

# **INTOSAI-Donor Cooperation Communications Strategy 2016-2018**



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## 1. Introduction

### 1.1. Value Proposition of the INTOSAI-Donor Cooperation

The INTOSAI-Donor Cooperation (Cooperation) is a strategic partnership between the International Organization of Supreme Audit Institutions (INTOSAI) and 23 development partners<sup>1</sup> to scale up and strengthen support to Supreme Audit Institutions (SAIs) in developing countries. The Cooperation is unique in bringing together partners who share a common goal of enhancing accountability, public financial management, transparency, and good governance through strengthening SAIs. The Cooperation provides a global forum to inform and strengthen stakeholders' policies and priorities for working with SAIs. It also seeks to influence behaviours to ensure that the objectives of the INTOSAI-Donor MoU are achieved; i.e. that support to SAIs is country-led, that additional resources are mobilized in support of SAI strategic plans, and all forms of support are provided in a harmonized and coordinated manner. By working together in a coordinated approach, the Cooperation increases efficiency and impact on the ground and avoids gaps and overlaps. Through the Cooperation's Global Call for Proposals (GCP) and the SAI Capacity Development Fund (SAI CDF), support has been secured for around 70 SAI capacity development initiatives since 2010. The total support provided to SAIs globally is estimated to have increased from 41 million USD in 2012 to 68 million USD in 2015.<sup>2</sup>

The Cooperation is also a forum for promoting and supporting the development of global public goods to improve the efficiency of all support to SAIs and avoid duplication. For example, it brought together a wide partnership to support the development of the SAI Performance Measurement Framework, a framework for assessing and strengthening SAI performance. SAI PMF has moved a long way towards becoming a valuable assessment framework for the INTOSAI and donor communities, creating a common basis for dialogue on SAI capacity building.

### 1.2. Purpose of the Communications Strategy

This communications strategy was developed by the INTOSAI-Donor Steering Committee (SC) working group on communications to enable increased awareness of the value and results of the Cooperation and, where possible, influence behavior change as a key objective of the Cooperation. It was endorsed by the SC at its 9<sup>th</sup> meeting in Cape Town in October 2016, with some amendments which were approved by the SC Leadership in December 2016. The decision to develop a communications strategy was made at the 8<sup>th</sup> SC meeting in Brasilia in 2015, following an independent evaluation of the Cooperation. The evaluation had found that the Cooperation's overall objectives could be better

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<sup>1</sup> African Development Bank, Asian Development Bank, Australia, Austria, Belgium, Canada, European Commission, France, GAVI Alliance, Inter-American Development Bank, IMF, International Fund for Agricultural Development, Ireland, Islamic Development Bank, Netherlands, Norway, OECD, Sweden, Switzerland, The Global Fund, United Kingdom, United States of America, World Bank.

<sup>2</sup> As measured through the SAI Capacity Development Database.



achieved through a greater focus on communications to demonstrate the results of the Cooperation, and to influence behavior change among the INTOSAI and donor communities.

The strategy addresses communications issues at a strategic level. A more detailed communications plan will be developed on a yearly basis.<sup>3</sup> The strategy and communications plan focus on general communications activities and do not cover communications specifically related to the Cooperation's initiatives and activities, like the Global Call for Proposals. The strategic communications activities will however benefit these initiatives. For example, raising awareness among decision makers about the importance of supporting SAIs is likely to have a positive effect on the interest in projects suggested through the Global Call for Proposals.

## 2. Communications Objectives

The following are the main communications objectives of the Cooperation:

To maintain support for the Cooperation:

1. Raise awareness of the value of the Cooperation as a strategic partnership between the INTOSAI and Donor communities in the interest of SAI development
2. Raise awareness of the Cooperation's work and contribution to results and successes in SAI capacity development
3. Raise awareness of the contribution of the Cooperation to the development of global public goods to strengthen SAIs

To influence behaviour change to ensure that the objectives of the INTOSAI-Donor MoU are achieved:

4. Advocate for strengthened capacity building of SAIs
5. Promote the principles of SAI-led support, alignment of support behind SAI strategic plans and coordination of support provided at the country, regional and global levels

### 2.1. Key messages

On the basis of the above value proposition, the following set of key messages has been developed to help increase the understanding of the Cooperation's added value and how it differs from INTOSAI and other bodies.<sup>4</sup> The messages should be communicated consistently by SC members.

1. *The INTOSAI-Donor Cooperation (Cooperation) is a successful strategic partnership between the International Organization of Supreme Audit Institutions (INTOSAI) and 23 development partners that has begun to scale up and strengthen support to Supreme Audit Institutions (SAIs) in developing countries.*
2. *The Cooperation seeks to influence behaviours to ensure that the objectives of the INTOSAI-Donor MoU are achieved; i.e. that support to SAIs is country-led, that additional resources are*

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<sup>3</sup> Please see Annex 1.

<sup>4</sup> An additional sheet with messages related to the Cooperation's key results will be developed.



*mobilized in support of SAI strategic plans, and that all forms of support are provided in a harmonized and coordinated manner.*

- 3. The Cooperation is also a forum for promoting and supporting the development of global public goods to improve the efficiency of all support to SAIs and avoid duplication. For example, it brought together a wide partnership to support the development of the SAI Performance Measurement Framework, as a common framework for assessing and strengthening SAI performance.*

### 3. The Cooperation's Audiences

The Cooperation has a number of stakeholders, with varying interest in the Cooperation's work and overall objectives. This section presents the target audiences that will be prioritized in this strategic period.<sup>5</sup> The different audiences of the Cooperation are in different phases in terms of their involvement in the Cooperation. Consequently, different communications objectives may be relevant for different audiences. Some important audiences may not be familiar with the Cooperation at all, and the main focus for the communication with them should be to raise awareness, build knowledge around successes and spur interest in the Cooperation. Others have been involved in the Cooperation for several years and are well aware of the overall objectives and activities of the Cooperation. For these, the main objective should be to also raise awareness of the existing successes and advocate for behavior change in line with the MoU principles.

