Stakeholders Engagement Strategy

(2019 to 2023)

Office of the Auditor General, Nepal

November, 2018

Foreword

Stakeholders Engagement in Audit

Office of the Auditor General of Nepal plays the role ensuring orderly and efficient use of public funds and effectiveness of the decisions of the responsible authorities. During the course of discharging its responsibilities, the office interacts with various stakeholders who may be internal stakeholders or external.

We are in an era of interconnectivity, complexity, rapidly changing dynamics of governance. Expectation of society has created a set of new and daunting challenges and opportunities for the public audit. Considering this fact, the office is increasingly demonstrating relevance to stakeholders, and responding to matters of public interest by opening avenues to engage them in public audit. This strategy shall be the main document for mobilizing internal and external stakeholders. Specifically, stakeholders may find details in this strategy that will help them to understand how it operates with its external environment.

I hope the development of this stakeholders engagement strategy will create an enabling environment to increase collaboration with stakeholders and help achieve greater audit impact.

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Tankamani Sharma, Dangal
Auditor General
Kathmandu
November, 2018

Executive Summary

The Office of the Auditor General is a constitutional body established under the Constitution of Nepal for conducting the audit of all the government ministries and other entities. The effectiveness with which the office fulfills its role of holding government to account for the use of public money not only depends on the quality of its work, but also on how effectively it is working in partnership with the accountability functions of the legislature as well as the executive arm of government in implementing audit findings and enacting change. (INCOSAI in Johannesburg, South Africa, November 2010).

In discharging the duties, the office communicates and relies on its internal stakeholders as well as external stakeholders. This 'Stakeholder Engagement Strategy' has been prepared recognizing the need for effective communication with stakeholders in order to enhance audit impact and to achieve accountability, transparency and integrity for the benefit of the people.

This strategy is in line with Guidance on Supreme Audit Institutions' Engagement With Stakeholders, issued by INTOSAI. It describes a comprehensive set of mechanisms for engaging with different stakeholders for achieving greater audit impact.

Acronyms

AG	Auditor General
AAG	Assistant Auditor General
ASOSAI	Asian Organization of Supreme Audit Institutions
CAM	Compliance Audit Manual
CIAA	Commission for the Investigation of Abuse of Authority
COE	Code Of Ethics
CPA	Citizen Participatory Audit
CSOs	Civil Society Organizations
DAG	Deputy Auditor General
DP	Development Partner
FAM	Financial Audit Manual
FGD	Focus Group Discussion
ICAN	Institute of Chartered Accountants of Nepal
IDI	INTOSAI Development Initiative
IFMIS	Integrated Financial Management Information System
IPFMRP	Integrated Public Financial Management Reform Project
ISSAs	International Standards of Supreme Audit Institutions
IT	Information Technology
MDAs	Ministries, Departments and Agencies
MoF	Ministry of Finance
MOU	Memorandum of Understanding
MPSAs	Ministries, Provinces and Spending Agencies
NAS	Nepal Accounting Standards
NIS	National Information Service
NPC	National Planning Commission
NPSAS	Nepal Public Sector Accounting Standards
NVC	National Vigilance Centre
OAG	Office of the Auditor General of Nepal
PA	Performance audit
PAC	Public Accounts Committee
PAM	Performance Audit Manual
PIS	Personal Information System
PMRC	Policy Monitoring Research Centre
PRO	Public Relations Officer
RAM	Regularity Audit Manual
SAI EWS	Supreme Audit Institutions Engagement with Stakeholders
SAIs	Supreme Audit Institutions
SOPs	Standard Operating Procedures
SWOTs	Strengths, Weaknesses, Opportunities and Threats

Table of Content

1. Background

The purpose of Strategy is to help the Auditor Generals Office to enhance audit impact through stakeholder engagement and also strengthen independence. It describes a comprehensive set of mechanisms for engaging with different stakeholders for achieving greater audit impact.

It will enhance the effectiveness of office operations by ensuring sustained interaction with the various stakeholders, which include the executive, the legislature, media, civil society organizations and citizens.

This strategy covers the overall process of stakeholder engagement for the period from 2019 to 2023. It can be updated as per requirement to address the change in technology.

2. About the Office of the Auditor General

2.1 Introduction

The office of the Auditor General is the protector of the national purse and the key player of the system of parliamentary control over finance. It plays a critical role in the national accountability architecture. It also immunizes the administration system by analyzing the causes of financial irregularities and mismanagement and recommending measures for improvement in financial discipline to ensure better use of resources and reduce the risks of fraud, inefficiency and wastage.

