

**EUROSAI**

**GOAL TEAM 4: GOVERNANCE & COMMUNICATION**

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**EUROSAI  
Strategic Plan  
2011-2017**

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**GOAL TEAM 4  
Operational Plan  
Update**

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**May 2013**

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# EUROSAI Goal Team 4 Operational Plan

Planning Period: 2011-2017

## Executive Summary

GOVERNANCE AND COMMUNICATION: Manage EUROSAI in accordance with the principles of good governance and effective communication

*"...Goal 4 is intended to create a network to align EUROSAI's organisation and operations in their entirety with these goals in the best possible manner, and to provide coordinated support to the Governing Board in the areas of management, training and reporting."*

## Importance of tasks included for the period 2013-2014

All the tasks included in this operational plan are targeted to meet the *governance* and *communication* objectives of EUROSAI.

GT4 planned activities are meant to address several *cross cutting issues* already identified, such as planning and reporting, website and databases, training, surveys, funding, communication tools, external cooperation and sustainability. GT4 will also be attentive to new horizontal issues arising.

For this purpose, during 2011-2017, GT4 will permanently *liaise* with the other Goal Teams, fostering communication, cooperation and harmonisation, detecting and avoiding gaps and overlaps and will report and support the Governing Board, as established.

- In the former periods (2011-2013), GT4 has mainly focused on:
  - ↪ Preparing and approving the EUROSAI governance framework, including GTs Terms of Reference (ToR) Operational Plans (OP) and Planning, Monitoring and Reporting requirements (PMRR)
  - ↪ Fine tuning its internal organisation (definition of Task Groups and allocation of tasks)
  - ↪ Preparing a mock-up for the new EUROSAI Website
  - ↪ Identifying main assumptions of a EUROSAI communication policy
  - ↪ Reviewing EUROSAI Financial Rules
  
- In its 3<sup>rd</sup> year of activity GT4 will continue developing activities to achieve perspective, balance, coordination and harmonisation in the ongoing implementation of the EUROSAI SP, namely by:
  - ↪ Supporting planning updates, assessing the overall implementation of the EUROSAI Strategic Plan and establishing the basis for its *mid-term review*
  - ↪ Completely implementing the new Website in all EUROSAI official languages as a tool to support EUROSAI activities

- ↪ Testing the collaboration platform prepared by the NCA for the next Congress as a working tool for Goal Teams
- ↪ Finalising the EUROSAI communication policy
- ↪ Completing the updating of the EUROSAI guide for organising training events and, eventually, enlarging it towards a guide for the organisation of all types of events
- ↪ Rethinking EUROSAI Magazine against the communication objectives, the new website possibilities and the need to reduce costs

Date: 26 April 2013

Contact person: Helena Abreu Lopes/GT4 Chair/Portugal

**EUROSAI GOAL TEAM 4 OPERATIONAL PLAN: 2011-2017**

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAs	Timetable		Estimated Results and Outcomes										
					(9)		(10)										
					From (MM/YY)	To (MM/YY)	2011		2012		2013		2014		2015- 2017		
(4)	(5)	(6)	(7)	(8)			(11)		(11)		(11)		(11)		(11)		
<b>Implementation strategy (SP): 4.1 Ensure that EUROSAI has an organisational structure that best supports the achievement of the strategic goals</b>																	
4.1.1. Agree on planning and reporting requirements and contents to provide a sound basis for activities 4.1.2.-4.1.6	4.1.1.1. Agree on operational planning framework	1	Chair drafts planning template and working schedule	Portugal	06/11	09/11	GT4 approves framework									<b>COMPLETED</b>	
	4.1.1.2. Develop planning, monitoring and reporting requirements (PMRR)	2	Task group drafts and GT4 comments and approves PMRR guidelines	Portugal UK INTOSAI Planning Director (IPD) & Germany Poland for ToR related issues & Spain for financial issues	06/11	05/12	Draft is circulated		GT4 approves guidelines								<b>COMPLETED</b>
	4.1.1.3. Develop GT4 Operational Plan	2	Make proposals and circulate drafts and comments by e-mail Agree OP in GT4 meeting	-All members send proposals -Portugal prepares draft	06/11	04/16	Proposals, drafts and comments are exchanged		GT4 agrees on OP to be approved by GB		GT4 OP is reviewed and updated		GT4 OP is reviewed and updated		GT4 OP is reviewed and updated		
	4.1.1.4. Develop GT4 ToR	2	Task group drafts and GT4 agrees ToR in meeting	Germany Poland	06/11	04/15	Draft is circulated		GT4 agrees on ToR to be approved by GB								GT4 ToR are assessed and reviewed



