

**EUROSAI**

**GOAL TEAM 4: GOVERNANCE & COMMUNICATION**

---

**EUROSAI  
Strategic Plan  
2011-2017**

---

**GOAL TEAM 4  
Operational Plan  
Update**

---

**March 2015**

---

# EUROSAI Goal Team 4 Operational Plan

Planning Period: 2014-2017

## 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

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 period 2011-2014 GT4 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)
  - ↪ Supporting planning updates, assessing the overall implementation of the EUROSAI Strategic Plan and establishing the basis for its mid-term review
  - ↪ Fine tuning its internal organisation (definition of Task Groups and allocation of tasks)
  - ↪ Implementing the new Website in all EUROSAI official languages as a tool to support EUROSAI activities
  - ↪ Preparing the EUROSAI Communication Framework
  - ↪ Reviewing and approving EUROSAI Financial Rules
  - ↪ Testing the collaboration platform prepared by the Netherlands Court of Audit as a working tool for Goal Teams

This work was done in six different task groups focusing on: Planning and reporting (TG1), Liaison and reporting (TG2), Training issues (TG3), Funding issues (TG4), Communication and sustainability (TG5) and EUROSAI website (TG6).

## Outlook 2014 - 2017

The GT4 Operational Plan update has been drawn up after consideration of the EUROSAI Strategic Plan Mid Term review, which includes the update for the EUROSAI Strategic Plan. Two crucial key activities have been added to the work of GT4: an evaluation of the governance and modus operandi of EUROSAI and the development of a EUROSAI Strategic Plan for 2017 onwards. This will be done with as much input as possible from both internal and external EUROSAI stakeholders.

For the period 2014 – 2017 GT4 will focus on three themes:

- I. Governance
- II. Strategy
- III. Communication

Goals and tasks are incorporated in this plan, together with the goal team members that are willing to be involved. For 2014 – 2017 the GT4 Task groups have changed accordingly. The following task groups will be created to cover the activities of GT4 :

- I. Task Group on Strategy: Presidency, Secretariat (Spain), Turkey, Portugal, invited GT4 experts (INTOSAI Director Strategic Planning and United Kingdom) with the involvement of a wider group of SAI colleagues and other stakeholders;
- II. Task Group on Sustainability: Presidency, Secretariat (Spain), Turkey and chair of Goal Team 3 (the Czech Republic);
- III. Task Group on Training issues: chair of Goal Team 3 (the Czech Republic), Secretary General, chair of Goal Team 2 (Germany), Portugal;
- IV. Task Group on Communication: Presidency, Secretary General, chair of Goal Team 1 (Hungary), Chair of Goal Team 3 (the Czech Republic).

Other tasks are the responsibility of single GT4 members or all GT4 members.

Date: 30 January 2015

Contact person: Hayo van der Wal/GT4 Chair/Netherlands Court of Audit

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		(10)									
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
<b>Implementation strategy (SP): 4.1 Ensure that EUROSAI has an organisational structure that best supports the achievement of the strategic goals (Governance)</b>																
4.1.1. Agree on planning and reporting requirements and contents to provide a sound basis for activities 4.1.1.-4.1.7	4.1.1.3. Develop GT4 Operational Plan		Make proposals and circulate drafts and comments by e-mail Agree OP in GT4 meeting	-All members send proposals -The Netherlands prepares draft	06/11	04/16	Proposals, drafts and comments are exchanged		GB approves updated GT4 OP		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		Task group drafts and GT4 agrees ToR in meeting	The Netherlands & GT4	06/11	04/15	Draft is circulated		GT4 ToR are assessed and reviewed						GT4 ToR are assessed and reviewed	
4.1.2 Liaise with Goal Teams in agreeing ToR and Operational Plans and their updates																
	4.1.2.2. Assist GT 1-3 in ToR		Liaise with GTs by e-mail and in meetings Task group comments on GTs ToR drafts	The Netherlands	06/11	05/17	Liaison work GT 1-3 and GT4 agree on GTs ToR		GT1-3 ToR are assessed and reviewed						GT1-3 ToR are assessed and reviewed	
	4.1.2.4. Assist GTs 1-3 on reviewing their OP		Liaise with GTs by e-mail and in meetings Comment on GTs OP drafts Identify cross cutting issues	- Inputs and comments by all GT4 members and experts -Cross cutting analysis, proposals and final opinion prepared by GT4/The	01/13	05/17			GT1-3 and GT4 agree on GTs OP update		GT1-3 and GT4 agree on GTs OP update		GT1-3 and GT4 agree on GTs OP update		GT1-3 and GT4 agree on GTs OP update	

