



INTOSAI-Donor Cooperation Communications Strategy Version (2) 2021-25

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1. Introduction

1.1. Value Proposition of the INTOSAI-Donor Cooperation

The INTOSAI-Donor Cooperation (IDC) is a strategic partnership between the International Organization of Supreme Audit Institutions (INTOSAI) and 23 development partners¹ to scale up and strengthen support to Supreme Audit Institutions (SAIs) in developing countries. The IDC 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 IDC provides a global forum to inform and reinforce stakeholders' policies and priorities for working with SAIs. It also seeks to influence behaviours to improve joint efforts in supporting SAI capacity development; 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 IDC increases efficiency and impact on the ground and avoids gaps and overlaps. Through the IDC's initiative Global Call for Proposals (GCP) and the past SAI Capacity Development Fund (SAI CDF) support has been secured for around 72 SAI capacity development initiatives since 2010. The total support provided to SAIs globally is estimated to have increased from 54 million USD in 2012 to 86 million USD in 2020.²

The IDC 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.

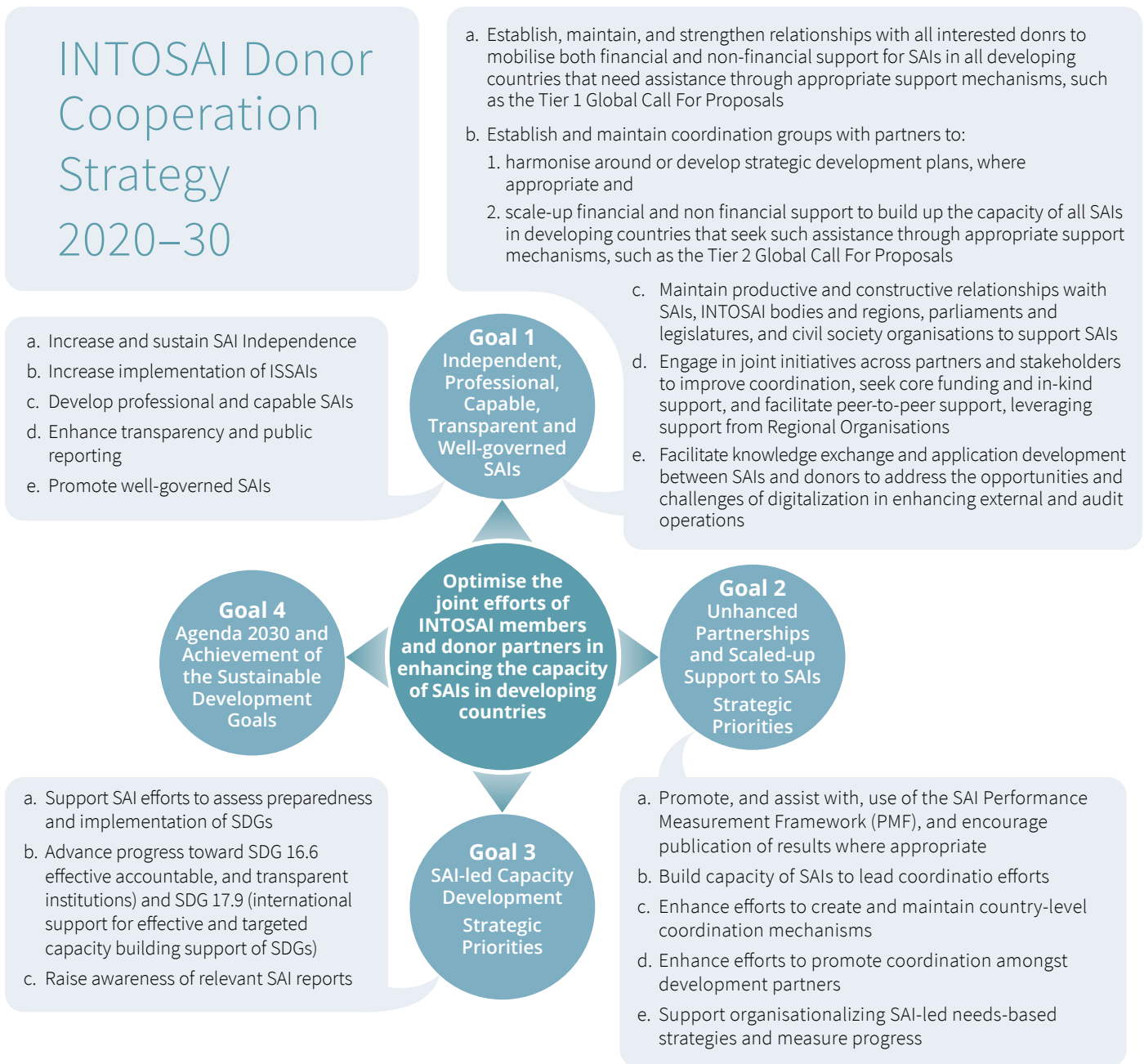
In 2019 the IDC developed a new strategy for the period 2020-2030 intended to optimize its operations and build from successes and lessons learnt from the previous decade of work.