#### 3.1. Network to Achieve Behaviour Change

In order for the key messages to reach the full audience of the Cooperation, a "network for change" is required. This consists of change agents which the Cooperation will utilize to communicate with those who are not directly involved in the SC, but who work on SAI capacity development in donor organisations and in SAIs. The main change agents are the representatives of the signatories to the MoU who are directly involved in the Cooperation's work, for example by attending the SC meetings. These are well positioned to function as the link to the relevant staff in their respective organisations, and would be encouraged to take on such a role in their capacity of being members of the SC and in the interest of reaching the MoU principles.<sup>6</sup> They are also well placed to ensure that feedback from staff in their organisations regarding SAI capacity development and the effectiveness of the communications efforts and other activities of the Cooperation is brought to the attention of the other members of the SC. The change network is illustrated below. Please see Annex 5 for an example of how SC members can play the role of change agents by communicating effectively about SAI related issues with relevant staff internally in their organisations.

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<sup>5</sup> Please see Annex 2 for the full list of the Cooperation's audiences.

<sup>6</sup> Please see section 5 for further descriptions of the potential roles and responsibilities of the change agents and other stakeholders.

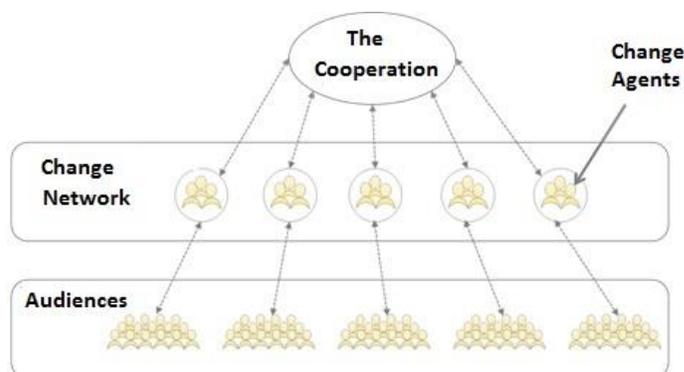


Diagram 1: Network of change

### Feedback Loop

The Cooperation is also a unique arena for discussing and reflecting upon challenges and dilemmas people encounter when working to implement MoU principles at the country level. Potential channels for ensuring that these experiences are brought to the attention of the full SC are outlined below, in prioritized order. To what degree they will be implemented will depend on the available resources. The concrete plans for each year will be described in the annual communications plans.

1. Facilitated discussions on 1-2 topics of particular interest at the SC meetings, for example on one or more of the MoU principles. In order to ensure the country level perspective is reflected, the topic will be defined in advance and the participants will be encouraged to consult with relevant other staff in their organizations ahead of the meeting. One short research piece on the topic could be done by the Secretariat in advance, and others could also be invited to make submissions. The face-to-face discussions between both SAIs and donors will enable reflection on complex issues, like for example how to achieve effective coordination of support in practice.
2. Use of the IDC Portal and social media to facilitate online discussions. A closed discussion board on the IDC Portal could be created to have a “safe space” for discussion among SC members. A facilitated “SAI Capacity Development blog” is also an option.<sup>7</sup> All of these activities will require active facilitation and follow-up by the Secretariat.
3. Webinars on certain topics could be organized throughout the year, where SC members would be invited to give short presentations on topics of mutual interest.
4. SC members and/or the Secretariat could develop tool kits or guidelines on the basis of the discussions.

### INTOSAI Regional Bodies

The regional secretariats of INTOSAI are important SC members and change agents.<sup>8</sup> They can serve as a link between the SC and the SAIs in their region. It will be beneficial to collaborate with the regional

<sup>7</sup> Collaboration with CBC on this will be explored.

<sup>8</sup> Seven regional organizations promote INTOSAI by serving their member SAIs’ needs through regional initiatives (the seven are AFROSAI, ARABOSAI, ASOSAI, CAROSAI, EUROSAI, OLACEFS and PASAI). As autonomous

secretariats (and, where relevant, the regional capacity development committees) to achieve the communications objectives. The nature of the engagement of the regions is dependent on their capacity and available resources, as these vary from region to region.<sup>9</sup>

### 3.2. Prioritized Audiences 2016-2018

On the basis of the communications objectives and a stakeholder mapping<sup>10</sup>, the following presents the priority audiences for the Cooperation’s communications efforts in this strategic period. The main focus will be on influencing behaviour change to implement the MoU principles. This will happen through a network of change which involves the SC members. In addition, certain awareness raising activities with external stakeholders will be carried out.

Priority	Main communication purpose	Audience
1	Continue to engage	SC members (change agents).  These will be targeted because they can reach staff and decision makers directly involved in SAI capacity development in their respective organisations/ networks (SAIs and donors).
2	Influence behaviour change	Donor staff working on PFM reform and SAI capacity development at country level, donor leadership. Heads of SAIs, and staff in SAIs in developing countries who have access to the Head of SAI (“gate keepers”).  These audiences will mainly be reached through SC members (change agents).
3	Raise awareness	Parliaments at country level (can be reached through global and regional bodies).
4	Raise awareness	Country-level government actors, including ministries of finance.
5	Create understanding and ownership	Global civil society organisations.
6	Raise awareness	Relevant non-signatory donors.

## 4. Tools and Channels

### 4.1. Communication Contents

A key element of the communications strategy is that country-level results and success stories from SAI capacity development initiatives will be used to reach the communications objectives and support

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organizations, they are financed separately from INTOSAI; issue their own strategic plans with their own missions and objectives; and adopt their own statutes and regulations.

