



# EUROSAI COMMUNICATION FRAMEWORK

2021

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## 1. Preamble

The 21<sup>st</sup> century is an epoch of communication when, with the advent of digital technology in our daily life, there is a new situation of information circulation developing. Also, the needs of people and institutions for a type of incoming information, as well as the demand for communication, are changing. The role of communication is growing significantly. Every trade today is also a communication trade and therefore the need for planned, coordinated, and professional communication is also increasing.

Setting **communication objectives** is crucial for EUROSAI as a unified platform, which brings together the Supreme Audit Institutions (SAIs) from the European region. EUROSAI provides a framework for sharing experience and knowledge, building the capacity of its members in auditing and mastering new and efficient approaches, in line with the ultimate goal of EUROSAI and its members, which is to enhance public auditing and good governance. Communication must become a strategic tool for EUROSAI to:

- ◆ Develop successfully as an Organisation,
- ◆ Strengthen the relationship among its members,
- ◆ Be a powerful support platform for external public sector auditors in Europe,
- ◆ Promote its external image.

Therefore, the **communication mission** of EUROSAI includes sharing and encouraging the use of learning opportunities, building pride in EUROSAI membership, and building a sense of belonging, while at the same time promoting its international recognition.

Recognizing the diversity of the EUROSAI membership, the Organisation must be well coordinated in its communication; some of EUROSAI structures may maintain their own communication on behalf of the whole Organisation, but it must be taken into account that when communicating with all members altogether, each such member participates in the overall image building of EUROSAI.

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Communication has now become the most important tool for influencing

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## 2. Introduction

With the adoption of the EUROSAT Strategic Plan 2011-2017 (ESP) at the VIII EUROSAT Congress in Lisbon, Portugal, in 2011, EUROSAT took a pivotal step in the further professionalisation of its activities. In this regard, one of the strategic goals included in that ESP was precisely the management of EUROSAT in accordance with the principles of good governance and effective communication. In pursue of this goal, Goal Team 4 drafted a Communication Framework, which was then endorsed by the Governing Board (GB) and approved by the IX Congress in The Hague, The Netherlands, in 2014.

Following the adoption of the EUROSAT Strategic Plan 2017-2023 (ESP) at the X EUROSAT Congress in Istanbul, Turkey, in 2017, a portfolio on communication was set up, and the EUROSAT communication framework was reviewed and updated. As agreed at the 51 GB meeting<sup>1</sup> held in June 2020, a draft was submitted for the GB's comments, following which it was endorsed by the GB at its 52 meeting held in November 2020, and presented to the XI Congress in 2021 for approval.

This Communication Framework is compliant with, while does not duplicate the information on communication principles and procedures already described in other documents, such as the EUROSAT Statutes, EUROSAT Standard Procedures, EUROSAT Strategic Plan 2017-2023 and the General Procedures for the ESP.

By establishing a Communication Portfolio, EUROSAT has demonstrated its willingness to improve communication, both among its members and among partners as well as other involved external audiences. This Communication Framework is based on the EUROSAT mission, vision, and values foreseen in the ESP.



Strategic communication  
approach of EUROSAT  
intensifies action  
by all the EUROSAT  
bodies



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<sup>1</sup> The Governing Board decided that the Secretariat would draft a general framework in line with INTOSAI's (which does not include the distribution of responsibilities), using as baseline the draft prepared by SAI Latvia, holder of the Communication portfolio.

The EUROSAl Communication Framework arranges the current communication platform of the Organisation by defining fundamental principles for communication with internal and external audiences of EUROSAl, current communication channels and tools, and supplementing the existing ones with new and modern ones to be potentially implemented.

This Communication Framework is aimed at ensuring that the communication of EUROSAl structures is building a positive image of the Organisation by meeting “an aligned voice principle”, which means more intense action by all the EUROSAl structures<sup>2</sup>, the transition from reporting of events to changing attitudes, proposing ideas, and bringing stories into the everyday life of the Organisation.

EUROSAl communication inter alia is focused on a coordinated narrative or story and a common belief that EUROSAl creates opportunities for every member who is willing to engage in the Organisation.

