



# **Communication Strategy 2023–2028**

**UNIFYING AND AMPLIFYING THE  
VOICE OF SUPREME AUDIT  
INSTITUTIONS IN THE GLOBAL SPACE**



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## Table of Contents

|  |           |
|--|-----------|
| <b>The context</b> .....   | <b>3</b>  |
| <b>The purpose and the bodies responsible for implementation</b> ..... | <b>4</b>  |
| <b>Communication priorities and principles</b> .....                   | <b>5</b>  |
| <b>Communication priorities</b> .....                                  | <b>6</b>  |
| Independence and institutional positioning of SAIs .....               | 6         |
| International Standards of Supreme Audit Institutions (ISSAIs) .....   | 6         |
| Sustainability .....   | 6         |
| <b>Communication principles</b> .....                                  | <b>7</b>  |
| Inclusiveness and accessibility .....                                  | 7         |
| Engagement and dialogue .....  | 7         |
| Timeliness and agility .....   | 7         |
| <b>Key messages</b> .....  | <b>8</b>  |
| <b>Network of INTOSAI Communication Officers (NICO)</b> .....          | <b>9</b>  |
| <b>Key partners and target audiences</b> .....                         | <b>9</b>  |
| <b>Communication channels</b> .....                                    | <b>11</b> |
| <b>Measuring success</b> .....   | <b>12</b> |

## The context

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In a fast-evolving, dynamic and increasingly complex world, INTOSAI – in its capacity as the global voice of public audit – interacts with a variety of international players to deliver to the public interest. Against this background, INTOSAI regards communication as a central factor to realize its strategic vision of continuing to evolve as a leading international institution.

As the representative organization of the public audit profession, the work of INTOSAI focuses on those areas that enable SAIs to bring value to governments and societies at large. To this end, INTOSAI has established in its six-year strategic plan strategic goals and organizational priorities, which shape its output and outcomes and thus require specific and targeted communication.

This communication strategy is aligned with the INTOSAI Strategic Plan 2023–2028. It recognizes that attaining the strategic goals defined therein requires tailored communication and outreach activities by INTOSAI's respective bodies. The nature of such activities is determined by aspects that arise from the output produced, the stakeholders involved and the desired outcomes and impact. In the following, the communication strategy refers to the content of such communication activities as 'key messages'.

Key messages represent strong values for INTOSAI and the SAI community. They express long-term objectives, arise from the many voices that represent the roles and responsibilities of public audit and hence form the basis for INTOSAI's products. These key messages are intended to be promoted by the bodies of the organization as a whole.

In considering its key messages, INTOSAI also recognizes the importance of strengthening its global voice through elevating to the global level those messages that have proven to be

- timeless and generally accepted among SAIs and INTOSAI's Regional Organizations, and
- of particular relevance in the past strategic cycles.

In the following, the communication strategy refers to such messages as ‘communication priorities and principles’.

This communication strategy provides a concrete map for INTOSAI to structure its communication activities by presenting its communication priorities and principles, key messages, spokespersons and audience as well as INTOSAI’s communication channels. To this end, the strategy takes into account those key documents that have laid the foundations for INTOSAI’s communication-related work, values and principles: the INTOSAI Strategic Plan 2023–2028, the Rio Declaration and INTOSAI’s Founding and Core Principles.

## **The purpose and the bodies responsible for implementation**

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The overall goal of this communication strategy is to promote enhanced visibility of the organization and its member SAIs at the international stage, in the accountability landscape and among the general public. It shall furthermore serve to streamline INTOSAI’s communication activities and to facilitate a coherent brand identity with the aim of ensuring INTOSAI’s effectiveness and impact. The strategy shall furthermore facilitate timely communication based on accuracy and objectivity to

- promote INTOSAI’s effective governance as a model organization and its external image as a recognized global public voice of SAIs within the international community;
- strengthen the relations among INTOSAI’s member SAIs;
- strengthen the dissemination of the results of INTOSAI’s work both internally and externally by being a powerful platform to support government auditing and thereby increase the impact of INTOSAI’s products.

Concrete measures for actualizing the above-mentioned goals are laid down in separate and targeted implementation policies.