<sup>9</sup> Please see section 5 for further descriptions of the potential roles and responsibilities of the change agents and other stakeholders.

<sup>10</sup> Please see Annex 3.



behavior change. The country-level lens is critical for telling a story to the audience: even a regional or global program is best illustrated by focusing on successes in specific countries. This will happen through a two-tiered approach:

1. Showcase successful SAI capacity development initiatives from across the INTOSAI and donor communities (based on evidence of results).
2. Show how the MoU principles were critical to the success of the initiative and, where possible, illustrate the contribution of the Cooperation’s regional and global initiatives towards these results, for example that the project came out of the SAI Capacity Development Fund or the Global Call for Proposals, or that the database was used to ensure effective coordination with other partners.

The presentation of success stories will be inclusive, so it is not an absolute requirement that the success came as a direct result of the Cooperation’s activities. The contributions of relevant partners and stakeholders to the results will be recognized in the presentation of the success stories.<sup>11</sup>

The Cooperation will create and establish a professionally developed logo, building on the INTOSAI logo but recognizing the partnership that the Cooperation entails. The logo should be applied across-the-board in all communication-related materials, where relevant also with the tagline *“Working together to strengthen Supreme Audit Institutions in developing countries”*.

When SC members communicate about the Cooperation, they are encouraged to communicate the key messages as presented in this strategy. The Secretariat will develop a communications package and make it available to the SC members, for them to use when carrying out their communications responsibilities as outlined in this strategy. The package will include the following components: logo; brochure with key information about the Cooperation; a standardized presentation about the Cooperation’s objectives, results and activities. Additional material on specific topics will be prepared and shared with the SC members on a case-to-case basis.<sup>12</sup>

If SC members would like to present or communicate contents that deviate substantially from the standardized presentation material, they should consult with the Secretariat before doing so. This is to ensure that the Cooperation sends a coherent message to its different audiences.

#### 4.2. Communication Channels

The following communications channels will be utilized to reach the communications objectives. Existing channels within the INTOSAI and donor communities will be utilized as much as possible.

Channel	Description
Email	<ul style="list-style-type: none"> <li>• Used mainly for internal communications, among SC members and within the SC member organisations</li> </ul>

<sup>11</sup> Please see Annex 6 for further information on developing success stories.

<sup>12</sup> Language: For global level communications, the main language is English. However, to reach SAIs and other stakeholders in the different regions and at country level, the website and main products will be translated into Arabic, French and Spanish, as well as Portuguese and Russian where required. Such an approach is in line with the current practice, and has proved effective. It will be explored whether Google Translate can be used for automatic translation of information on the website, while core information will be translated using professional translators.

	<ul style="list-style-type: none"> <li>Continue the practice of having a dedicated email address to reach the Secretariat (currently <a href="mailto:intosai.donor.secretariat@idi.no">intosai.donor.secretariat@idi.no</a>)</li> </ul>
Website <sup>13</sup>	<ul style="list-style-type: none"> <li>New website for the Cooperation, possibly integrated with the database. Website should be mobile friendly.</li> <li>Website to be updated by the Secretariat, with input from SC members</li> <li>Website should highlight success stories and contain information about Cooperation activities, including a calendar of events</li> <li>Short video introducing the Cooperation as a strategic partnership</li> <li>Links to SC member websites</li> <li>“SAI Capacity Development blog” with discussion forum? To facilitate sharing and discussion of good practices</li> </ul>
Regular newsletter	<ul style="list-style-type: none"> <li>Created by Secretariat with input from SC members</li> <li>Create through website / more automatic distribution</li> </ul>
Brochures / info material	<ul style="list-style-type: none"> <li>Basic information about the Cooperation</li> <li>Success stories</li> </ul>
Conferences (donor and INTOSAI communities), including high level political forums	<ul style="list-style-type: none"> <li>Standard presentation on the Cooperation which SC members may use</li> </ul>
Social media	<ul style="list-style-type: none"> <li>LinkedIn, Twitter, Facebook</li> <li>Use to inform about content on website etc.</li> <li>Requires dedicated resources to respond to comments and questions on LinkedIn</li> </ul>
Tailored, personalised correspondence	<ul style="list-style-type: none"> <li>Used to reach especially the leadership of organisations</li> </ul>
In-person engagement	<ul style="list-style-type: none"> <li>At conferences, meetings</li> <li>Through SAI capacity development projects</li> </ul>
SC members’ websites and newsletters/magazines	<ul style="list-style-type: none"> <li>Including INTOSAI Journal, IDI focus, newsletters of the INTOSAI regions</li> <li>Help share information about the work and results of the Cooperation</li> </ul>
Media	<ul style="list-style-type: none"> <li>Especially in relation to SC meetings and other large events</li> <li>In collaboration with host organization and SC leadership</li> <li>Press releases, direct contact with relevant media as required (in particular global media reporting on public financial management, but occasionally also national media to showcase success stories)</li> </ul>

<sup>13</sup> The Cooperation’s website will be one of the most important communication channels. Following a decision of the SC at its 9<sup>th</sup> meeting in Cape Town in October 2016, an INTOSAI-Donor Cooperation Portal will be developed during 2016-17. This Portal will be an integrated and improved website and database of SAI capacity development projects which will be the primary communication tool of the Cooperation; serving as the Cooperation’s website, promoting the Cooperation, supporting the development, matching and monitoring of progress under the Global Call for Proposals, and be a key tool for tracking and communicating results of the Cooperation.

Please see Annex 4 for an overview suggesting which channels to use to reach the different target audiences. This will be elaborated further in the communications plan.

