REPUBLIC OF ZAMBIA

OFFICE OF THE AUDITOR GENERAL

COMMUNICATION STRATEGY

MANDATE

To provide audit services to MPSAs and private institutions which receive government subvention in order to enhance transparency and accountability in the management of public resources.

VISION

A dynamic audit institution that promotes transparency, accountability and prudent management of public resources.

MISSION

To independently and objectively provide quality auditing services in order to assure our stakeholders that public resources are being used for national development and wellbeing of citizens

GOAL

To give assurance that at least 80% of public resources are applied towards development outcomes.

CORE VALUES

The staff of the OAG are guided by the following eight core values in the discharge of their work:

- **Integrity**
- **Professionalism**
- **Objectivity**
- **Teamwork**
- **Confidentiality**
- **Excellence**
- **Innovation**
- **Respect**

FOREWORD

The Office of the Auditor General (OAG) which is the Supreme Audit Institution in Zambia, is a public institution responsible for providing external audit services to Ministries, Provinces and other Spending Agencies (MPSAs) in order to enhance transparency and accountability in the management of public resources.

And in so doing, communication is one of the essential elements in the operations of the OAG because the operations involve interacting with its stakeholders.

This communication strategy is envisaged to meet the needs of the OAG and its stakeholders taking into consideration the aspirations of Government in the Seventh National Development Plan (7NDP). The OAG's Strategic Plan for 2017 – 2021 and the international best practices.

The strategy focuses on both internal and external communication and is informed by the contextual environment in which the OAG operates and the resources allocated. It also outlines the communication approach of how the OAG will implement the strategy.

In coming up with this strategy, due diligence was done to ensure that this document is responsive to the stakeholders' needs.

Lastly, I would like to express my gratitude to the Public Relations Unit and all those who helped in the preparation of this document for their tireless efforts. I totally commit to seeing the successful implementation of this strategy and I urge staff to embrace this document fully if we are to continue to operate professionally.

Davison K. Mendamenda
ACTING AUDITOR GENERAL

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ACRONYMS AND ABBREVIATIONS

AFROSAI	African Organisation of Supreme Audit Institutions
AFROSAI-E	African Organisation of Supreme Audit Institutions - English Speaking
AG	Auditor General
ICT	Information and Communications Technology
ISSAI	International Standards for Supreme Audit Institutions
MPSAs	Ministries, Provinces and other Spending Agencies
OAG	Office of the Auditor General
PAC	Public Accounts Committee
7NDP	Seventh National Development Plan
SAI	Supreme Audit Institution

1.0 Introduction

There is an increasing demand for governments, public institutions and public officials to not only be transparent and accountable but should be seen to be transparent and accountable. To meet this demand, it is necessary for the Office of the Auditor General (OAG), to effectively communicate what it does in an impartial and truthful manner.

The OAG is the Supreme Audit Institution (SAI) in Zambia and has the responsibility of auditing public resources in the republic for the benefit of the citizenry.

This document expresses the goals and methods of the OAG's outreach activities, including what it wishes to share with the public as well as whom the organization is trying to reach.

This communication strategy, serves as a guide for any media, public relations and other stakeholder activities in which the institution will be engaged in.

It provides situational and environmental information on which to better understand the institution and the people who work there. Target audiences have been defined and communication objectives outlined taking into consideration the relevant Zambian laws, regulations and guidelines.

The communication strategy is driven by the Public Relations Section with the support of the OAG management. This strategy is compiled at a time when the Office is about to adopt a new mission, vision and strategic focus.

1.1 OAG Overview

The OAG is mandated to provide audit services to government and other institutions that receive subventions, and report its findings to the President and the National Assembly nine months after the end of a financial year.

This mandate is drawn from:
- Article 250 of the Constitution of Zambia (Amended Act No. 2 of 2016);
- The Public Audit Act No. 29 of 2016; and
- The Public Finance Act No. 15 of 2004.

The OAG conducts four (4) types of audits which are aimed at assessing the regularity, economy, efficiency, effectiveness and proprietary of government financial operations, programmes and activities. The audits are:

Regularity Audits - check whether funds are being spent for the purposes intended by Parliament thereby promoting efficient resource allocation and utilisation. This type of audit is a combination of financial and compliance audits. Currently, the OAG is in the process of splitting the combination in line with the guidance of AFROSAI-E.