IDC has also offered partnerships and programmes to respond to the challenges of the COVID pandemic on the the accountability community. SAIs are now of greater importance and value than ever: they play a major role in seeking to improve government efforts to prepare for and respond to future pandemics, both to minimize opportunities for the spread of disease and, subsequently, to evaluate government responses and initiatives aimed at addressing the challenges of global health emergencies.

1 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.

2 As measured through the SAI Capacity Development Database. The database contains information on SAI Capacity development projects at global, regional and country level. This is registered and updated by IDC members twice a year. Although it is still difficult to attribute all the increase

INTOSAI Donor Cooperation Strategy 2020–30



1.2. Purpose of the Communications Strategy 2021-2025

The first version of the strategy 2016-2018, approved in 2016 and implemented up until 2020, intended to increase awareness of the value and results of the IDC and, where possible, influence behaviour change as a key objective of the Cooperation. Although these objectives remain relevant, the aim is to build on successes from the last decade and further strengthen the capacity of SAIs by leveraging the strengths of donors and SAIs in accordance with the new goals and strategic priorities. Version 2 of the strategy, for the period 2021-2025, supports the operationalisation of the four goals of the INTOSAI-Donor Cooperation Strategy 2020-2030 from a communications and advocacy perspective;

- **Goal 1:** Independent, Professional, Capable, Transparent and Well-governed SAIs
- **Goal 2:** Enhanced Partnerships and Scaled-up Support to SAIs
- **Goal 3:** SAI-led Capacity Development
- **Goal 4:** Agenda 2030 and Achievement of the Sustainable Development Goals

The strategy addresses communications issues at a strategic level. However, a more detailed communications plan is developed on a yearly basis by the IDI Global Foundations Unit (GFU).

The annual communications plan covers

- High-level communications around the MoU principles and the four goals aiming to improve efficiency of support
- Dissemination of IDC’s initiatives and activities, like the Global Call for Proposals and SAI Independence
- Advocacy on the need for strengthening capacity and independence of SAIs

2. Communications Objectives

The following are the main communications objectives of the IDC:

To influence behaviour change to ensure the objectives of the IDC strategy 2020-2030 are achieved:

1. Advocate for improved efficiency in SAI capacity building initiatives throughout the application of the MoU 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. Advocate at global forums and policy dialogue for recognition of SAI role in achieving good governance and transparency within the national PFM systems and its contribution to the 2030 Agenda for Sustainable Development

To maintain support for the IDC:

3. Raise awareness of the value of the IDC as a strategic partnership between the INTOSAI and donor communities in the interest of SAI development
4. Raise awareness of the IDC’s work and contribution to results and successes in SAI capacity development

3. Audiences

The IDC has several stakeholders with varying interest in its work and overall objectives. This section presents the target audiences that will be prioritized in this strategic period. The different groups interact with the IDC in different ways, both directly and indirectly. Consequently, different communications objectives may be relevant for different audiences.

Some important audiences may not be familiar with the IDC at all, and the main focus for the communication with them should be to raise awareness, build knowledge around successes and spur interest. Others have been involved for several years and are well aware of the overall objectives and IDC activities. For these, the main objective should be to raise awareness of the new 2020-2030 guiding goals and advocate for behaviour change in line with the MoU principles.

