

***COMMUNICATION STRATEGY FOR THE
SAI PERFORMANCE MEASUREMENT FRAMEWORK
2020-22***



September 2020

(An adjustment of the 2017-2019 Communication Strategy,
for approval by the INTOSAI Capacity Building Committee)

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1. Introduction

The SAI PMF was adopted by INTOSAI in 2016, together with a 3-year implementation strategy as a 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.

In September 2019 INTOSAI adopted an updated implementation strategy (for 2020-22), necessitating an adjusted Communication Strategy based on the need for effective communication targeting key stakeholders in order to continue 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 continue to ensure buy-in at the highest level of SAI management.

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 (ISPP) and other established international good practices. It can be applied in all types of SAIs, regardless of SAI models, mandate, national context and development level, as long as the SAI considers the professional pronouncements and ISSAIs as a relevant benchmark.

In line with the objectives in INTOSAI-P-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.

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:

- To establish the SAI PMF as a widely recognized tool within INTOSAI for holistic, evidence-based SAI performance measurement, and recognized as such by in-country stakeholders and the donor community.
- Through an effective roll-out the SAI PMF, with proper guidance and support activities, 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 on SAI PMF, 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 –

- continue to promote the SAI PMF in support of a sustained global roll-out to all SAIs
- continue to raise awareness of the benefits of the tool among all relevant stakeholders, including the value of the SAI PMF in supporting SDG 16¹ and thereby Agenda 2030, and
- use SAI PMF success stories, as well as lessons learned, to feed further successes.

4. Key messages

The following key messages have been identified to support consistent communication:

- 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. The SAI PMF has already decisively helped many SAIs to improve their performance.
- 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.
- 4.3 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.
- 4.4 The tool 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.
- 4.5 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. The head of SAIs makes all key decisions relating to SAI PMF assessments.
- 4.6 A SAI PMF assessment has additional value if it is used in an integrated way as part of an overall SAI initiative for the strengthening of its strategic planning, performance

¹ Sustainable development goal 16 is aimed at developing effective, accountable and transparent institutions at all levels. It is through being high performing and relevant SAIs that we primarily support Agenda 2030 and its various SDGs.

measurement, and reporting functions. (The IDI is currently rolling out a programme in support of SAIs undertaking such initiatives.²)

- 4.7 Given the many benefits of such a quality measurement framework, SAIs must ensure that they set out enough time, ensure that trained staff are involved, and that the assessment team are proficient at the interpretation of the measurement criteria.
- 4.8 To ensure high quality assessments it is crucial to put in place sufficient quality management arrangements. This includes a strong recommendation to submit both the Terms of Reference for the assessment, and the draft report for independent review³.

5. Key focus areas

From information sources such as interaction with key stakeholders, global monitoring of SAI PMF assessment status, and being involved in SAI PMF implementation globally, some key areas where communication efforts should be focused have materialized. Some of these areas were also identified in the SAI PMF implementation strategy 2020-22.

- Publication of SAI PMF reports: publication of reports is lagging behind. This requires increased communication efforts to encourage SAIs to publish their SAI PMF results, in line with ISSAI-12 objectives of SAIs leading by example on being transparent.
- Partial application of SAI PMF assessment domain and indicators: SAIs are increasingly using parts of the SAI PMF framework for purposes such as annual performance monitoring or a stand-alone assessment of performance in a specific area. It is crucial to ensure that such application do not jeopardize the integrity of the SAI PMF methodology which entails the need for further awareness raising and guidance on this matter.
- Benefits of using SAI PMF to conduct a repeat assessment: By the end of 2019, 57 SAIs had completed their first SAI PMF assessments. It would be useful to have increased awareness raising and guidance on how to conduct a repeat SAI PMF assessment and compare the results between two assessments.
- Alignment with other tools such as for instance peer reviews: Many SAIs conduct peer reviews in addition to SAI PMF assessments. To ensure that the tools are used in a complementary manner it would be useful to have increased communication on this matter.

² The SPMR is IDI's Strategic Planning, Performance Measurement and Reporting program under its work-stream supporting well-governed SAIs.

³ The IDI offers to conduct, or arrange other SAI PMF experts to conduct, independent reviews of all SAI PMF assessments to ensure adherence to the SAI PMF methodology. An IDI statement of independent review is issued for all reports that have undergone an independent review arranged by the IDI.

6. Communication audiences, channels and activities

Based on the successful global awareness of the SAI PMF achieved since INCOSAI 2016, it is proposed that for the next three years, communication should primarily be needs-driven. The focus should therefore shift from using a multitude of channels for the general promotion of the SAI PMF, to taking communication-action where specific needs are identified, e.g. clarification of SAI PMF benefits where a SAI or a groups of SAI are considering undertaking a SAI PMF assessment.

The table below outlines the target audiences for SAI PMF communication, as well as the 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 <https://www.idi.no/en/idi-cpd/sai-pmf> will remain critical in promoting the SAI PMF and its relevance, and for sharing valuable experiences and the benefits of the tool.

Audience	Channel	Activity
1. SAls	(a) INTOSAI journal, CBC, IDC, IDI and INTOSAI regional organizations' websites, and newsletters (b) Written or verbal communication by CBC, IDI, or IAG members	(a) Articles and/or testimonies and success stories (b) Tailored (needs-based) written or verbal communication
2. Donor community	INTOSAI-Donor Cooperation (IDC) newsletter, and websites of donor organisations	Articles and/or testimonies/success stories

The messages communicated, and purpose of each message, will need to be adjusted depending on the need identified. Given the extensive reach of the IDI within the INTOSAI community as SAI PMF implementation lead, and given IDI's use of the SAI PMF under its SPMR program, the insight by the IDI will be the primary means for identifying communication needs. The IDI will also be the main coordinator of communication. Members of the IAG and the general-secretariats of INTOSAI's regional organizations are key sources of information of needs for strategic communication in support of the promotion of the SAI PMF. Where members of the IAG, CBC secretariat, or general-secretariats of INTOSAI's regional organizations identify instances requiring communication-action, they will be consult with the IDI about the most appropriate action to take.

7. Resources

The strategy does not foresee the need for significant additional resources to be allocated to the CBC Secretariat, the IDI, or INTOSAI regional organizations. As part of the annual

planning of SAI PMF work, the CBC and IDI will annually evaluate the adequacy of the resources required ensure support of the SAI PMF communication strategy.

8. Success factors

The following success factors have been identified:

- Effective identification, and understanding, of communication needs.
 - Selecting the most suitable manner in which to address communication needs identified.
 - Availability of high quality guidance materials to support/supplement advice communication to SAls.
 - Willingness of SAls with SAI PMF experience to share their lessons learned with others.
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