Performance Audits (PA) - refers to an examination of a program, function, operation or the management systems and procedures of a governmental or non-profit entity to assess whether the entity is achieving economy, efficiency and effectiveness in the employment of available resources.

Information Technology (IT) Audit or information systems audit - is an examination of the management controls within an Information technology (IT) infrastructure. At OAG IT Audits are

normally integrated into the financial/regularity audits.

Forensic Auditing – is the application of accounting methods to the tracking and collecting of evidence usually for investigation and prosecution and prosecution of criminal acts such as embezzlement or fraud.

1.2 OAG Communication Function

The communication function is handled by the Public Relations Officer (PRO) and the functions include:

i.   To ensure that there is mutual understanding between the public and the OAG;
ii.   To project a sound image for the OAG at all times;
iii.   To timely respond to media requests and report directly to the Auditor General;
iv.   To issue a press statement a day after the Audit Report is tabled in parliament and becomes a public document. This includes liaising with the Information Technology (IT) personnel to upload the report and press statement on the OAG website;
v.   To produce a publication entitled 'OAG News' whose copies are distributed to all officers, the library, key stakeholders and the public.

1.3 Legal Frameworks and Guidelines

1.3.1 National Laws and Guidelines

Communication in the OAG is guided by national laws, regulations and guidelines, codes of conduct and standards that govern both the operations of the OAG and information and communication in Zambia. Table 1 below shows the legal frameworks and guidelines that govern the OAG operations and information and communication in Zambia.

Table 1: Legal frameworks and guidelines that govern the OAG operations and information and communication in Zambia

Laws and guidelines that govern OAG operations	Laws and guidelines that govern information and communication in Zambia
The Constitution of Zambia (Amended Act No. 2 of 2016)	The Constitution of Zambia
State Audit Commission Act No. 27 of 2016	The Information and Communication Technologies Act, 2009
The Public Audit Act No. 29 of 2016	Electronic Communications and Transactions Act, 2009
Public Finance Act No. 15 of 2004	The Telecommunications Act
The Service Commissions Act, 2016	Radio Communications (Frequencies) Regulations, 2003
OAG Communication Policy	Independent Broadcasting Authority (IBA) Act of 2002
Codes of Ethics Handbook	Zambia National Broadcasting Corporation Act Chapter 154 of the Laws of Zambia
Integrity Committee Guidelines	The Penal Code
	National Information and Communication Technology Policy

1.3.2   International Standards and Handbook

The international standards and handbook that guide OAG communication in the engagement of stakeholders include:

➢ ISSAI 1: Lima Declaration – one of the objectives of public sector auditing is communication of information to public authorities and the general public through publication of impartial reports;
➢ ISSAI 10: Mexico Declaration of SAI Independence - Highlights principles that guide communication for SAIs;
➢ ISSAI 20: Principles of Transparency and Accountability - Guides how SAIs should make public their mandate, responsibilities, strategy among others;
➢ ISSAI 21: Principles of Best Practices - Guides on best practices in SAI communication such as publishing OAG report on the website among others;
➢ ISSAI 12: Value and Benefits of SAIs – Provides guidance on how SAIs can make a difference to the lives of citizens and the demonstration of the SAIs relevance to the wellbeing of the public;
➢ AFROSAI-E Communication Handbook – provides guidance for the SAI on communication within and outside the SAI (i.e. Internal and external stakeholders).

1.4 Access to Information

The Constitution of Zambia guarantees citizens their fundamental right to access information. The legislation does not only allow citizens to demand or obtain information on any matter in the public interest but also gives them the right to access information of concern to themselves.

Article 35 (1) states that "A person has the right of access to information held by the State or another person which is lawfully required for the exercise or protection of a right or freedom".

Therefore, this strategy creates a platform through which the citizens and the stakeholders will have access to information in an effective and efficient manner.

2.0 Situational Analysis

The OAG has a new vision and mission and is in the process of uncovering itself as an independent body in order to enhance public auditing excellence through timely auditing of public resources of the nation. Championing public auditing excellence, requires the OAG to execute its constitutional mandate without fear or favour. The Constitution allows the Auditor General to discharge his/her work without being under the control or direction of anyone. Accordingly, the OAG's reports and services must reflect that. To this end, the situation analysis will provide the Office's understanding of its capabilities in the environment it currently operates.