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAls	Timetable		Estimated Results and Outcomes										
					(9)		(10)										
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)	
				Netherlands													
4.1.3 Analyse reports for Goals 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)	4.1.3.1. Make proposals and suggestions for consideration of GT chairs, in order to improve the implementation of the SP		-Collect information from 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	The Netherlands/GT4	06/11	05/17	Proposals and suggestions are made when needed		Proposals and suggestions are made when needed		Proposals and suggestions are made when needed		Proposals and suggestions are made when needed		Proposals and suggestions are made when needed		
	4.1.3.2. Prepare progress report on the status of implementation of overall strategy to the GB		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 The Netherlands	04/12	05/17			Progress report sent to GB		Progress report sent to GB		Progress report sent to GB		Progress reports sent to GB		

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAs	Timetable		Estimated Results and Outcomes										
					(9)		2011 – 2013	2014		2015		2016		2017			
					From (MM/YY)	To (MM/YY)		(11)	(11)	(11)	(11)	(11)	(11)				
(4)	(5)	(6)	(7)	(8)													
4.1.4 Identify value and benefits of interaction within INTOSAI, including with its Regional Working Groups, by: <ul style="list-style-type: none"> <li>extracting examples from Goal Team reports</li> <li>analysing and 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)</li> <li>Promoting and supporting the cooperation when needed</li> </ul>	4.1.4.3. Prepare document focused on the effective and practical benefits of interaction within INTOSAI		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/ TG Communication Austria	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		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. Support the Governing Board in promoting and developing	4.1.5.1. Relevant external partnerships to be established and draft		Task group identifies possible partners and drafts agreements	TG Strategy	06/14	06/17			Number of potential partnership identified		Number of potential partnership identified		Report on the results of the implementation of				

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
					From (MM/YY)	To (MM/YY)										
(4)	(5)	(6)	(7)	(8)	(9)		(10)									
cooperation with external partners <sup>1</sup>	agreements proposed to GB												partnership presented to the GB			
4.1.6 In the area of training: <ul style="list-style-type: none"> <li>• collect information on EUROSAI training events/seminars proposed;</li> <li>• review financial applications and prepare a prioritized submission for Governing Board approval for training events requiring EUROSAI funding<sup>2</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</li> </ul>	4.1.6.1. Collect, in a regular basis, proposals of training events from every GT and WG, addressing overlapping or other horizontal issues, and establish and maintain a database of training events		Task group collects and analyses information	GT4/TG Training	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		Summary report of events to be carried out	
			Establish and maintain a database of training events	TG Training	5/13	04/14			The database is established and maintained		Database is updated regularly		Database is updated regularly		Database is updated regularly	
	4.1.6.2. Provide guidance for organising EUROSAI training events		Task group promotes and reviews practical guide	TG Training	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.					

<sup>1</sup> Replaces 4.3.3 and 4.3.4

<sup>2</sup> See task 4.2.2.2.

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes								
					(9)		(10)								
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017
is provided by the hosts of training events across EUROSAI (cf. 4.3.3. and 4.3.4.	<b>4.1.6.3. Advise, facilitate and ensure feed-back and follow-up on training events</b>		Task group liaises with organisers and hosts to advise and ensure feed back, publishes data and prepares a consolidated report  Task group ensures that training section of the website is regularly updated	TG Training	06/12	05/17	Item of EUROSAI website created		Consolidated report included in the GT4 progress report presented to GB  Training section of the website updated		Consolidated report included in the GT4 progress report presented to GB  Training section of the website updated		Consolidated report included in the GT4 progress report presented to GB  Training section of the website updated		Consolidated report included in the GT4 progress report presented to GB  Training section of the website updated
	<b>4.1.6.4. List possible training experts , by building a specific list for EUROSAI or, if appropriate, by using INTOSAI list of training experts</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	TG Training	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		List enlarged, if possible, with EUROSAI experts		List enlarged, if possible, with EUROSAI experts		List enlarged, if possible, with EUROSAI experts
	<b>4.1.6.5 Review financial application and prepare a prioritised submission for GB approval for training events requiring EUROSAI funding</b>														



