



*"Pacific Auditors Working
Together"*

PASAI Communication Strategy 2016–2017

May 2016

Communicating transparency, accountability,
and citizen engagement

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1.0 PASAI's mandate

The Pacific Association of Supreme Audit Institutions (PASAI) is the official association of supreme audit institutions (government audit offices and similar organisations, known as SAIs) in the Pacific region. PASAI is one of the regional working groups belonging to the International Organisation of Supreme Audit Institutions (INTOSAI).

PASAI's Communication Strategy will assist PASAI deliver its mandate by developing key messages and modes of communication to build awareness of the benefits of quality public auditing practice in government operations.

PASAI promotes transparent, accountable, effective, and efficient use of public sector resources in the Pacific by helping its member SAIs improve the quality of public sector auditing.

PASAI's mandate is to:

- a. strengthen understanding, cooperation, and coordination between its members
- b. advocate the interests of good governance, including transparency, accountability, and the need for strong and independent SAIs, to governments and others in the Pacific region
- c. build and sustain public auditing capacity across the Pacific by sharing knowledge with, and providing support to, its members
- d. assist its members to perform their auditing functions, including through co-operative audits and similar activities
- e. serve as a regional working group of INTOSAI, in the interests of all SAIs in the Pacific and beyond encourage co-operation with other regional working groups and SAIs.

2.0 Review of PASAI's current communication activities

To date, PASAI's communication activities have been in a development phase. They have been developed as broad-based, basic activities for keeping stakeholders informed. They have been undertaken with minimal financial and staffing resources. They have not been particularly targeted and are not specifically related to the strategic plan or to any strategic goals for PASAI.

As the organisation moves to implement its new *Strategic Plan 2014–2024*, it is time to move PASAI's communication activities from a development phase into a more strategic and focused phase. The communication principles, objectives and activities in this strategy and action plan align with both the *PASAI Strategic Plan 2014–2024* and the *PASAI Monitoring and Evaluation Framework*.

3.0 Communication strategy principles

1. Ensure accurate and useful information about PASAI's activities is readily available
2. Ensure that PASAI is visible and accessible to SAIs and other stakeholders
3. Promote the principles of openness and transparency in communication and ensure that it is objective, timely, clear and easily understood
4. To ensure all communications are consistent with the vision, mission, and the strategic goals of PASAI.
5. To promote effective communication for the successful implementation of the PASAI Strategic Plan and its goals as well as on the importance of public auditing in public governance.

4.0 PASAI's strategic priorities and aligned communication priorities

This Communication Strategy aligns with and supports the *PASAI Strategic Plan 2014–2024*. It also incorporates appropriate tasks and targets outlined in PASAI's Monitoring and Evaluation and Reporting (MER) framework.

Strategic Priority 1

Strengthen SAI Independence

CP1: Aligned communication priority: Community awareness and expectation of transparency and accountability of public sector operations.

Strategic Priority 2

Advocacy to strengthen governance, transparency and accountability

CP2: Aligned communication priority: Political and institutional support for PASAI goals and SAI operations from parliamentary, political and bureaucratic, business and social opinion leaders, non-government organisations and economic and the general media.

Strategic Priority 3

High-quality audits completed by Pacific SAIs on a timely basis

CP3: Aligned communication priority: Quality public auditing guidance and training materials produced and distributed to member SAIs and their staff throughout the region to help SAIs communicate their audit reports and audit findings/recommendations through management letters/reports.

Strategic Priority 4

SAI capacity and capability enhanced

CP4: Aligned communication priority: To deliver training and support to SAIs to deliver high quality reports to audited entities and citizens.

Strategic Priority 5

PASAI Secretariat capable of supporting Pacific SAIs

CP5: Aligned communication priority: PASAI is recognised as the common voice of member SAIs in the field of public audit, and for related issues of accountability and governance in dealing with external organisations. Solid two-way relationships are established, maintained and managed with all stakeholders to enhance the free flow of information, ideas, experiences and knowledge between PASAI members.

5.0 PASAI's stakeholders

This communication strategy is centred around PASAI's key stakeholder groups.

It is important that we are communicating with stakeholders in a way that meet their needs. A key part of this strategy will be to get to know PASAI's stakeholders better and to understand their communication needs, the channels and mediums they prefer the information to be delivered via, and the type of information they expect from PASAI.

