



# PASAI Communication Strategy 2020 - 2022

Revised February 2020

Communicating transparency, accountability and citizen engagement

## Table of contents

1.0	PASAI's mandate .....	2
2.0	Review of PASAI's current communication activities .....	2
3.0	Communication strategy principles .....	3
4.0	PASAI's strategic priorities and aligned communication priorities .....	3
5.0	PASAI's stakeholders .....	4
6.0	External communication delegations .....	9
7.0	Communication channels.....	11

## 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 assists PASAI to 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, co-operation and co-ordination 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, encouraging co-operation with other regional working groups and SAIs.

## 2.0 Review of PASAI's current communication activities

Since the adoption of PASAI's communication strategy in 2016, the implementation of the strategy has seen PASAI increase its communication activities and engagement with its members and stakeholders. PASAI's communications have developed into a more strategic and focused area in line with its *Strategic Plan 2014-2024* and the *PASAI Monitoring and Evaluation Framework*.

During the implementation stage of the PASAI Communication Strategy 2016-2020, the following key activities were carried out in line with the strategy:

- A new website was designed and launched that provides access to all of PASAI's resources. This is actively and regularly maintained.
- Communications Training was conducted regionally for SAI Heads, their staff and PASAI stakeholders; and with individual SAI members.
- Media releases were issued for all PASAI activities and programmes as they occurred.
- PASAI Social Media sites have been established and are actively maintained.
- Increased engagement from SAI members to PASAI's monthly bulletin publication.
- A regional communications survey was conducted with PASAI members to further gauge the relevance of PASAI communications for its members.

### 3.0 Communication strategy principles

- a. Ensure accurate and useful information about PASAI's activities is readily available.
- b. Ensure that PASAI is visible and accessible to SAIs and other stakeholders.
- c. Promote the principles of openness and transparency in communication and ensure that it is objective, timely, clear and easily understood.
- d. To ensure all communications are consistent with the vision, mission and strategic goals of PASAI.
- e. 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 promulgated to member SAIs and their staff throughout the region.

#### Strategic Priority 4

SAI capacity and capability enhanced

**CP4: Aligned communication priority:** To maintain and promote consistent key messages and encourage open communication between PASAI members.

## Strategic Priority 5

PASAI Secretariat capable of supporting Pacific SAls

**CP5: Aligned communication priority:** 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. 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:









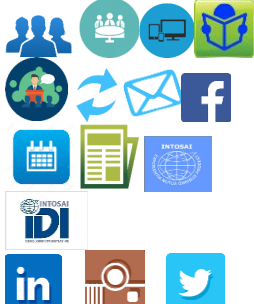



1. PASAI members
2. Parliaments, Governments and law enforcement agencies
3. Donors
4. Regional bodies and other organisations
5. Citizens
6. Media.

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:







<b>PASAI members</b>	There is strength in numbers
<b>Parliaments, Governments &amp; law enforcement agencies</b>	SAls are your eyes and ears in the public sector
<b>Donors</b>	Our reputation and professionalism is established and growing
<b>Regional bodies and other organisations</b>	Let's collaborate
<b>Citizens</b>	Our audits assure you can trust us
<b>Media</b>	We can help each other

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







## PASAI Communication Strategy at a glance

PASAI members	Parliaments. Government, law enforcement agencies	Donors	Regional bodies & other organisations	Citizens	Media
					
<b>The key message for this stakeholder group is:</b>					
"THERE IS STRENGTH IN NUMBERS"	"SAIs ARE YOUR EYES & EARS IN THE PUBLIC SECTOR"	"OUR REPUTATION AND PROFESSIONALISM IS ESTABLISHED AND GROWING"	"LET'S COLLABORATE"	"YOU CAN TRUST YOUR SAI"	"WE CAN HELP EACH OTHER"
<b>Purpose of communication with these stakeholders is to:</b>					
Maintain confidence	Maintain confidence	Maintain confidence	Actively engage	Keep informed	Actively engage
<b>By:</b>					
Support Advocacy Training Representation Collaborative audits Exchange of ideas	Supporting the work of your SAIs Standard setting Interpretation of audit results Follow up of audit recommendations Access into the international community	Robust reporting that is responsive to your needs Two-way relationship Demonstrating efficiency Demonstrating impact	Leveraging resources Creating wider reach Collaboration on common issues and themes	Communicate SAIs' findings Showcase SAIs' value	Trust Professionalism Rights of citizens Promoting accountability and transparency in the use of public resources
<b>Through the communication channels of:</b>					
					

