

***COMMUNICATION STRATEGY FOR THE
SAI PERFORMANCE MEASUREMENT FRAMEWORK***



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(Approved by the INTOSAI Capacity Building Committee)

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1. Introduction

The SAI Performance Measurement Framework (SAI PMF) is an international framework for self, peer, or external assessment of a SAI's performance against the International Standards of Supreme Audit Institutions (ISSAIs) and other established international good practices. The SAI PMF can be applied in all types of SAIs, regardless of SAI models, mandate, national context and development level, so long as the SAI considers the ISSAIs as a relevant benchmark. In line with the objectives ISSAI 12: 'The Value and Benefits of SAIs – making a difference to the lives of citizens' the SAI PMF provides SAIs with an objective basis for demonstrating their ongoing relevance to citizens and other stakeholders.

At the 22nd INCOSAI held in Abu Dhabi in December 2016, the SAI PMF was adopted as an INTOSAI tool that all heads of SAIs are encouraged to utilise to confirm the extent to which their SAI is developing towards appropriate organisational capability, or to actively maintain the SAI's capability with a view to creating an appropriate and fertile environment for professional development at the SAI.

The 22nd INCOSAI also adopted a SAI PMF Implementation Strategy for the period 2017-19, and resolved that the implementation of the SAI PMF was one of three major initiatives to improving professionalization in INTOSAI and for SAIs to deliver timely, relevant and high-quality product, requiring a commitment from all parts of INTOSAI.

Effective communication targeted at key stakeholders is required to raise awareness of the value of SAI PMF assessments and the various benefits to be derived from embracing the SAI PMF at SAI and regional level. Of particular importance is the need to ensure buy-in at the highest level of SAI management.

2. Purpose of the Communication Strategy

The purpose of the communication strategy is to promote the achievement of the strategic outcomes as defined in the SAI PMF Implementation Strategy, namely:

- Establishing the SAI PMF as a widely recognised tool within INTOSAI for holistic, evidence-based SAI performance measurement, and recognised as such by in-country stakeholders and the donor community.
- Effectively rolling-out the SAI PMF and the various support activities aimed at ensuring that all assessments are considered to be of high quality, credible and relevant by all users.

This communication strategy was developed by the INTOSAI Capacity Building Committee as the governance lead on the SAI PMF and the IDI as operational lead through its SAI PMF Unit, with the advice of the SAI PMF Independent Advisory Group.

The strategy addresses communication issues at a strategic level and does not deal with specific implementation issues contained in annual SAI PMF implementation plans developed and coordinated by the IDI.

3. Communication objectives

The communication objectives are to –

- promote the SAI PMF
- raise awareness of the benefits of the tool among all relevant stakeholders
- support the roll-out of the SAI PMF, and
- use SAI PMF success stories to feed further successes.

4. Key messages

The following key messages have been identified to support consistent communication and awareness-raising reaching the various audiences:

- 4.1 The SAI PMF is a globally recognized and broadly used needs assessment and performance measurement tool that enhances the value and contribution of SAIs across the world. It is the only SAI performance measurement tool that, based on evidence, provides a holistic performance evaluation of the SAI's audit and non-audit functions in relation to its legal foundation and external environment, identifying root causes of SAI performance and interdependencies between these different aspects.
- 4.2 The SAI PMF is a valuable tool for *all* SAIs, regardless of development level – the tool identifies performance variations in a meaningful way, and assists the SAI in understanding the causes of strong and weak performance. The tool also enables SAIs to confidently engage internally and externally regarding their future relevance and value-add, demonstrating its commitment to transform and acceptance of the need to adhere to the highest international standards
- 4.3 Making use of the SAI PMF tool will ensure that the head of SAI has the necessary facts regarding the position of the SAI in relation to international standards and good practices.
- 4.4 To the regional organisations of INTOSAI the SAI PMF provides a valuable tool that, according to demand, can be used by groups of SAIs and/or complete INTOSAI regions to better facilitate knowledge sharing between SAIs.
- 4.5 The SAI PMF has decisively helped many SAIs to improve their performance.

5. Communication audiences, platforms/channels, tools/activities

The table below outlines the most important audiences for SAI PMF communication, as well as the platforms and/or channels to be used to reach these audiences. Tools and activities to support the communication have also been identified. Overall, the SAI PMF webpage at www.idi.no will be critical in promoting the SAI PMF and its relevance, and for sharing valuable experiences and the benefits of the tool.

