



OFFICE *of the* AUDITOR GENERAL
Republic of Fiji

Communications Strategy

Version 2/ 2020

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1. Introduction

The Office of The Auditor General's (OAG) Communication Strategy outlines a high-level plan for internal and external communications to help the Office achieve its vision by *providing world class, independent and objective value adding services and to provide a working environment that allows our people to excel.*

The Communications Strategy lays the foundation of a strategic approach to communications. It supports OAG's role in providing independent assurance to the Parliament on how public funds have been utilized by identifying ways to effectively communicate and engage with its external stakeholders.

The strategy also identifies communication requirements for key stakeholders to improve the organization's internal and external communication across all units and levels of management, in order to create an environment where an open line of communication is encouraged and effective external communication and engagement are understood and prioritised.

While all staff play a role in communicating with stakeholders. This role may vary depending on the level of staff and the stakeholder involved.

However, all external communication is to be authorized or delivered by the Auditor-General, Deputy Auditor General and/or any Officer authorized by the Auditor-General.

The Communications Strategy mirrors OAG's vision and mission and will be a living document which shall be updated to reflect evolving strategic priorities and the ongoing transformations of the Office.

1.2 Purpose of the Communications Strategy

This Communications Strategy is designed to share knowledge, disseminate information, create an understanding between staff, management and all stakeholders, facilitate decision making and support the achievement of the OAG's operational and strategic goals.

Communication enables stakeholders to be kept informed of the activities and developments in line with the OAG mandate.

The Communication Strategy acts as a guide for OAG in its interaction with stakeholders. Using this strategy ensures that OAG stakeholders are informed of audit activities in a timely manner.

The strategy ensures that the risk of ineffective communication is minimised and lets OAG move from communicating with its stakeholders on an irregular basis to a point where OAG sets the bar and uses it to cultivate positive working relationships with all their stakeholders.

1.3 What the Strategy Covers

The strategy outlines the purpose of implementing effective communication processes and lists the various stakeholders that OAG interacts with.

For each stakeholders, the strategy details:

- objective of communicating with stakeholder
- Strategies for communication
- Method of communication
- Responsibility for undertaking the communication

1.4 Reviewing and Updating the Communication Strategy

The Communication Strategy will be reviewed from time to time as the need arises to ensure that OAG continues to meet objectives of communication and the requirements of its stakeholders.

The review will also ensure that the OAG communication methods and strategies outlined in this document remain the most effective and efficient.

1.5 Internal Communication

Internal communication is a two-way dialogue. It also involves listening to employee ideas and suggestions for achieving results and improving service while management in turn acts on suggestions. On the other hand, employees must also respect communication from their supervisors.

The main objective of internal communication is to contribute to OAG's ability to achieve its strategic objectives and promote effective internal working processes. This can be further broken down into the following objectives:

- Establish an open line of internal communication between management, staff and across all groups and encourage regular internal engagement and interaction
- Appropriately resource and support staff in their roles of communicating effectively and efficiently with external stakeholders
- Improve planning and review of audits and reports
- Establish a thorough understanding of the role of the institution and the employees' individual role
- Create an organization, which encourages employees to actively contribute in the exchange of knowledge, experience and development of direct communication

- Provide employees with the information they need in their daily work
- Strengthen efficiency within the Office and subsequent service delivery

1.6 External Communication

As a Supreme Audit Institution (SAI), the Office plays an important role in providing Parliament and the public at large with information on the extent to which Government has prudently spent public funds. The stakeholders also expect the Office to report objectively; give practical recommendations and professional advice.

For the Office to fulfill this objective, professionalism in communication is critical. Employees are an invaluable source of intelligence and expertise and can be useful agents in external communication by helping to inform the public, professional colleagues and prospective employees about the organization. The main objectives for external communication are as follows:

- Develop and foster strong relationships with key external stakeholders
- Demonstrate to external stakeholders and the community the vital role of OAG
- Promote audits and reports through effective media and social media activity
- Enhance professional relationships with customers

2.0 The Communications Strategy Focus and Vision

OAG Vision - Excellence in Public Sector Auditing

This Communications Strategy will support the OAG Vision by assisting in building relationships with stakeholders through strategic and relevant communications.

3.0 Responsibilities of the Communications Unit.

The specific role of the Communications Unit should be to help the OAG to achieve efficient and meaningful communication tactics and procedures.

Listed below are the core responsibilities of the OAG Communications Unit.

3.1 Strategic Communications

- The Communications Unit is to provide an integrated and strategic communication plan that is externally focused. This shall address all the needs of internal and external stakeholders.
- The unit is to develop, update and manage all communications governance documents including policies, strategies, newsletters, press releases and other such documents.