To keep the Communication Strategy as succinct and user-friendly as possible, PASAI's stakeholders have been categorised into six groups:

1. PASAI members
2. Parliaments, Governments and law enforcement agencies, and audited entities
3. Donors
4. Regional bodies and other organisations
5. Citizens
6. Media.

A key message has been developed for each stakeholder group. At a minimum, all interactions with each stakeholder group should be conducted with the key message in mind. The key messages are:

PASAI members	There is strength in numbers
Parliaments, Governments & law enforcement agencies	SAIs are your eyes and ears in the public sector
Donors	Our reputation and professionalism is established and growing
Regional bodies and other organisations	Let's collaborate
Citizens	You can trust your SAIs
Media	We can help each other

A series of sub-messages have been developed for PASAI interactions with each stakeholder group, together with how we will deliver that sub-message, the tools we will use to deliver that message, how we will measure the impact of that tool, the objectives we are trying to achieve via both the message and the communication medium.



COMMUNICATIONS STRATEGY AT A GLANCE

THE KEY MESSAGE FOR THIS
STAKEHOLDER GROUP IS:

PURPOSE OF COMMUNICATION
WITH THESE STAKEHOLDERS IS TO:

THROUGH THE
COMMUNICATION
CHANNELS OF:

IN ORDER TO:

PASAI MEMBERS

"There is strength in numbers"

MAINTAIN CONFIDENCE By:

- Support
- Advocacy
- Training
- Representation
- Collaborative audits
- Exchange of ideas



- Ensure SAIs have sound working relationships with their Public Accounts Committees and the Public Expenditure Committees or equivalent.
- Improve SAIs' communication processes with audited entities.
- Help SAIs develop processes for communicating with citizens.
- Increase stakeholder and public awareness of SAI reports.
- Increased awareness of the principles and benefits of public financial management.
- Make it easier for members to share their experiences and information.
- Establish a culture of incorporating communication activities into SAI activities.
- Generate positive SAI feedback on calibre of guidance and training materials.
- Ensure guidance and training materials are used and referenced.
- Provide editorial services and communication advice across PASAI operations.

PARLIAMENTS, GOVERNMENT,
LAW ENFORCEMENT AGENCIES &
AUDITED ENTITIES

"SAIs are your eyes & ears in the public sector"

MAINTAIN CONFIDENCE By:

- Supporting the work of your SAIs
- Standard setting
- Interpretation of audit results
- Follow up of audit recommendations
- Access into the international community



- Create increased awareness from politicians, institutional leaders and opinion leaders of the importance of best practice public auditing standards and transparent and accountable practices.
- Observe increased political and institutional support for quality public auditing services in member SAIs.

DONORS

"Our reputation and professionalism is established and growing"

MAINTAIN CONFIDENCE By:

- Robust reporting that is responsive to your needs
- Two-way relationship
- Demonstrating efficiency
- Demonstrating impact



- Meet the reporting requirements of donor agencies.
- Provide tangible evidence of 'bang for buck'.
- Prove agility in operating procedures to meet changing financial environments.
- Demonstrate measureable improvements and impact.

REGIONAL BODIES &
OTHER ORGANISATIONS

"Let's collaborate"

ACTIVELY ENGAGE By:

- Leveraging resources
- Creating wider reach



- To share resources.
- Minimise duplication of effort.
- Identify common themes for further research, work and collaboration
- Identify opportunities to diversify resources.
- Reach a broader audience for PASAI's work.

CITIZENS

"You can trust your SAI"

KEEP INFORMED By:

- Communicate SAIs' findings
- Showcase SAIs' value



- Observe increased public and stakeholder awareness of the need for, and possibility of, good governance, transparency and accountability in government operations.
- Create increased public awareness of work of SAIs and their role in public audits.
- Observe increased public support for public auditing and transparency and accountability aims in member states.

MEDIA

"We can help each other"

ACTIVELY ENGAGE By:

- Trust
- Professionalism
- Rights of citizens
- Promoting accountability and transparency in the use of public resources



- Encourage unsolicited approaches to PASAI for information.
- Monitor media exposure — clippings, articles etc.
- Increase the no. of press releases that are published or used.
- Increase the public's awareness of PASAI's work.






6.0 External communication delegations

Communicating externally should only be done by designated spokespersons or people who are nominated or appointed by the spokespersons.