2.1 SWOT Analysis

The SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) assesses the OAG's position in its work environment. It summarizes the OAG's internal strengths and weaknesses by particularly looking at the internal value-creating or limiting factors such as its assets, skills and resources which it can use to address factors that could damage its reputation. It also identifies the OAG's external opportunities and threats which it can capitalize on as well as establish what might go wrong.

Below is the table summarizing the OAG's strengths, weaknesses, opportunities and threats.

Table 2: SWOT analysis

Strengths	Weaknesses
• OAG has support from stakeholders in the promotion of transparency and accountability of public resources • Strong, enthusiastic leadership with credibility and experience in public sector auditing • Improved audit methodology, scope and coverage • The Auditor General understands the importance of communication and is enthusiastic about improving both internal and external communication • Established communication function • Established channels of communication • Approved communication policy • Dedicated and qualified OAG employees who uphold ethics in their discharge of their work • Strong relationship with Parliamentarians, controlling officers and the Media • Improved accessibility of OAG Audit reports • OAG has strong Legal provisions that enables it to be an effective institution	• Inadequate Communications Structure • OAG has an inadequate budget provision to undertake outreach activities • Lack of analytics/market research on external stakeholders and their viewpoints on their communication preferences. This would help inform future communication strategies. • Communication function not fully understood by some managers and staff • No media/content analysis on the reception and media coverage of the annual Audit Reports. • Limited stakeholder knowledge of • Lack of appropriate internal communication channels to air grievances or complaints • Poor staff relations • Limited professional communicational skills among staff • Unstructured stakeholder dealings • Lack of crisis management mechanism • Lack of change communication • OAG has technological and hardware limitations due to limited internet connectivity and inadequate communication resources when officers are working in the field
Opportunities	**Threats**
• Increased investment in communication which could improve the impact of the OAG's work. • Strong OAG leadership's willingness to make changes • Stakeholders' desire for fair, unbiased and timely information on the works of government • The OAG has a responsibility to reach out to a wide variety of stakeholders including the academic institutions, civil society organizations, media and the general public. • Engage Stakeholders by developing official public feedback mechanisms • Growing stakeholder support for OAG • Embrace new ways of communicating such as the use of social media • Media interest in OAG and accountability issues • Maximize the potential of Performance Audits for greater impact of lives of citizens • Strong international community support	• The lack of understanding the mandate of the OAG with respect to arrest and prosecution of officers cited in the AG's report. • The follow-up process focuses on disposing irregular items rather than ensuring that corrective action is taken by entities to minimize the recurrence of such irregularities in the future. • Change of Public Accounts Committee (PAC) members affects the effectiveness of the committee as members have to be oriented time and again. • Reduction in the funding of the OAG • OAG is perceived as a fault-finding body and not an ally in the accountability of public resources. • Perceived lack of integrity with respect to some of the auditors.

2.2 Communication Approach

The communication needs and opportunities for the OAG are wide and varied. The SWOT analysis above has shown that there is need for action to be taken to improve communication. The proposed approach to remedy this is as detailed below:

2.2.1 Communications Unit
For optimum results, the communications function in the OAG should be entrenched with the creation of a communications department or fully fledged section that reports directly to the Auditor General's office. The unit would carry out full communication responsibilities on behalf of the whole organization, as well as work directly with the AG on areas such as raising the AG's profile, branding and popularizing his strategic focus among others.

Dedicated internal capacity is needed to fulfill OAG information, promotion and awareness goals in the areas of external relations, media relations, other key stakeholder engagement, internal communications, events management and process information. To best promote the institution and retain credibility with the public, the composition of the Communications department should include a minimum of three communications professionals who have backgrounds as politically neutral and well-respected journalists and/or with a background and an educational degree in public relations or mass communications.
Further, the team should be equipped with two specialized communications technologist whose skills bridge traditional communications with information technology/new media as the case may be. These persons may manage website redevelopment and content creation, social media platforms and content creation and work with the Management and Information System Unit on areas where communications overlap with IT processes e.g.: intranet, online complaints mechanism, email signatures etc.