## 5. Implementation and Resources

### 5.1. Roles and Responsibilities

Role	Responsibility
SC	Deciding the communications strategy
SC leadership	<ul style="list-style-type: none"> <li>• Provide overall oversight and direction for the implementation of the communications strategy between SC meetings</li> <li>• Identify opportunities and fora for raising awareness of the Cooperation's value and results</li> </ul>
Donor members of the SC (main contact persons/attendees of the SC meetings) <sup>14</sup>	<ul style="list-style-type: none"> <li>• Change agents</li> <li>• Communication within their organisations:               <ul style="list-style-type: none"> <li>○ Communicate with staff in their respective organisations who work with SAIs about the MoU principles, results and work of the Cooperation, through appropriate internal channels</li> <li>○ Capture and convey information about their organization's SAI capacity development work, including success stories, in coordination with the Secretariat</li> </ul> </li> <li>• External communications:               <ul style="list-style-type: none"> <li>○ Present on the work of the Cooperation in relevant fora, and keep the Secretariat informed</li> <li>○ Include information about the Cooperation on the website and in relevant external newsletters/publications of the organization – ensure this is shared with the Secretariat for distribution to other SC members</li> <li>○ Raise awareness on the value and results of the Cooperation in their dialogue with relevant partners</li> <li>○ Make use of the Cooperation's logo where relevant, in line with the principles set out in the communications strategy</li> </ul> </li> </ul>
Donor members of the SC (the staff in these organisations who work with SAIs)	<ul style="list-style-type: none"> <li>• Promote MoU principles in the interaction with SAIs</li> <li>• Help capture and convey information about their organization's SAI capacity development work, including success stories, in coordination with the organization's main contact person for the Cooperation</li> </ul>
INTOSAI members of the SC (staff of regional secretariats, representatives of INTOSAI)	<ul style="list-style-type: none"> <li>• Change agents</li> <li>• Communication with SAIs in their region/committee:               <ul style="list-style-type: none"> <li>○ Communicate with staff in SAIs within their region/committee that work on capacity development about the MoU principles, results and work of the</li> </ul> </li> </ul>

<sup>14</sup> Please see Annex 4 for further suggestions on relevant communications channels.

Role	Responsibility
committees (in particular the CBC Chair) <sup>15</sup>	<p>Cooperation, through appropriate channels (mainly using material from the Cooperation’s communications package)</p> <ul style="list-style-type: none"> <li>○ Capture and convey information to/from member SAIs about SAI capacity development work in their region/among their members, including to facilitate communication to obtain information on success stories, in collaboration with the Secretariat</li> </ul> <ul style="list-style-type: none"> <li>● External communications: <ul style="list-style-type: none"> <li>○ Using material from the Cooperation’s communications package, present on the work of the Cooperation in relevant fora, and keep the Secretariat informed</li> <li>○ Include information about the Cooperation in relevant external newsletters/publications of the organization – ensure this is shared with the Secretariat for distribution to other SC members</li> <li>○ Raise awareness on the value and results of the Cooperation in their dialogue with relevant partners</li> </ul> </li> <li>● Make use of the Cooperation’s logo where relevant, in line with the principles set out in the communications strategy</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>● Drive the efforts to implement the communications strategy</li> <li>● Capture and package success stories on SAI capacity development, in collaboration with the SC members</li> <li>● Identify opportunities and fora for raising awareness of the Cooperation’s value and results</li> <li>● Communications within the SC: <ul style="list-style-type: none"> <li>○ Ensure information on the Cooperation’s activities (including Global Call for Proposals and database) is shared with SC members to ensure effective implementation of those activities</li> </ul> </li> <li>● External communications: <ul style="list-style-type: none"> <li>○ Regularly work to raise awareness on the Cooperation’s value and results, including success stories, through appropriate channels, including the website, regular newsletters and social media</li> <li>○ Coordinate communication with the media</li> <li>○ Present on the work of the Cooperation in relevant internal and external fora</li> <li>○ Raise awareness on the value and results of the Cooperation in its dialogue with relevant partners</li> </ul> </li> </ul>

## 5.2. Success Factors and Implementation Risks

The successful implementation of the strategy relies on proactive efforts, the active involvement of all SC members and the development of appropriate communications material which ensures consistent messages. In addition, the following risks to the implementation, as well as suggested mitigating measures, have been identified:

<sup>15</sup> Please see Annex 4 for further suggestions on relevant communications channels.

Risk	Suggested mitigating measures
1. Outreach is not adequate, in that SC members are not able to reach relevant staff within their respective organisations with information about the Cooperation's results and purpose	a) SC leadership monitor implementation of the communications strategy and follow up as required b) Communications strategy and communications package developed and distributed to the SC members c) Secretariat monitor implementation of the communications and follow up as required
2. Outreach is not adequate, in that the Secretariat is unable to keep regular and sufficient focus on communications in light of its other tasks	a) Dedicate a person in the Secretariat to have main responsibility for communications (at least 0,5 Full Time Equivalentents) b) Ensure the staff member has relevant communications skills
3. External communication does not deliver a coherent message	a) Communications strategy and communications package developed and distributed to the SC members

### 5.3. Required Resources

The implementation of the communications strategy is dependent on adequate resourcing. To ensure that communications work receives the necessary regular attention in competition with other pressing tasks, dedicated resources in the Secretariat for communication are required. These can be complemented by support from experts (e.g. consultants or staff of SC member organisations) with relevant communications background for tasks requiring such expertise.

In addition, in-kind support from SC members in terms of their internal and external communications efforts to promote the achievement of the MoU principles and raise awareness about Cooperation's value and results is required. The extent of these efforts will vary from member to member, depending e.g. on the nature of the organisation and the level of involvement in SAI capacity development.

Please see Annex 7 for further information about resource estimates, including an indicative budget. A more detailed budget will be developed in connection with the development of the communications plan.

## 6. Monitoring and Evaluation

The SC leadership will monitor the communications strategy in conjunction with the Secretariat who will maintain primary responsibility for driving the efforts to implement it. The progress in implementing the strategy, including the combined efforts of the Secretariat and the SC members/change agents, would be a natural topic for discussion at the annual Steering Committee meetings.

