



REPUBLIC OF SOUTH SUDAN
NATIONAL AUDIT
CHAMBER

**STAKEHOLDERS
ENGAGEMENT
STRATEGY 2019-2024**

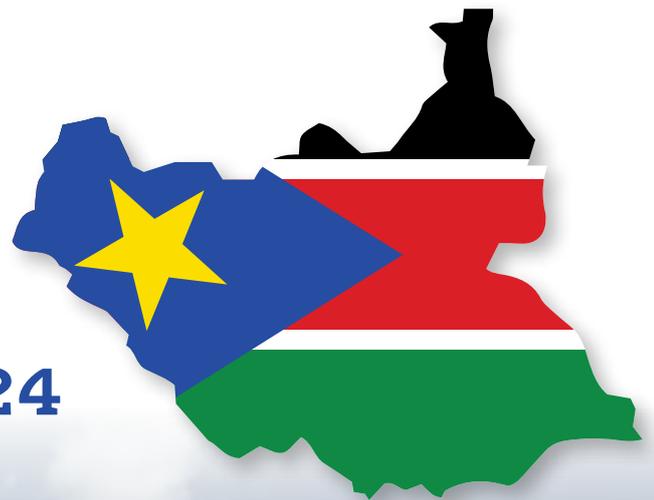


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I

GLOSSARY OF ACRONYMS

AG	Auditor General
DAG	Deputy Auditor General
ED	Executive Director
D/P	Director of Operations
ES	Executive Support
IT	Information Technology
IEC	Information, Education and communication material
HR	Human Resource
AFROSAI-E	African Organization for English Supreme Audit Institutions
INCOSAI	International Congress of Supreme Audit Institutions
INTOSAI	International Organization of Supreme Audit Institutions
NAC	National Audit Chamber
SAI	Supreme Audit Institution
SMART	Specific Measurable, achievable, realistic, time bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
SNAO	Swedish National Audit Office

FOREWORD



This is the first Stakeholder Communication Strategy for the National Audit Chamber (NAC) of South Sudan. It covers the calendar years 2019-2024.

This Stakeholder Engagement Strategy is largely informed by NAC strategic goals that were set in the strategic development plan which covered the calendar years 2019-2024.

The Stakeholders was generated through a consultative process involving stakeholders internal and external to NAC. The Plan was developed based on benchmarking, and inputs from stakeholders, especially the staff and management of NAC and representatives of AFROSAI-E, the Development Partner that funded the process. It is based on the model prescribed to by INTOSAI and AFROSAI-E, the international professional organizations to which NAC is a member. The Strategy has assumed greater coordination and collaboration with other good governance institutions in South Sudan and abroad and a new Public Accounts Committee of the National Legislature (PAC). Furthermore, the Plan contains well defined goals, strategic objectives, actionable strategies, performance measurement and indicators, and factors that could hinder achievement of the set targets.

This Strategy is the auditors' interpretation of the provisions of the Transitional Constitution of South Sudan (2011) that established the South Sudan National Audit Chamber and defined its role as an integral part of the government. This elaboration is an attempt to extract operational plans from the provisions of the constitution and from that of the September 2018

Agreement on the Resolution of Conflict in the Republic of South Sudan (RACSS), the South Sudan National Audit Chamber Act (2011) and INTOSAI/AFROSAI-E.

The Mexico Declaration (INTOSAI 2007) on SAI independence which was further enhanced through the UN Resolution A/66/209 (UN 2011) and resolution A/69/228 (UN 2014) places SAIs engagement with stakeholders, especially the citizens, as key.

This Strategy presents systematized documentation to remind ourselves in the Chamber what we must do, when and how. It is our internal reference guide for delivering the core operational services, for internal management, and to be recognized as a center of Audit excellence by our citizen.

All NAC staff are committed to owning the Strategy and therefore are expected to ensure its full implementation.

While the Annual Audit Reports will be availed on our website to the citizenry, most of our interaction with the public will, among others, be conducted indirectly through the President, the Legislative Assembly, Civil Society and the media.

We live and work in a global environment in which the task of nation building is shared. The Stakeholder Engagement Strategy is a communication to our friends and development partners. It helps them understand our aspirations, evaluate our capabilities, appreciate our difficulties, and make a determination of whether we should be helped and if so, how.

Similarly, this Strategy is our gateway to our peers in the International Organization of Supreme Audit Institutions of our vision and how we plan to conduct the affairs of the profession in the Republic of South Sudan. This document will enable them to evaluate our thinking and, hopefully, assist us where we fall short of the generally accepted standards and practices.

This Strategy is a notice to all stakeholders that we have the will to do what is required of us. However, there are constraints and obstacles which we cannot surmount on our own. To pilot this through to success, the Chamber will require the support of those with the means to supply the necessary resources, and the cooperation of the leadership of the country and the various institutions the Chamber is mandated to oversee.

To facilitate greater understanding on the context in which we operate, I have started with the historical background of public audit in South Sudan, achievements made on implementation of the Stakeholder Engagement Strategy and traversed through the vision and mission of NAC, its core values, its strengths and weaknesses and its opportunities and threats. It is in this context I want to set sail. The efforts of my leadership and the contributions of my colleagues will have to recognize certain critical factors for the success of stakeholder engagement Strategy including implementation challenges and monitoring and evaluation.

I would like to record here my deep appreciation of the contributions made by the authoring team of the Stakeholder Engagement Strategy, namely: Mr. Selfador Lado, Samuel Losio and Simon Amum Deng and not forgetting valuable contributions from our two Deputy Auditor Generals, Mr. Tombe Lukak and Dr. Justin Droko.

