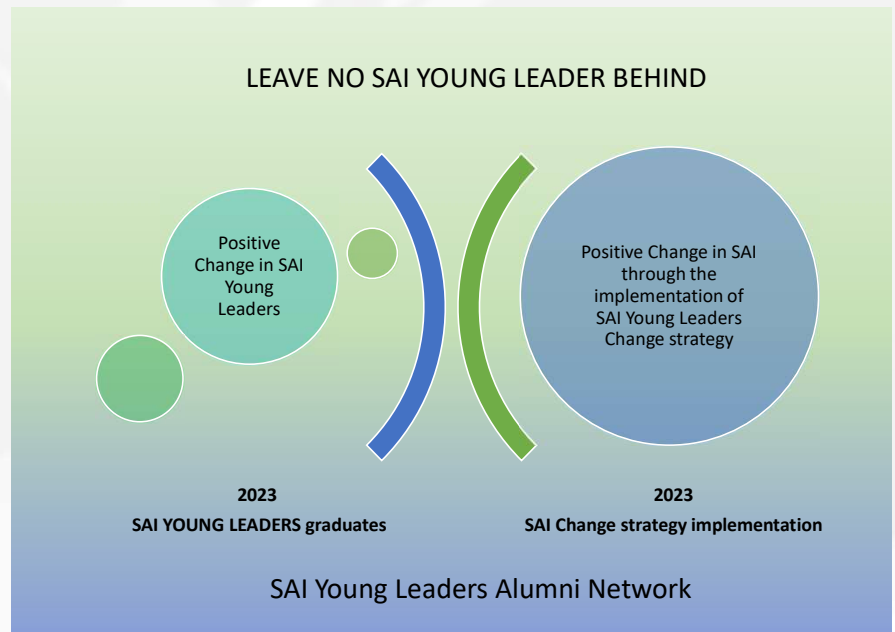
SYL VISION
Changed SAI YOUNG LEADERS contributing to positive change in SAIs

ABOUT SYL 2022-2023

The IDI will invite applications from all SAIs for SAI YOUNG LEADERS 2022-23. SAIs can nominate up to two candidates who meet the defined criteria. After a selection process, the IDI will select **25 SAI YOUNG LEADERS**. The selection process and criteria are detailed in subsequent sections.

SYL OUTPUTS & OUTCOMES

LEAVE NO SAI YOUNG LEADER BEHIND

Positive Change in SAI Young Leaders

Positive Change in SAI through the implementation of SAI Young Leaders Change strategy

2023
SAI YOUNG LEADERS graduates

2023
SAI Change strategy implementation

SAI Young Leaders Alumni Network

As mentioned in the SYL objective, we envision SYL delivering value on twin tracks – first is the growth and development of the individual as a SAI Young Leader. Second track is the contribution to positive change and development brought by the SYL's change strategy. The initiative will also contribute to the continuous professional development of the graduate SYLs by creating an alumni network and Continuous Professional Development (CPD) opportunities.

SYL 2022-23 will provide equal opportunity for all SYLs to learn and grow.

A personal journey of discovery and change

SAI YOUNG LEADERS 2022 - 2023

SYL will GROW as a leader and an individual through

Integrated SYL Education & Reflection Platform

The SYL will have access to an integrated education and reflection platform. This blend of in-person and online platform will include

1. Professional Education of the SYL

- Workshops tailored to deliver the SYL syllabus delivered by experts both online and in-person,
- Memorable interactions with other SYLs through discussion forums and community events
- Reading materials, videos and other materials from outside and within the SAI community

2. SYL Reflections Portfolio

- The portfolio will help SYLs reflect on their learning. They will reflect on their learning for personal growth as well as for applying this learning to their local context.

3. SYL Integrated Change Plan

Based on their learning and reflections the SYL will develop and implement an integrated change plan. The change plan will consist of two components

- **ME Plan** – A plan that describes the SYLs personal growth and development goals and path to reach them

- **SAI Change Strategy** – A strategy that describes how the SYL will facilitate positive change in a key priority area of the SAI.