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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes								
					(9)		(10)								
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017
4.1.7 Identify and address systemic (horizontal) issues by: • establishing a mechanism to capture systemic or recurring patterns/issues impacting effective delivery of EUROSAI strategic plan; • developing an integrated response to the issues which enhances and safeguards achievement of EUROSAI vision and goals	4.1.7.1. Coordinate GT1-4 questionnaires and make sure that their results are shared		-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	Portugal  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		Questionnaires and results coordinated and published
	4.1.7.2. List and analyze systemic or recurring patterns, impacting effective delivery of SP		GT4 participates in GT 1-3 meetings Task group analyses plans and reports seeking for systemic or recurring patterns, listing, analysing and addressing them	The Netherlands	06/11	05/17	List and analysis included in overall strategy report		List and analysis included in Mid Term Review EUROSAI Strategic Plan		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
4.1.8 Evaluation of the governance and modus operandi of EUROSAI in two phases	4.1.8.1. Phase I: a self-assessment amongst EUROSAI members		An online questionnaire to all members	Phase I Team (Germany INTOSAI Director of the Strategic Planning Poland Portugal The Netherlands Spain	04/15	12/15					Exposure draft survey commented by GB		Quick external scan		Self-assessment report

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
					From (MM/YY)	To (MM/YY)										
				Turkey UK)  GT4							endorsed by GB by written procedure					
	<b>4.1.8.2 Phase II: independent evaluation</b>		Independent evaluator will perform an evaluation	Phase II Team (members to be confirmed)  GT4	02/16	05/17						Draft concept note for phase II to GB  Decision by the GB on key issues of concept note by written procedure  Draft ToR of the Evaluation for the approval of the GB  Analysis of phase I report and decision on the way forward for phase II by GB (approval of the TOR)		a report containing recommenda tion to further improve the governance and modus operandi of EUROSAI submitted to members during the EUROSAI Congress in 2017		

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes										
					(9)		2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)	
					From (MM/YY)	To (MM/YY)											
(4)	(5)	(6)	(7)	(8)													
<b>Implementation strategy (SP): 4.2 Strengthen EUROSAI's capacity to achieve its strategic goals (Strategy)</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.)		Task group analyses annual progress reports from GTs, identifies needs and makes proposals for updates to GT4	TG Strategy	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		Report and proposals made to GB		Report and proposals made to GB
4.2.2. Coordinate the preparation of the new EUROSAI strategy for 2017 onwards	Evaluate the current strategy, develop a new strategy for 2017 onwards		Stakeholder analysis by TG Strategy, seek stakeholder input, both internal and external.	TG Strategy GT1-3 chairs WG & TF chairs EUROSAI members Other stakeholders	06/14	05/17					1 <sup>st</sup> report send to GB (roadmap)		2 <sup>nd</sup> report send to GB		Draft Strategic Plan proposed to GB and X. EUROSAI congress for approval		
4.2.3 Strengthen EUROSAI's	4.2.3.2. Analyze		Task group prepares	TG Sustainability	06/11	05/17			Applications		Application		Application		Application		

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes								
					(9)		(10)								
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017
financial situation in accordance with the requirements 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	financial applications on the basis of the revised provisions for EUROSAI funding (see 4.2.2.1) and prepare a prioritized submission for Governing Board approval		applications for submission						submitted to Governing Board		s submitted to Governing Board		s submitted to Governing Board		s submitted to Governing Board
	4.2.3.3. Identify formulas/ partners for financing the implementation of the EUROSAI Strategic Plan		Improve the awareness of the financing options in place in the European environment.	TG Sustainability	06/12	05/17					Financial possibilities identified		Financial possibilities updated		Financial possibilities updated
	4.2.3.4. Prepare proposals for external funding of EUROSAI activities		Task group liaises and drafts or forwards proposals	TG Sustainability	06/12	05/17			Proposals gathered		Proposals sent		Proposals updated		Proposals updated
4.2.5 Support the EUROSAI Secretariat resourcing, notably by setting up procedures and co-financing of staff secondments from EUROSAI member SAIs and exploring	4.2.5.1 Draft common rules for staff secondments to the EUROSAI Secretariat and explore other measures		Task group drafts proposal for comments and approval by GT4	TG Sustainability	07/13	05/16			Needs assessment formulated		Rules set up and other measures identified		Proposal submitted to GB		