2.2.2 Collaboration with the OAG Research Unit
Taking into consideration that the communication strategy will involve activities that will be beneficial to the functions of the Research Unit and vice versa, the following activities should be conducted in collaboration with the Research Unit:
i.   Development and administering of survey questionnaires to the target audiences;
ii.   Stakeholder meetings; and
iii.   Public discussion forums;

The collaboration is aimed at empowering the two units in collecting information from the stakeholders that can be used in identifying possible research areas and stakeholder perceptions that can inform various office strategies going forward.

2.3 Create Strategies

Another approach in improving internal and external communication is developing the appropriate environment in which communications can thrive. The following communications-related strategic documents and policies that support the communications and stakeholder engagement functions in the SAI and how this communications strategy can be effectively managed within the OAG are required:

__Brand Strategy__ – the Office of the Auditor General, like any other institution, requires branding in line with its constitutional mandate and mission which will give it a distinct look that sets it apart as a professional reputable organization.

Social Media Policy and Strategy - *Making the decision to use social media is more than just deciding whether OAG should have a Facebook or a Twitter page. The medium's people-oriented skills of building online relationships using technological tools and applications has caused a paradigm shift in the way business is conducted and the way society functions. To this end, the above captioned documents are of necessary importance.*

Media Relations Strategy- *This document will identify what the media relations function will do within the framework of the Communications Policy. It will identify the communications approach that the OAG will take to ensure that all interaction with the media is timely, transparent and worthwhile. The document will also state who the Spokesperson is and how the communications/PR team will work and support him/her. It will further describe the roles and responsibilities and outline the products, deliverables and services the media relations strategy foresees to achieve. These could include how to deal with inaccuracies in the media, letters to the editor and organizing press conferences among others.*

Stakeholder Engagement Strategy- *The OAG will focus on where stakeholder engagement can have the biggest impact on its strategy and operations. The document will help to streamline processes to define and lead cost-effective stakeholder engagement activities. The strategy will have lessons from past experiences to assess ambition and clarify objectives and lastly measure the value of investing in engagement. It will also help to understand and manage stakeholder expectations.*

Refining the Communications Strategy- *As OAG communications becomes more robust going forward, it will benefit from separate and related strategies once developed. These will guide the comprehensive communications strategy.*

CHAPTER THREE

3.0 Communication Objectives and Goals

Communication goals and objectives are always related and aligned to the organisation's vision, mission and its strategic and operational plans. The communication objectives among other things include (1) creating awareness, (2) imparting knowledge, (3) projecting a sound image, (4) shaping attitudes, and (5) stimulating a want or desire.

Having taken into consideration the relevant internal strategic documents, national strategic planning documents and a scrutiny of the external environment, below are the communication objectives for the next five years.

3.1 Objectives and sub objectives:

Objective 1: To enhance the OAG's credibility, trust and reliability with stakeholders.
Sub objectives:
➢ To ensure all communication from the OAG is consistent with its vision, mission, and the strategic focus;
➢ To position the AG as a brand;
➢ To enhance the OAG's position as a credible oversight institution;
➢ To ensure accurate and useful information about the OAG's mandate and activities is readily available to the public and other stakeholders.

Objective 2: To strengthen the OAG's relevance with the citizenry.
Sub objectives:
➢ To ensure that OAG is visible and accessible to the public and other stakeholders;
➢ To profile its value and benefits to the citizenry by communicating messages that build and instill confidence in the OAG;
➢ To partner with key stakeholders on disseminating AG's report findings;
➢ To issue summarised user-friendly reports.

Objective 3: To improve OAG's internal communication for improved individual and organizational performance.
Sub objectives:
➢ To engage staff by promoting the principles of openness and transparency in all communication;
➢ To ensure that communication is timely, clear, easily understood and consistent to all staff;
➢ To promote the usage of existing communication channels;
➢ To develop internal complaints/feedback mechanism.

Objective 4: To improve the stakeholder's understanding of the OAG and its subject matter.
Sub objectives:
➢ To ensure that the OAG's mandate and the importance of audit in public governance is effectively communicated to all the stakeholders;
➢ To popularize aspects of the OAG's Strategic Plan and its goals to stakeholders through consistent communication;
➢ To enhance media understanding of the OAG and its reports for increased wide dissemination of OAG findings.