Audience	Platform / channel	Tool/activity
1. Heads of SAIs	<ul style="list-style-type: none"> - INTOSAI journal, CBC, IDC and IDI websites, and newsletters - Correspondence by CBC, IDI, and/or Regional Organisations - INCOSAI and regional congresses 	<p>Articles, video clips, other promotional materials, testimonies/success stories</p> <p>Tailored, targeted correspondence</p>
2. INTOSAI Regional organizations	<ul style="list-style-type: none"> - Regions' general assemblies - Regional newsletters / internal communication - Regional coordination meetings - Regional Forum for Capacity Development / CBC meetings 	<p>Standard presentations, media/video clips, brochures, other promotional materials, videoconferences</p> <p>Case studies and testimonies</p>
3. Donor community	<ul style="list-style-type: none"> - INTOSAI-Donor Cooperation (IDC) newsletter - IDC Steering Committee meetings, CBC annual meeting - Donors' own communication channels 	<p>Articles, presentations, video clips, other promotional materials, testimonies / success stories, tailored correspondence</p>
4. Other INTOSAI stakeholders (Governing Board, CBC, PSC, KSC members, SAI PMF Advisory Group, IDI Board)	<ul style="list-style-type: none"> - Governing Board and annual reports by CBC - CBC website / news items - INTOSAI Journal and social media 	<p>Articles, video clips, other promotional materials, testimonies / success stories, tailored correspondence</p>
5. SAI stakeholders (international, regional, national) e.g. parliaments, regional and global organisations.	<ul style="list-style-type: none"> - Direct communication by CBC Chair, IDI, and/or regional organisations - Conferences of the target organisations 	<p>Tailored, targeted correspondence</p> <p>Articles, presentations, video clips, other promotional materials, testimonies / success stories,</p>

The messages communicated, and purpose of each message, will need to be adjusted depending on who the audience is and what the objective is. Examples of messages would include information on the value of the SAI PMF and/or the use of SAI PMF results, requesting support for acting as SAI PMF ambassadors, etc.

The responsibility for communication will be determined mainly by the level of the audience or engagement. The CBC leadership is primarily responsible for high level, strategic audiences, supported by IDI management when appropriate. The SAI PMF Unit within IDI is responsible for communications to managerial/operational audiences.

6. Resources

This strategy proposes leveraging existing platforms and channels instead of creating additional or new platforms and channels.

The bulk of additional work that will have to be carried out, mainly by the CBC Secretariat and the IDI, supported by the general secretariats of the regions where possible, will relate to the identification and collection of SAI PMF success stories, preparing articles promoting the SAI PMF and sharing success stories, and developing additional promotional materials.

The strategy does not foresee the need for significant additional resources to be allocated to the CBC Secretariat, IDI, or the regional general secretariats. Rather, it seeks to include a SAI PMF-focus in the scope of their existing external scanning and communication measures. As part of the annual planning of SAI PMF work, the CBC and IDI will annually evaluate the adequacy of the resources required to effectively support the SAI PMF communication strategy.

7. Success factors

The successful implementation of the communication strategy will largely depend on the degree of successful cooperation between the CBC Secretariat, IDI, as well as the regional general secretariats, guided by an agreed-upon action plan that will form part of the overall annual implementation plan for the SAI PMF. The following additional success factors have been identified:

- Clear roles and responsibilities (as outlined in the communication action plan).
- Identification of the right opportunities and best platforms to promote the SAI PMF, and to share SAI PMF successes.
- Availability of high quality promotional materials to support key and consistent messages.
- Obtaining effective feedback to inform future communication planning.
- Effective monitoring and evaluation system to track progress (see par 8 below).

8. Monitoring and evaluation

The CBC and the IDI, with inputs from the SAI PMF Independent Advisory Group, will monitor and evaluate progress with regard to the communication strategy.

The following indicators will be used to measure progress:

No	Indicator	Data source	Frequency of measurement
1.	Number of regional general assemblies, congresses, other events that allocate time for the promotion of the SAI PMF <i>Target: 7 regions / sub-regions per annum</i>	Programmes of general assemblies or congresses	Annually (w.e.f. 2018)
2.	Number of SAI PMF promotional articles/success stories in journals and newsletters – (a) INTOSAI journal (<i>Target: 2 p/a</i>) (b) On CBC website (<i>Target: 3 p/a</i>) (c) In IDI newsletter (<i>Target: 1 p/a</i>) (d) In IDC newsletter (<i>Target: 1 p/a</i>)	INTOSAI editions CBC website articles IDI newsletters IDC newsletters	Annually (w.e.f. 2018)
3.	Number of tailored communiqué targeted at heads of SAIs promoting the key messages, sharing success stories, or addressing key developments or opportunities (from CBC Chair) <i>Target: 2 p/a</i>	Communiqué dispatched	Annually (w.e.f. 2018)
4.	Number of global / regional parliamentary events or engagements that allocate time for the promotion of the SAI PMF <i>Target: 1 engagement per annum</i>	Programmes of general assemblies or congresses	Annually (w.e.f. 2018)