The EUROSAl Communication Framework shall be introduced step-by-step taking into account the human resources and financial capacities of EUROSAl and its members.

EUROSAl encourages members to generate ideas and bring stories into the everyday life of the Organisation



### 3. Goal, objectives and principles for the communication

The **overall goal** of communication is the following:

“The EUROSAl members recognise EUROSAl as a promoter of its members’ common interests and a support in their work”.

**Objectives** of EUROSAl’s communication are as follows:

“The European SAls recognise EUROSAl as a promoter of its members’ common interests and a support in their work”

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<sup>2</sup> The Governing Board, the Presidency, the Secretariat, the Portfolio Holders, the Coordination Team, the Working Groups, Task Forces, Project Groups, etc.

- ◆ To provide accurate, objective and timely information, raise awareness and guidance to EUROSAI's members (key target audience) to increase their involvement in the Organisation's activities.
- ◆ To implement a coordinated and timely flow of information within the Organisation by encouraging its members to share information, knowledge, and experience.
- ◆ To facilitate international recognition of EUROSAI aimed at promoting the relevance of EUROSAI and the work of its members and the expansion of its stakeholder network.



EUROSAI's communication is developed according to the **following principles:** *Understandability / Simplicity / Engagement in dialogue / Focus on action / Accessibility / Accuracy and Objectivity / Timeliness.*

### **Understandability**

Communication is clear, straightforward, and understandable to everyone. It does not leave any space for misunderstanding. The chosen form of expression is understandable and easily perceived by everyone, which excludes completely the possibility of the message being misunderstood.

### **Simplicity**

The message is expressed in a simple and understandable format, easy to perceive for the target audience in terms of both content and language, and it can be easily transferred to other audiences.

### **Engagement in dialogue**

Partners are open to conversation and to listen to each other, both inside and outside the Organisation.

### **Focus on action**

The action is the key to successful communication and the best way to change the attitude. Action must coincide with words and words must coincide with action.

- Communication principles:
- ◆ Understandability
  - ◆ Simplicity
  - ◆ Engagement in dialogue
  - ◆ Focus on action
  - ◆ Accessibility
  - ◆ Accuracy and objectivity
  - ◆ Timeliness

### **Accessibility**

Communication is available to anyone and everyone in a convenient format. Having assessed the needs of each target audience, communication professionals will transform and channel information in an accessible and convenient way for the audience.

### **Accuracy and Objectivity**

The information communicated through the EUROSAL channels should be accurate and provide objective data, in line with EUROSAL's core values of professionalism and independence.

### **Timeliness**

A timely dissemination of the information is essential to ensure its relevance and usefulness.

## **4. Target audiences**

EUROSAL has a very wide group of audiences, starting from its members and their staff (internal audience, the key target audience) to co-operation partners in external audiences. Priority should be given to the key audience. Successful achievement of communication goals and implementation of strategic goals of the whole Organisation require accurate identification of EUROSAL's target audiences by specifying appropriate communication channels and developing relevant messages.

Given the specificity and operating model of EUROSAL, the audiences are segmented as follows:

- ◆ EUROSAL's target audiences. These audiences are reached directly by EUROSAL as an Organisation.
- ◆ SAs' target audiences. EUROSAL reaches these audiences indirectly through the SAs.



## 4.1. EUROSAI's target audiences

### a) Member SAIs

Member SAIs is the most important and major audience of EUROSAI. Priority should be given to them, as internal audience of EUROSAI's communication.

The most important and major audience of EUROSAI includes the member SAIs, the auditors working there, the head of the institution, as well as the staff of the International Divisions of the SAIs and the communication professionals.

Working with this audience is very challenging because EUROSAI members represent different experiences, different opportunities, traditions, and knowledge. This audience should be aware of the EUROSAI's narrative and should spread it to other audiences and other target groups.