Constitutional Mandate and Legal Arrangement

The Office of the Auditor General office has a constitutional mandate to audit the accounts of all Federal and State Government Offices including the Office of the President, Office of the Vice-President, Supreme Court, Federal Parliament, State Assembly, State Government, Local level, Constitutional Bodies and Offices thereof, Courts, Office of the Attorney General, Nepal Army, Nepal Police and Armed Police Force, in accordance with law, having regard to, inter alias, the regularity, economy, efficiency, effectiveness and the propriety thereof. It audits the wholly owned corporate bodies. It is also consulted while carrying out the audit of a corporate body of which the Government of Nepal or State Government owns more than fifty percent of the shares or assets.

Audit Act 1991, provides functions, duties and responsibilities of Auditor General. As per the Act, the scope of office includes the financial audit, compliance audit, IT audit, forensic audit, gender audit, environmental audit and concurrent audit.

2.2 Vision

"To be a Credible Institution in Promoting Accountability, Transparency and Integrity for the benefit of the people."

2.3 Mission

"To provide independent and quality audit service to assure our stakeholders that the public funds are efficiently used."

2.4 Core Values

Our Core Values always guided us in how we behave with each other as well as with our external stakeholders, which are the foundation of our organizational culture, that impact individual, as well as, organizational performance. We believe that how we conduct ourselves affects our individual self-respect, goodwill and reputation of the office. Our core values are:

- Integrity
- Independence
- Professionalism
- Transparency
- Accountability

2.5 Institutional Framework

As per the legal provision, the Office of the Auditor General has been established to assist the Auditor General in discharging his duty. Altogether 647 positions of different levels have been approved for the office. There are four departments, 14 specialized division to conduct the audit of federal, provincial and local level offices. Currently, the staff is deputed all over the country to conduct the audit of various offices. However, the office is planning to establish, field offices in seven provinces.

2.6 Current Status of Stakeholders Engagement

The Office of the Auditor General has developed a communication strategy and has taken other strategic initiatives to streamline the engagement of internal and external stakeholders for greater audit impact. For instance, seek advice, tips on fraud or misuse of public funds, complaints or grievances from the citizens. Similarly, the office publicizes all its reports on the website and also prepare the executive summary, local level audit reports containing audit observations in order to disseminate the audit results regarding the use of public fund. It has increased the access of all stakeholders in the output of the office.

However, many more things are needed to be done in order to increase the engagement of stakeholders and to demonstrate the ongoing relevance of the office to the stakeholders.

2.7 Strategic Imperative for Stakeholder Engagement

The office of the Auditor General wants to create an enabling environment for increasing collaboration with stakeholders and to achieve greater audit impact through improved communication. The Auditor Generals office stakeholder's engagement exercise shall be geared towards ensuring accountability, transparency and fiscal discipline. This will be attained by undertaking the activities as outlined in the communication plan of this strategy.

3. Description of the strategy development process

Strategy development process as suggested in Guidance on SAIEWS was followed. After the identification and classification of stakeholders, their roles were determined and prioritized. Likewise, the stakeholder's expectation was analyzed. The communication process was diagnosed for timely communication of audit findings and to avoid miscommunication of messages transmitted. Elements such as who, what, how and to whom was identified by analyzing responsibility, content procedure and audience respectively. The relationship of office with stakeholders has been established with the objective of generating public values and trust. The office will use this established relation to create a synergy effect.

Approaching, engaging and positioning strategies for each stakeholder were determined and such strategies were linked to communication plan which includes objectives, activities, programs and required resources. For example; human, financial or technological.

Stakeholder engagement team

A team of two members were deputed on training organized by the IDI. The responsibility of formulating stakeholders's engagement strategy was given to the team. A broad-based consultative process was undertaken with the staff of different levels in the office. Similarly, the consent from the top and senior management was also obtained.

Data gathering process

While formulating this strategy the Stakeholders Engagement team took the references of various study and assessments conducted recently to obtain the strength and weakness. Moreover, inputs and feedbacks were also collected by holding the discussion with audit executives and key staff of office. Selected external stakeholders were also consulted in formulating the strategy. The reviewed documents are as follows:

- Auditor General's Action Plan (2017-2023)
- OAG strategic Plan and Operational Plan (2016-2020)
- Communication Strategy
- Information Technology Strategic Plan (2016-2020)
- Annual Audit Plan (2018-2019)
- SAI–PMF Report 2012
- Survey Report on the perception of the citizen towards audit

Quality control mechanisms

The draft strategy was prepared by the team and circulated to the senior management for their feedback. In the meantime, the document was forwarded to IDI for Suggestion; moreover, opinion from the external expert was also taken. Considering the feedback and suggestion received from different experts, the draft was updated and submitted to the Manpower Development and International Relations Directorate. A consultant was employed to ensure the quality of the document and updated accordingly.