Finally, as the first Auditor General of the Republic of South Sudan, I see this document as my humble contribution to the legacy of the South Sudan National Audit Chamber and its emergence as a credible authority for government oversight. When my time to leave comes, my successors should have a firm foundation to build on.

AMBASSADOR STEVEN KILIONA WÖNDU
Auditor General,
Republic of South Sudan

EXECUTIVE SUMMARY

III

NAC's strategic goals for strengthening advocacy and stakeholder engagement are:

1. To enhance internal communication in NAC
2. To improve the auditee understanding of NAC mandate
3. To gain media and civil society organization support in achieving NAC mandate
4. To develop clear and consistent brand of the NAC
5. Improve relations with PAC to enable greater oversight
6. Maintain good relationship with our cooperating partners

Being able to deliver on our vision, a better country through effective audit scrutiny, will be partly determined by the quality of our stakeholder relationships. The Auditor General's of South Sudan is committed to an open two-way interaction that will include keeping our stakeholders informed, listening to them and ensuring transparency, accountability, effectiveness and efficiency in our internal processes, with due regard to quality and best practices.

The NAC recognizes the importance of demonstrating relevance to citizens and other stakeholders in order to strengthen the NAC's capacities and effectiveness in holding government to account for the use of public resources. We acknowledge that by communicating simply and clearly with our stakeholders, they will have clear expectations, a greater understanding of our work and responsibility. We believe this approach involves not just agreeing with our stakeholders, but also understanding and recognizing their beliefs, ideas, values and perceptions. Developing stakeholder relationships that demonstrates this shared understanding, provides a foundation upon which interactive communication

can exist with stakeholders whose interests are vested in our work.

This Strategic Stakeholder Engagement Plan seeks to define the strategies the NAC will undertake, over the next five years, to engage effectively with key stakeholders in order to achieve our vision, mission and key targets outlined in our Strategic Business Plan 2019-2024. This was done through assessing the NAC's current approach in engaging stakeholders, identifying and analyzing expectation gaps leading to the development of strategies to engage key stakeholders. The Engagement Plan development included a Strategy Development Workshop and the design of this Stakeholder Engagement Strategy that was drafted between November 2018 and May 2019. The INTOSAI Development Initiative (IDI) sponsored the Strategy Development Workshop, which was held in August 2018 to provide guidance on key principles of stakeholder engagement and strategy development. In developing the Stakeholder Engagement Strategy, the team was guided by the following standards issued by INTOSAI.

ISSAI 1 Lima Declaration

ISSAI 10 Mexico Declaration on SAI Independence

ISSAI 12 The Value and Benefits of SAIs - Making a difference to the lives of citizens

ISSAI 20 Principles of Transparency and Accountability

INTOSAI Guideline Communicating and Promoting the Value and Benefits of SAIs

VISION, MISSION AND VALUES

NAC VISION

To be recognized as a Centre of Audit Excellence by our Stakeholders.

MISSION STATEMENT

To Audit and Report to the President and Parliament on the proper accounting and use of public resources to enhance effective accountability.

VALUES

Shared vision, Integrity, Team work, Inspirational leadership and Making a difference

CORE VALUES (ITSIM)

The values will constitute the basis on which NAC will achieve its Mission. They will also encourage the development of a service and quality culture for the entire organization



INTEGRITY

NAC is committed to carry out its operations with highest standards, fairness and objectivity.



TEAM WORK

To collaborate as a team to achieve a common goal to complete a task in a most efficient and effective manner.



SHARED VISION

To have a collective understanding of the strategic goal and communicate clearly to stakeholders,



INSPIRATIONAL LEADERSHIP

To create a sense of direction and momentum for change.



MAKING A DIFFERENCE

To provide reliable, accurate and timely audit report which is acted upon by the legislature and executive for improving the life of the citizens.

INTRODUCTION

The National Audit Chamber (NAC) is the Supreme Audit Institution (SAI) of South Sudan created under Chapter II Section 1 of the National Audit Chamber Act, 2011 to audit the accounts of, and supervise the financial performance of all entities subject to audit, including the means for revenue collection and expenditure and to ensure compliance with the budgets approved by the respective legislatures and read together under article 186 (1) of the 2011, Constitution that shall be established an independent institution to be known as the National Audit Chamber, consisting of persons of proven professional competence, experience, integrity and impartiality.

NAC has two Divisions namely, Audit and Corporate Services. The Audit Directorate comprises of Directorates of Central Government, Directorate of States and Local Government.

The Corporate Division comprises of the Directorate of Corporate Services, Departments; Human Resource, Finance and Administration, Quality Assurance, Executive support and Parliamentary Liaison.

Communication has been identified as a recurring issue for improvement in the NAC. Therefore, it is a crucial area that requires special attention.

Effective communication is crucial to ensuring that the Office's operations, priorities, objectives, values, ambitions and challenges are better understood by all stakeholders both internal and external.

The NAC Corporate Plan 2019-2024 objectives include: *"To enhance internal communication in NAC, Improve relations with PAC to enable greater oversight and Maintain good relationship with our cooperating partners."*

The objective is a clear indicator that communication is a prioritized area in NAC. Strategies to achieve the said objective were devised and some achievements made. However, there is still a lot to be done if communication both within and outside NAC is to be improved.