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1,2,3,4, and: -identify progress on agreed key activities; -develop proposals to address any gaps or issues identified above for consideration by the Goal Team Chairs (e.g reprioritise activities, rationalise/reduce number of intended outputs/products Provide a progress report to Governing Board on the status of the overall strategy (cf. 4.2.1. for evaluation activities)	suggestions for consideration of GT chairs, in order to improve the implementation of the SP		oral reports made at GT 4 meetings, from participation in GT 1-3 meetings and from written reports -Make proposals and suggestions to GTs Chairs -Implement agreed activities				suggestions are made when needed		suggestions are made when needed		suggestions are made when needed		suggestions are made when needed		suggestions are made when needed	
	4.1.3.2.Prepare progress report on the status of implementation of overall strategy to the GB	0	Task group analyses annual progress reports from GTs, drafts overall progress report. Comments by e-mail. GT 4 agrees report in meeting	Proposals to GT4 and final document prepared by GT4/TG1	04/12	05/17			Progress report sent to GB		Progress report sent to GB		Progress report sent to GB		Progress reports sent to GB	
	4.1.3.3.Present mid- term review report	1	Task group analyses reports from GTs, drafts overall report. Comments by e-mail. GT 4 agrees report in meeting	Proposals to GT4 and final document prepared by GT4/TG1	09/13	05/14							Mid-term review report presented to GB and Congress			
4.1.4 Identify value and benefits of interaction within INTOSAI by: • extracting examples from Goal Team reports • analysing and	4.1.4.1. Identify and map the interaction between EUROSAI and INTOSAI (including its regional working groups and bodies)	1	Task group assesses interaction and opportunities	GT4/TG2	07/12	12/13					Opportunities identified and mapped					

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highlighting the benefits to EUROSAI from these interactions (e.g. added value from broader based knowledge sharing, building on best practice cases to enhance EUROSAI effectiveness and reduce potential duplication of work) (cf. 4.3.5 )	and the opportunities to optimise it in order to take mutual advantages of experiences and reduce potential duplication of work															
	4.1.4.2. Prepare document focused on opportunities to promote, enhance and support interaction within INTOSAI	2	Task group obtains and analyses information and drafts document for GT4 and GB	GT4/TG2	1/14	5/14							Document presented to GB( or included in overall report)			
	4.1.4.3. Prepare document focused on the effective and practical benefits of interaction within INTOSAI	3	Task group obtains and analyses information from Goal Teams and drafts document to be included in the GT4 mid-term and final overall report to GB/Congress	GT4/TG2	01/14	4/17							Assessment included in the overall report, including number of cooperation projects/activities with INTOSAI and its regional WGs and bodies		Assessment included in the overall report, including number of cooperation projects/activities with INTOSAI and its regional WGs and bodies	
4.1.5 In the area of training: • collect information on EUROSAI training events/seminars	4.1.5.1. Collect, in a regular basis, proposals of training events from every GT and	0	Task group collects and analyses information	GT4/TG3	06/12	05/17			List of events to be carried out		Summary report of events to be carried out		Summary report of events to be carried out		Summary report of events to be carried out	