CHAPTER FOUR

4.0 Target Audiences

For purposes of this strategy, the target audiences are both internal and external stakeholders The following are the target groups proposed for the OAG's communication and engagement activities.

4.1-Internal Audiences

These are individuals or sections within OAG. Communication can be greatly enhanced by concentrating on key internal stakeholders, namely employees of the OAG. The internal audiences in the OAG are categorised as follows:

Top Management
➢ The Auditor General
➢ The Deputy Auditor General - Corporate Services Division (CSD)
➢ The Deputy Auditor General - Audits

Senior Management
➢ Directors of Audits
➢ Director of Human Resource and Administration
➢ Director of Planning and Information
➢ Assistant Directors, Chief Accountant and Head Procurement

Operational Management
➢ Principal Auditors
➢ Senior Auditors
➢ Heads of Sections (Non - Audit Staff - HR, Planning, Accounts, Procurement, Public Relations, Internal Audit, Administration and Library)

Workers
➢ Auditors
➢ Assistant Auditors
➢ Support Staff (Secretarial staff, Registry staff and Drivers)
➢ Classified Employees (Security Guards, Office Orderlies, Station Handymen)

4.2 External Audiences

External audience relate to individuals or groups outside of the OAG and are categorised as follows:

• The Public;
• Civil Society Organizations (CSOs);
• The Media;
• Cooperating Partners;
• Government   -   The Executive;
• Civil servants;
• Primary Government Ministries, Departments and Spending Agencies;
• Ministry of Finance;
• Members of Parliament;
• Public Accounts Committee (PAC);
• Professional Bodies.
Local: Zambia Institute of Chartered Accountants (ZICA),

- International: ACCA, CIMA
- International Public Auditing Bodies
- INTOSAI, AFROSAI-E, AFROSAI
- Academic Institutions (Universities and Colleges)
- The Judiciary
- The Office of the Public Prosecutor
- Secondary Government Ministries, Departments and Agencies

Having itemised the OAG's target audiences, the following section will address the various categories of the target audiences vis-à-vis their information needs and channels to be used.

Table 3: Internal Target Audiences

Target audience	Information needs	Channel
Top Management	Progress reports, challenges facing staff and organization, feedback from the clients and key stakeholders	Top management meetings, Reports, surveys, Round Table discussions, subject-matter meetings, staff feedback mechanism, Circulars , Emails and newsletter
Senior Management (Directors and Assistant Directors)	Policy/ strategy changes, strategic direction, clarityon organizational goals, feedback, progress report	Management briefs, Manuals, Meetings, intranet, Round Table discussions, emails, circulars, strategic plans, newsletter
Operational Management (Principal Auditors and sectional Heads)	Feedback, strategic direction, what is happening within the organization and role in organisational success	Departmental/sectional meetings, Manuals, Memos, emails , circulars, strategic plans, newsletter
Audit staff	Clarifying goals, feedbackon concerns, strategic direction, what is happening within the organization, role in organizational success, future plans	Manuals, Intranet, sectional meetings, Memos, Notices, strategic plans, circulars, newsletter, Events
Staff within departments, teams and units	Feedback, strategic direction, what is happening within the organization, role in organizational success, vacancies, future plans	Intranet, strategic plans, departmental/sectional meetings, Memos, staff meetings, Notices, newsletter, short messaging system (SMS),
Corporate services staff	Clarifying goals, feedback on work and concerns	Staff meetings, strategic plans, intranet, Memos, newsletter, Events
Classified Employees (CEs)	Role in organizational success, happenings within organization, future plans	Staff meetings, intranet, Strategic plans, Events, newsletter, Notices
Newly employed staff	Mandate of the organization, organizational culture and traditions, people in the organization, function of different units/departments	Strategic plans, training, informational materials, intranet, meetings, newsletter