The Corporate Plan 2019-2024 has further emphasized the need to communicate effectively to ensure that information and audit results are conveyed effectively

2 PURPOSE OF THE STRATEGY

Through effective communication with stakeholders, NAC aims to establish its reputation and credibility on a sustainable foundation. The purpose of this Stakeholder Engagement Strategy is to set out the principles of communication for NAC and its units to ensure effective, transparent, accurate and timely communication takes place.

NAC pursues an integrated communication approach which projects a single identity internally and externally and targets primarily its Stakeholders. Clear and consistent messages are necessary for a sustainable internal and external position. Key messages are to be transferred consistently; their contents must be precise and free of contradictions.

Clear responsibilities and well-defined processes are indispensable to implement a “one voice principle” - meaning a strategy of consistent messages. **It is our intent that this strategy will lead to:**

- An ease of communication with all relevant stakeholders
- More effective and practical means of communication management
- Simple, coherent and relevant communication between all NAC organs
- Clarity on communication roles and responsibilities within NAC

The communication strategy gives members of NAC clear and consistent direction of what, when and how communication should be used to promote the fulfillment of NAC strategic mission, vision, goals and

objectives/priorities. It is therefore important that the communication strategy be read in conjunction with the NAC strategic plan.

PRINCIPLES OF COMMUNICATION WITHIN NAC

- Reciprocity and personal accountability for communication between NAC and all stakeholders.
- Timeliness, relevance, transparency and quality in the dissemination of information by key internal stakeholders in their respective fields.
- Equitable respect of NAC official language in translation and interpreting of all documents produced, information, and official correspondence are in English.
- Upgrade information on developments and activities of NAC to all stakeholders.
- Responsiveness, mutual respect and trust between the sender and receiver of messages.
- Free flow of information, ideas, experiences and knowledge among organs of NAC and members Units on the one hand, and between the members SAls on the other.
- Credibility, independence, competence, performance and preservation of the public image of NAC for external communication.
- Necessity for NAC to speak with one common voice in the context of trade with its external partners.

4 STAKEHOLDER ANALYSIS

To determine the content of communication, the needs and requirements of the key target audiences (Stakeholders) was analyzed. NAC developed a stakeholder map to prioritize the importance of the relationship with each identified stakeholder and the nature of the relationship and their communication needs. The detailed stakeholders' analysis and their communication needs are included in Annexure 2.

To keep the Communication Strategy as succinct and user-friendly as possible, NAC's stakeholders have been categorized into eight groups:

1. NAC members
2. President
3. Parliaments
4. Audited entities
5. Donors
6. Regional bodies and other organizations
7. Citizens
8. Media and CSOs

While it is important for NAC to consider the needs and expectations of its stakeholders, it need not consider them to be of equal importance. In some cases, stakeholders can have competing expectations or expectations may be in conflict. Certain stakeholders are more important than others and the role of the NAC is to manage these expectations.

While the broader expectations of a NAC are to contribute to the lives of citizens, some stakeholders may have more specific expectations of the NAC. However, it should be noted that the NAC needs to focus on meeting the expectations of key stakeholders. The stakeholders listed above are the ones that NAC will concentrate their efforts on, to ensure resources are prioritized towards understanding them.

A key message has been developed for each stakeholder group. At a minimum, all interactions with each stakeholder group should be conducted with the key message in mind.

The key messages are:

- NAC members: There is strength in numbers
- Parliaments: NAC is your eyes and ears in the public sector
- Donors: Our professional reputation is established and growing
- Regional bodies and other organizations: Let's collaborate
- Citizens: You can trust NAC
- Media and CSOs: We can help each other

We will develop a series of sub-messages for NAC interactions with each stakeholder group, together with how we will deliver that sub-message, the tools we will

use to deliver that message, how we will measure the impact of that tool, and the objectives we are trying to achieve via both the message and the communication.

COMMUNICATION STRATEGY

5.1 STRATEGIC GOALS

1. To enhance internal communication in NAC
2. To improve the auditee understanding of NAC mandate
3. To again media and civil society organization support in achieving NAC mandate
4. To develop clear and consistent brand of the NAC
5. Improve relations with PAC to enable greater oversight
6. Maintain good relationship with our cooperating partners

5.2 STAKEHOLDER STRATEGIES

NAC Auditors working Together	The key message for this stakeholder groups is	Purpose of communication with these stakeholders is to	Through the communication channels of	In order to	Objectives
NAC Members	There is strength in Members	Maintain Confidence by: <ul style="list-style-type: none"> - Support - Advocacy - Training - Representation - Collaboration - Exchanges of Ideas 	Emails, WhatsApp, Meetings, face-to-face engagement, Notice boards, Workshops, Seminars, conferences Trainings, and letters	<ul style="list-style-type: none"> - Ensure NAC have sound working relationship with their Members - Improve NAC communication process within - Help NAC develop communicating processes with citizens - Increase stakeholder and public awareness of NAC report - Increase awareness of the principle and benefit of public financial management - Make easier for members to share their experience and information - Establish a culture of incorporating communication activities in NAC activities 	1.To enhance internal communication in NAC 2.To develop clear and consistent brand of the NAC