3.2 OAG Engagement

- Lead stakeholder engagement opportunities about the Office in order to create awareness.
- Collaborate with stakeholders such as the Standing Committee on Public Accounts to inform and engage the public; build and nurture partnerships with community stakeholders and identify new opportunities for outreach.

3.3 Websites

- Manage the timely update of the OAG website, www.oag.gov.fj

3.4 Social Media

- Manage the Office social media channels which include content creation for *Twitter, Facebook, LinkedIn and Youtube, etc.*

3.5 Media Relations

- Coordinate media relations and press releases including media events, releases and monitoring.

3.6 Office Awareness

- Manage and lead awareness initiatives
- Create, develop or outsource the procurement of informative and promotional materials including brochures, publications, etc which includes web designing, video, social media graphics and info graphics.

3.7 Communications and Public relations issues

- Coordinate media related issues and be involved in public relations

4.0 Recording Communication

All communications related to any work in the Office of the Auditor General should be documented. This includes meetings, discussions, and other correspondence. All documents should be filed either with Registry or in a relevant audit file.

The meetings and discussions need to be recorded with the following information:

- Date, time and venue of the communication/meeting
- Persons involved in the meeting, discussion
- Details of issues discussed
- Any follow up action necessary as a result of the Meeting.

5.0 Confidentiality of Information

Information obtained while communicating with client should only be used for the purpose of completing audit activities.

Information cannot be provided to other parties or disclosed publicly without prior approval from the Auditor General.

6.0 Staff Awareness and Training

Efficient and effective communication with stakeholders is important to achieving the OAG’s vision and mission.

Responsibility for communicating with Office’s external stakeholders will rest with the Auditor General. However, the Auditor-General may appoint an Officer to address the media on behalf of the Office.

Staff at all levels will have involvement in communication with stakeholders either verbally or through meetings to gather audit information.

Staff will also participate in entry, progress and exit meetings with customers or through drafting of management letters and reports or other correspondence with audit customers.

To ensure that staff have the necessary skills and experience to conduct effective communication, the Office will need to offer up-skilling opportunities for the staff. This will cover areas such as:

- On the job training, ensuring that all staff have the opportunity to attend and participate in meetings and discussions.
- Formal training in conducting interviews and meetings, dealing with difficult clients, preparing reports and correspondence and presenting on audit findings.

7.0 Office of the Auditor General Has Many Stakeholders As Per The Table Below:

Internal	External
Employees	Parliament /Public Accounts Committee
	Clients
	Professional Stakeholders e.g. Pacific Association of Supreme Audit Institution (PASAI) , etc.
	Media
	General Public

8.0 Communication Requirements For Key Stakeholders

8.1 Employees

Objectives:

1. Ensure participation and involvement of staff in the decision making process.
2. Staff are well informed.
3. The above mentioned strategies promotes staff awareness and involvement.

Strategies	Method of Communication	Responsibility
Facilitate continuous learning and development programs for all levels	Training Plan Collate training needs of staff	Corporate (Training)
Empower ownership of tasks and professional initiatives	Individual Work Plan (IWP) Minimum Qualification Requirement (MQR) Audit portfolio	Staff
Development of a performance measurement framework	Management staff consultations	Corporate (Human Resource)
Ensure staff understand line of communication	Office Instruction	Corporate
New developments in the Office	Emails Staff meetings	Corporate (Human Resource)
Change in Audit Methodologies	Policy Paper Guideline (PPG)	Staff

8.2 Parliament/Public Accounts Committee

Objectives:

1. To communicate, the OAG reports that build and instil confidence in the Office of the Auditor- General and ultimately positions it as a credible oversight institution that is worthy of being a custodian of good governance.
2. To ensure that the mandate of the OAG and its contribution to public administration are communicated effectively to the Parliament.

Strategies	Method of Communication	Responsibility
Key audit findings and recommendations	General reports	Auditor General and Deputy Auditor General
Briefing sessions	Presentations and meetings	Auditor General and Deputy Auditor General
Annual report (financial statements and performance)	Auditor General and Deputy Auditor General	Auditor General and Deputy Auditor General

8.3 Clients

Objectives:

1. Raise awareness on the powers of the Auditor-General under the Constitution.
2. Explain the roles and responsibilities of the Office and the Audit Processes.
3. Keep clients informed on the progress of the Audits.
4. Inform customers of the results of the Audit.
5. Obtain customer feedback.