3.1. Stakeholder mapping

The following stakeholder analysis maps the identified stakeholders according to their interest in the IDC’s objective (enhanced capacity development of SAIs), and their power to influence the achievement of that objective. This 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 IDC.

INTOSAI Donor-Cooperation: Stakeholder Mapping

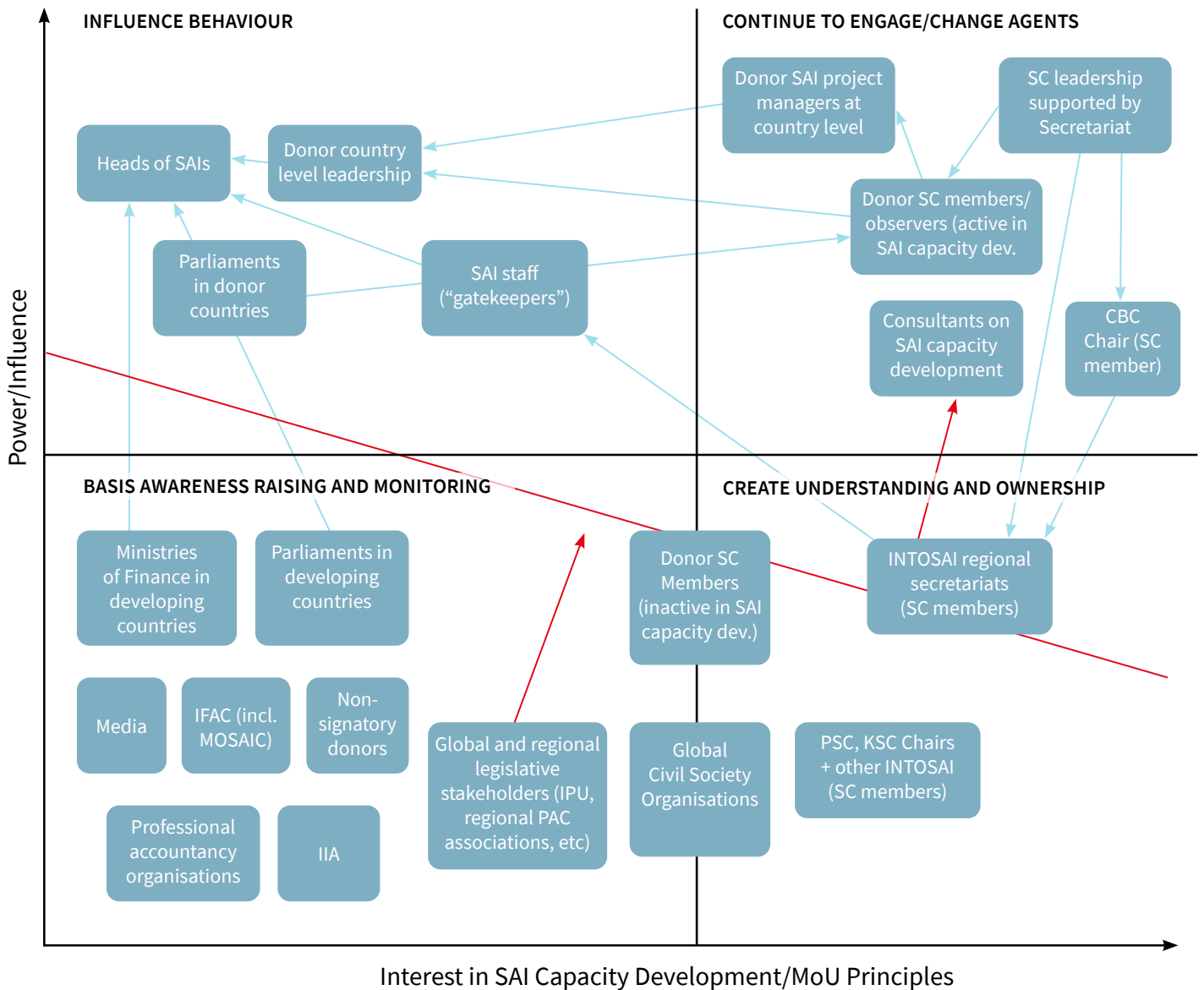


Diagram 2: Stakeholder mapping

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.