NAC Auditors working Together	The key message for this stakeholder groups is	Purpose of communication with these stakeholders is to	Through the communication channels of	In order to	Objectives
				<ul style="list-style-type: none"> - Generate positive NAC feedback on caliber of guidance and Training - Provided editorial services and communication advice across NAC operations 	
Parliament (PAC)	NAC is your eye and ear in public sector	Maintain Confidence by: <ul style="list-style-type: none"> - Supporting the work of NAC - Standards setting - Interpretation of audit result - Follow up of audit recommendations - Access into international community 	Round table Meetings, Emails, Workshops, Seminars, Trainings, letters, Audit report etc.	<ul style="list-style-type: none"> - Create increased awareness from politicians, institutional leaders and opinion leaders of the importance of the best practice public auditing standards and transparent and accountable practices - Observe increased politicians and institutional support for quality public auditing service in NAC 	1.Improve relations with PAC to enable greater oversight
Auditee Entities	NAC is your eye and ear in public sector	Audit and follow up of audit recommendation	Assigning staff	To improve public financial management performance	1.To improve the auditee understanding of NAC mandate
Law Enforcement Agencies	NAC is your eye and ear in public sector	Access into international community	Training, workshop, Emails and meeting	Establish a culture of incorporating in communicating NAC activities	1.To improve the auditee understanding of NAC mandate
Donors	Our reputation and professionalism is established and growing	Maintain Confidence by: <ul style="list-style-type: none"> - Robust reporting that is responsive to your needs - Two-way relationship - Demonstrating efficiency - Demonstrating impact 	Emails, WhatsApp, Round table Meetings, Workshops, Seminars, conference, Trainings, letters, Audit report a etc.	<ul style="list-style-type: none"> - Meet the reporting requirements of donor agencies - Provide tangible evidence of bang for buck - Prove agility in operating procedures to meet changing financial environment - Demonstrate measurable improvement and impact 	1.Maintain good relationship with our cooperating partners

NAC Auditors working Together	The key message for this stakeholder groups is	Purpose of communication with these stakeholders is to	Through the communication channels of	In order to	Objectives
Regional Bodies and Other Organization	Let's Collaborate	Actively Engage By:- <ul style="list-style-type: none"> - Leveraging Resources - Minimize duplication of effort 	Emails, WhatsApp, Round table Meetings, Press release, Audit report, Conference, Journals, Workshops etc.	<ul style="list-style-type: none"> - To share resources - Identify common themes for further research work and collaboration - Identify opportunities to diversify resources - Reach a broader audience for NAC work 	1. Maintain good relationship with our cooperating partners
Citizens	You can trust NAC	Keep informed by: <ul style="list-style-type: none"> - Communicate NAC findings - Show case NAC value 	Press release, Radio talk show, Magazines, TV, Journals and etc.	<ul style="list-style-type: none"> - Observe increased public and stakeholders' awareness and possibility of good governance, transparency and accountability in government operations - Create increased public awareness of work of NAC and their role in public audits - Observe increased public support for public auditing and transparency and accountability in South Sudan 	1. To gain media and civil society organization support in achieving NAC mandate
Media	We can help each other	Actively Engage by: <ul style="list-style-type: none"> - Trust - Professionalism - Right of Citizens 	Emails, Round table Meetings, Press release, Audit report, Journals, etc.	<ul style="list-style-type: none"> - Encourage unsolicited approaches to NAC for information - Monitor media exposure clipping articles etc. - Increase the Number of press releases that are published or used - Increase the public awareness of NAC work 	1. To gain media and civil society organization support in achieving NAC mandate

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COMMUNICATION CHANNELS

The following communication channels will be considered by NAC and all its units when developing targeted communication plans and policies.

Table 3 Communication Channels

Channel	Target Audience	Comment
Staff engagements	All stakeholders	<p>The Secretariat's staff are the public face of organization.</p> <p>Their power as the primary communication channel for the organization must be acknowledged. Therefore, it is important that the Secretariat staff meet regularly and include a discussion about the key messages to be delivered by both projects and by the staff themselves when they travel on Secretariat business. This will ensure that NAC is establishing repeated and consistent messaging in all dealings across the Pacific. It will also allow staff to be aware of all projects being undertaken to look for opportunities for synergies, cooperation and sharing of resources</p>
Governing Board minutes	Governing Board members	<p>The minutes are a succinct record of the agreements at each Governing Board meeting. Those who are responsible for each Board item are to prepare a very brief summary of the topic discussed and the Board's decisions relating to that item. This summary is to be submitted to the minute-taker within one week of the Board meeting to ensure accuracy of the minutes</p>
Briefings	Parliaments and governments	<p>Briefings to parliaments and governments are key to establish and maintain a relationship with the decision makers within stakeholders. The NAC Advocate can develop information sessions and briefings or assist SAI Heads to develop talking points for parliaments and governments. Establishing regular meetings with key stakeholders sets up an expectation for updates and briefings. Briefings should also be offered at the conclusion of key NAC reports and audits</p>
Reports	Parliaments and Governments Citizens Media	<p>NAC's reports are key 'products' for the organization.</p> <p>By producing polished, well-written reports, with short summaries written in plain language will help to 'sell' NAC's policy positions to key stakeholders. Bear in mind that one size does not necessarily fit all. Consider the most appropriate report format for your audience. For example, consider preparing a short summary of a longer report for citizens and the media, highlighting 'what's in it for them'. They should be able to access the complete report as well, but a shorter summary highlighting benefits or impacts will gain better traction for these stakeholders.</p>