Table 3: External Target Audiences

Target audience	Information needs	Channel
General Public	Mandate of the office, contribution to financial prudence and improved service delivery by government, how to help OAG achieve goals.	TV and Radio programs, publications, Website, social media, outreach programs, Exhibitions, Discussion forums, audit reports and annual report
Auditees	Audit issues raised and interventions, risk areas in loss of funds	Meetings, workshops and reports
Parliament	Use of public funds, risk areas identified, challenges faced in executing mandate	Conferences, audit reports, annual reports and Advisory/ Recommendations
Public Accounts Committee and Portfolio committees	Use of public funds, risk areas identified, challenges faced in executing mandate, recommendations	Meetings, workshops, reports, briefings, Suggested questions and audit reports
Media	Use of public resources, risk areas, contribution to service delivery by government, how to help OAG achieve goals	Media events – (press briefings/conferences, press statements, communication packs etc), website, audit reports, workshops, annual reports
Cooperating partners	Use of public funds, risk areas identified, challenges faced in executing mandate, areas of collaboration	Audit reports, meetings, website
Professional bodies and associations	Use of public funds, risk areas identified, areas of collaboration	Workshops, meetings, reports
Academic institutions	Mandate of the office, contribution to service delivery, areas of collaboration, use of public resources	Audit reports, meetings, conferences and Sensitisation Talks
Civil Society Organisations	Use of public funds, risk areas identified, challenges faced in executing mandate, areas of collaboration	Audit reports, annual report, workshops, conferences

CHAPTER FIVE

5.0 Communication Channels

A communication channel is a medium through which a message is relayed. The following are the various communication channels the OAG will employ for various audiences:

Table 5: Communication channels for both internal and external communication

Internal Communication channels	External Communication channels
❑ **Print** – Memos – Reports – Manuals – Circulars – Newsletters – Brochures – Communication packs – Posters – Pop ups ❑ **Electronic** – Email – Intranet – Telephone – e-newsletter – Short Messaging System (SMS) – Conference calls – Short video messages – Whatsapp ❑ **Face-to-face** – Meetings – Briefings – Conferences/workshops – Round table discussions ❑ **Workspace** – Noticeboards – LCD screens – Events – Corporate games	❑ **Press** – Press release – Interviews – Radio – Opinion editorials – Placed features – Media briefings ❑ **Online** – Website – Social Media pages : Facebook, Twitter and Instagram – Multimedia: YouTube and LinkedIn – e-newsletter/e-flash ❑ **TV** – News and features – Long-format programmes – Documentaries ❑ **Advertising/Paid channels** – Print – Radio – Television – Sponsorship ❑ **Print** – Brochures – Posters – Letters – Leaflets/Flyers – Reports ❑ **Public Relations** – Events/Stunts – Endorsements (Testimonials) – Telephone calls – Conferences – Exhibitions

CHAPTER SIX

6.0 Key Messages

The OAG's communication initiatives will contain a simple and yet consistent message for both internal and external audiences. The messages will be audience specific and to maximise the impact of the communication for internal audiences, a clear message with emphasis of any of the six key points below should be used for all internal communication going forward.

6.1 Key messages for Internal Audiences

1. Employees are the office's most valuable and enduring assets, therefore they should fully understand the work of the office and its achievements and feel part of it;

2. The office is ready and committed to work with its employees to improve internal communication based on openness and mutual trust;

3. Employees have the right to receive feedback on how well they are performing in their jobs and what they need to do to progress professionally in the office;

4. Employees contributions to the office's strategic objectives is highly valued and recognition of such contribution were possible shall be awarded;

5. The office is sensitive to employee's wellbeing, not only in the workplace but beyond and stands ready to respond to the various needs were practically possible;

6. The office is open to feedback/constructive criticism from employees in order to improve management and organizational performance.

6.2 Key messages for External Audiences

Parliament and parliamentary committees

The OAG is committed to supporting the PAC and other portfolio committees in their oversight function on the Executive arising from the Audit findings.

Government Institutions (Auditees)

OAG's mandate is supportive of their roles of ensuring accountability and transparency in the management of public resources in their offices and not faultfinding per se.

OAG will provide professional support to enable them to do so.

Media

The media has professional responsibility to inform the public about the use of public resources and create awareness on the various audit reports for the benefit of society.

OAG is ready to narrow the gap between the media and itself by employing a symbiotic relationship between itself and the media that encourages accessibility, openness and forges a professional relationship based on mutual trust.

Public

The OAG will convey to the public that its audit function is ensuring that public resources are properly managed so as to improve the economy, efficiency and effectives of government programmes and ensure good governance.

The public has the right to know about audit findings and use them as a means to demand for greater accountability in the nation.

Cooperating partner

To support OAG in its work for enhanced accountability of public resources.