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In order to involve this audience in EUROSAI's activities, the added value of EUROSAI's support and its products in the daily work of individual SAIs must be visible and clearly demonstrated. In addition, the relevance of the Organisation should be demonstrated not only to this audience but also beyond this audience, id est, the relevance of EUROSAI should also be demonstrated to other audiences purposefully. It will provide additional arguments, build up confidence, and increase trust in the Organisation in the internal audience.

Channels: website, e-mails, newsletters, social media, face-to-face and online events, seminars, workshops, etc.

## **b) EUROSAI key actors and structures**

The second type of internal audience of EUROSAI's communication is EUROSAI's own key actors and structures, including Governing Board, Working Groups, Task Forces, Coordination Team, Strategic Goal leaders, Governance Portfolio Holders or Project Groups leaders.

Channels: website, E-mails, newsletters, social media, face-to-face and online events, seminars, workshops, etc.

## **c) INTOSAI, INTOSAI Regional Organizations, IDI, and INTOSAI-Donor Cooperation and other INTOSAI bodies**

One of the target groups, which is essential in communication as an external cooperation partner.

Channels: website, E-mails, newsletters, social media, face-to-face and online events, seminars, workshops, etc.



## **d) Non-SAI stakeholders**

A broad audience, where individual target groups must be established, and bilateral communication must be ensured while working with it.

Channels: website, E-mails, newsletters, social media, face-to-face and online events, seminars, workshops, etc.

### **International Organisations**

Individual target groups should be defined to ensure bilateral communication.

Channels: website, E-mails, newsletters, social media, face-to-face and online events, seminars, workshops, SAI, etc.

### **EU Organisations**

One of the external target groups, which is essential in communication as a cooperation partner. Bilateral communication is required.

Channels: website, E-mails, newsletters, social media, face-to-face and online events, seminars, workshops, SAI, etc.

## **Researchers and Universities**

They are one of the external target groups, working with which results in both building the image of the Organisation and improving the significance of auditors in the public. An important target group for the implementation of various joint projects.

Channels: social media, newsletter (for external audiences), website, seminars, SAI, etc.



## **4.2. SAI's target audiences**

Professionals of SAIs further communicate the information provided by EUROSAI directly with these audiences by adapting this information to the needs of the particular target group. All member SAIs are encouraged to share and disseminate that information in a timely manner through their own communication channels (websites, social media, newsletters, blogs, et cetera) to the extent feasible.



## 5. Communication tools and channels

Professional communication requires the use of modern and up-to-date communication tools and channels to reach out to the audience.

Communication tools and channels in EUROSAI's communication may include the following:

### Face-to-face and online events

Interaction during in-person and online gatherings can provide one of the most direct and effective ways of communication. Such events might adopt the form of meetings, seminars, training courses, conferences, workshops, etc. of EUROSAI, INTOSAI & its structures, IDI, other Regional Organisations or non-SAI stakeholders partners.

### Website

The website is one of the primary communication channels both in internal communication and in external communication of the Organisation. The website is both - an assistant to auditors of the EUROSAI member Organisations and a site to learn news about the Organisation, as well as it reflects the EUROSAI public image in external audiences.



### E-mail

For the majority of stakeholders, E-mail is an efficient form of communication. E-mail is a powerful way to forge relationships with various groups in the external and internal network.

### Newsletter

Newsletter is a short bulletin issued periodically and channelled via e-mail services to the members of EUROSAI, non-member stakeholders, and other target audiences. The information in the newsletter is presented in a simple format supplemented by links, photos, and other useful things, for example, attached documents, videos, polls, etc.





## **E-brochures and E-booklet**

EUROSAI is modern in its communication, and the materials the Organisation publishes reflect that fact. To disseminate information about a particular topic, the Organisation prefers e-brochures and e-booklets. Benefits of such an e-brochure approach include: 1) Be green and save money; 2) Make changes and updates quickly and easily; 3) Reach the global audience far and wide easily; 4) E-brochures have the ability to add a wide range of interactive features such as videos, photo galleries, animation, menus, forms, downloads, etc.; and 5) It is a new and modern tool for communication.

## **Print Publications**

If necessary, EUROSAI also issues printed materials to reach all the target groups.