Channel	Target Audience	Comment
NAC website	All Stakeholders	NAC's website is the main tool of communication and is to be maintained by the NAC Secretariat. The website's content should be current and the site should be responsive to the needs of its users. The website should be the 'go to' source for audit-related information in the country. The NAC Secretariat is solely responsible for the content of the NAC website. All statutes, standards, guidelines, and other approved products are to be published on the website by the NAC Secretariat.
Annual report	All Stakeholders	<p>The Annual Report serves two functions:</p> <ol style="list-style-type: none"> 1. It meets NAC's legal obligations under its Charter 2. It is a useful marketing tool to promote the work of the organization <p>It is important that the annual report is succinct and engaging, but that it also meets NAC's legal requirements and obligations. NAC's policy is to produce the Annual Report electronically.</p>
NAC Quarterly Bulletin	All stakeholders	<p>The purpose of the Quarterly Bulletin is detail the work of both NAC and stakeholders to a broader audience.</p> <p>It raises awareness of trending topics, publications and major events at Headquarters and in the field. It should also act as a learning tool. It is important that SAI drive the content of the Bulletin, rather than the Secretariat. Copy deadline: 10 March, 10 June, 10 September, 1 December</p> <p>Approval turnaround: one week. Release dates: 30 March, 30 June, 30 September, 10 January, (for 30 December)</p>
Congress	NAC members Donors Other regional bodies	NAC's annual meeting is one of its flagship communication tools. The annual meeting is an opportunity to bring all stakeholders together with each other, with donors and with international experts and others working within the field of auditing. Along with the formal presentation component of the meeting, the ad hoc and informal networking and discussions are key contributors to NAC's overall communication goals.
International Journal of Government Auditing	All Stakeholders	The International Journal of Government Auditing is a valuable tool for disseminating information and sharing knowledge both internally and externally. The journal advances government auditing procedures and techniques. NAC should coordinate regular contributions to the International Journal of Government Auditing.
IDI newsletter		The IDI newsletter is valuable tool for disseminating information and sharing knowledge. NAC will provide a link to the newsletter on our website and contribute articles to the newsletter as appropriate
Press conferences	Media Citizens	A press conference may be organized at the conclusion of each meeting at which the Chairperson PAC and the Auditor General may address the media.

Channel	Target Audience	Comment
Press releases	Media Citizens	Auditors-General may issue press releases to announce the publication of new audits or reports as appropriate. Draft press releases must be written before any event for which a press release will be used. During the event, the draft press release can be amended with quotes from the event. The press release must be issued on the day of the event or, at worst, the day after the event. The NAC Communications Adviser is available to assist NAC to draft and finalize press release.
NAC Monthly Update	NAC Members	This publication is developed by the Secretariat. Its purpose is to update NAC members on the progress of the secretariat's projects. It should also be used to raise awareness of trending topics and major upcoming events. To date, the content of the Update has been overtly positive. However, because it is an internal document, it is a useful vehicle for raising issues or hold-ups with projects, allowing Board Members and NAC Members time to consider issues in between the six-monthly board meetings.
Group emails	NAC Members	Group emails should be used sparingly. They are a useful and fast way of requesting information or informing members of forthcoming events. However, it is important to remember that most people are swamped with emails. Consider if you really need to send an email. Consider carefully who needs to be in emails. Also think about whether 'reply all' is the best response or if a reply just to the sender is sufficient.
Promoting social media of other audit-related organizations	NAC Members	A way to be aware of the broader regional context in which both NAC and SAls are working is to follow the social media account of other regional organizations. Linking and promoting other organizations' posts is also a way to increase our own profile. NAC will promote the social media accounts of other regional bodies through the Bulletin, on the NAC website, and through our own social media accounts
Promoting events	NAC Members	Promoting events such as INCOSAls, regional congresses and conferences, INTOSAI Governing Board meetings, IDI Governing Board meetings, Committee/Working Group/Taskforce meetings, UN/INTOSAI Symposia and reports of these meetings
Promoting publications resulting from INTOSAI activities	NAC Members	Promoting publications resulting from INTOSAI activities (standards, guidelines, best practices and other professional products (e.g. folder, the Declarations of Lima/Mexico). Guidelines of INTOSAI regions suited for regional application

MONITORING AND EVALUATION

This communication strategy will be reviewed every three years with annual progress reports, to ensure its continued relevance to the environment. This monitoring and evaluation will be provided by a Steering Committee under the leadership of the Auditor General and DAGs including representatives of Sub-units and Technical Committees. The team Secretariat will prepare the annual progress report and forward it to the members of the Steering Committee for its consideration before submission to the Auditor General

8 IMPLEMENTATION MATRIX 2019 TO 2024

The Communication Plan for our Key Stakeholders

The NAC’s communication plan outlines the strategies and methodologies to be used in communicating with the key stakeholders (strategy, channel, tools, tactics, resources, scheduling).

Stakeholder: NAC staff

Objective: Enhance internal communication in NAC, which will foster greater awareness and understanding of internal processes and improve performance outcomes.