Strategies	Method of Communication	Responsibility
Overall Audit Strategy	Entry Meeting Issue of Audit Engagement letter Management Letter Audit Queries Emails	Audit team
Conduct presentation on annual workshop to raise awareness on the powers of the Auditor General	Presentation of slides Customer survey plan letters	Management
Conduct meetings	Emails and informal meetings/ mailing lists, phone contacts Reporting (drafting of management letters) Progress meetings and discussion Exit meetings Customer survey questionnaires.	Audit Team Management Communications Officer

8.4 Professional Stakeholders

Objectives:

1. Provide input on development of standards.
2. Liaise with in regards to professional development and development in accounting and auditing.

Strategies	Method of Communication	Responsibility
Audit requirements	Meetings and Discussions Formal Correspondence	Audit team
Assessment of Audit quality	Meetings and Discussions Formal Correspondence	Auditor General or representative(s)
Updates on auditing and accounting standards	Membership Formal correspondence	Auditor General or representatives(s)
Attendance in conferences and meetings	Conferences and meetings Meeting papers and presentations	Auditor General or representatives(s)

8.5 Media

Objectives:

1. Create awareness about the impact and influence of audit on good governance.
2. Convey the audit findings in the General Report in a timely manner and highlight important audit findings.

Strategies	Method of Communication	Responsibility
<i>Na Daunifika</i> (Quartly Newsletter)	Circulation through the Government ITC services , OAG website and Social media	The Deputy Auditor-General , Manager Corporate Services and Communications Officer
Press Releases	Circulation to all media outlets through email, upload and circulation on the social media pages.	The Deputy Auditor-General , Manager Corporate Services and Communications Officer
Press Conferences	Auditor-General, Deputy Auditor General or delegated Officer to address the media on relevant and significant subjects. Auditor-General, Deputy Auditor General or delegated Officer to address the media during and after major events	The Deputy Auditor-General , Manager Corporate Services and Communications Officer

	such as International meetings hosted by OAG.	
Website	Create content such as press releases, report summaries and informative videos.	The Deputy Auditor-General , Manager Corporate Services and Communications Officer

8.6 General Public

Objectives:

- 1. Report on Audit Findings.

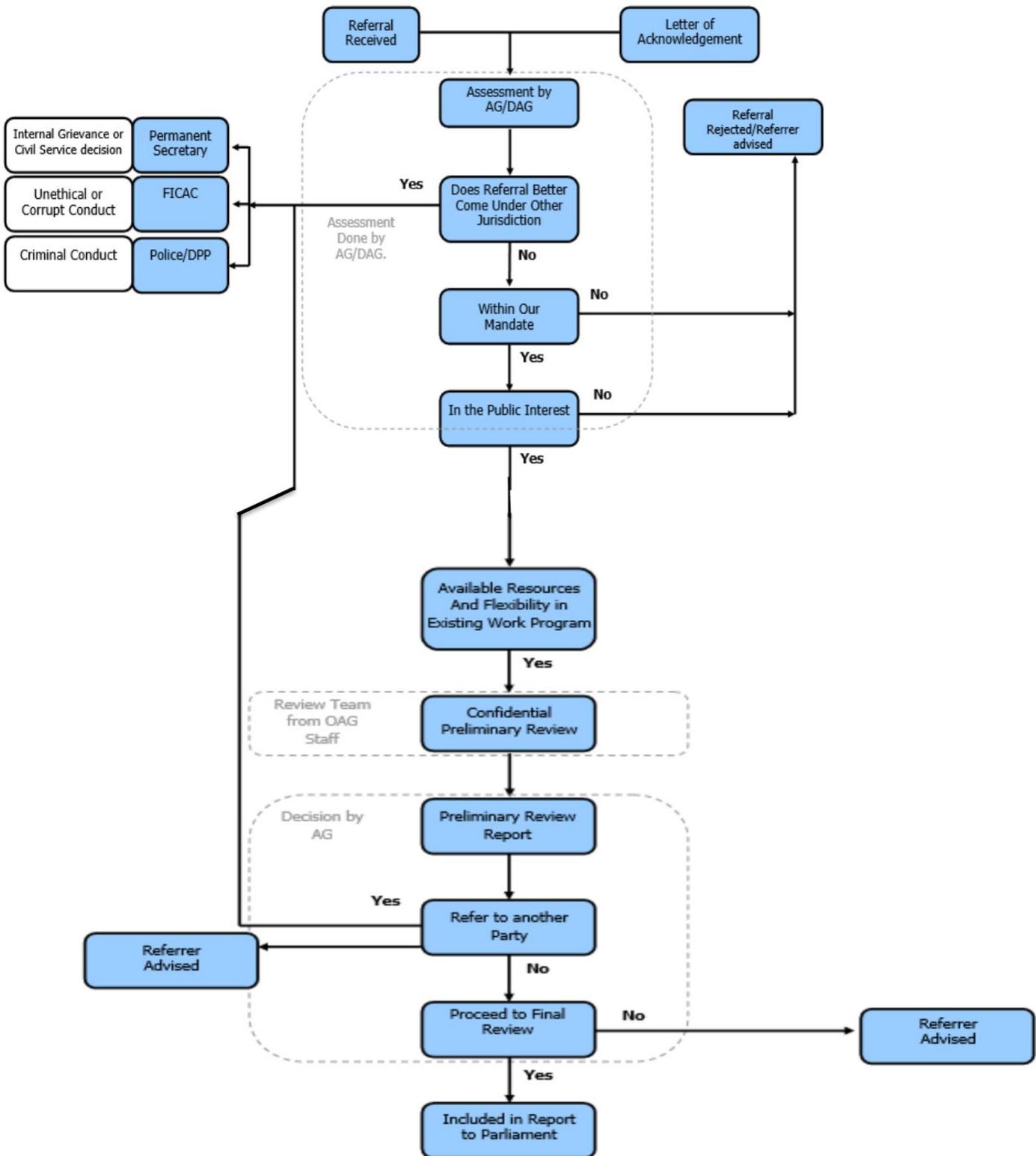
Strategies	Method of Communication	Responsibility
Create awareness through the media	Newspaper Website Press release Social media Talkback shows on radio / television	Auditor General
Report on Audit Findings	Audit Report Report Summaries Short videos	Auditor General, Deputy Auditor-General, Manager Corporate Services and Communications Officer,
Other communication as necessary	Formal correspondence or informal discussion as required.	Auditor General and Deputy Auditor General