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					From (MM/YY)	To (MM/YY)	2011	(11)	2012	(11)	2013	(11)	2014	(11)	2015- 2017	(11)	
<p>proposed;  <ul style="list-style-type: none"> <li>review financial applications and prepare a prioritized submission for Governing Board approval for training events requiring EUROSAI funding<sup>1</sup>;</li> <li>provide advice to hosts of training events on how to run an event;</li> <li>facilitate and ensure feedback on training events is provided by the hosts of training events across EUROSAI (cf. 4.3.3. and 4.3.4.</li> </ul> </p>	<p><b>WG, addressing overlapping or other horizontal issues, and establish and maintain a database of training events</b></p>	0	Establish and maintain a database of training events		5/13	04/14								The database is established and maintained		Database is updated regularly	
	<p><b>4.1.5.2. Provide guidance for organising EUROSAI training events</b></p>	1	Task group promotes and reviews practical guide	GT4/TG3	06/12	05/14			Assessment on the need to review EUROSAI practical guide on how to run an event		Review if needed, approve and disseminate guide		Update Guide, incorporating result of key activity 4.2.3.				
	<p><b>4.1.5.3. Advise, facilitate and ensure feed-back and follow-up on training events</b></p>	0	<p>Task group liaises with organisers and hosts to advise and ensure feed back, publishes data and prepares a consolidated report</p> <p>Task group ensures that training section of the website is regularly updated</p>	GT4/TG3	06/12	05/17			Item of EUROSAI website created		Consolidated report included in the GT4 progress report presented to GB		Consolidated report included in the GT4 progress report presented to GB		Consolidated report included in the GT4 progress report presented to GB		Consolidated report included in the GT4 progress report presented to GB

<sup>1</sup> See task 4.2.2.2.



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	<b>4.1.5.4. List possible training experts , by building a specific list for EUROSAI or, if appropriate, by using INTOSAI list of training experts</b>	<b>3</b>	Task group assesses interest and usefulness of INTOSAI list of training experts and , if appropriate, disseminates ways to use and enlarge it to EUROSAI Members	GT4/TG3	01/13	05/17								Encourage EUROSAI members to use INTOSAI List of training experts, and give advice on ways to use it.		List enlarged, if possible, with EUROSAI experts
<b>4.1.6 Identify and address systemic (horizontal) issues by:</b> • establishing a mechanism to capture systemic or recurring patterns/issues impacting effective delivery of EUROSAI strategic plan; • developing an	<b>4.1.6.1. Coordinate GT1-4 questionnaires and make sure that their results are shared</b>	<b>0</b>	-Task group agrees on how to coordinate questionnaires and their results -Task group keeps and updates a list of planned surveys, their scope and timeframe -Task groups publishes the list of surveys -GTs publish the surveys and their results in the website	GT4/TG2  GT Chairs	01/12	05/17			Questionnaires and results coordinated and published		Questionnaires and results coordinated and published		Questionnaires and results coordinated and published		Questionnaires and results coordinated and published	


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					From (MM/YY)	To (MM/YY)	2011	(11)	2012	(11)	2013	(11)	2014	(11)	2015- 2017
(4)	(5)	(6)	(7)	(8)											
integrated response to the issues identified which enhances and safeguards achievement of EUROSAI vision and goals	4.1.6.2. List and analyze systemic or recurring patterns, impacting effective delivery of SP	0	GT4 participates in GT 1-3 meetings Task group analyses plans and reports seeking for systemic or recurring patterns, listing, analyzing and addressing them	GT4 Chair & TG1	06/11	05/17			List and analysis included in overall strategy report		Updated list and analysis included in overall strategy report		Updated list and analysis included in overall strategy report		Updated list and analysis included in overall strategy report
<b>Implementation strategy (SP): 4.2 Strengthen EUROSAI's capacity to achieve its strategic goals</b>															
4.2.1 Evaluate the achievements of the strategic goals in line with the needs, resources and relevant activities of the organisation and make proposals for improvement and modification as needed (cf. 4.1.4)	4.2.1.1 Analysis of GT1-4 reports identifying needs to accomplish Strategic Goals (see 4.1.3.3. and 4.1.3.4.)	0	Task group analyses annual progress reports from GTs, identifies needs and makes proposals to GT4	GT4/TG1	04/12	05/17			Report and proposals made to GB		Report and proposals made to GB		Report and proposals made to GB		Report and proposals made to GB
4.2.2 Strengthen EUROSAI's financial situation in accordance with the requirements	4.2.2.1. Review the current provisions for funding activities from the	1	Task group redrafts funding principles and procedures and prepares new document and	GT4/TG4	01/12	05/13			Funding principles and procedures of EUROSAI discussed by		Funding principles and procedures of EUROSAI				