Indicators:

- Timely and accurate dissemination of information and feedback.
- Staff contribution to decision-making and opportunity for staff development and performance recognition

Strategies	Techniques /Tools/ Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Scheduled meetings to disseminate information and receive feedback	- Senior Officers’ and General Staff Meetings. - Unit Meetings	- Corporate Services Division - Heads of Units	Existing Resources	No Cost	- Monthly - Annually - Quarterly
Receive feedback on the effectiveness of NAC’s communication.	Internal Surveys (e.g. Survey Monkey)	Corporate Planning & Public relations	Existing Resources	No Cost	
Internally disseminate information and promote staff awareness	Communiqué. - NAC’s Internal Newsletter – - The Audit Voice - Unit Reporting Mechanisms - Relevant external information	- Audit Voice Team - Head of Units - Human Resource Director	Existing Resources	No Cost	- Monthly - Quarterly - Monthly - When available
Continuous training of staff for improved learning and development	Structured training programs based on needs	Director, HRD	Existing Resources	No Cost	Determined based on training plan
Staff Recognition initiatives	Structures initiatives for staff recognition.	Director, HRD	To be determined	No Cost	Determined based on type of recognition initiative to be developed

Stakeholder: Accounting officers

Objective: To improve Good communication with auditee's entities

Indicators:

- Pre-engagement letter sent to auditee and preliminary meeting held.
- Audit engagement letter sent, and entrance meeting held.
- Ongoing discussions with auditee held during the audit fieldwork.
- Draft report sent to auditee, auditee's response obtained and exit interview held

Strategies	Techniques /Tools/ Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Continuous Communication with auditees during the audit process	Pre-engagement letter	Audit manager	Existing Resources	No Cost	One month prior to audit
	Preliminary meeting	Audit Team	Existing Resources	No Cost	At start of audit planning
	Audit Engagement Letter	Audit manager	Existing Resources	No Cost	Prior to start of fieldwork
	Hold entrance meeting	Audit Team	Existing Resources	No Cost	At the start fieldwork
	Audit Planning Report	Team Lead	Existing Resources	No Cost	At the start fieldwork
	Sent draft report to Auditees for response	Audit manager	Existing Resources	No Cost	Within 10 days after the fieldwork ends.
	Hold exit meeting and sign off exiting meeting minutes	Audit Team	Existing Resources	No Cost	Within 10 working days after draft report is sent
	Clarify responses with Auditee prior to PAC sitting	Audit manager	Existing Resources	No Cost	Here necessary: 2 – 5 days before PAC sitting
	Quarterly publication on governance weaknesses and audit recommendation	Corporate Directorate of audit & Public relation	Printed Materials	No Cost	Quarterly
	Production of brochures on audit types and expectations		Printed Materials		Annually
	Annual Service Feedback Survey		Existing Resources	No Cost	Annually
	Semiannual forums to inform, update and solicit feedback from MDAs		Printed Materials		Semiannually

Stakeholder: Media and Civil Society organizations

Objective: To gain media and civil society organization support in achieving NAC mandate

Indicators:

- Issue press releases for all reports immediately after reports are published.
- Upload all audit reports on NAC website and social media platforms within one business day after publication
- Actively engage CSOs performance and special audits

Strategies	Techniques /Tools/ Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Issue press releases for tabled reports	Review the current mechanisms in place to prepare and issue press releases	Corporate, Directorate of audit & Public relation	Existing Resources	No cost	Nov - Dec 2019
	Identify any additional requirements necessary to produce a press release	Corporate, Directorate of audit & Public relation	Existing	No cost	Nov - Dec 2019
	Develop strategies to issue press release in a timely manner.	Corporate, Directorate of audit & Public relation	Existing Resources	No cost	Nov - Dec 2019
Media Engagement	Meetings with media to build awareness on governance issues	Corporate, Directorate of audit & Public relation	Existing Resources	\$10,000	Annually
	Production and dissemination of a media handbook to support activity above	Corporate, Directorate of audit & Public relation	Existing Resources	No cost	Nov - Dec 2019
	Assess the media views on the effectiveness of NAC's communication	Corporate, Directorate of audit & Public relation	Existing Resources	No cost	Every 2-year
	Robust monitoring of media coverage related to the NAC	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	On going
User-friendly website	Use of animations/ videos to explain the NAC's work	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	2019/20
Increase use of internet (social media presence and website)	Increase usage of the current NAC's LinkedIn account and introduce use of other social media platforms	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	Dec 2019

Strategies	Techniques /Tools/ Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Focus Group Discussions	Invite participation in the NAC's 5-year rolling audit-planning process	Corporate, Directorate of audit & Public relation	Existing Resources	\$30,000	Annually
	Focus group discussions on specific audit topics	Team Leaders	Meeting Room Refreshment		At pre-planning stage of the audit
Biannual meetings	Biannual meetings with CSOs and other stakeholders to build awareness on governance issues	NAC Staff	Existing Resources	\$90,000	Biannually
	Assess CSO's views on the effectiveness of NAC's communication through survey/questionnaire	Corporate, Directorate of audit & Public relation	Questionnaires	No Cost	Every 2-year

Stakeholder: NAC Top Management

Objective: To develop clear and consistent brand of the NAC

Indicators:

- NAC should build awareness and develop trust and loyalty with Stakeholders
- Understand your mission. From the start, your brand image should be tied to your core values, which often relate specifically to what you want your venture to do for your Stakeholders.
- Build a foundation

Strategies	Techniques /Tools/Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Position NAC as a brand	<ul style="list-style-type: none"> - Choose a brand slogan (mantra) / tag line(consultative meetings, launch, publicity etc.) - Branding of IEC and promotional materials, offices, website & social media platforms, adverts & communication templates, NAC equipment e.g. laptops; developing a unique NAC house style - Campaign to unveil new logo, slogan and brand Workshops for staff on NAC brand values and mantra - Developing and implementing a five years NAC program - Procure and stock NAC souvenirs 		Existing Resources	No Cost	Annually

Strategies	Techniques /Tools/Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Professing and integrating NAC core values in NAC operations	Culture change training program for NAC staff as brand ambassadors	Communications Unit/HR	Existing Resources	No Cost	Annually
Branding NAC through audit reports	Unique NAC writing style, branded design with use of graphics and images, simplicity of language and explanation i.e. "writing the report for the non-accountants and the accountants	ES/ Communications Unit/PR	Existing Resources	No Cost	Annually