Designated spokespersons include:

- The Secretary-General is the primary spokesperson for PASAI, although the Secretary-General may delegate this task to another suitable person. The Secretary-General may seek briefs from Auditors-General or working group members for media briefings to external organisations on a specific issue. These briefs should be provided to the Secretary General as expeditiously as possible.
- The Chair of PASAI or their designee may interact with external organisations that have similar professional interests and objectives through meetings, seminars, conferences, discussion panels. The Secretary-General should be kept informed about these interactions.
- PASAI Secretariat's Chief Executive is the secondary spokesperson for PASAI and represents the organisation when the Secretary-General is not available. The Chief Executive will keep the Secretary-General informed of all public appearances and interviews with the media. Copies of speeches and press releases will be provided to the Secretary-General.
- PASAI's Advocate is PASAI's representative to governments, parliaments and other stakeholders, in addition to the Secretary-General and the Chief Executive
- The Chairs of Regional Working Groups on behalf of their respective Regional Working Group
- The heads of national SAIs on behalf of their respective SAI in all relevant matters at national level.







All designated spokespersons should consult the Secretary-General when communicating organisational PASAI matters to ensure consistency and appropriateness.

COMMUNICATION CHANNELS			
	Channel	Target audience	Comments
	Staff	All stakeholders	The Secretariat's staff are the public face of the organisation. Their power as the primary communication channel for the organisation must be acknowledged. Therefore, it is important that the Secretariat staff meet regularly and include a discussion about the key messages to be delivered by both projects and by the staff themselves when the travel on Secretariat business. This will ensure that PASAI is establishing repeated and consistent messaging in all dealings across the Pacific. It will also allow staff to be aware of all projects being undertaken to look for opportunities for synergies, cooperation and sharing of resources.
	Governing Board minutes	Governing Board members	The minutes are a succinct record of the agreements at each Governing Board meeting. Those who are responsible for each Board item are to prepare a very brief summary of the topic discussed and the Board's decisions relating to that item. This summary is to be submitted to the minute-taker within one week of the Board meeting to ensure accuracy of the minutes.
	Briefings	Parliaments and governments	Briefings to parliaments and governments are key to establishing and maintaining a relationship with the decision makers within members countries. The PASAI Advocate can develop information sessions and briefings or assist SAI Heads to develop talking points for parliaments and governments. Establishing regular meetings with key stakeholders sets up an expectation for updates and briefings. Briefings should also be offered at the conclusion of key PASAI reports and audits.
	Reports	Parliaments and Governments Citizens Media	PASAI's reports are key 'products' for the organisation. By producing polished, well-written reports, with short summaries written in plain language will help to 'sell' PASAI's policy positions to key stakeholders. Bear in mind that one size does not necessarily fit all. Consider the most appropriate report format for your audience. For example, consider preparing a short summary of a longer report for citizens and the media, highlighting 'what's in it for them'. They should be able to access the complete report as well, but a shorter summary highlighting benefits or impacts will gain better traction for these stakeholders.
	PASAI website	All stakeholders	<p>PASAI's website is the main tool of communication and is to be maintained by the PASAI Secretariat. The website's content should be current and the site should be responsive to the needs of its users. The website should be the 'go to' source for audit-related information in the Pacific.</p> <p>The PASAI Secretariat is solely responsible for the content of the PASAI website. All statutes, standards, guidelines, and other approved products are to be published on the website by the PASAI Secretariat.</p> <p>When the Congress or Governing Board dissolves a working group or any temporary entity when it has finished its assigned task, the products of the working group or the entity should be available, as appropriate, on the PASAI website for future reference.</p>