CONNECTING LEADERS

Bringing about positive change would not be possible without addressing the entire leadership chain in the SAI. The SYL Initiative will provide suitable awareness raising interactions for SAI top management and SAI coaches. The SAI leadership and SAI coaches will also have specific roles to play in the implementation of the SYLs change strategy.

In order to implement the strategy, the SYL will work together with a team. It will be the SYL's responsibility to grow her/his team and lead them in successfully implementing the change strategy. creating a global SYL network that interacts, shares and works together

Change Strategy
Global SYL Network

| SAI Top Management |
| SAI Coach |
| SAI Young Leader |
| SYL's Team |
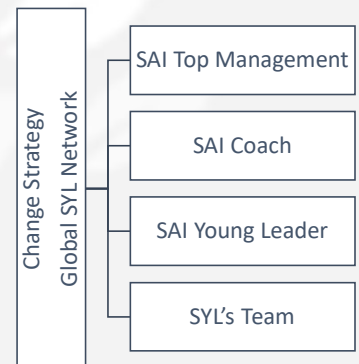
SYL LEARNING FESTIVAL & ALUMNI

For the SYL graduates, learning will not stop with graduation. SYL Learning Festival and Alumni will provide an online platform to celebrate lifelong learning, nurture friendships and foster a professional network of SAI young leaders across the cohorts.

Accountability Buddies

As each SYL learns and carries out their assignments, they will be paired up with another SYL. The pair will act as buddies and help each other in learning, monitoring tasks and delivering high quality results on time.

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SYL LEARNING OUTCOMES

The graduates of SYL 2022-2023 will achieve learning outcomes across four broad clusters. Discover Self, Grow People, Discover Universe and Create Value.

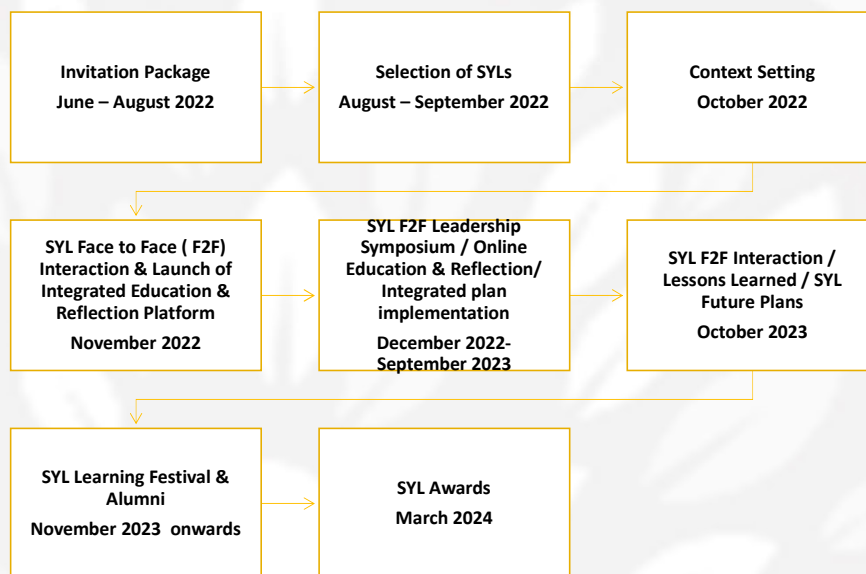| Discover Self	Lead People	Discover Universe	Deliver Value
Enhanced emotional intelligence	Enhanced leadership skills	Appreciation of role of SAI, its stakeholders and context	Trace the SAI value chain
Build muscle to thrive in an VUCA world	Lead by example (ethical, transparent, and accountable behaviour)	Demonstrate understanding of INTOSAI and its bodies	Behave professionally in public interest
Urge to continuously strive for excellence	Awareness of Leadership styles	Demonstrate understanding of public sector audit	Think future
	Facilitation and coaching skills		Innovate to find fit for purpose solutions
Enhance cultural intelligence	Negotiation, influencing and persuasion skills	Explore trends that impact SAIs – climate change, sustainable development, digital transformation, and inequality	Strategise for change
Enhance inclusive behaviour	Communication and stakeholder engagement		Manage risks
	Growth and development		Deliver intended outputs and facilitate sustainable positive change.
	Conflict management		Contribute to equal futures
	Performance management skills		