4. Result of the environmental analysis

The office operates in the environment consisting of various stakeholders which are as follows:

Internal environment: It represents the environment within the office itself. This environment contains the internal stakeholders of the office that includes: Deputy Auditor General, Assistant Auditor General, Director, Audit Officer, Audit Superintendent, other support staff. Unions are also a part of the internal environment of the Auditor Generals office.

External institutionalized environment: It includes the stakeholders with whom Auditor Generals Office has to engage due to its legal framework and agreements. The relationship with such stakeholder is established from rules regulation and procedures. These stakeholders include:

- The government of Nepal: Federal, Provincial and Local Level
- Parliamentarians
- Public Accounts Committee (PAC)
- Ministries, Departments and Agencies
- Ministry of Finance: Lead ministry for economic, revenue and expenditures
- Financial Comptroller General Office (FCGO)
- National Planning Commission
- Commission for the Investigation of Abuse of Authority (CIAA)
- National Vigilance Centre (NVC)
- Judiciary Civil servants
- Civil servants
- Chief Accounting Officers (Secretaries) of the Ministries
- Chief Accounting Officers and Chief Executive officers of State Owned Enterprises (SOEs)
- Head of Finance in audited entities
- Civil society organizations
- Non-governmental organizations
- Institute of Chartered Accountants of Nepal (ICAN)
- Peer-Supreme Audit Institutions
- International bodies: ASOSAI, INTOSAI
- Academic institutions
- Development Partners

External non- institutionalized environment: This environment includes multiple non-traditional actors. The office has the choice to engage with such non-traditional actors. Examples of these stakeholders are professional associations, embassies institutions of Foreign Service, non-governmental organizations and civil - society organizations. The external non-institutionalized environment consists of:

- Media
- Freelancers
- Society
- Citizens
- Clubs
- Movements
- Champaign

Result of SWOT analysis

The following SWOT analysis assesses the office of the Auditor General's position in relation to its engagement with the stakeholders, which were identified from various internal documents and external review reports:

4.1 Internal Stakeholders

Strengths	Weaknesses
• Independence of Auditor General ensures by constitution and Audit Act. • Separate audit service and no transfer in other civil-service posts. • High degree of accountability, integrity, transparency and credibility. • Committed Staff. • Collaborative and supportive organizational culture. • Strong, morally upright and supportive leadership. • Clearly defined goals and strategies • Code of ethics.	• Lack of expertise and experience in technical areas. • No legal authority to take sanction against the delay in submission of audit documents. • Inadequate Staff. • Poor practices of information sharing. • Lack of the budget in communication program.

Opportunities	Threats
• Adequate career opportunities, training and exposure. • Comprehensive audit mandate. • Constitution and Audit Act empowers the Auditor General issuing federal, provincial and local level Reports.	• Broad audit scope with limited skilled personnel. • Pressure from audited entities. • Aging and retiring auditors/workforce. • Difficulties in detailed field audit due to time constraint.

4.2 Auditees

Strengths	Weaknesses
• Constitutionally mandated to be the external auditor of the government. • Audit engagement letter signed with auditees. • Good relationship with the auditees. • Frequent interaction with auditee. • Unrestricted access to information. • The practice of communicating the annual audit plan immediately after the expiry of the fiscal year. • Provision of the internal audit of financial transaction. • The communication strategy of the office is in place.	• Lack of awareness among auditee on auditing system. • Penalties or administrative action are not strictly imposed or taken on non-submission of the document and information for the audit. • Response from other than accounts section is poor. • Lack of seriousness on clarifying the audit issues during the audit. • Non-clearance of audit queries by audited entities compared to the volume of audit observations.

Opportunities	Threats
• Initiation by the Commssion for the Investigation of Abuse of Authority to take action against the audit report and conducting further investigation. • The willingness of auditees to consult with the auditor on sensitive matters. • Initiation of practice to link audit report during the annual performance evaluation of civil servant. • Discussion in Public Accounts Committee on Auditor General's Report is held.	• Limited logistics. • Lack of competent and qualified staff in finance and accounts. • Encouragement to auditors from auditee in violating code of Ethics.