While INTOSAI's member SAIs and SAI auditors will be the ultimate beneficiaries of enhanced, efficient and impactful INTOSAI communication that conveys the value and benefits of SAIs, the communication strategy is mainly targeted at, and in the sphere of responsibility of, INTOSAI's spokespersons – the INTOSAI Secretary General and the Chair of the INTOSAI Governing Board – and INTOSAI's bodies.

INTOSAI's Regional Organizations support INTOSAI by sharing regional experiences, best practices and challenges. In recognizing that their respective strategic goals might differ from those of INTOSAI, the communication strategy seeks to lay the ground upon which they can establish their own communication strategies. At the same time, the strategy also acknowledges the role of the Regional Organizations in determining and amplifying the priorities that are of common interest and generally accepted among INTOSAI's members.

## **Communication priorities and principles**

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The priorities and principles defined in this strategy comprise those overarching values and areas of action that INTOSAI regards as central to fulfilling its capacity as the global voice of public audit. Carefully selected to resonate with the INTOSAI audiences' needs and values, they address vital and enduring subjects of utmost importance and strategic interest to the INTOSAI community. In this spirit, the priorities and principles outlined below embody timeless and generally accepted values and areas of action in alignment with INTOSAI's vision, values and organizational priorities defined in the INTOSAI Strategic Plan and the Founding and Core Principles defined in INTOSAI's professional pronouncements. They form the basis for INTOSAI's strategic outreach carried out in consultation with the INTOSAI Secretary General, who represents INTOSAI vis-à-vis INTOSAI's external stakeholders and in particular the United Nations, and the Chair of the INTOSAI Governing Board.



## Communication priorities

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### » Independence and institutional positioning of SAIs

The independence of a SAI is central to ensuring its credibility and integrity and hence its institutional relevance. In its communications, INTOSAI is committed to advocating for SAI independence and the necessary prerequisites. The latter are enshrined in INTOSAI's professional pronouncements and need to be in place to establish and retain the independence of SAIs and to strengthen their institutional positioning. In this spirit, INTOSAI seeks to promote an enhanced understanding of the value and benefits that SAIs provide through independent, objective, timely, responsive and impactful reports and their role and relevance in ensuring transparency and accountability in the public sector.

### » International Standards of Supreme Audit Institutions (ISSAIs)

The quality, excellence, credibility, independence and relevance of public sector audits are underpinned by the International Standards of Supreme Audit Institutions (ISSAIs). Endorsed globally through clearly defined procedures established to maintain their integrity and rigour, they serve to promote the confidence among stakeholders in the quality and robustness of the work of SAIs. As a consequence, INTOSAI is placing an emphasis on facilitating the communication among INTOSAI's member SAIs and its stakeholders on the development, exposure and implementation of ISSAIs, including guidance documents that support SAIs and auditors in applying the ISSAIs in practice.

### » Sustainability

Since the establishment of INTOSAI, matters related to sustainability – such as the promotion of sustainable public finances and effective, accountable institutions – have taken centre stage in the public audit dialogue. The adoption of the UN 2030 Agenda furthermore prompted the INTOSAI community to play an essential role in safeguarding a liveable future for all.

In this spirit, INTOSAI's Congress in 2022 endorsed a motion on sustainable operations within INTOSAI. INTOSAI further commits to conveying the work carried out by SAIs in auditing their respective governments' actions in the implementation of the SDGs to state and non-state players and the international community, especially the UN. It also lays a focus on presenting the added value created by its bodies and Regional Organizations through the facilitation of cooperative audits and the production of relevant pronouncements and guidance material.

## Communication principles

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### » Inclusiveness and accessibility

In line with the principles of ensuring public access to information and strengthening the visibility of its activities, INTOSAI presents its products in an easy-to-retrieve and transparent manner that takes into account its target groups' environmental, cultural and linguistic contexts as well as their level of expertise and awareness. INTOSAI furthermore ensures that it communicates in all its official languages in an inclusive and participatory way that gives due consideration to matters of understandability of content, gender equality and intersectionality

### » Engagement and dialogue

INTOSAI is actively pursuing a continued and enhanced dialogue with its partners at the international stage and those to whom SAIs demonstrate ongoing relevance through their reports and recommendations. In doing so, INTOSAI's bodies regularly assess the nature of relationships with these different target audiences to deliver timely, accurate and impactful messages.