Stakeholder: Donors

Objective: Maintain good relationship with our cooperating partners

Indicators:

- Keep cooperating partners informed about the achievements and limitations of the NAC

Strategies	Techniques /Tools/Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Share information about NAC's performance outcomes	Provision of Annual Report and for their feedback	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	Annually
	Annual perception survey	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	Annually
	Sensitization session (presentation on the work of the NAC, impact of previous initiatives, limitations and scope for improvements).	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	Annually
Capacity development initiatives	Identify capacity development initiatives and seek assistance	Corporate, Directorate of audit & Public relation	Existing Resources	No Cost	Annually

Stakeholder: Public Account Committee (PAC) Parliament’s

Objective: Timely communication with the Parliament’s PAC to facilitate effective deliberation on audit reports for effective oversight.

Indicators:

- Timely submission of reports to parliament and active dialogue with PAC on audit reports.
- Provide timely updates on audit follow-up

Strategies	Techniques /Tools/ Channels	Responsibility	Resources	Budget 2019/2020	Scheduling
Sensitize existing and new PAC members about NAC’s work and products.	Hold periodic orientation or sensitization sessions with existing and new PAC members.	Corporate, Directorate of audit & Public relation	Meeting Facility Refreshment Materials (presentations etc.)	No Cost	After the change of PAC members and periodically
Continued consultation with PAC	- Audit verification and prepare PAC briefing presentation. - Attend PAC sittings to explain audit findings and recommendation	Auditor General DAGs & support staff	Meeting Facility Refreshment Materials (presentations etc.)	No Cost	At scheduled sitting

ANNEXURE 1

SWOT ANALYSIS

The SWOT Analysis addresses NAC's operating environment both from the internal and external points of view and outlines the drivers of change and the challenges impacting on the Chamber.

Results of the NAC SWOT Analyses

Parliament – Public Accounts Committee (PAC)

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Strong relationship with PAC - Participation in PAC meetings - Effective briefing of PAC prior to sitting 	<ul style="list-style-type: none"> - Limited sensitization of Parliament/PAC members 	<ul style="list-style-type: none"> - Strong legislative framework - Stable political environment - Active PAC 	<ul style="list-style-type: none"> - PAC not holding public officers accountable - PAC members may lack relevant Expertise

Auditees

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Good relations with auditees during the audit process 	<ul style="list-style-type: none"> - Delays in completing audit assignment - Delays in submitting audit reports to Auditees in some cases 	<ul style="list-style-type: none"> Auditees becoming more appreciative of NAC's reports 	<ul style="list-style-type: none"> - Unwillingness of Auditees to accept and implement audit recommendations - Auditees sometimes feel that audit reports are not balanced - Delays or non-submission of information by Auditees - Unacceptable/Unsuitable working condition at Auditees

Internal Staff

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Quality audit and user-friendly reports - Good relationship with stakeholders - Good reputation and credibility <ul style="list-style-type: none"> - Staff exposed to and familiar with regional developments and international standards for auditing (INTOSAI/AFROSAI-E). - Incorporating technologies in our work - Access to training opportunities Managers having undergone Management Development training 	<ul style="list-style-type: none"> - NAC does not have full autonomy over staff appointment, which are essential to obtaining full independence - Inadequate follow up of audit recommendations - Inefficiencies in audit processes and use of resources (Staff) - Lack of full staff commitment - Delays in finalizing reports - Lack of Timely submission of reports to Parliament 	<ul style="list-style-type: none"> - Increase use of technology 	<ul style="list-style-type: none"> - NAC does not have full autonomy over staff appointment, which are essential to obtaining full independence - Inadequate financial resources - Imbalance between available human resources and demands to meet statutory responsibilities - IT infrastructure downtime and cyber security

Citizens

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Access to NAC Communication Strategy and Policy - Viewed as impartial and objective 	<ul style="list-style-type: none"> - Limited awareness of NAC's role - Limited use of social media - No face-to-face engagement with citizens - An active website allowing feedback 	<ul style="list-style-type: none"> - Greater use of social media and other technologies 	<ul style="list-style-type: none"> - Limited public awareness of NAC's role

Civil Society Organizations (CSOs)

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Engagement of CSOs in the planning phase of audit assignments 	<ul style="list-style-type: none"> - Inadequate engagement of CSOs 	<ul style="list-style-type: none"> - Supportive CSOs dealing with transparency and accountability - Demand and interest for quality audit reports - Willingness of CSOs to highlight NAC's audit results and advance the NAC's agenda 	<ul style="list-style-type: none"> - CSOs used the results of NAC's audits to promote their agenda - Attempts to influence NAC's work to support their agenda

Cooperating Partners

Strengths	Weaknesses	Opportunities	Threats
Active engagement with Cooperating Partners to obtain support for institutional capacity development	Limited engagement with Cooperating Partners to provide updates and follow-up on previous support initiatives	Willingness of Cooperating Partners to provide support through collaborative efforts	Over reliance on Cooperating Partners for support

Media

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Revised communication policy - Development of media handbook - Public relation unit and Communication Officers in place 	Limited engagement of media	<ul style="list-style-type: none"> - Strong media presence and influence - Strong press freedom 	Selective and sensationalized media coverage