Professional Associations and Civil Society Organisations

Professional associations and civil society organisations should fulfill their professional obligation of publicising the importance of financial/transparency matters in public affairs and to cooperate with the OAG in its efforts to enhance the technical capacity of key target groups such as the media and parliamentarians.

Academic institutions

To inculcate issues of public resource accountability in their students.

7.0 Tactics

This chapter details which activities the OAG shall undertake in order to achieve its objectives. It also explains how it will go about reaching its audiences, timeframe and budget.

Table 6: Activities, budget and other indicators

Objectives and Strategies	Activities to be undertaken	Communication channel	Timeframe	Budget	Performance Indicator
Objective 1: To enhance OAG's and AG's credibility, trust and reliability with stakeholders **Strategies:** - Use of consistent messages - Engagement of stakeholders - Position AG as a Brand -Enhance information sharing	-Media appearances	Television	3 Times (When the reports are out i.e. the Main, Parastatal, Local Authorities and Performance Audit reports)	K90, 000	3 Media appearances annually
	-Press briefings	Press conferences/ Press statements	3 Times (When the reports are out i.e. the Main, Parastatal, Local Authorities and Performance Audit reports)	K60, 000	3 press statements issued annually
	-Radio programmes at HQ and in the provinces	Radio	Once a year	K65,000(HQ) K150, 000 (Provinces)	11 radio programmes produced and aired annually
	-Stakeholder perception surveys	Surveys	Once in 2 years	K150, 000	Stakeholder survey report produced with actionable recommendations
	- On-the-spot interaction with Clients	Interviews with clients on communication and professionalism	Random sampled teams	K100, 000	Interaction with clients reports with actionable recommendations
	-Branding AG and OAG	AG Advisory, Pop-Ups, Billboards, etc.	As necessary	K150, 000	4 Advisory sessions documented annually Pop Ups and billboards mounted by 31.03.18
	Advertisements	TV, Radio	Quarterly	K120, 000	4 Adverts aired annually
	Produce the Newsletter and update website	OAG News, Website	Quarterly, and monthly	K100, 000	4 OAG News published annually Website updated monthly

Objective 2: *To strengthen OAG's relevance to the citizenry* **Strategies:** *-Engage the public* *- Promote open door policy with the public* *- Develop user friendly reports* *-Leverage on social media platform* *-Embark on market research/ analytics*	*-Hold stakeholder meetings with the:* *- MPs* *-Controlling Officers* *- Media* *-Academic institutions* *-CSOs* *- Public*	*Workshops Workshops Seminar Discussion forums*	*Once a year*	*K120, 000*	*4 stakeholder engagement reports produced with actionable recommendations*
	-Publish summarized user friendly reports	*Print pocket size reports*	*Once every year*	*K150, 000*	*Pocket size reports printed annually*
	-Partner with media to disseminate AG's report findings	*Newspaper inserts*	*Once every year*	*K150, 00*	*AG's report findings inserted in Newspapers annually*
	-Hold public discussions	*Discussion Forums and Postings on social media platforms*	*Once a year and Monthly*		*Public engagement reports produced Quarterly with actionable recommendations*
	Introduce and hold OAG Open Day	*Events*	*Once a year*	*K150, 000*	*Open Day reports produced with actionable recommendations*
	Engage specialists and undertake market research/analytics	*Memo*	*One off/ throughout the year*	*K200, 000*	*Market research/ analytics results produced annually with actionable recommendations*
Objective 3: *To improve OAGs internal communication for improved individual and organizational performance* **Strategies:** *- Engage staff and management*	*Hold staff meetings (staff with AG and as Directorates)*	*Meetings Memo/Mee-tings*	*Biannually Quarterly*		*Meetings reports produced Quarterly and biannually*
	Disseminate Top management meeting resolutions	*Intranet*	*Immediately after the meeting*		*Top Management resolutions uploaded on the intranet monthly*
	Sensitise staff on existing communication channels	*Meetings and sensitization meetings*	*Once a year and when new officers join the Office*	*K60, 000*	*Sensitization meetings reports produced annually*