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SYL Calendar 2022 – 2023

SAI **YOUNG** LEADERS 2022-2023

Invitation Package June – August 2022	**Selection of SYLs** August – September 2022	**Context Setting** October 2022
SYL Face to Face (F2F) Interaction & Launch of Integrated Education & Reflection Platform November 2022	**SYL F2F Leadership Symposium / Online Education & Reflection/ Integrated plan implementation** December 2022- September 2023	**SYL F2F Interaction / Lessons Learned / SYL Future Plans** October 2023
SYL Learning Festival & Alumni November 2023 onwards	**SYL Awards** March 2024	

1. Invitation package & applications June- August 2022 : The IDI will invite all SAIs to apply for SAI YOUNG LEADERS 2022-2023 in June-July 2022. 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. Selection of SYLS , August – September 2022 : SAIs are required to send their applications by 15 August 2022. IDI will send links for online recording of interviews to all candidates whose nominations are accepted. The candidates will be expected to record their interviews online by 5 September 2022. IDI will select 25 applicants based on – 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. *Up to 5 candidates from SAIs of developed countries can be included in the final list. The IDI will be inclusive in its selection process and ensure that all applicants have an equal opportunity to apply and be selected.*

3. Context Setting Webinar- October 2022 - 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.

4. SYL Face to Face (F2F) Interaction & Launch of Integrated Education & Reflection Platform - November 2022 – The SYL cohort will meet in-person in November 2022. During this meeting the group will discuss and agree on their community values and attend education sessions related to their learning outcomes. The online integrated education and reflection platform will also be launched during the F2F interaction.

5. SYL F2F Leadership Symposium / Online Education & Reflection/ Integrated plan implementation -December 2022- September 2023 – The IDI will organize a F2F interaction for SAI top management and SAI coaches of the SYLs in the first quarter of 2023. The symposium will create opportunities for dialogue amongst SAI leaders and opportunities for creating awareness of emerging trends in leadership and other areas of interest. The SYLs will continue with their education, social learning activities, SYL reflections portfolio and implementation of the SYL change strategy on the integrated platform.

6. SYL F2F Interaction / Lessons Learned / SYL Future Plans October 2023 – After the extensive online education and reflection and implementation of strategy, SYLs who meet all the agreed milestones successfully will be invited to a F2F interaction. During this interaction, SYLs will discuss and present the developments in their integrated plan. They will also discuss lessons learned and think of their future plans to continue their leadership journey in a sustainable way.

7. SYL Learning Festival and Alumni – SYLs who successfully complete all activities in the initiative will graduate as IDI SAI Young Leaders 2022-2023. They will join the SYL Alumni, together with the SYLs from the previous two cohorts. They will then be a part of the SYL Learning Festival activities, which will be continuous professional education and life-long learning opportunities for the SYLs.

8. SYL Awards – SYLs can also apply for three SYL awards – Innovative SYL, Transformative SYL and Collaborative SYL. An independent panel of judges will decide on the three awards after receiving applications and interviewing shortlisted candidates.

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SAI YOUNG LEADERS

2022 - 2023

SAI COMMITMENT
- Head of SAI and SAI Top Management fully support SYL participation in the SYL programme
- Head of SAI and SAI Top Management fully support the change strategy proposal and are willing to commit resources for the implementation of the change strategy in the SAI.
- Head of SAI and SAI Top Management nominate **SAI Young Leader & SAI Coach as per IDI requirements and ensure that the SYL has a suitable team to work with, as per 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 programme

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 programme.
- *The IDI encourages SAIs 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 coach and support SYL in the change strategy project.
- 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 programme

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.

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SAI YOUNG LEADERS 2022- 2023

SAI ELIGIBLE FOR OFFICIAL DEVELOPMENT ASSISTANCE SUPPORT
- The IDI will bear economy travel, accommodation and meeting package costs for all participants invited to the F2F interaction and symposium.
- 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 will 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 F2F interactions and symposium.
- The IDI will bear costs related to resources persons, setting up of virtual platform and other technical input for the initiative.

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