The following indicators will be used to measure the success of this communications strategy.

Indicator No.	Indicator	Data source	Frequency of measurement
1	Status of the Cooperation's communications strategy	Secretariat records	2016 and 2018 (indicator included in the

			overall results framework of the Cooperation; O1 and O4)
	Target: Finalized and disseminated in 2016, implementation evaluated in 2018		
<b>2</b>	% of survey respondents that are aware of a) the Cooperation as a strategic partnership, b) the Cooperation's main activities, c) the principles of the MoU as stated in Communication objective 5 above: "promoting the principles of SAI-led support, alignment of support behind SAI strategic plans and coordination of support provided at country, regional and global levels".	Short survey sent to donor SC members for distribution to their staff that are involved in PFM work or SAI capacity development, and staff of international relations departments in a selection of SAIs in different regions	2018 (end of program phase)
	Target: 75 %		
<b>3</b>	Average number of monthly visits on the Cooperation's website	Google analytics	Six-monthly
	Target: 200 in 2017, 400 in 2018		
<b>4</b>	Number of followers on social media (Facebook, Twitter, LinkedIn)	Social Media Metrics	Six-monthly
	To be tracked		
<b>5</b>	Number of success stories written and distributed per year	Secretariat records	Annually
	Target: 4 per year		

In addition to the above indicators, the Secretariat may carry out additional informal monitoring activities on a regular basis to enable necessary adaptations.<sup>16</sup>

<sup>16</sup> For example more advanced monitoring of the website (e.g. duration of visits, characteristics of visitors, etc.), and monitoring of media coverage.



Questions related to the success of the communications strategy and the network of change may also be suggested as a topic in the next independent evaluation of the Cooperation.

Annex 1: Communications Plan 2016-2017 (to be completed)

Activity	In support of which communications objective(s)	Timing	Responsibility (can be both SC members and Secretariat)	Resource estimate (man-days / NOK)

## Annex 2: Target Audiences of the Cooperation

The following two tables present the target audiences of the Cooperation, categorized as member/observers to the SC, and non-members, respectively.

Table 1: Target audiences of the Cooperation among the SC members/observers

SC members and observers	Comments
<b>1. SAIs / INTOSAI</b>	
<ul style="list-style-type: none"> <li>INTOSAI regions' leadership (Chair &amp; SG)</li> <li>INTOSAI committees (Chair)</li> <li>SAI members of INTOSAI committees</li> </ul>	<ul style="list-style-type: none"> <li>ARABOSAI, AFROSAI, AFROSAI-E, CAROSAI, CREFIAF, EUROSAI, OLACEFS, PASAI</li> <li>INTOSAI Capacity Building Committee, Finance and Administration Committee, Professional Standards Committee, Knowledge Sharing Committee</li> <li>These do not attend SC meetings</li> </ul>
<b>2. Donor community</b>	
<ul style="list-style-type: none"> <li>Donor representatives / Cooperation contact staff</li> <li>Donor leadership at institutional level</li> <li>Donor leadership at country level</li> <li>Donor project managers at country level</li> </ul>	<ul style="list-style-type: none"> <li>Representatives involved in SC work and meetings</li> <li>Decision makers for SAI capacity development projects</li> <li>Staff at country level actively involved in SAI capacity development</li> </ul>

Table 2: Target audiences of the Cooperation outside the SC

Non-SC members	Comments
<b>3. SAIs / INTOSAI</b>	
<ul style="list-style-type: none"> <li>Heads of SAIs in developing countries</li> <li>SAI staff ("gate keepers")</li> </ul>	<ul style="list-style-type: none"> <li>Decision makers on SAI capacity development</li> <li>Staff with access to Head of SAI</li> </ul>
<b>4. Donor community</b>	
<ul style="list-style-type: none"> <li>Leadership in non-signatory donor organisations</li> <li>Consultants working on SAI capacity development</li> </ul>	<ul style="list-style-type: none"> <li>Donor organisations involved in SAI capacity development</li> <li>Firms and individual consultants</li> </ul>
<b>5. Government stakeholders</b>	
<ul style="list-style-type: none"> <li>Government leader at country level (Minister or Director General)</li> <li>Government staff at country level ("gate keeper")</li> </ul>	<ul style="list-style-type: none"> <li>In particular Ministry of Finance</li> <li>Staff with access to leadership, in particular in Ministries of Finance</li> </ul>
<b>6. Legislative stakeholders</b>	
<ul style="list-style-type: none"> <li>Global and regional bodies</li> <li>Parliaments at country level</li> </ul>	<ul style="list-style-type: none"> <li>E.g. Inter-Parliamentarian Union, Commonwealth Parliamentary Association, regional PAC associations (examples include ACPAC, CCPAC, AFROPAC).</li> <li>In particular Public Accounts Committees (PAC), budget committees.</li> </ul>
<b>7. Civil society organisations, especially related to PFM, transparency and accountability</b>	
<ul style="list-style-type: none"> <li>Global CSOs</li> <li>Regional CSOs</li> </ul>	<ul style="list-style-type: none"> <li>E.g. Transparency International, International Budget Partnership, PEFA, etc.</li> <li>E.g. CABRI, PEMPAL, etc.</li> </ul>
<b>8. Professional accountancy organisations</b>	
<ul style="list-style-type: none"> <li>Global</li> <li>Regional</li> <li>National</li> </ul>	<ul style="list-style-type: none"> <li>E.g. IFAC (MOSAIC), IIA.</li> <li>E.g. PAFA, CAPA, etc.</li> </ul>

### Annex 3: Stakeholder mapping

The following stakeholder analysis maps the identified stakeholders according to their interest in the Cooperation’s objective (enhanced capacity development of SAIs), and their power to influence the achievement of that objective. Such a mapping helps identify who to prioritize in the communications efforts. In the diagram below the stakeholders have been categorized according to the phases / level of involvement in the Cooperation that is described in section 3 of the strategy.