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					From (MM/YY)	To (MM/YY)	2011	(11)	2012	(11)	2013	(11)	2014	(11)	2015- 2017
set for achieving the strategic goals (secretariat, communication, training, etc.) and explore new financial resources, as needed e.g. for capacity building with INTOSAI Donor Steering Committee	EUROSAI budget in order to adapt it to the needs of the implementation of the SP		templates GT 4 approves proposal in meeting					GT4		agreed by GT4 and approved by GB		<b>COMPLETED</b>			
	4.2.2.2. Analyze financial applications on the basis of the revised provisions for EUROSAI funding (see 4.2.1.2) and prepare a prioritized submission for Governing Board approval	0	Task group prepares applications for submission	GT4/TG4	06/11	05/17			Applications submitted to Governing Board		Applications submitted to Governing Board		Applications submitted to Governing Board		Applications submitted to Governing Board
	4.2.2.3. Identify formulas/ partners for financing the implementation of the EUROSAI Strategic Plan	2	Improve the awareness of the financing options in place in the European environment.	GT4/TG4	06/12	05/17					Financial possibilities identified		Financial possibilities updated		Financial possibilities updated
	4.2.2.4. Prepare proposals for external funding of EUROSAI activities	3	Task group liaises and drafts or forwards proposals	GT4/TG4	06/12	05/17			Proposals gathered		Proposals sent		Proposals updated		Proposals updated

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4.2.3 Develop workable EUROSAI practices and criteria for events and project management	4.2.3.1 Analysis of existing EUROSAI/INTOSAI guidelines/recommendations in this area	1	Task group collects and analyses information	GT4/TG2	05/12	10/13					List and analysis completed					
	4.2.3.2 Prepare good practices in areas not yet covered by guidelines/recommendations listed in task 4.2.3.1.	2	Task group chooses, in brainstorming, areas not yet covered by existing guidelines/recommendations and uses GTs members experience to collect good practices in chosen domains	GT4/TG2	6/13	5/14					Areas to be covered chosen and information collected					Checklists and good practices on those areas included in Practical Guide (4.1.5.2.)
4.2.4 Support the EUROSAI Secretariat by staff secondments from EUROSAI Member SAIs including setting up clear rules of procedure and co-financing of staff secondments	4.2.4.1 Draft common rules for staff secondments to the EUROSAI Secretariat	2	Task group drafts proposal for comments and approval by GT4	GT4/TG2	07/13	05/14						Proposal submitted to GB				



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					From (MM/YY)	To (MM/YY)	2011	(11)	2012	(11)	2013	(11)	2014	(11)	2015- 2017	(11)				
	<b>4.3.1.4 Develop report on communication mechanisms and tools currently used within the EUROSAl/INTOSAl community</b>	3	Task group consults by mail with GT4 members and agree the draft report at the meeting of GT 4	GT4/TG5	04/12	05/12			Draft report agreed by GT4		<b>COMPLETED</b>									
<b>4.3.2 Develop and put into place an EUROSAl internal and external communication policy, taking into account innovative communication tools, the recognition of EUROSAl, as well as the INTOSAl Communication Strategy</b>	<b>4.3.2.1. Develop main assumptions of the EUROSAl communication policy, liaising with the Task group for the review of the website</b>	4	Task group consults by mail with members of GTs	GT4/TG5	5/12	6/12			Main assumptions of the EUROSAl communication policy developed		<b>COMPLETED</b>									
	<b>4.3.2.2. Identify communication areas within EUROSAl that are to be improved</b>	5	Task group identifies communication areas within EUROSAl that should be improved	GT4/TG5	05/12	06/12			Communication areas which are to be improved identified		<b>COMPLETED</b>									
	<b>4.3.2.3. Propose list of recommended communication tools</b>	6	Task group makes proposal, consulting by mail with GT 4 members	GT4/TG5	06/12	06/12			List of recommended communication tools suggested		<b>COMPLETED</b>									
	<b>4.3.2.4. Choose the electronic collaboration platform to be used and foster its use</b>	7	Task group presents GT4 the possible tools to be used and their pros , cons and costs	GT4/TG5	05/12	05/17					GT 4 agrees on the tool to use  GT4/TG5 send GTs, WGs, TFs and Euroesai Members						Report on results of testing collaboration platform issued by GTS and			