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes								
					(9)		(10)								
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017
possible other measures.															
<b>Implementation strategy (SP): 4.3 Fostering effective communication to promote the accomplishment of EUROSAl’s strategic goals (Communication)</b>															
4.3.2 Develop and put into place an EUROSAl internal and external communication framework, taking into account innovative communication tools, the recognition of EUROSAl, as well as the INTOSAl Communication Strategy	4.3.2.4. Choose the electronic collaboration platform to be used and foster its use		Task group presents GT4 the possible tools to be used and their pros , cons and costs	TG Communication	05/1 2	05/17	GT 4 agrees on the tool to use		GT4/TG5 send GTs, WGs, TFs and EUROSAl Members information on the possibilities offered		1 <sup>st</sup> report on the testing of the online communicati on platform by GT4 to GB		2nd report on the testing by GT4 to GB		Final report on results of testing collaborati on platform issued by GTs and other EUROSAl bodies and consolidate d by GT4
	4.3.2.6.Activities focused on improvement of communication, according to the priorities and objectives of the EUROSAl communication framework				TG Communication	06/14	05/17								



**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 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)		
articulation with GT3	4.3.6.3. Asses how well the targets groups are reached and goals accomplished, develop recommendations on the EUROSAl Magazine's improvement and promotion		Task group conducts consultations/survey and analysis and makes proposal	TG Communication	05/13	04/16					Survey conducted to EUROSAl members		Report on the results of the survey		Proposal for recommendations and activities made			
	4.3.6.4. Implement proposed activities		To be determined later	TG Communication	04/14	12/14									New concept of EUROSAl Magazine implemented, other activities to be determined later			
4.3.7 Based on the reports prepared under 4.1.4 identify potential for reverse-benefit to wider SAl communities (i.e. where EUROSAl can take a lead and where EUROSAl products and	4.3.7.2. Implement other proposed activities		To be determined later	TG Communication	To be determined later													To be determined later

**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 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017
activities can be promoted within INTOSAI or in other forms, such as executive summaries of EUROSAI documents for the INTOSAI Website <sup>3</sup>															
<b>4.3.8 Encourage the organisation of EUROSAI events in a sustainable way, including the promotion of online tools/internet conference tools</b>	<b>4.3.8.1. Develop instruments on how EUROSAI events could be organized in sustainable way</b>		Task group prepares a draft and consults by mail with GT4 members and WG/TF Chairs  Make available an internet video conference tool  Report on the extent to which tools are considered and applied presented to GB	TG Sustainability	04/13	2017			Instrument s developed, approved and issued (incorporate it in practical guide (4.1.6.2.)		Video conference tool available Report to GB				

<sup>3</sup> Liaise with GT3 to avoid overlap



## TASK GROUPS FOR THE IMPLEMENTATION OF THE GT4 OPERATIONAL PLAN, 2014 - 2017

TASK GROUPS	TASKS	LEAD & MEMBERS
GT4	4.1.1.3; 4.1.1.4; 4.1.2.2; 4.1.2.4; 4.1.3.1; 4.1.3.2.; 4.1.7.1; 4.1.7.2	<u>The Netherlands</u> Spain Portugal Turkey Hungary Germany The Czech Republic UK (invited expert) Poland (invited expert) INTOSAI Director of Strategic Planning (invited expert)
TASK GROUP Strategy	4.1.5.1; 4.2.1.1.; 4.2.2;	<u>The Netherlands</u> Spain Portugal Turkey UK INTOSAI Director of Strategic Planning Other GT4 members, as and when needed
TASK GROUP Sustainability	4.1.5.1; 4.2.3.1; 4.2.3.2; 4.2.3.3.; 4.2.3.4; 4.2.4.1; 4.2.4.2; 4.2.5.1; 4.3.8.1; 4.3.8.2	<u>The Netherlands</u> Spain Turkey The Czech Republic
TASK GROUP Training	4.1.6.1; 4.1.6.2; 4.1.6.3; 4.1.6.4.;	<u>The Czech Republic</u> Spain Germany Portugal
TASK GROUP Communication	4.1.4.3; 4.3.2.4; 4.3.2.5; 4.3.2.6; 4.3.3.1; 4.3.4.1; 4.3.5.3; 4.3.6.1; 4.3.6.3; 4.3.6.4; 4.3.7.1;	<u>The Netherlands</u> Spain Hungary Poland The Czech Republic

--	--	--

Please note that tasks completed in 2011 - 2014 are not mentioned in the schedule above.