#### INTOSAI Donor-Cooperation: Stakeholder Mapping

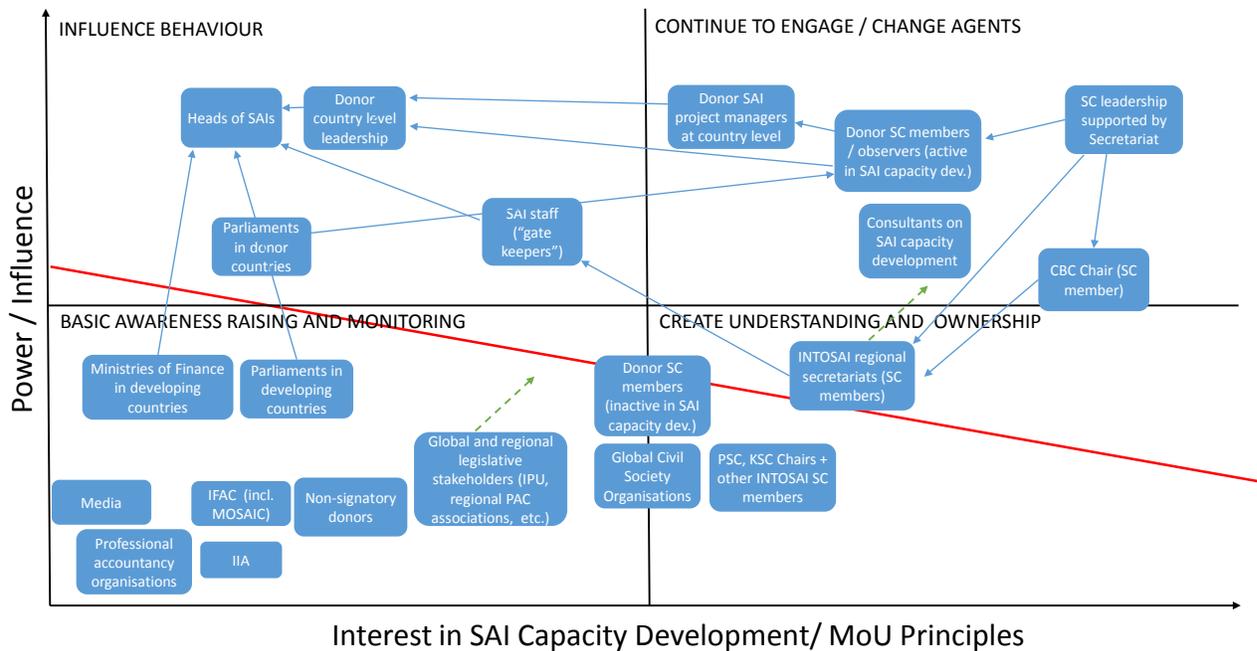


Diagram 2: Stakeholder mapping

Full line arrows show direction of influence. Dotted arrows indicate the potential of a stakeholder to become more interested or influential. Stakeholders above the red line are considered the most important audiences of communications efforts.

## Annex 4: Reaching Audiences through Communications Channels

As described in the communications strategy, the purpose of the communication with the different audiences of the Cooperation varies. The most appropriate channels to reach different audiences also varies. On the basis of the stakeholder analysis, the following sets out an initial overview of how to reach the different audiences. It is categorized according to the main purpose of the communication. The overview can form the foundation for the annual communications plan which will provide further details about the concrete communications activities.

### 1. Main purpose: Continue to engage/ change agents

Audience	Main communication channels	Principal communicator
Donor SC member/observers active in SAI capacity development	IDC newsletter Website Emails about key activities Communications package <ul style="list-style-type: none"> <li>- Standard presentation</li> <li>- Success stories</li> <li>- Brochure about Cooperation</li> <li>- Logo</li> </ul>	Secretariat
Donor SAI capacity development project managers at country level	Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Internal donor publications</li> <li>- E-mail</li> <li>- Internal presentations</li> <li>- Internal communities of practice</li> </ul>	Donor SC members
Representatives of INTOSAI regions (SC members)	IDC newsletter Website Emails about key activities Communications package <ul style="list-style-type: none"> <li>- Standard presentation</li> <li>- Success stories</li> <li>- Brochure about Cooperation</li> <li>- Logo</li> </ul>	Secretariat
Representatives of INTOSAI CBC (SC member)	Observers at SC leadership meetings IDC newsletter Website Emails about key activities Communications package <ul style="list-style-type: none"> <li>- Standard presentation</li> <li>- Success stories</li> <li>- Brochure about Cooperation</li> <li>- Logo</li> </ul>	Secretariat
Consultants on SAI capacity development	Dialogue through country level capacity development projects Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Social media</li> </ul>	Change agents (donor SC members and SAI capacity development project managers in donor org.) Secretariat

## 2. Main purpose: Influence behaviour change

Audience	Main communication channels	Principal communicator
Heads of SAIs in developing countries	Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- Presentations at conferences and meetings</li> <li>- Dialogue through country level capacity development projects</li> <li>- INTOSAI publications</li> </ul> Occasional personal correspondence	Change agents (INTOSAI and donor SC members/ observers)  SC leadership
SAI staff (“gate keepers”)	Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- Presentations at conferences and meetings</li> <li>- Dialogue through country level capacity development projects</li> <li>- INTOSAI publications</li> <li>- IDC newsletter</li> </ul>	Change agents (INTOSAI and donor SC members/ observers)
Donor leadership at country level	Dialogue on country level capacity development projects Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- Internal donor publications</li> <li>- E-mail</li> </ul>	Change agents (donor SC members and SAI capacity development project managers)
Parliaments in donor countries	Success stories conveyed through global and regional legislative organisations, e.g. through: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Social media</li> <li>- Letters to leadership of global and regional organisations</li> <li>- Presentations at forums of such organisations</li> </ul>	Change agents (donor and INTOSAI representatives)  Secretariat