3.2. Target audiences

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

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

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

Table 2: Target audiences of the IDC outside the SC

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

3.3. Prioritized Audiences

On the basis of the communications objectives and a stakeholder mapping, the following presents the priority audiences for the IDC's communications efforts in this strategic period. The main focus will be on keep engagement and influencing behaviour change to implement the four guiding goals. 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	As major influencers, SC members 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	<ol style="list-style-type: none"> 1. Donor leadership at global level (headquarters); and head of diplomatic missions and technical groups at country level (Decision makers and implementers of support on country PFM, including SAI capacity development projects.) 2. SAIs leadership, 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.
3	Raise awareness of the role of SAI	Parliaments at country level (can be reached through global and regional bodies).
4	Raise awareness of the SAI's role in the PFM/willingness of donors to work with SAI as a part of PFM reform	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. Key messages

Based on the value proposition and objectives, a set of key messages are developed around the flagship topics on which IDC members are most engaged. This should help increase the understanding of the IDC's added value and how it differs from INTOSAI and other bodies. The messages should be communicated consistently by SC members and GFU. The flagship topics are:

- a. MoU Principles
- b. The Goals of the IDC Strategy 2020-2030
- c. Special focus on SAI Independence as the current goal in which IDC is invested the most
- d. Global Call for Proposals Tier 1 and Tier 2; i.e. value of GCP Tier 1 for scaling up support to SAIs in most need during and after the Covid-19 pandemic
- e. Agenda 2030 and Sustainable Development Goals

If the intention is to describe what the IDC is, general messages such as the below are encouraged:

The INTOSAI-Donor Cooperation is a successful strategic partnership between the International Organization of Supreme Audit Institutions (INTOSAI) and 23 international development partners that has been scaling up and strengthening support to Supreme Audit Institutions in developing countries since 2009.

The IDC seeks to influence behaviours to improve efficiency in support to SAIs, strengthen SAI capacities and consequently enhance good governance, accountability and transparency; i.e. when support to SAIs is country-led and provided in a harmonized and coordinated manner. This builds sustainable capabilities within the SAI which in turn is better equipped to keep government accountable for management of public funds in emergency situations, such as the Covid-19 pandemic.

The IDC is also a forum for promoting and supporting the development of global public goods to improve the 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.

5. Advocacy

Building on experiences on behaviour change communications from the past decade 2009-2020, the IDC has been taking further steps into advocacy for better and more efficient support to SAIs such as the work on SAI Independence. While the planning of the advocacy areas and activities are decided annually, the work should primarily be set with:

- A **clear strategy**, i.e. intention to persuade and/or obtain public support, raise awareness of the need for change
- A **target objective**, i.e. influence people in positions of power that may bring/initiative changes in policies, laws and general practices
- A clear definition of the **IDC role** in which, firstly, we inform the public about the actions of the IDC. Second, through advocacy efforts, we promote how the work of the IDC has a direct impact on the issue and is contributing to its improvement. Third, we promote the value of strengthening SAIs to ensure good governance. And fourth, we ignite interest from development partners in the priorities of the IDC
- A **set of activities**, i.e. build alliances and improve support that results in positive behaviour change or increased understanding of the SAI role within the PFM system

Examples of advocacy activities may be:

- Research papers globally disseminated
- Global, regional and country level campaigns with communication to the public and IDC audiences in a specific manner
- Lobbying for or against legislation by using suitable mechanisms (at regional or country level)
- Participation at global/regional policy forums
- Social media campaigns

5.1. IDC Goodwill Ambassador for SAI Independence

Advocacy and support for the independence of SAIs is a priority for the IDC, as evidence shows that independence is under threat or backsliding in several countries and across regions. The need for greater involvement of INTOSAI and bilateral and multilateral donors in supporting SAIs in gaining and/or maintaining their independence was identified and the idea of appointing a Goodwill Ambassador for SAI Independence was established.