## Completed tasks

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		(10)									
					From (MM/YY)	To (MM/YY)	2011 – 2013		2014		2015		2016		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 (Governance)</b>																
4.1.1. Agree on planning and reporting requirements and contents to provide a sound basis for activities 4.1.2.-4.1.7	4.1.1.1. Agree on operational planning framework		Chair drafts planning template and working schedule	Portugal	06/11	09/11	GT4 approved framework									
	4.1.1.2. Develop planning, monitoring and reporting requirements (PMRR)		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 and GT4 approved guidelines									
4.1.2 Liaise with Goal Teams in agreeing ToR and Operational Plans	4.1.2.1. Agree on ToR guidance		Task group drafts and GT4 approves ToR guidance in meeting	Germany Poland	06/11	09/11	Guidance is approved and sent to GTs									

**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 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017
<b>and their updates</b>			and by e-mail												
	<b>4.1.2.3 Following activities 4.1.1.1. and 4.1.1.2., assist GTs 1-3 in establishing their 1<sup>st</sup> OP</b>		Liaise with GTs by e-mail and in meetings Comment on GTs OP drafts Identify cross cutting issues	- Inputs and comments by all GT4 members and experts -Cross cutting analysis, proposals and final opinion prepared by GT4/TG1	6/11	05/12	GT1-3 and GT4 agree on GTs OP								
<b>4.1.3 Analyse reports for Goals 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</b>	<b>4.1.3.3.Present mid- term review report</b>		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						

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes												
					(9)		(10)												
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)			
the overall strategy (cf. 4.2.1. for evaluation activities)																			
4.1.4 Identify value and benefits of interaction within INTOSAI, including with its Regional Working Groups, by: • extracting examples from Goal Team reports • analysing and 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)	4.1.4.1. Identify and map the interaction between EUROSAI and INTOSAI (including its regional working groups and bodies) and the opportunities to optimise it in order to take mutual advantages of experiences and reduce potential duplication of work		Task group assesses interaction and opportunities	GT4/TG2	07/12	12/13	Opportunities identified and mapped												
	4.1.4.2. Prepare document focused on opportunities to promote, enhance and support interaction within INTOSAI		Task group obtains and analyses information and drafts document for GT4 and GB	GT4/TG2	01/14	5/14			Document presented to GB( or included in overall report)										



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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		(10)									
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
(4)	(5)	(6)	(7)	(8)			chosen and information collected		on those areas included in Practical Guide (4.1.5.2.) and promoted							
<b>Implementation strategy (SP): 4.3 Fostering effective communication to promote the accomplishment of EUROSAI’s strategic goals (Communication)</b>																
4.3.1 Define and assess various communication mechanisms and tools currently used within the EUROSAI/INTOSAI community	4.3.1.1 Identify mechanisms and tools currently used for communication within EUROSAI and INTOSAI (internal, external, internal communication of EUROSAI- related issues in EUROSAI member SAIs) and explore members’ needs and expectations in this area		Task group analyses EUROSAI- INTOSAI communication practices and existing literature on this theme	GT4/TG5	01/12	03/12	Mechanisms and tools identified  Members’ needs and expectations in communication area recognized									
	4.3.1.2 Conduct external and internal communication network analysis		Task Group conducts analysis	GT4/TG5	01/12	03/12	Members needs and communication areas to develop identified									
	4.3.1.3 Propose		Task group makes	GT4/TG5			Criteria									

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
					From (MM/YY)	To (MM/YY)										
	list of criteria for assessment of mechanism and tools for communication		proposal and circulates it for comments		03/12	04/12	for assessment of mechanism and tools for communication listed									
	4.3.1.4 Develop report on communication mechanisms and tools currently used within the EUROSAI/INTOSAI community		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									
4.3.2 Develop and put into place an EUROSAI internal and external communication framework, taking into account innovative communication tools, the recognition of EUROSAI, as well as the INTOSAI Communication Strategy	4.3.2.1. Develop main assumptions of the EUROSAI communication framework, liaising with the Task group for the review of the website		Task group consults by mail with members of GTs	GT4/TG5	5/12	6/12	Main assumptions of the EUROSAI communication policy developed									
	4.3.2.2. Identify communication areas within EUROSAI that are to be improved		Task group identifies communication areas within EUROSAI that should be improved	GT4/TG5	05/12	06/12	Communication areas which are to be improved identified									