4.3 Legislative

Strengths	Weaknesses
• Use of audit reports during budget deliberation and hearings. • Taken as an independent evaluation of Government Budget, programs, expenses. • Providing technical support to Public Accounts Committee. • Sound relation with PAC. • Annual Report of Auditor General is tabled in the Parliament and deliberated in Public Accounts Committee.	• An audit report does not fully serve the needs of the legislators. • Decisions and instructions given by Publc Acounts Comittee are not followed up. • Lack of proper understanding of the audit report. • Lack of timely discussion in Auditor General's report.
Opportunities	Threats
• Increasing interest in audit reports. • Mandated to conduct an audit of all 3 levels of Government.	• Legislators may have their own political agenda, difficult to manage time. • Audit report of the Provincial and local level government is not reviewed in the federal parliament.

4.4 Oversight Agencies

Strengths	Weaknesses
• Co-ordination between other oversight agencies. • Audit reports are taken as input for investigation. • Reports of other oversight agencies are used as a reference document to identity risk area.	• Poor implementation of oversight agency's report. • Lack of adequate capacity of manpower to conduct an investigation. • Lack of formal mandate or mechanism to coordinate between oversight agencies.

Opportunities	Threats
• Friendly relations with other oversight agencies. • All oversight agencies have the same objective to maintain financial discipline in the country.	• No financial and administrative independence provided to oversight agencies. • Involvement of various agencies in the same issues. • Less initiation to take a bold decision by government authorities due to fear of being investigated.

4.5 Media

Strengths	Weaknesses
• Good relationship and image with media. • Easy access to audit reports through the office of the Auditor Generals office website. • The existence of Public Information Section • The spokesperson is in contact with the media. • Right to information act implemented.	• Lack of media room and wifi facilities. • Audit reports are too technical in nature; Media could not understand. • PIS and other communication staff need training in critical areas of media relations. • Inaccurate or selective reporting of audit findings/ results/ decisions.

Opportunities	Threats
• Willingness to build a working relationship with the Auditor General's Office. • Increasing use of different modality of information dissemination e.g., electronic media, press release publishing in daily newspaper etc.	• Media has their own agenda and interests. • Publishing audit report with exaggeration. • Writing media friendly report.

4.6 Civil Society Organizations (CSOs)

Strengths	Weaknesses
• Vigilant CSOs and citizen partners. • The policy of adopting the Citizen Participatory Audit (CPA) has been stimulating the participation of the citizen in the audit	• The office of the Auditor General's staffs lack understanding and experience about the CPA as an audit technique and mechanism for partnership and other functions.

Opportunities	Threats
- The willingness of CSOs to work with the office. - Opportunity to share the CPA experience at the national & international level. - Increasing audit impact. - Availability of the CPA webpage as a potential medium to enhance information dissemination and capacity building. - Promotion of transparency and accountability. - Improvement in audit quality by receiving reliable information from CSOs. - The office of the Auditor General can learn from CSOs experience and methodologies for tracking public fund.	- The situation of Conflict of Interest - Possible ulterior motive on the part of the citizen - Non cooperation or resistance from audited entities - CSOs may have own interest and agendas. - Independence may be compromised. - Reliability of information.

4.7 Development Partners

Strengths	Weaknesses
- Established relationship with Development Partners. - Various development partners are interested to join with the office. - Development partners rely on the report given by the office.	- Weakness in the planning of projects in line with the interest of the Development partners. - Poor absorption capacity. - Unfavorable terms and condition.

Opportunities	Threats
- Willingness to extend assistance to the Auditor General's office. - Focus in capacity development and quality improvement.	- Circuitous process in the transfer of funds. - Difficult to measure impact. - Technical assistance and direct funding still remain as the main source of funds.

5. Stakeholder mapping and analysis of the expectations

5.1 Identification of stakeholders

As part of stakeholders analysis, external stakeholders, such as parliament, the judiciary, civil society groups, media, the general citizen, development partners and audited entities were identified. The office has to involve a large part of the community as stakeholders.

5.2 Classification of Stakeholders

Based on the dimensions of an environment in which the office operates, the stakeholders are further classified into five categories such as Strategic Partners, Interest group, Pressure group, Passive group or Opposition group in order to understand their relationship with the office and determine to strategy to transform them into the strategic partners. The group wise categories and their relations are as elaborated below:

Strategic Partner: are those stakeholders who support the auditor general's work, almost in any situation or moment. These stakeholders are the Parliament, Public Accounts Committee, Financial Comptroller General Office, Peers and Internal Stakeholder.

Interest Group: are those stakeholders who share similar interests with the office in certain issues. The stakeholders under this category include opposition party of the Parliament, MOF, Donors, Media, Civil Society and the Commission for Investigation Abuse of Authority.

Pressure Group: are those stakeholders who exert pressure. Such pressures are political, public or media pressure over the office because the issues are of concern. Opposition Party is also a pressure group as they demand action based on the issues identified in the Audit Report.