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					From (MM/YY)	To (MM/YY)	2011	(11)	2012	(11)	2013	(11)	2014	(11)	2015- 2017
										information on the possibilities offered by the tool and on how to use it				other EUROSAI bodies and consolidated by GT4	
	<b>4.3.2.5. Develop EUROSAI communication policy</b>	<b>8</b>	Task group consults by mail with GT4 members, GT4 agrees the draft report in meeting, GT 4 consults GB by e-mail	GT4/TG5	06/12	12/13			Draft of the communication policy developed	Draft of the communication policy developed and consulted	EUROSAI communication policy adopted by GB/Congress				
	<b>4.3.2.6. Activities focused on improvement of communication, according to the priorities and objectives of the EUROSAI communication policy</b>	<b>9</b>	To be determined later	GT4/TG5	To be determined later									To be determined later	

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3.4.1. Support the GB in promoting and developing cooperation with institutional partners for the 2011-2017 period ( imported from GT3 OP)	Based on the list of existing forms of cooperation prepared by GT3 until Dec 2013, identify benefits of existing partnerships and opportunities of developing them and/or promote new forms of cooperation	3	Task group analyses information prepared by GT3 and drafts document to be included in the GT4 mid-term and final overall report to GB/Congress  Task group implements approved recommendations	GT4/TG5	01/14	04/14							Analysis and recommendations presented (jointly with conclusions of tasks 4.1.4.2. and 4.1.4.3.		Increased partnerships with institutional partners	
3.4.2. Support the GB in promoting and developing cooperation with non-institutional partners where they are considered to have particular expertise of pursue matters useful to EUROSAI in its work ( imported from GT3 OP)	Based on the list of existing forms of cooperation prepared by GT3 until Dec 2013, identify benefits of existing partnerships and opportunities of developing them and/or promote new forms of cooperation	3	Task group analyses information prepared by GT3 and drafts document to be included in the GT4 mid-term and final overall report to GB/Congress  Task group implements approved recommendations	GT4/TG5	01/14	04/14							Analysis and recommendations presented (jointly with conclusions of tasks 4.1.4.2. and 4.1.4.3.		Increased partnerships with non-institutional partners	






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	<b>the information contained in it</b>		information GT4 agrees in meeting and submits to GB												
	<b>4.3.3.3. Ensure coherent, systematic and dynamic use of website</b>	0	Task group identifies areas of website to be filled in or actively promoted and liaises with TG5 to foster their use	GT4/TG6	09/12	05/17			Info sent to TG5		Info sent to TG5		Info sent to TG5		Info sent to TG5
Task group liaises with GTs to identify and analyse databases and ensure their coherent and non overlapping inclusion in the website			GT4/TG6	06/13	05/17					Databases articulated and included in Website		Databases articulated and included in Website		Databases articulated and included in Website	
	<b>4.3.3.4. Post articles about EUROSAl on wikipedia</b>	3	Task group prepares articles in EUROSAl working languages and prepares statement for GT4 to encourage all EUROSAl members to do so in their own languages	GT4/TG5 &Germany	06/12	05/14			Articles published in official languages		Articles published in official languages		Members encouraged to publish articles in their own languages		List of languages in which articles about EUROSAl are published in national Wikipedias
<b>4.3.4 Promote the use of EUROSAl</b>	<b>4.3.4.1 Promote the inclusion on</b>	0	Keep a contact point in each EUROSAl SAl	GT4/TG5					Website effectively		Website effectively		Website effectively		Website effectively

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publications and EUROSAI related websites as communication channels to share knowledge and experience <sup>2</sup>	SAs Website of links both to EUROSAI and INTOSAI and make sure the SAs accede to documents and information on EUROSAI Website		Circulate information by e-mail to be sure that links are acceded <sup>3</sup>		01/12	05/17			used		used		used		used	
	4.3.4.2. Define the targets groups of specific EUROSAI publications and objectives of the publications	4	Task group conducts brainstorm session, discussion and analysis	GT4/TG5	01/13	04/13					Analysis done					
	4.3.4.3. Assess how well the targets groups are reached and goals accomplished, develop recommendations on the EUROSAI Magazine's improvement and promotion	5	Task group conducts consultations/survey and analysis and makes proposal	GT4/TG5	05/13	04/14					Consultations conducted					

<sup>2</sup> Liaise with GT3 to avoid overlap. GT3 has very similar activity.