The objective of the function of the IDC Goodwill Ambassador is to increase awareness about independence as a precondition for SAIs to effectively perform their role as accountability agents and to mobilize support to SAIs in their efforts to gain or maintain their independence. The IDC Goodwill Ambassador will advocate for SAI independence in global policy discussions, by participating in meetings and events, make public appearances, participate in press conferences, media interviews and video releases. The IDC Goodwill Ambassador may also contribute to in-country advocacy work including missions to selected countries.

The objectives of advocacy, awareness raising, and mobilization of support will translate into detailed activities that can be monitored. To that end, annual plans with activities, baselines and indicators should be developed and agreed upon with the IDC Goodwill Ambassador to assist in monitoring progress and measure impact. The IDC and IDI are currently working on the terms and conditions of the ambassador role. Final decisions will be made at the next Steering Committee meeting in September 2021. Detail description of the role and appointed candidate will be decided in due course.

5.2. Network to Achieve Behaviour Change

For the key advocacy messages to reach the target audiences, a “network for change” is required. This consists of change agents which the IDC 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 IDC’s work, for example by attending the SC meetings. They 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.³ 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 IDC is brought to the attention of the other members of the SC.

The change network is illustrated below.

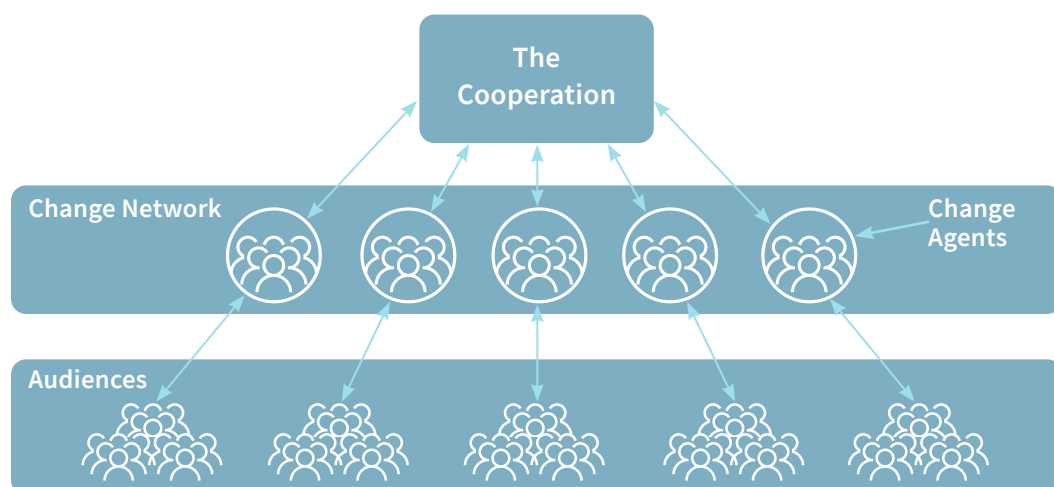


Diagram 1: Network of change

1 Please see section 7 for further descriptions of the potential roles and responsibilities of the change agents and other stakeholders.

5.3. Reaching audiences through different channels

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. This overview can form the foundation for the annual communications plan which will provide further details about the concrete communications activities.

A. Continue to engage/ change agents

Audience	Main communication channels	Principal communicator
Donor SC member/observers active in SAI capacity development	IDC newsletter IDC portal E-mail correspondence Social media	GFU
Donor SAI capacity development project managers at country level	Success stories conveyed e.g. through: <ul style="list-style-type: none"> - IDC newsletter - IDC portal - Internal donor publications - E-mail - Internal communities of practice 	Donor SC members
Representatives of INTOSAI regions (SC members)	IDC newsletter IDC portal E-mail correspondence Social media	GFU
Representatives of INTOSAI CBC (SC member)	Observers at SC leadership meetings IDC newsletter IDC Portal E-mail correspondence Social media	GFU
Consultants on SAI capacity development	Dialogue through country level capacity development projects Success stories conveyed e.g. through: <ul style="list-style-type: none"> - IDC newsletter - IDC Portal - Social media 	Change agents (donor SC members and SAI capacity development project managers in donor org.) GFU