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
					From (MM/YY)	To (MM/YY)										
	<b>4.3.2.3. Propose list of recommended communication tools</b>		Task group makes proposal, consulting by mail with GT 4 members	GT4/TG5	06/12	06/12	List of recommended communication tools suggested									
	<b>4.3.2.5. Develop EUROSAI communication framework</b>		Task group consults by mail with GT4 members, GT4 agrees the draft report in meeting, GT 4 consults GB by e-mail	TG5	06/12	06/14	Draft of the communication framework developed		EUROSAI communication framework adopted by GB/Congress							
<b>4.3.3. Support the GB in promoting and developing cooperation with institutional partners for the 2011-2017 period</b> ( imported from GT3 OP) <sup>4</sup>	<b>4.3.3.1. 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</b>		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	TG Communication	01/14	04/17										

<sup>4</sup> Replaced by 4.1.5



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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes										
					(9)		(10)										
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)	
4.3.4. 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) <sup>5</sup>	4.3.4.1. 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		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	TG Communication	01/14	04/17											
4.3.5 Evaluate and update EUROSAI related Websites as a source of information for encouraging communication internally and externally and at various levels (e.g. reports of member SAIs,	4.3.5.1 Redesign the EUROSAI website, considering the identified expectations, needs and the new tools and possibilities offered by IT, as an efficient instrument for		Task group surveys opinion of EUROSAI members and analyses results	Spain Portugal	09/11	11/11	Expectations needs and preferences of EUROSAI Members identified										
			Task group adapts the current website	Spain Netherlands Denmark	09/11	12/11	Provisional website introduced										

<sup>5</sup> Replaced by 4.1.5

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

Key Activities/ Projects (SP)  (4)	Tasks  (5)	Prio rity  (6)	Working Methods  (7)	Responsible SAs  (8)	Timetable  (9)		Estimated Results and Outcomes  (10)											
					From (MM/YY)	To (MM/YY)	2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)		
results of WGs, EUROSAI Magazine, other relevant information from INTOSAI and its Regional Working Groups)	developing the Strategic Plan.		Task group proposes a new website	GT4/TG6	09/1 1	05/12	Proposal for a new website agreed by GT4 and approved by GB											
			Outsourced implementation of the new website	GT4/TG6	06/1 2	07/13	Implemen t new website											
	4.3.5.2. Define routines to update the website and the information contained in it		Task group Identifies methods, tools and rules to ensure updating of information GT4 agrees in meeting and submits to GB	GT4/TG6	4/13	09/13	Tools and procedure s defined											
	4.3.5.4. Post articles about EUROSAI on Wikipedia		Task group prepares articles in EUROSAI working languages and prepares statement for GT4 to encourage all EUROSAI members to do so in their own languages	GT4/TG5 &Germany	06/1 2	05/14	Articles published in official languages		Members encouraged to publish articles in their own languages									
4.3.6 Promote the use of EUROSAI or EUROSAI related publications, websites and communication platforms as																		

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes													
					(9)		2011 – 2013	2014		2015		2016		2017						
					From (MM/YY)	To (MM/YY)		(11)	(11)	(11)	(11)	(11)	(11)							
(4)	(5)	(6)	(7)	(8)			(10)													
communication channels to share knowledge and experience, in articulation with GT3	4.3.6.2. Define the targets groups of specific EUROSAI publications and objectives of the publications		Task group conducts brainstorm session, discussion and analysis	GT4/TG5	01/13	04/13	Analysis done													
4.3.7 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>6</sup>	4.3.7.1. Identify EUROSAI products and activities to be promoted within INTOSAI		Identify products and activities to be promoted within INTOSAI through the analysis of GT1-4 reports	GT4/TG2	04/14	12/14			Information included in the Mid Term Review of the EUROSAI Strategic Plan											
4.3.8 Encourage the																				

<sup>6</sup> Liaise with GT3 to avoid overlap

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

Key Activities/ Projects (SP)	Tasks	Priority	Working Methods	Responsible SAIs	Timetable		Estimated Results and Outcomes									
					(9)		2011 – 2013	(11)	2014	(11)	2015	(11)	2016	(11)	2017	(11)
					From (MM/YY)	To (MM/YY)										
(4)	(5)	(6)	(7)	(8)												
organisation of EUROSAI events in a sustainable way, including the promotion of online tools/internet conference tools	4.3.8.2. Encourage EUROSAI WGs to include into their annual reports information on tools to promote the EUROSAI value of "Sustainability Respect for Environment"		Task group prepares a special statement of GT4	TG5	7/13	8/14			GT4 issues advice							