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	<b>4.3.4.4. Implement proposed activities</b>	<b>6</b>	To be determined later	GT4/TG5	04/14	12/14							New concept of EUROSAI Magazine implemented		To be determined later	
4.3.5 Based on the reports prepared under 4.1.4 identify potential for reverse-benefit to wider SAI communities (i.e. where EUROSAI can take a lead and where EUROSAI products and activities can be promoted within INTOSAI or in other forms, such as executive summaries of EUROSAI documents for the INTOSAI Website) <sup>4</sup>	<b>4.3.5.1. Identify EUROSAI products and activities to be promoted within INTOSAI</b>	<b>1</b>	Identify products and activities to be promoted within INTOSAI through the analysis of GT1-4 reports	GT4/TG2	04/14	12/14							List of products and activities to be promoted			
	<b>4.3.5.2. Implement other proposed activities</b>	<b>2</b>	To be determined later	GT4/TG2	To be determined later										To be determined later	
4.3.6 Encourage the organisation of EUROSAI events in a sustainable way, including the promotion of online	<b>4.3.6.1. Develop instrument on how EUROSAI events could be organized in sustainable way</b>	<b>2</b>	Task group prepares a draft and consults by mail with GT4 members and WG/TF Chairs	GT4/TG5	04/13	01/14							Instrument developed, approved and issued (incorporate it in practical guide (4.1.5.2.))			

<sup>4</sup> Liaise with GT3 to avoid overlap

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tools/internet conference tools	<b>4.3.6.3. Encourage EUROSAI WGs to include into their annual reports information on tools to promote the EUROSAI value of "Sustainability Respect for Environment"</b>	<b>3</b>	Task group prepares a special statement of GT4	GT4/TG5	7/13	8/13					GT4 issues advice					

## TASK GROUPS FOR THE IMPLEMENTATION OF THE GT4 OPERATIONAL PLAN

TASK GROUPS	AREAS	TASKS	LEAD & MEMBERS
GT4 TASK GROUP 1	Planning and Reporting	4.1.2.3; 4.1.2.4; 4.1.3.2;4.1.3.3;4.1.6.2; 4.2.1.1.	<u>CHAIR GT4 (Portugal)</u> <sup>5</sup> Netherlands Spain UK INTOSAI Director of Strategic Planning
GT4 TASK GROUP 2	Liaison and good practices	4.1.4.1;4.1.4.2;4.1.6.1;4.2.3.1;4.2.3.2; 4.2.4.1; 4.3.5.1; 4.3.5.2.	<u>POLAND</u> France Germany Czech Republic
GT4 TASK GROUP 3	Training issues	4.1.5.1; 4.1.5.2; 4.1.5.3; 4.1.5.4; 4.1.5.5.	<u>CZECH REPUBLIC</u> Portugal France Spain
GT4 TASK GROUP 4	Funding issues	4.2.2.1; 4.2.2.2; 4.2.2.3; 4.2.2.4.	<u>SPAIN</u> Portugal France Germany Czech Republic UK
GT4 TASK GROUP 5	Communication and sustainability	4.3.1.1; 4.3.1.2; 4.3.1.3; 4.3.1.4; 4.3.2.1. 4.3.2.2; 4.3.2.3; 4.3.2.4; 4.3.2.5; 4.3.2.6; 3.4.1; 3.4.2; 4.3.3.4. 4.3.4.1; 4.3.4.2; 4.3.4.3; 4.3.4.4; 4.3.6.1. 4.3.6.2; 4.3.6.3.	<u>NETHERLANDS</u> <u>POLAND</u> Spain
GT4 TASK GROUP 6	EUROSAI Website	4.3.3.1; 4.3.3.2; 4.3.3.3.	<u>SPAIN</u> Netherlands Czech Republic Portugal Denmark Intosai Secretariat: Austria

<sup>5</sup> From the 2014 Congress onwards the lead will be the Netherlands