9.0 Communication from External Stakeholders

The Office of the Auditor General communicates with various parties and in return is communicated by outside parties with requests to conduct audits or investigations.

These requests are called ‘referrals’ in this communication strategy, as well as the process outlined in 9.1 below.

9.1 Process for Handling Referrals



10.0 A Richer Digital Presence

Internet and the ever evolving technology is a significant part of everybody's lives. The Office is expected to continually pursue new ways to engage and reach stakeholders-virtually.

10.1 Structured communication

Communication should be provided to audiences in a well-structured and layered format. For example, a *Facebook* post or media release is expected to lead the audience directly to the webpage that contains links to or has the supporting reports/information. This eliminates the possibility of oversharing and allows the readers or viewers the access to engage as their individual preferences direct.

10.2 Support and Recast Social Media Presence

Facebook, Twitter and LinkedIn should be maintained as established and long term social media options.

Social media should be regarded more than just a tool to push out information. Instead, social media should be regarded as a means of creating a dialogue with the audiences within the forum. The content released should push users to respond and provide opportunity for the OAG to engage visibly. This can include video and animation and hosted chat, etc.

The Communications Unit is the centralized coordinator for the content creation, monitoring and evaluation of these tools.

10.3 Maintaining the Office Newsletter

There needs to be continuous and periodic production of the OAG Newsletter *Na Daunifika*. There is significant potential to enjoy an increased subscriber base through the conversion of the basic newsletter to an e-newsletter.

Na Daunifika needs to be prominently placed on the OAG website homepage.

10.4 Maintain Quality of Website

The revamped OAG website is a well-organized and intuitive site. The website must be continually enhanced as a main external communication vehicle with heavier direction to its URL on communications as the first location for information or clarification.

10.5 Public Relations

The Communications Unit will strive to regularly share OAG related information and messaging with traditional media and build upon these relationships.

10.6 Issues Management

The Communications unit will facilitate the issuing of media statements/ releases by the Auditor-General or his representative using the established internal and external channels (i.e. websites, newsletters, social media, etc).

11. 0 Conclusion

The OAG Communications Strategy lays a high-level plan for internal and external communications to help the Office achieve its vision by *providing world class, independent and objective value adding services and to provide a working environment that allows our people to excel.*

Effective communication is a two-way process enabling stakeholders to interact with the office and vice versa. This also ensures that any barriers to communication are dealt with so that a clear communication line exists.

The OAG Communications Strategy will need to be regularly evaluated to ensure positive stakeholder relationships are maintained and the strategies continue to remain relevant and effective in order to achieve its desired outcomes.

12.0 Reference Document:

- Communicating and Promoting the Value and Benefits of SAIs: An INTOSAI Guideline
- OAG Communications Policy, 30/2019
- PASAI Communications Strategy 2016-2017

13.0 Revision/Change Log

Version 2.0	
Strategy endorsed by:	Executive Management Committee
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