COMMUNICATION CHANNELS

	Channel	Target audience	Comments
	Annual report	All stakeholders	<p>The Annual Report serves two functions:</p> <ol style="list-style-type: none"> 1. It meets PASAI's legal obligations under its Charter 2. It is a useful marketing tool to promote the work of the organisation. <p>It is important that the annual report is succinct and engaging, but that it also meets PASAI's legal requirements and obligations. PASAI's policy is to produce the Annual Report electronically.</p>
	PASAI Quarterly Bulletin	All stakeholders	<p>The purpose of the Quarterly Bulletin is detail the work of both PASAI and member SAIs to a broader audience. It raises awareness of trending topics, publications and major events at Headquarters and in the field> It should also act as a learning tool. It is important that SAIs drive the content of the Bulletin, rather than the Secretariat.</p> <p>Copy deadline: 10 March, 10 June, 10 September, 1 December Approval turnaround: one week Release dates: 30 March, 30 June, 30 September, 10 January (for 30 December)</p>
	Congress	PASAI members Donors Other regional bodies	<p>PASAI's annual Congress is one of its flagship communication tools. The annual Congress is an opportunity to bring all members together with each other, with donors and with international experts and others working within the field of auditing. Along with the formal presentation component of the Congress, the ad hoc and informal networking and discussions are key contributors to PASAI's overall communication goals.</p>
	International Journal of Government Auditing	All stakeholders	<p>The <i>International Journal of Government Auditing</i> is a valuable tool for disseminating information and sharing knowledge both internally and externally. The journal advances government auditing procedures and techniques. PASAI should coordinate regular contributions to the International Journal of Government Auditing.</p>
	IDI newsletter		<p>The <i>IDI</i> newsletter a valuable tool for disseminating information and sharing knowledge. PASAI will provide a link to the newsletter on our website and contribute articles to the newsletter as appropriate.</p>
	Press conferences	Media Citizens	<p>A press conference may be organised at the conclusion of each Congress at which the Chairman and the Secretary-General may address the media.</p>
	Press releases	Media Citizens	<p>Auditors-General may issue press releases to announce the publication of new audits or reports as appropriate. Draft press releases must be written before any event for which a press release will be used. During the event, the draft press release can be amended with quotes from the event. The press release must be issued on the day of the event or, at worst, the day after the event. The PASAI Communications Adviser is available to assist SAIs to draft and finalise press releases.</p>

COMMUNICATION CHANNELS

	Channel	Target audience	Comments
	PASAI Monthly Update	PASAI members	This publication is developed by the Secretariat. Its purpose is to update PASAI members on the progress of the Secretariat's projects. It should also be used to raise awareness of trending topics and major upcoming events. To date, the content of the Update has been overtly positive. However, because it is an internal document, it is a useful vehicle for raising issues or hold-ups with projects, allowing Board Members and PASAI Members time to consider issues in between the six-monthly Board meetings.
	Group emails	PASAI members	Group emails should be used sparingly. They are a useful and fast way of requesting information or informing members of forthcoming events. However, it is important to remember that most people are swamped with emails. Consider if you really need to send an email. Consider carefully who needs to be cc'd in to emails. Also think about whether 'reply all' is the best response or if a reply just to the sender is sufficient.
	Fact sheets	PASAI members	As good practice is highlighted by PASAI or by the SAIs themselves, the Secretariat should work with the SAI to produce a 'good practice guide' fact sheet for sharing information among SAIs.
	Promoting social media of other audit-related organisations	PASAI members	A way to be aware of the broader regional context in which both PASAI and SAIs are working is to follow the social media account of other regional organisations. Linking and promoting other organisations' posts is also a way to increase our own profile. PASAI will promote the social media accounts of other regional bodies through the Bulletin, on the PASAI website, and through our own social media accounts.
	Promoting events	PASAI members	Promoting events such as INCOSAIs, regional congresses and conferences, INTOSAI Governing Board meetings, IDI Governing Board meetings, Committee/Working Group/Task Force meetings, UN/INTOSAI Symposia and reports of these meetings.
	Promoting publications resulting from INTOSAI activities	PASAI members	Promoting publications resulting from INTOSAI activities (standards, guidelines, best practices and other professional products (e.g. folder, the Declarations of Lima/Mexico). Guidelines of INTOSAI regions suited for regional application.