### » Timeliness and agility

In acknowledging the dynamic nature of the environments in which SAIs operate, INTOSAI promotes efficient and agile internal as well as external communications to ensure that actions are taken at the most appropriate moment, maximizing their impact and relevance. Through timely and agile



actions, INTOSAI promotes productivity and effectiveness and contributes to building trust, as reliable and swift responses demonstrate commitment.

## Key messages

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In communicating effectively with its target audience – be it the media, SAI auditors, the government, the public or INTOSAI’s stakeholders in general – INTOSAI defines key messages it wishes to convey. Through ensuring an alignment of spokespersons and INTOSAI’s bodies on essential, timeless and often reaffirmed messages whenever they communicate matters on behalf of INTOSAI, the impact of INTOSAI’s communication can be maximized.

The key messages are the main points of information, and basis for its products, that INTOSAI wishes its target audience to hear, understand and remember. These messages are important because they are conducive to defining INTOSAI’s identity and value as an organization.

In acknowledging past INTOSAI Congress declarations, INTOSAI’s Founding and Core Principles, and those themes that have proven to be generally accepted among SAIs and INTOSAI’s Regional Organizations and been of particular relevance in INTOSAI’s past strategic cycles, the following four statements can be considered key INTOSAI messages that can be promoted in all communications with external stakeholders.

- » **Key message 1:** the importance of SAI independence as recognized in UN resolutions and the value and benefits of SAIs as laid out in INTOSAI-Ps.
- » **Key message 2:** the role of SAIs in building effective, accountable, transparent, and inclusive institutions at all levels, as pursued by SDG 16.
- » **Key message 3:** the role of SAIs as promoters of good governance for the benefit of society.
- » **Key message 4:** INTOSAI and its Regional Organizations as platforms for the exchange of knowledge, promoters of the development of SAIs and guardians of SAI professionalization.

These key messages can change over time. The Network of INTOSAI Communication Officers (NICO) will be responsible for keeping them updated and relevant.

## **Network of INTOSAI Communication Officers (NICO)**

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The effective implementation of INTOSAI's key messages depends on a continued collaboration and exchange of the INTOSAI bodies responsible for such messages. The central body for such an exchange is the Network of INTOSAI Communication Officers (NICO), which constitutes a hub for identifying relevant developments to be communicated within and outside INTOSAI and for determining corresponding steps of action.

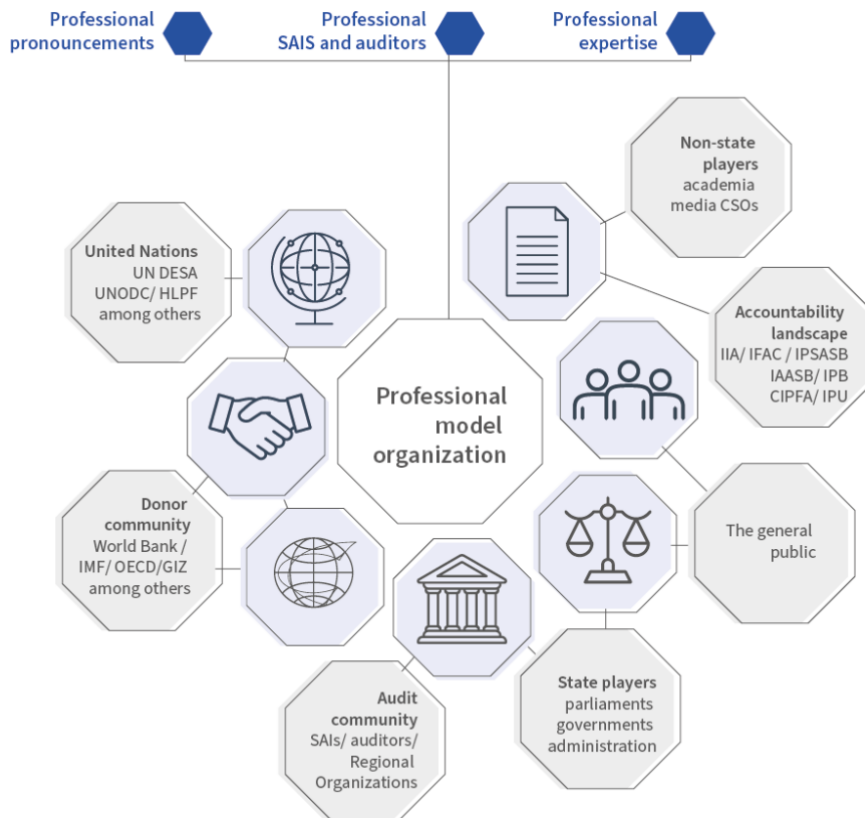
NICO acts at work level and consists of one or more representative(s) appointed by the INTOSAI General Secretariat, the INTOSAI Chair, the INTOSAI Vice-Chair, all INTOSAI bodies as well as the Regional Organizations. It holds virtual meetings on a regular basis and reports to the INTOSAI Governing Board.