## PASAI Communication Strategy at a glance

PASAI members	Parliaments. Government, law enforcement agencies	Donors	Regional bodies & other organisations	Citizens	Media
					
<b>In order to:</b>					
<ul style="list-style-type: none"> <li>• Ensure SAs have sound working relationships with their Public Accounts Committees and the Public Expenditure Committees or equivalent.</li> <li>• Increase stakeholder and public awareness of SAI reports.</li> <li>• Increase awareness of the principles and benefits of public financial management.</li> <li>• Make it easier for members to share their experiences and information.</li> <li>• Establish a culture of incorporating communication activities into SAI activities.</li> <li>• Generate positive SAI feedback on calibre of guidance and training materials.</li> <li>• Ensure guidance and training materials are used and referenced.</li> </ul>	<ul style="list-style-type: none"> <li>• Create increased awareness from politicians, institutional leaders and opinion leaders of the importance of best practice public auditing standards and transparent and accountable practices.</li> <li>• Observe increased political and institutional support for quality public auditing services in member SAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet the reporting requirements of donor agencies.</li> <li>• Provide tangible evidence of 'bang for buck'.</li> <li>• Prove agility in operating procedures to meet changing financial environments.</li> <li>• Demonstrate measureable improvements and impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Share resources.</li> <li>• Minimise duplication of effort.</li> <li>• Identify common themes for further research, work and collaboration</li> <li>• Identify opportunities to diversify resources.</li> <li>• Reach a broader audience for PASAI's work.</li> </ul>	<ul style="list-style-type: none"> <li>• Observe increased public and stakeholder awareness of the need for, and possibility of, good governance, transparency and accountability in government operations.</li> <li>• Create increased public awareness of work of SAs and their role in public audits.</li> <li>• Observe increased public support for public auditing and transparency and accountability aims in member states.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage unsolicited approaches to PASAI for information.</li> <li>• Monitor media exposure — clippings, articles etc.</li> <li>• Increase the no. of press releases that are published or used.</li> <li>• Increase the public's awareness of PASAI's work.</li> </ul>

## PASAI Communication Strategy at a glance

PASAI members	Parliaments. Government, law enforcement agencies	Donors	Regional bodies & other organisations	Citizens	Media
					
<ul style="list-style-type: none"> <li>• Provide editorial services and communication advice across PASAI operations.</li> </ul>					