## 3. Main purpose: Create understanding and ownership

Audience	Main communication channels	Principal communicator
INTOSAI committees (KSC, PSC) – SC members	Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> </ul> Emails about key activities	Secretariat
Donor SC members (inactive in SAI capacity development)	Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> </ul> Emails about key activities	Secretariat
Global civil society organisations	Success stories conveyed through e.g.: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Social media</li> </ul>	Secretariat

	<ul style="list-style-type: none"> <li>- Letters to leadership</li> <li>- Presentations at forums of these organisations</li> </ul>	
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#### 4. Main purpose: Raise Awareness

Audience	Main communication channels	Principal communicator
Global and regional legislative organisations	Success stories conveyed through e.g.: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Social media</li> <li>- Letters to leadership</li> <li>- Presentations at forums of these organisations</li> </ul>	Secretariat
Non-signatory donors	Success stories conveyed through e.g.: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Social media</li> </ul>	Secretariat
Professional accountancy organisations (global level)		
Media (global media for public finance, e.g. Public Finance International; national media for success stories)	Press releases in connection with events and key activities Success stories Website Social Media	Secretariat
Governments in developing countries	Success stories conveyed e.g. through: <ul style="list-style-type: none"> <li>- Presentations at conferences and meetings</li> <li>- Dialogue through country level capacity development projects</li> <li>- Website</li> </ul>	Change agents (SAI capacity development project managers in donor organisations)
Parliaments in developing countries	Success stories conveyed through global and regional legislative organisations, e.g. through: <ul style="list-style-type: none"> <li>- IDC newsletter</li> <li>- Website</li> <li>- Social media</li> </ul> Dialogue through country level capacity development projects	Change agents (donor and INTOSAI representatives)  Secretariat



## Annex 5: Serving as Change Agent: Example of an Internal SAI Community of Practice

### **Supreme Audit Institutions Community of Practice (SAI CoP) in GIZ<sup>17</sup>**

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ currently implements 15 technical assistance projects supporting SAIs and their regional organizations around the world. In order to deliver high quality services knowledge management is key for GIZ: project members need to have expertise regarding international standards and best practices, a systemic public finance perspective, deep and profound knowledge of partner needs and potentials as well as experience in how best to combine those three and put them into practice. Basically, this knowledge is created and stored in a decentralized way: it lies with the GIZ experts in the different projects around the world and in GIZ Headquarters, where a unit in the Sectoral Department provides internal services to the projects (e.g. project design and project management) and manages the external relationships of GIZ in the field of accountability/SAI, namely with German SAIs and the INTOSAI community.

With a rising portfolio it became apparent that GIZ needs a platform for systematically linking expertise and practical knowledge horizontally (between different projects) and vertically (between headquarters and country projects). Therefore, GIZ established an internal Community of Practice in 2013. The objectives of the SAI CoP are as follows: Peer exchange and learning on practices of supporting SAIs based on the Good Financial Governance approach, mutual/direct support amongst members, sharing and reflecting on INTOSAI news, trends, and standards as well as donor coordination, and matching demand and supply of SAI experts for project implementation.

3 years later, the SAI CoP consists of nearly 50 members, in general team leaders of public finance projects around the world, the long-term advisers for external auditing (international and national) of the respective projects, and the planning officer of the Sectoral Department of headquarters, the latter managing the CoP. Having started with a yearly meeting, the CoP developed well into a steady body of knowledge exchange and co-creation of new approaches. Apart from the annual meeting for exchange (presence and virtual) there is a constant flow of information, e.g. updates by e-mail of the community manager, a joint library for electronic files in the intranet of GIZ, subgroups working on specific topics, which are of high relevance for project implementation, and – latest – piloting a virtual collaboration platform of GIZ in order to deepen and broaden the exchange.

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<sup>17</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

## Annex 6: Developing Success Stories

An important element of the communications strategy is to communicate success stories to the audiences of the Cooperation. The process of developing and communicating such success stories is cyclical rather than linear. It requires focused efforts to synthesize success stories that effectively communicate good practices for SAI capacity development. The cyclical process may be illustrated as follows:

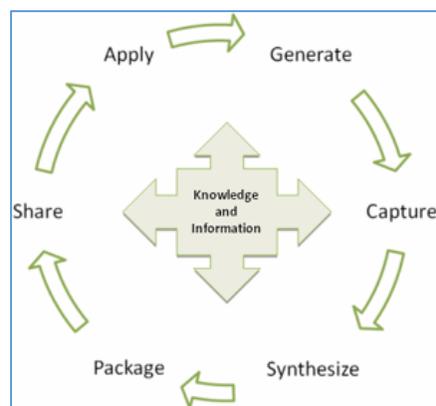


Diagram 3: Life cycle of communications. Source: “The NGO Communications Guide”, USAID, 2013.