## **Key partners and target audiences**

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In delivering its key messages, INTOSAI takes account of its key partners and target audiences, which vary depending on the message to be conveyed. INTOSAI's key partners and target audiences can be grouped into various categories based on their different spheres of influence and common interests vis-à-vis INTOSAI. To be highlighted are the United Nations, with whom INTOSAI operates at eye level, as well as the donor community consisting of partner organizations that provide important funding and expertise to INTOSAI's member SAIs. Among INTOSAI's partner organizations are furthermore those professional representative bodies that operate in the accountability and transparency landscape as well as state and non-state actors: parliaments, governments and the public administration as well as the media, academia and the public at large. Ultimately, INTOSAI's cooperation with all the above-mentioned players serves to benefit those who are

represented by INTOSAI: its member SAIs, the auditors and the Regional Organizations.



In order to render its communication activities as effective and impactful as possible, INTOSAI's bodies consider – in alignment with communication principles 1 and 2 – the level of expertise and awareness as well as the perspectives of the relevant players they engage with.

## Communication channels

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In a fast-paced, increasingly interconnected and digitally driven world, INTOSAI recognizes the need to act in an agile way through dynamic, constant and two-way communication. This ensures that feedback and stakeholder input is taken into account and that INTOSAI's communications are clear, understandable, responsive and proactive in the addressing of emerging issues. Furthermore, INTOSAI uses visual communications and monitors the developments in digitalization to identify and harness key trends.

Successful responsive and proactive communication relies on timely consultations among INTOSAI's spokespersons – the INTOSAI Secretary General and the Chair of the INTOSAI Governing Board – and the strategic selection of adequate communication channels based on the content of the message and the targeted audience. Such communication channels comprise a mix of traditional and digital tools, including social media.

In the spirit of strengthening INTOSAI's role as the global voice of public audit, the INTOSAI website [www.intosai.org](http://www.intosai.org), which is run by the INTOSAI General Secretariat, serves as the entry point to INTOSAI and contains references to INTOSAI's members, bodies and the Regional Organizations. Together with the official publication of INTOSAI [www.intosaijournal.org](http://www.intosaijournal.org) it conveys INTOSAI's communications vis-à-vis INTOSAI's key partners and target audiences.

INTOSAI recognizes the value in the flexibility of its multiple bodies creating and managing their own channels of communication with members and the external public. Simultaneously, in an effort to strengthen the cohesion and effectiveness of INTOSAI's communication and to further the consolidation of its brand, the implementation policies will define a set of principles and basic requirements to improve consistency and brand recognition, while still allowing for autonomy.

## Measuring success

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The actual success of INTOSAI's communication activities and the level of its outreach are eventually determined by the accessibility and understandability of the content conveyed, the ensuing effect both on INTOSAI and its target audiences as well as any possible increase in demand for further specific communication products created by INTOSAI. Concrete indicators to measure the success of INTOSAI's communications and to regularly assess the communication strategy's relevance to promote agility are laid down in a separate implementation policy.



Task Force INTOSAI Communication

The INTOSAI General Secretariat

The Federal Court of Accounts of Brazil



**Mission:** to support its members in contributing effectively to the accountability of the public sector, promoting public transparency and good governance, and fostering the economy, effectiveness and efficiency of government programs for the benefit of all.

**Vision:** INTOSAI continues to evolve as a leading international institution enabling its members as they seek to achieve their full potential in their efforts to enhance public sector accountability, thereby strengthening governance and ultimately improving the lives of citizens.

[www.intosai.org](http://www.intosai.org)



**INTOSAI**