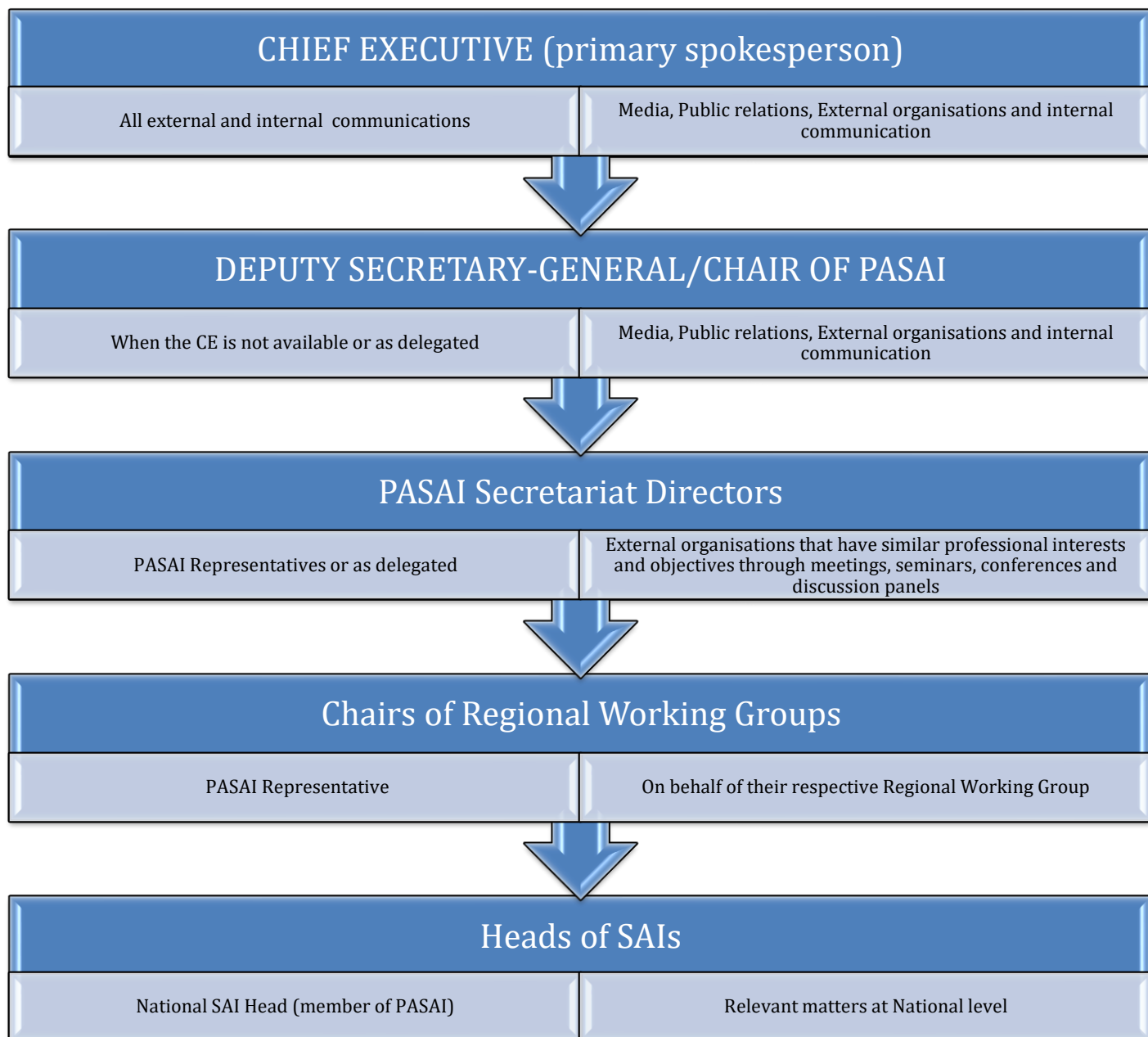
## **6.0 External communication delegations**

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






Designated spokespersons include:








- The Chief Executive, who is the primary spokesperson for PASAI, although the Chief Executive may delegate this task to another suitable person. The Chief Executive may seek briefs from Auditors-General, Secretariat Directors or working group members for media briefings to external organisations on a specific issue. These briefs are to be provided to the Chief Executive as expeditiously as possible.
- PASAI Deputy Secretary-General or the Chair of PASAI, who are the secondary spokespersons for PASAI and represents the organisation when the Chief Executive is not available. The Deputy Secretary-General/Chair of PASAI is to keep the Secretary-General and Chief Executive informed of all public appearances and interviews with the media, as well as interactions with external organisations that have similar professional interests and objectives through meetings, seminars, conferences and discussion panels. Copies of speeches and press releases will be provided to the Secretary-General and Chief Executive.
- PASAI Secretariat's Directors, who are representative of PASAI and its work in the region and internationally, who may interact with external organisations that have similar professional interests and objectives through meetings, seminars, conferences and discussion panels.
- The heads of SAIs on behalf of their respective SAI in all relevant matters at national level.







All designated spokespersons are to consult the Chief Executive when communicating organisational PASAI matters to ensure consistency and appropriateness.



## 7.0 Communication channels

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 meets regularly and includes a discussion about the key messages to be delivered by both projects and by the staff themselves when they travel on Secretariat business. This ensures that PASAI is establishing repeated and consistent messaging in all dealings across the Pacific. It also allows staff to be aware of all projects being undertaken to look for opportunities for synergies, co-operation 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. Producing polished, well-written reports, with short summaries written in plain language helps 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"> <li>1. It meets PASAI's legal obligations under its Charter</li> <li>2. It is a useful marketing tool to promote the work of the organisation.</li> </ol> <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>
	Congress	PASAI members Donors Other regional bodies	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.
	International Journal of Government Auditing	All stakeholders	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 co-ordinate regular contributions to the International Journal of Government Auditing.
	IDI newsletter		The <i>IDI</i> newsletter is a valuable tool for disseminating information and sharing knowledge. PASAI provides a link to the newsletter on our website and contributes articles to the newsletter as appropriate.
	Press conferences	Media Citizens	A press conference may be organised at the conclusion of each Congress at which the Chairman and the Secretary-General may address the media.
	Press releases	Media Citizens	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.
	PASAI Monthly Bulletin	All stakeholders	<p>The purpose of the Monthly Bulletin is to communicate to all PASAI stakeholders on the progress of Secretariat projects; SAI member's activities, progress and accomplishments; raise awareness of trending topics; report on key events both regionally and internationally; and acts as a learning tool.</p> <p>The content of the Bulletin is driven by the Secretariat and its SAI members; and administrated by the Secretariat.</p>