PASAI members

KEY MESSAGE: THERE IS STRENGTH IN NUMBERS

Sub-messages		How we will deliver it	How we will measure it	Objectives
Support				<ul style="list-style-type: none"> • SAI have sound working relationships with their Public Accounts Committees and the Public Expenditure Committees or equivalent • There is increased stakeholder and public awareness of SAI reports. • There is increased awareness of the principles and benefits of public financial management. • It easier for members to share their experiences and information. • Establish a culture of incorporating communication activities into SAI activities.
CP5	<p>We will support you in delivering the message that the use of public resources in the Pacific must be transparent, accountable, effective, and efficient.</p>	<p>Triennial reports on transparency and accountability in the region are produced and planned actions to address the findings are progressed and reported annually.</p>	<p>A&T Report distribution A&T Report feedback A&T Report reach and use</p>	
Advocacy				<ul style="list-style-type: none"> • There is positive SAI feedback on calibre of guidance and training materials. • There is demonstrated use and referencing of guidance and training materials. • Editorial services and communication advice are provided across PASAI operations.
CP2	<p>PASAI is a respected organisation across the Pacific region and within the international auditing community.</p> <p>We will work to ensure this reputation is maintained and enhanced.</p> <p>We will work to ensure our members are respected within their countries and across the auditing community worldwide.</p>	<p>The PASAI Advocate will offer detailed briefings to key stakeholders within countries about the work of the SAI and how to interpret audit results.</p> <p>The PASAI Advocate will encourage the follow-up of audit recommendations and outline the benefits of this action and the ramifications of inaction.</p> <p>A brochure on the work of the PASAI Advocate will be developed.</p> <p>The Advocate's schedule will be made available to members to leverage in-country meetings.</p>	<p>Feedback from briefings.</p> <p>Distribution of the PASAI Advocate brochure.</p>	



PASAI members

KEY MESSAGE: THERE IS STRENGTH IN NUMBERS

	Sub-messages	How we will deliver it	How we will measure it	Objectives
Training				
CP3	We will strengthen our members' skills in effective communications.	Deliver the PASAI 'Communicating effectively' training to SAls as programs and budgets allow.	Seek feedback from participants on the usefulness of the training.	
		Develop and distribute a communication plan template for SAls to use for audits to improve the effectiveness of supporting communications for reports.	No. of communication plans developed and implemented for reports	
		Develop a PASAI style guide and writing guide for those unable to attend the 'Communicating effectively' training.	Distribution of writing guide Survey on use	
		Develop a 'how to' manual to help SAls develop a brief for web developers, content considerations, updating schedules, approval protocols, and easy-to-use content management systems.	Number of members with active and up-to-date websites.	
		SAls identify and develop a communications protocol suitable for a broad range of audiences.	SAls identify who they need to communicate with and how they will do it (e.g. websites, workshops, radio ads etc)	
Representation				
CP5	We will represent you at international forums and working groups to ensure the Pacific has a voice and that our unique position is known on the international stage.	Attendees will be required to write a briefing on each international event attended. A template will be developed.	Detailed feedback from international forums and groups will be provided widely to PASAI members through briefings that are emailed and available on the website.	
		Attendees will be encourage to write media releases about these events as appropriate.	Summaries of meeting attendances will appear on the Monthly Update and Quarterly Bulletin as appropriate.	



PASAI members

KEY MESSAGE: THERE IS STRENGTH IN NUMBERS

	Sub-messages	How we will deliver it	How we will measure it	Objectives
	Collaborative audits			
CP3 & CP4	<p>PASAI's maintains and grows our international reputation of the quality of our collaborative audits.</p> <p>PASAI members grow their skills and confidence in undertaking audits via these collaborative efforts.</p>	<p>Continue to seek develop relevant and useful topics for collaborative audits in the Pacific.</p> <p>Develop a communication plan for each collaborative audit to ensure appropriate reach and distribution of results, optimising the potential for recommendations to be acted on.</p> <p>Develop a communication plan for the individual country components of cooperative audits, as appropriate.</p> <p>Detail the progress and outcomes of the collaborative audits on the website, via the Monthly Update, via the Quarterly Bulletin and via journal articles.</p>	<p>Distribution of reports.</p> <p>Anecdotal feedback on reports and their use.</p>	