B. 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"> • Presentations at conferences and meetings • Dialogue through country level capacity development projects • INTOSAI publications 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"> • Presentations at conferences and meetings • Dialogue through country level capacity development projects • INTOSAI publications • IDC newsletter 	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"> • Internal donor publications • E-mail 	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"> • IDC newsletter • IDC Portal • Social media • Letters to leadership of global and regional organisations • Presentations at forums of such organisations 	Change agents (donor and INTOSAI representatives) GFU

C. 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"> • IDC newsletter • IDC Portal E-mails about key activities	GFU
Donor SC members (inactive in SAI capacity development)	Success stories conveyed e.g. through: <ul style="list-style-type: none"> • IDC newsletter • IDC Portal E-mails about key activities	GFU
Global civil society organisations	Success stories conveyed e.g. through: <ul style="list-style-type: none"> • IDC newsletter • IDC Portal • Social media • Letters to leadership • Presentations at forums of such organisations 	GFU

D. Raise Awareness

Audience	Main communication channels	Principal communicator
Global and regional legislative organisations	Success stories conveyed e.g. through: <ul style="list-style-type: none"> • IDC newsletter • IDC Portal • Social media • Letters to leadership • Presentations at forums of such organisations 	GFU
Non-signatory donors Professional accountancy organisations (global level)	Success stories conveyed e.g. through: <ul style="list-style-type: none"> • IDC newsletter • IDC Portal • Social media 	GFU
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 <ul style="list-style-type: none"> • IDC newsletter • IDC Portal • Social media 	GFU
Governments in developing countries	Success stories conveyed e.g. through: <ul style="list-style-type: none"> • Presentations at conferences and meetings • Dialogue through country level capacity development projects • IDC Portal 	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"> • IDC newsletter • IDC Portal • Social media Dialogue through country level capacity development projects	Change agents (donor and INTOSAI representatives) GFU

5.4. INTOSAI Regional Bodies

The regional secretariats of INTOSAI are important SC members and change agents.⁴ They can serve as a link between the SC and the SAIs in their region. It will be beneficial to collaborate with them (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.⁵

5.5. Feedback Loop

The IDC 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 guiding goals or the MoU principles. 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 GFU in advance, and others could also be invited to make submissions. The subsequent discussions between 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 knowledge sharing and dissemination of initiatives run by the IDC or different members separately
3. Webinars or panel discussions on any of the 4 guiding goals could be organized throughout the year, where SC members and/or other PFM stakeholders would be invited to give short presentations and discuss
4. SC members and/or the GFU could develop and share tool kits or guidelines on the basis of the most relevant discussions at the moment; i.e., SAI Independence Resource Kit for in-country donor staff disseminated since 2021.

6. Tools and Channels

6.1. 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 behaviour 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 IDC's regional and global initiatives towards these results, for example that the project came out of Global Call for Proposals, or that the database was used to ensure effective coordination with other partners.

4 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 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

5 Please see section 7 for further descriptions of the potential roles and responsibilities of the change agents and other stakeholders.

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 IDC’s activities. The contributions of relevant partners and stakeholders to the results will be recognized in the presentation of the success stories.⁶

The SC members and GFU will keep making use of the IDC graphic manual which has defined a visual brand/recognition of the Cooperation in all communication-related materials.

When SC members communicate about the IDC, they are encouraged to communicate the key messages as presented in this strategy.

The GFU will update the communications package and make it available to the SC members to use when carrying out their communications responsibilities as outlined in this strategy. The package includes presentation/video about the IDC, success stories among other elements in the relevant INTOSAI languages.⁷

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


6.1. 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
<u>The IDC portal</u>	<ul style="list-style-type: none"> • Includes information about the IDC, the SAI Capacity Development Database and SAI Country pages • Website to be updated by the GFU, with input from SC members • Website should highlight success stories and contain information about IDC activities • Links to SC member websites
E-mail	<ul style="list-style-type: none"> • Used mainly for internal communications, among SC members and within the SC member organisations • Continue the practice of having a dedicated e-mail address to reach the GFU (currently intosai.donor.cooperation@idi.no) • Occasional use of designed Electronic Direct Mail (EDM) to target specific topics
<u>By-annual newsletter</u>	<ul style="list-style-type: none"> • Created by GFU with input from SC members • Disseminate through the IDC portal
Annual Steering Committee meeting	<ul style="list-style-type: none"> • Space for decision making and stocktaking (governance). Additionally, it works as a space for knowledge sharing, feedback and awareness raising
Conferences (donor and INTOSAI communities), including high level political forums	<ul style="list-style-type: none"> • International events relevant to engage with PFM stakeholders, policy-makers; i.e. those who can support SAI Independence

⁶ Please see section 6.3. for further information on developing success stories.