Communication channels			
	Channel	Target audience	Comments
	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 works 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 promotes 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.
	Social Media sites	All stakeholders	PASAI has established its social media presence with Facebook, Instagram, Twitter and LinkedIn. These sites are used to promote all PASAI Secretariat and its member activities, bringing greater awareness globally to public auditing in the Pacific region.



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"><li>SAls have sound working relationships with their Public Accounts Committees and the Public Expenditure Committees or equivalent</li></ul>
CP5	We support you in delivering the message that the use of public resources in the Pacific must be transparent, accountable, effective, and efficient.	Triennial reports on transparency and accountability in the region are produced and planned actions to address the findings are progressed and reported annually.	A&T Report distribution A&T Report feedback A&T Report reach and use	
Advocacy				<ul style="list-style-type: none"><li>There is increased stakeholder and public awareness of SAI reports.</li><li>There is increased awareness of the principles and benefits of public financial management.</li><li>It easier for members to share their experiences and information.</li><li>Establish a culture of incorporating communication activities into SAI activities.</li></ul>
CP2	<p>PASAI is a respected organisation across the Pacific region and within the international auditing community.</p> <p>We work to ensure this reputation is maintained and enhanced.</p> <p>We work to ensure our members are respected within their countries and across the auditing community worldwide.</p>	<p>The PASAI Advocate offers detailed briefings to key stakeholders within countries about the work of the SAI and how to interpret audit results.</p> <p>The PASAI Advocate encourages the follow-up of audit recommendations and outlines the benefits of this action and the ramifications of inaction.</p> <p>A brochure on the work of the PASAI Advocate is developed and continually updated.</p> <p>The Advocate's schedule is made available to members to leverage in-country meetings.</p>	<p>Feedback from briefings.</p> <p>Distribution of the PASAI Advocate brochure.</p>	
Training				<ul style="list-style-type: none"><li>There is positive SAI feedback on calibre of guidance and training materials.</li><li>There is demonstrated use and referencing of guidance and training materials.</li><li>Editorial services and communication advice are provided across PASAI operations.</li></ul>
CP3	We strengthen our members' skills in effective communications.	Deliver the PASAI 'Communicating effectively' training to SAls as programmes 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)	
<b>Representation</b>				
CP5	We 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 are required to write a briefing on each international event attended. A template will be developed.  Attendees are encouraged to write media releases about these events as appropriate.	Detailed feedback from international forums and groups will be provided widely to PASAI members through briefings that are emailed and available on the website.  Summaries of meeting attendances will appear on the Monthly Bulletin as appropriate.	
<b>Collaborative audits</b>				
CP3 & CP4	PASAI maintains and grows our international reputation of the quality of our collaborative audits.  PASAI members grow their skills and confidence in undertaking audits via these collaborative efforts.	Continue to seek and develop relevant and useful topics for collaborative audits in the Pacific.  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.  Develop a communication plan for the individual country components of co-operative audits, as appropriate.  Detail the progress and outcomes of the collaborative audits on the website, via the Monthly Bulletin, via Social Media and via journal articles.	Distribution of reports.  Anecdotal feedback on reports and their use.	
<b>Exchange of ideas</b>				
CP4	We will encourage the free flow of information, ideas, experience and knowledge between PASAI and its members.  We will make it easy for you to informally and formally share good practice and beneficial information.	Annual Congress  Support the host SAI with communication activities pre- and post-Congress.  Develop a Congress-specific communication activity plan.  Monthly Bulletin	Participation (no.) Resolutions Leverage (press releases, new collaborations, journal articles)  On time distribution Feedback initiated via Bulletin Distribution list (encourage individual SAI staff to sign up for the Bulletin) Contribution of articles by SAIs	