-Promote the usage of the existing channels among staff -Develop an internal complaints/ feedback mechanism -Enhance communication structure at OAG	Develop a complaints/ feedback mechanism	Meetings	One off activity	K40, 000	A mechanism developed and implemented by June 2018
	Publicise promotions' criteria and advertise vacant positions	Intranet and Notices	Once (One off activity) Adverts when they fall vacant		Promotions criteria published and posted on the intranet by 31.12.17 and vacant positions advertised before the closing date
	Propose additional positions for the communication unit	Meetings/ proposals	When the OAG structure will be revised		Proposal submitted by or before the OAG structure is revised
Objective 4: *To improve the stakeholders understanding of the OAG and its subject matter* **Strategies:** -Embark on campaigns -Develop and disseminate OAG leaflets on Mandate and strategic focus -Train the media on OAG reports -Reconstruct the OAG website and make it more robust	Embark on promotional campaigns	Roadshows and Exhibitions	Once a year	K100, 000	Promotional campaign reports produced with actionable recommendations
	Media Relations	Sensitisation workshop Media Awards	Once every year Once a year	K80, 000 K100, 000	Media sensitization and Media awards report produced annually
	Write feature articles on OAG for the newspapers	Newspaper	Once a quarter		4 feature articles placed in the newspapers
	Advertise of OAG mandate	Print and electronic media	Bi-annually	K90, 000	1 Advertisements placed annually in the press
	Sponsorship of news segments	Electronic media	The whole year	K100, 000	365 News sponsor segments aired
	Website uploads	Website	The whole year	K100, 000	Website update reports produced monthly

8.0 Monitoring and Evaluation

This section details how PR and communication activities will be monitored to evaluate their success. It is important to evaluate the success of communication activities, in order to learn which activities worked well and which ones need to be improved in future. Evaluation also creates useful feedback for future use and helps to determine whether communications are working.

This communication strategy will be monitored and evaluated through periodic surveys where the PR section and the Research Unit will administer questionnaires and conduct interviews to the stakeholders. This is a helpful way of evaluating the effectiveness of both internal and external communication.

The effectiveness of the various communication activities should be assessed at an early stage so as to help make a quick adjustments before money and time are invested.

Further, the following are the evaluation tools which will include media monitoring, media analysis and online analysis.

8.1 Media monitoring

The Unit will regularly follow press coverage about the OAG. This information will be fed back to management on a daily or weekly basis, depending on the nature of the communication. Strong strategy and effective decision making depends on understanding current issues and what stakeholders are saying and hearing about the OAG. Media clips or cuttings should be photocopied and summary reports prepared for the information of management.

8.2 Media/Content Analysis

A more in-depth look at press coverage that will enable the OAG to look at longer-term developments in opinion about the office. Media analysis is a detailed look at the press coverage OAG has received, in an accessible format incorporating charts or graphs that make the information easy to assimilate and understand.

Typical areas for attention will include:
➢ Volume (number of articles) of press coverage about the OAG;
➢ Tone of press coverage: is coverage positive, negative or neutral?;
➢ Prominence of press coverage: small mention in an article, small article specifically about OAG, large article, etc;
➢ Presence of desired messages in press coverage.

8.3 Web evaluation

Basic web evaluation will involve measuring site visits alongside the timing of communication activities to establish whether surges and peaks in traffic to the website correspond with interest that has been generated. In addition more sophisticated software to provide more granular detail, such as the length of time visitors spend on the site, their geographical origin, the pages on which they arrive, the path they take through the site, which pages they spend most time on, and perhaps most importantly, how they were referred to the site. This can be complimented by interactive features such as surveys.

The benchmarks for assessing the success of the OAG's external communication activities will include among others:

1. Better informed parliamentarians and increased use of audit findings in fulfilling their oversight roles;
2. Improved working relations and greater cooperation with government entities;
3. An audit-friendly media that is interested in accurately covering activities of the OAG thereby leading to increased media coverage of the OAG's activities;
4. Better informed citizenry that uses audit findings to hold government accountable as well as cites the audit findings in their debates on public and national issues;
5. Increased collaboration between OAG and professional associations;
6. Increased donor support.

Whereas, the benchmarks for assessing the success of the OAG's internal communication activities include among others:
1. Better informed and aware employees;
2. Improved working relations and greater cooperation with employees;
3. Greater degree of trust and confidence between management and employees;
4. Increase in the number of communication channels used;
5. Increase in the number of upward, horizontal and diagonal communication activities.

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