Potential content of the success stories is:

- A description of the highest level outcomes of the SAI’s work and how it is making a difference to the lives of citizens – outline the broader societal challenges that the SAI’s work is seeking to address
- Recognise the country context and the different stakeholders involved, including country, regional and global level support to the SAI
- Be clear and concrete on the successes: comparison of the initial situation to the current situation (with evidence and indicator measures where possible)
- Include third party evidence, e.g. results of evaluations, quotes from key stakeholders
- Where possible, link back to the Cooperation’s activities (initial round of matching INTOSAI’s global and regional priorities with donor interests, Global Calls for Proposals, SAI Capacity Development Fund, SAI PMF, use of the SAI Capacity Development Database for coordination of support, etc.)
- Demonstrate how the MoU principles have contributed to success:
  - Support was aligned behind the SAI’s strategic plan
  - Support from different providers was well coordinated
  - The SAI showed strong ownership to the capacity development efforts

Agreement to present the cases to a wider audience will be sought from relevant stakeholders, including the Head of the SAI in question. Once it is captured, the same story may be packaged in different ways to reach different audiences and achieve different communications objectives. Examples could be articles in the newsletter and columns in the INTOSAI Journal, blog posts, brochures, presentations at events,



etc. SAIs are well placed to identify success stories, though representatives of donor organisations and INTOSAI committees and regional bodies may also have very relevant input.

## Annex 7: Indicative Budget

The following presents an indicative budget estimate for communication activities in 2016-2018. A more detailed budget will be developed in connection with the development of the communication plan.

The INTOSAI-Donor Cooperation Program Document 2016-2018 had budgeted with certain communications related costs, as follows:

Outreach and communications Budget in Program Document 2016-2018	2016	2017	2018	Total 2016-2018
Communications Expert (Consultancy Support)	kr 30 000	kr 60 000	kr 90 000	kr 180 000
Attendance at events to raise awareness	kr 60 400	kr 60 400	kr 60 400	kr 181 200
Program staff costs (estimates from the PD 2016-18) 0,34 FTEs for 2016 0,35 FTEs for 2017 0,40 FTEs for 2018	kr 249 128	kr 273 800	kr 322 797	kr 845 726
<b>Total operating costs (excluding overhead and administrative staff costs)*</b>	<b>kr 339 528</b>	<b>kr 394 200</b>	<b>kr 473 197</b>	<b>kr 1 206 926</b>
<b>Total USD</b>	<b>\$ 41 609</b>	<b>\$ 48 309</b>	<b>\$ 57 990</b>	<b>\$ 147 908</b>

\* Overhead costs include a certain share of IDI's rent, IT and electricity costs. Administrative staff costs include a certain share of IDI's administrative staff costs.

The communications strategy envisages a budget increase for communications, mainly related to increased staff time dedicated to communications activities and the development of a new website. The following budget shows the estimated *additional* program costs as compared to the Program Document budget. In sum, the estimates foresee around 0.5 full-time equivalents (FTE) for communications in 2017, and 0.65 FTEs in 2018.

During 2016 the SC working group on the Database explored different options for the further development of the database, and recommended the development of an "INTOSAI-Donor Cooperation Portal", which would be an integrated solution including both the database and the website of the Cooperation. The additional costs for the technical development of such a portal are estimated at around 130,000 NOK (16,000 USD).<sup>18</sup> The alternative was endorsed by the SC at the 9<sup>th</sup> SC meeting in Cape Town in October 2016. This entails that no additional website will have to be developed, and the website costs will therefore be covered through the development costs for the Portal. These will be shared between the database and communications work streams of the Secretariat.

Below we present the budget estimates for the *additional* program costs as compared to the budget in the Program Document. The budget reflects the alternative where an IDC Portal is developed, and includes half of the technical development costs for the portal (the other half would be covered by the database work stream). This amounts to around 67,000 NOK.<sup>19</sup>

<sup>18</sup> Not including additional staff costs in the Secretariat related to the development project, which come in addition. Please refer to the Options paper developed by the Database working group for details.

<sup>19</sup> When developing the cost estimates, information was obtained from potential technical developers, as well as from organisations similar to the Cooperation, including the PEFA secretariat, MOSAIC and the CBC secretariat. Website concepts can vary considerably, which affect the site development costs. The development costs suggested here are modest compared with some of the other organisations.



<b>Additional Costs (alternative with IDC Portal)</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total 2016-2018</b>
Communications Expert (Consultancy Support) **			kr -30 000	kr -30 000
Extra program staff costs, reflecting an additional 0.15 FTEs in 2017 and 0.25 in 2018 (resulting in a total of 0,50 FTEs in 2017 and 0,65 FTEs in 2018)		kr 105 840	kr 178 560	kr 284 400
Costs related to the technical development of website		kr 65 364	kr 1 800	kr 67 164
Design visual products	kr 4 924	kr 10 000	kr 5 000	kr 19 924
Translation of communication pieces (3 languages)		kr 60 000	kr 60 000	kr 120 000
Printing costs		kr 15 000	kr 15 000	kr 30 000
<b>Additional costs NOK</b>	<b>kr 4 924</b>	<b>kr 256 204</b>	<b>kr 230 360</b>	<b>kr 491 488</b>
<b>Additional costs USD</b>	<b>\$ 603</b>	<b>\$ 31 398</b>	<b>\$ 28 230</b>	<b>\$ 60 231</b>

\*\* Consultancy support in 2018 reduced from 15 days to 10 days.

Staff time and costs during 2017 will to a large degree be related to the development of the website and communications material and approaches. Staff time during 2018 will mainly be devoted to implementation of the communications strategy and communications plans. Staff time in the Secretariat is suggested complemented by consultancy/communications expertise for key development and monitoring tasks.<sup>20</sup>

The additional costs will have to be covered through additional resources or through a re-prioritization of activities. While it can be explored whether the website envisaged under the alternative without the Portal could be developed in-house in IDI, the capacity for this is limited and it is considered better to use an external vendor for this work. Staff/consultancy, design, printing and translation costs can be sought covered through in-kind support and/or through financial support.

<sup>20</sup> External communications expertise would be required for development of plans and approaches, such as the communications plan and communications package, advising on website development, development of an appropriate approach to social media, advise on and assist in the effective presentation of success stories. Furthermore, support could be provided to the Secretariat in the implementation of these plans and approaches, for example by reviewing draft materials. Detailed human resource requirements will be identified in the annual communications plans.