		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 Social Media briefs	
		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 programmes	
		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"><li>• Create increased awareness from politicians, institutional leaders and opinion leaders of the importance of best practice public auditing standards and transparent and accountable practices.</li><li>• Observe increased political and institutional support for quality public auditing services in member SAIs.</li></ul>
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 programmes.	
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 is developed and continually updated.</p> <p>The PASAI Advocate offers detailed briefings to key stakeholders within countries about the work of the SAI and how to interpret audit results.</p> <p>The PASAI Advocate encourages the follow-up of audit recommendations and outlines 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 audit 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>Distribution of the PASAI Advocate brochure.</p> <p>Feedback from briefings.</p> <p>SAIs make external audit reports publicly available</p> <p>Audit reports include a simple, summary in plain language.</p> <p>No. of communication plans developed and implemented for reports.</p> <p>Distribution of writing guide</p> <p>Survey on use.</p>	
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.	Where legislation allows, SAIs follow up the implementation of audit recommendations and provide advice about the implications of not addressing the recommendations.	Track the number of follow-ups	



	Parliaments. Government, law enforcement agencies KEY MESSAGE: SAIs ARE YOUR EYES & EARS IN THE PUBLIC SECTOR			
	<b>Sub-messages</b>	<b>How we will deliver it</b>	<b>How we will measure it</b>	<b>Objectives</b>
	<b>Access into the international community</b>			
	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"><li>• Meet the reporting requirements of donor agencies</li><li>• Provide tangible evidence of ‘bang for buck’</li><li>• Prove agility in operating procedures to meet changing financial environments</li><li>• Demonstrate measureable improvements and impact</li></ul>
PASAI reports on time and to an adequate level of detail on funds expended under the agreements and any other arrangements.	Reporting regularly on the two strategy-wide funding agreements for DFAT (January 2018 to June 2019) and MFAT (July 2018 to June 2019).  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.	Maintain regular communication and dialogue with donors		
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 reports 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"><li>• To share resources</li><li>• Minimise duplication of effort</li><li>• Identify common themes for further research, work and collaboration</li><li>• Identify opportunities to diversify resources.</li><li>• Reach a broader audience for PASAI's work</li></ul>
By working together we can avoid duplication and find areas where we can make our combined resources work harder.	PASAI collaborates with other agencies in the Pacific to pursue this goal, e.g. PIFs, UNDP, USP and reports annually on outcomes of collaboration.	Publish PASAI Collaboration report.	
Wider reach			
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 SAIs' findings				<ul style="list-style-type: none"><li>Observe increased public and stakeholder awareness of the need for, and possibility of, good governance, transparency and accountability in government operations.</li><li>Create increased public awareness of work of SAIs and their role in public audits.</li></ul>
CP2	<p>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.</p> <p>Be aware of opportunities to have your say.</p>	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.	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.	
		PASAI will develop a template for a communication plan to be developed for each audit report or project undertaken by SAIs.	Document use and impact	
Showcase SAIs' value				<ul style="list-style-type: none"><li>Observe increased public support for public auditing and transparency and accountability aims in member states.</li></ul>
CP3	<p>The work of SAIs is valuable to communities across the Pacific.</p>	<p>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.</p> <p>Develop a social media strategy and investigate appropriate social media format that best meets the needs of citizens.</p>	<p>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.</p> <p>Analysis of social media usage statistics.</p>	

Media				
KEY MESSAGE: WE CAN HELP EACH OTHER				
	Sub-messages	How we will deliver it	How we will measure it	Objectives
<b>Trust</b>				
CP1	PASAI and our member SAI's 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.	<ul style="list-style-type: none"> <li>Encourage unsolicited approaches to PASAI for information.</li> <li>Monitor media exposure — clippings, articles etc.</li> <li>Increase the no. of press releases that are published or used.</li> <li>Increase the public's awareness of PASAI's work.</li> </ul>
<b>Professionalism</b>				
CP5	PASAI is recognised as the common voice of member SAI's in the field of public audit, and for related issues of	Set clear expectations for the use of key messages to ensure and encourage consistent messaging.	Monitor media exposure — clippings, articles etc.	



Media				
KEY MESSAGE: WE CAN HELP EACH OTHER				
	Sub-messages	How we will deliver it	How we will measure it	Objectives
	and accountability governance in dealing with external organisations.	Chief Executive to write regular blog posts on issue of importance or interest.	No. of press releases that are published or used	
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>	The number of awareness campaigns that SAI members conduct.	