PASAI members

KEY MESSAGE: THERE IS STRENGTH IN NUMBERS

	Sub-messages	How we will deliver it	How we will measure it	Objectives
	Exchange of ideas			
CP4	<p>We will encourage the free flow of information, ideas, experience and knowledge between PASAI and its members.</p> <p>We will make it easy for you to informally and formally share good practice and beneficial information.</p>	Annual Congress	Participation (no.) Resolutions Leverage (press releases, new collaborations, journal articles)	
		Support the host SAI with communication activities pre- and post-Congress.		
		Develop a Congress-specific communication activity plan.		
		Monthly Update	On-time distribution Feedback initiated via Update	
		Quarterly Bulletin	Distribution list (encourage individual SAI staff to sign up for the Bulletin) Contribution of articles by SAls	
		Report back on ideas worth sharing from training or international or regional conferences	Articles in Bulletin Information on SAls' websites Articles for publication on PASAI website Journal articles Fact sheets	
		Exchanges of ideas between SAls including twinning arrangements and staff exchanges	Reports to GB on success (or otherwise of twinning arrangements) Reports to GB on staff exchange programs	
		As good practice is highlighted by PASAI or by the SAls themselves, work with SAI to produce a 'good practice guide' 4–6 page fact sheet for sharing information among SAls.	Completion and distribution of good practice fact sheets	
		Annual survey of SAI Heads to ensure that communication tasks are meeting their needs.	Track and compare survey results annually.	



Parliaments. Government, law enforcement agencies

KEY MESSAGE: SAIs ARE YOUR EYES & EARS IN THE PUBLIC SECTOR

Sub-messages		How we will deliver it	How we will measure it	Objectives
Support for the work of your SAIs				<ul style="list-style-type: none">• Create increased awareness from politicians, institutional leaders and opinion leaders of the importance of best practice public auditing standards and transparent and accountable practices.
CP2	<p>PASAI is a respected organisation across the Pacific region and within the international auditing community.</p> <p>We support our members and the work they undertake within their countries.</p>	Strengthen our relationship with parliaments and governments across the Pacific, in particular	Document meeting and connection made with governments and their representatives.	
Standard setting				
CP3	PASAI is an active member of international standard-setting organisations such as INTOSAI.	By integrating international audit standards such as ISSAIs into our training	SAIs produce high quality performance audit reports of government programs.	<ul style="list-style-type: none">• Observe increased political and institutional support for quality public auditing services in member SAIs.
Interpretation of audit results				
CP2	Leaders can directly influence community awareness and attitudes to audit findings.	<p>A brochure on the work of the PASAI Advocate will be developed.</p> <p>The PASAI Advocate will offer detailed briefings to key stakeholders within countries about the work of the SAI and how to interpret audit results.</p> <p>The PASAI Advocate will encourage the follow-up of audit recommendations and outline the benefits of this action and the ramifications of inaction.</p> <p>Strengthen our members' skills in effective communications. We will make the results of the audits reports easier to interpret and to 'sell'.</p> <p>Develop and distribute a communication plan template for SAIs to use for audits to improve the effectiveness of supporting communications for reports.</p> <p>Develop a PASAI style guide and writing guide for those unable to attend the 'Communicating effectively' training.</p>	<p>Feedback from briefings.</p> <p>Distribution of the PASAI Advocate brochure.</p> <p>No. of communication plans developed and implemented for reports</p> <p>Distribution of writing guide</p> <p>Survey on use</p> <p>SAIs make external audit reports publicly available</p> <p>Audit reports include a simple, summary in plain language.</p>	



Parliaments. Government, law enforcement agencies
KEY MESSAGE: SAIs ARE YOUR EYES & EARS IN THE PUBLIC SECTOR

Sub-messages	How we will deliver it	How we will measure it	Objectives	
Follow up of audit recommendations				
Best practice means that governments follow up their agencies to ensure that audit recommendations are implemented to ensure transparency and accountability.	We legislation allows, SAIs will follow up the implementation of audit recommendations and provide advice about the implications of not addressing the recommendations.	Track the number of follow-ups		
Access into the international community				
PASAI is able to promote accountability and transparency in your country to the international community.	PASAI is a member of many international working groups, attends international conferences and forums and writes articles for international journals.	Track individual country case studies presented to and in international fora.		



Donors

KEY MESSAGE: OUR REPUTATION & PROFESSIONALISM IS ESTABLISHED AND GROWING

Sub-messages	How we will deliver it	How we will measure it	Objectives
Robust reporting that is responsive to your needs			<ul style="list-style-type: none">• Meet the reporting requirements of donor agencies• Provide tangible evidence of 'bang for buck'• Prove agility in operating procedures to meet changing financial environments• Demonstrate measureable improvements and impact
PASAI reports on time and to an adequate level of details on funds expended under the agreements and any other arrangements	Reporting twice annually on the two strategy-wide funding agreements for DFAT (31 May 2017) and MFAT (30 September 2017). PASAI reports to other donors (both monetary and in-kind donors) as required.	That reports are timely, feedback on previous reports is incorporated into subsequent reports, and the extent of revision is minimised.	
Two-way relationship			
PASAI is maturing as an organisation. Our relationship with donors encourages a two-way flow of information and ideas.			
Demonstrate efficiency			
PASAI's capacity building and establishment means that projects are delivered efficiently and can demonstrate 'bang for buck' to donors.			
Demonstrate impact			
PASAI is responsibly utilising funds to improve governance of Pacific Island countries and to contribute to the reduction of corruption and poverty through improved transparency and accountability leading to more effective management of public sector resources.	PASAI will report on funds spent and report by member country	Bi-annual reporting	