⁷ 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. Google Translate is available for automatic translation of information on the website, while core information is translated by professional translators.

Channel	Description
Social media 	<ul style="list-style-type: none"> Use to inform about latest news from the IDC or its members; coming events; successes in support
Tailored, personalised correspondence	<ul style="list-style-type: none"> Used to reach especially the leadership of organisations
In-person engagement	<ul style="list-style-type: none"> At conferences, meetings Through SAI capacity development projects
SC members' websites and newsletters/ magazines	<ul style="list-style-type: none"> Including INTOSAI Journal, newsletters of the INTOSAI regions Help share information about the work and results of the IDC
Media	<ul style="list-style-type: none"> Especially in relation to SC meetings and other large events In collaboration with host organization and SC leadership 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)

6.3. Developing Success Stories

As described above, an important element of the communications strategy is to share success stories with the audiences of the IDC. 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:

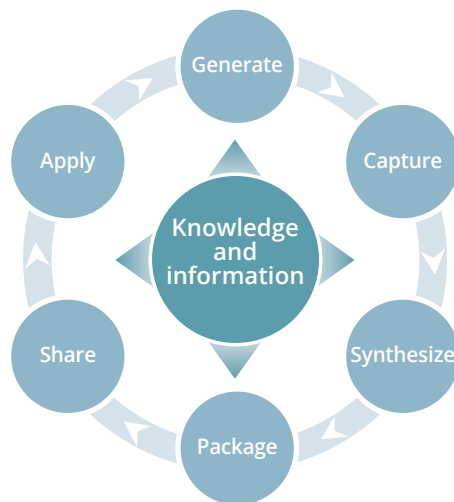


Diagram 3: Life cycle of communications. Source: “The NGO Communications Guide”, USAID, 2013

Potential content of the success stories is:

- Research papers globally disseminated
- 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 IDC’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
 - Achievement in any of the 4 guiding goals of the IDC Strategy 2020-2030

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.

7. Implementation and Resources

7.1. Roles and Responsibilities

Role	Responsibility
SC	Implementation of the communications strategy <ul style="list-style-type: none"> • Provide overall oversight and direction for the implementation of the communications strategy between SC meetings
SC leadership	<ul style="list-style-type: none"> • Identify opportunities and fora for raising awareness of the IDC’s value and results
Donor members of the SC (main contact persons/attendees of the SC meetings) ⁸	<ul style="list-style-type: none"> • Change agents • Communication within their organisations: <ul style="list-style-type: none"> ○ Communicate with staff in their respective organisations who work with SAIs about the MoU principles, results and work of the IDC, through appropriate internal channels ○ Capture and convey information about their organization’s SAI capacity development work, including success stories, in coordination with the GFU • External communications: <ul style="list-style-type: none"> ○ Present on the work of the IDC in relevant fora, and keep the GFU informed ○ Include information about the IDC on the website and in relevant external newsletters/publications of the organization – ensure this is shared with the GFU for distribution to other SC members ○ Raise awareness on the value and results of the IDC in their dialogue with relevant partners ○ Make use of the IDC’s logo where relevant, in line with the principles set out in the communications strategy

⁸ For example, more advanced monitoring of the website (e.g. duration of visits, characteristics of visitors, etc.), and monitoring of media coverage.