ANNEXURE 2

STAKEHOLDER ANALYSIS

Analyzing Stakeholders expectations

Stakeholder	Key expectation of the NAC
1. The President	<ul style="list-style-type: none">- Timely independent and objective audit reports, including NAC performance reports- Reader friendly audit reports.- Improve transparency, accountability and good governance in government entities- Provide professional advice to executive and the legislature- Conduct special investigations when required.- Compliance with professional standards and adopt good practices
2. Public Accounts Committee (PAC)	<ul style="list-style-type: none">- Overview of implementation of government policy- Easy to understand audit reports and recommendations- Timely audit report on the Government's budget execution report
3. Ministry of Finance (MoF)	<ul style="list-style-type: none">- Assurance on the Government's financial statements and underlying financial management systems- Constructive recommendations to strengthen financial management
4. Ministry of Public Service	<ul style="list-style-type: none">- Audit reports identifying government officers that are not complying with government regulations
5. Anti-Corruption Commission	<ul style="list-style-type: none">- Leads on possible corruption cases- Support to forensic investigations- NAC contribution to strengthening financial systems to prevent and deter corruption
6. Parliament (Ruling party)	<ul style="list-style-type: none">- NAC contribution to holding executive accountable- Overview of implementation of government policy- NAC seen as a credible and effective institution by external stakeholders
7. Parliament (Opposition parties)	<ul style="list-style-type: none">- NAC contribution to holding executive and Government Ministers to account- NAC identifying failings in delivery of government policy
8. Senior leadership of Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none">- Easy to understand audit reports and recommendations- Recommendations that are relevant, constructive and evidence based- Assurance over the financial statements and underlying financial management

Stakeholder	Key expectation of the NAC
9. Community leaders (Part of the citizens)	<ul style="list-style-type: none"> - Government ministers and local council politicians/leaders being held to account - Accessible information on, and improvement to, performance of relevant government services and local councils - Assurance that due financial transfers are being received by local councils
10. Civil Society Organizations (CSOs)	<ul style="list-style-type: none"> - Accessible information on, and improvement to, performance of relevant government services - Government ministers and senior leadership of MDAs being held to account
11. Donors funding SAI reforms	<ul style="list-style-type: none"> - More visible and credible NAC - Better audit reports - Published annual report on NAC performance
12. Donors providing financial aid to the country	<ul style="list-style-type: none"> - Assurance on the use of funds, including financial aid from donors - Unqualified audit reports
13. NAC senior management	<ul style="list-style-type: none"> - NAC perceived as credible and effective by external stakeholders
14. NAC staff – professionally qualified	<ul style="list-style-type: none"> - Job security and satisfaction - Professional and career development opportunities
15. NAC Corporate Services support staff not professionally qualified	<ul style="list-style-type: none"> - Job security and satisfaction - A salary reflecting their experience and covering their needs

Mapping and Prioritization of Stakeholders

In mapping and prioritizing our key stakeholders, we considered the extent to which they affect the work of the NAC, their contribution, legitimacy, willingness, influence and necessity of involvement

Stakeholder	Contribution	Legitimacy	Willingness	Influence	Necessity Of Involvement	Overall Result
Key Stakeholders	Has information or expertise that could be helpful	Legality of claim for engagement	Willingness to engage	Level of Influence	Can delegitimize process if not included	Level of Prioritization
Parliament/PAC	High	High	Medium	High	High	High
Auditees	High	High	Medium	High	High	High
Internal Staff	High	High	Medium	High	High	High
Citizens	Medium	Low	Low	Low	Low	Low
CSOs	Medium	Low	High	Medium	Low	Medium
Cooperating Partners	Medium	Low	Medium	Low	Low	Low
Media	Low	Low	Low	Medium	Low	Low

Stakeholder	Contribution	Legitimacy	Willingness	Influence	Necessity Of Involvement	Overall Result
Key Stakeholders	Has information or expertise that could be helpful	Legality of claim for engagement	Willingness to engage	Level of Influence	Can delegitimize process if not included	Level of Prioritization
MOF&P	Low	Low	Low	Low	Low	Extremely Low
Trade Unions	Low	Low	Low	Low	Low	Extremely Low
Other SAls	Low	Low	Low	Low	Low	Extremely Low

Selected Strategy to be employed in engaging with Key Stakeholders

Stakeholders	Position (Environmental Analysis)	Stakeholder Classification	Role as stakeholder	Priority 1,2,3	Responsibility (Communication Diagnosis)	Linking Strategy
Parliament	External Institutionalized Environment	Interest Group	Decision Maker	1	Executive, Senior and Middle Management	Engaging Positioning
Auditees	External Institutionalized Environment	Interest and Opposition Groups	Informer and Decision Maker	1	Senior and Middle Management	Approaching Engaging Positioning
Internal Stakeholders	Inner Environment	Strategic Partner	Opinion Maker	1	Executive, Senior and Middle Management	Engaging Positioning
Citizens	External Non-Institutionalized Environment	Interest Group	Informer and Opinion Maker	3	Executive Management and Corporate Services	Approaching Engaging
CSO	External Non-Institutionalized Environment	Interest Group	Decision Maker	2	Executive, Senior and Middle Management	Approaching Engaging Positioning
Cooperating Partners	External Non-Institutionalized Environment	Interest Group	Opinion Maker	2	Executive and Senior Management	Engaging Positioning
Media	External Non-Institutionalized Environment	Interest Pressure and Passive Groups	Decision and Opinion Maker	2	Executive and Senior Management	Approaching Engaging Positioning

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