Regional bodies & other organisations

KEY MESSAGE: LET'S COLLABORATE

Sub-messages	How we will deliver it	How we will measure it	Objectives
Leverage resources			<ul style="list-style-type: none"> To share resources Minimise duplication of effort Identify common themes for further research, work and collaboration
By working together we can avoid duplication and find areas where we can make our combined resources work harder.	PASAI will collaborate with other agencies in the Pacific to pursue this goal, e.g. PIFs, UNDP, USP and report annually on outcomes of collaboration.	Publish PASAI Collaboration report.	
Wider reach			<ul style="list-style-type: none"> Identify opportunities to diversify resources. Reach a broader audience for PASAI's work
By collaborating with other organisations, PASAI's messages and work can reach a broader audience.	Develop a social media strategy and investigate appropriate social media format that best leverage off the existing social media platforms of collaborators.	Develop a social media strategy to examine the most appropriate social media channels for PASAI to participate in. Measure and report on social media statistics.	



Citizens

KEY MESSAGE: YOU CAN TRUST YOUR SAI

Sub-messages	How we will deliver it	How we will measure it	Objectives
Communicate SAI's findings			<ul style="list-style-type: none"> Observe increased public and stakeholder awareness of the need for, and possibility of, good governance, transparency and accountability in government operations. Create increased public awareness of work of SAIs and their role in public audits.
CP2 The works of SAIs is important. By understanding the work of SAIs you can better understand and influence how your government uses its funds to best effect. Be aware of opportunities to have your say.	PASAI to develop a generic communication strategy template that includes hints, tips and, where possible, generic text for SAIs to incorporate into their communication strategies. PASAI will develop a template for a communication plan to be developed for each audit report or project undertaken by SAIs.	Over the next three years with PASAI support, all SAIs will produce annual reports on status of independence, audit findings, follow-ups and other issues. Document use and impact	
Showcase SAIs' value			<ul style="list-style-type: none"> Observe increased public support for public auditing and transparency and accountability aims in member states.
CP3 The work of SAIs is valuable to communities across the Pacific.	PASAI will develop a generic annual report template that includes hints, tips and, where possible, generic text for SAIs to incorporate into their annual reports. Develop a social media strategy and investigate appropriate social media format that best meets the needs of citizens.	Over the next three years with PASAI support, all SAIs will produce annual reports on status of independence, audit findings, follow-ups and other issues. Analysis of social media usage statistics.	

	Sub-messages	How we will deliver it	How we will measure it	Objectives
Trust				<ul style="list-style-type: none">• Encourage unsolicited approaches to PASAI for information.• Monitor media exposure — clippings, articles etc.• Increase the no. of press releases that are published or used.• Increase the public’s awareness of PASAI’s work.
CP1	PASAI and our member SAls are perceived as independent, professional and transparent organisations.	<p>Build personal relationships with key media and influencers.</p> <p>Establish and maintain a database of stakeholders.</p>	Unsolicited approaches to PASAI for information.	
Professionalism				
CP5	PASAI is recognised as the common voice of member SAls in the field of public audit, and for related issues of accountability and governance in dealing with external organisations.	<p>Set clear expectations for the use of key messages to ensure and encourage consistent messaging.</p> <p>Chief Executive to write regular blog posts on issue of importance or interest.</p>	<p>Monitor media exposure — clippings, articles etc.</p> <p>No. of press releases that are published or used</p>	
Rights of citizens				
CP2	Promote accountability and transparency in the use of public resources	<p>Build awareness of the role of the SAI.</p> <p>Increase the stakeholders knowledge and understanding of the role the SAI as an independent auditor of the Government</p> <p>Enhance the process of government accountability and transparency in the effective use of public resources</p>		