Role	Responsibility
Donor members of the SC (the staff in these organisations who work with SAIs)	<ul style="list-style-type: none"> • Promote MoU principles in the interaction with SAIs • 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 IDC
INTOSAI members of the SC (staff of regional GFUs, representatives of INTOSAI committees (in particular the CBC Chair)) ⁹	<ul style="list-style-type: none"> • Change agents • Communication with SAIs in their region/committee: <ul style="list-style-type: none"> o Communicate with staff in SAIs within their region/committee that work on capacity development about the MoU principles, results and work of the IDC, through appropriate channels (mainly using material from the IDC's communications package) o 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 GFU • External communications: <ul style="list-style-type: none"> o Using material from the IDC's communications package, present on the work of the IDC in relevant fora, and keep the GFU informed o Include information about the IDC in relevant external newsletters/publications of the organization – ensure this is shared with the GFU for distribution to other SC members o Raise awareness on the value and results of the IDC in their dialogue with relevant partners • Make use of the IDC's logo where relevant, in line with the principles set out in the communications strategy
IDI Global Foundations Unit	<ul style="list-style-type: none"> • Drive the efforts to implement the communications strategy • Capture and package success stories on SAI capacity development, in collaboration with the SC members • Identify opportunities and fora for raising awareness of the IDC's value and results • Communications within the SC: <ul style="list-style-type: none"> o Ensure information on the IDC's activities (including Global Call for Proposals and database) is shared with SC members to ensure effective implementation of those activities • External communications: <ul style="list-style-type: none"> o Regularly work to raise awareness on the IDC's value and results, including success stories, through appropriate channels, including the website, regular newsletters and social media o Present on the work of the IDC in relevant internal and external fora o Raise awareness on the value and results of the IDC in its dialogue with relevant partners

7.2. 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:

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 IDC's results and purpose	<ul style="list-style-type: none"> a. SC leadership monitor implementation of the communications strategy and follow up effectively according to agreed feedback and follow-up procedure b. Communications strategy and communications package updated and distributed to the SC members c. GFU monitor implementation of the communications and follow up as required
2. Outreach is not adequate, in that the GFU is unable to keep regular and sufficient focus on communications in light of its other tasks	<ul style="list-style-type: none"> a. Dedicate resources in the GFU to have main responsibility for communications (at least 0,5 Full Time Equivalents)
3. External communication does not deliver a coherent message	<ul style="list-style-type: none"> a. Communications strategy and communications package developed and distributed to the SC members

7.3. 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 GFU 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 IDC'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.

8. Monitoring and Evaluation

6.1. Communication Contents

The SC leadership will monitor the communications strategy in conjunction with the GFU who will maintain primary responsibility for driving the efforts to implement it. The progress in implementing the strategy, including the combined efforts of the GFU 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 IDC's communications strategy	GFU records	Bi-annually
Target: Finalized and disseminated in 2021, implementation evaluated in 2025			
2	% of survey respondents that are aware of a) the IDC as a strategic partnership, b) the IDC's guiding goals, c) the principles of the MoU	Short survey sent to donor SC members for distribution to their staff that are involved in SAI capacity development, and staff of international relations departments in a selection of SAIs in different regions	2023 and 2025
Target: 75 %			
3	Average number of monthly sessions on the IDC's website	Google analytics	Six-monthly
Target: 500 in 2021, 600 in 2022, 800 in 2023, 1000 in 2024			
4	Number of followers on social media (Facebook, Twitter, LinkedIn)	Social Media Metrics	Six-monthly
To be tracked			
5	Number of success stories written and distributed per year	GFU records	Annually
Target: 2 per year			
6	Number of visits to success stories pages	Google analytics	Annually
Target: 150 first year of publication, 100 second year of publication			

In addition to the above indicators, the GFU may carry out additional informal monitoring activities on a regular basis to enable necessary adaptations.

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 IDC.

9. Budget

Budgets are decided on an annual basis as part of the IDI budget process and in accordance with the communications plan developed by GFU. The primary source of funding is IDI's budget allocation for work on behalf of the Cooperation, all of which is provided by members of the Cooperation.

Staff time will mainly be devoted to implementation of the communications strategy and communications plans. Additional costs are envisaged for the development of high-quality design communications material.

The additional costs will have to be covered through annual budgets or through a re-prioritization of activities. Staff/consultancy, design, printing and translation costs can be sought covered through in-kind support and/or through financial support.