Opposition Group: are those stakeholders who are against the office positions regardless of reasons. Ruling government of the Parliament and the audited agencies come under this category; and

Passive Groups: are those stakeholders who are not active but share common issues with the office that can encourage public/political or media activism. The Expert, Citizens, Peers and Other professional organization come under this category.

5.3 Role of stakeholders

The role of a stakeholder is either being an informer, opinion maker or decision maker. The three categories as defined describe the nature of the relationship between the Auditor General's office and the stakeholders.

Informers: distribute information to others, so they are important if the office wants to disseminate audit reports. The example of informers are internal staff, CSO´s and academic bodies.

Opinion makers: distribute information to other but also provides interpretation about contents, which is a very important role in society when language is complicated or technical as audit reports from the office. Examples of opinion makers are the executive, audit entities and media.

Decision makers: are those who analyze information and provide interpretation to another individual or groups, equally guide their opinion to accept or reject, for example, the contents of audit report. Examples of decision makers are parliament and executive.

S.N	Stakeholders	Informer	Opinion Maker	Decision Maker
1	**Internal Stakeholder** – They provide information on what is the result of the audit, their recommendations, etc. through the audit reports	Y	Y	N
2	**Auditees** – they provide information to the Auditor General regarding their programs, projects and other activities needed for the audit	N	Y	N
3	**Legislative** - they provide feedbacks of audit reports.	N	N	Y
4	**Oversight Agencies**- they provide related services	N	Y	N
5	**Media** - the information that they provide, although are based on the audit reports published from the office, are somehow mixed with their opinion and influenced with their own interests.	Y	Y	N
6	**CSOs** – they provide information to the office on the area, project, program that they want to be audited and it is being lobbied during citizen dialogues	Y	Y	N
7	**Development Partners** - they are expected to be provided with the information to decide whether the office or CSOs need additional funding to work for transparency and social accountability.	N	Y	N

5.4 Prioritizing the stakeholders

The stakeholders are prioritized by mapping the interest and power or influences of each stakeholder group. Three basic dimensions are important for considering key stakeholders:

- **Power**: Stakeholders who have a lot of influence/power or who are perceived to have great influence.

- **Interest**: Stakeholders with little power but high interest in the work are categorized as "keep informed". They can be potential supporters and goodwill ambassadors through information and consultation about their interests.

- **Influence**: The stakeholders with a lot of power but little interest have an influential role and are categorized as "keep satisfied". They are the group who tries to meet through engaging and consulting them on interest areas. However, the stakeholders with high interest but little power do not have an influential role. So, the keep informed strategy is useful to them.

The following is the findings of prioritizing of stakeholders:

S.N	Stakeholder	Contribution	Legitimacy	Willingness	Influence	Necessity of Involvement
1	Internal Stakeholders	High	High	Medium	Medium	High
2	Auditees	Medium	High	Medium	High	High
3	Legislative	High	High	Medium	High	High
4	Oversight Agencies	High	Medium	Medium	Medium	High
5	Media	High	Low	Medium	High	High
6	Civil Society Organizations	Medium	Low	Medium	Medium	Medium
7	Development Partners	High	Medium	Low	Medium	Low

5.5 Analysis of stakeholders' expectations

Stakeholder	Key expectations
Public Accounts Committee (PAC)	- Overview of implementation of government policy/program - Understandable audit reports and recommendations - Timely audit report on the government's budget execution process
Ministry of Finance (MoF)	- Assurance on the government's financial statements and underlying financial management and internal control systems - True and fair opinion and constructive recommendations to strengthen financial management and internal control system
Anti-Corruption Agency and other constitutional bodies	- Audit reports identifying government officers that are not complying with government regulations - Leads to possible corruption cases - Support to forensic investigations - Contribution to strengthening financial systems to prevent and deter corruption
Parliament (ruling party)	- Contribution to holding executive accountable - Overview of implementation of government policy/program - The Office of the Auditor General as a credible and effective institution by external stakeholders
Parliament (opposition parties)	- Contribution to holding the executive and government ministers to account - Short comings in service delivery and utilization of resources
Senior leadership of ministries, departments and agencies (MDAs)	- Easy-to-understand audit reports and recommendations - Recommendations that are relevant, implemental, constructive and evidence-based - Assurance on the financial statements and underlying

Stakeholder	Key expectations
	financial management
Citizens	- Government ministers and local council politicians/leaders are held to be accountable - Opinions on the economic, efficient and effective utilization of resources - Accessible information on the performance of relevant government agencies and local level government - Assurance that due financial transfers are being received by local level government and properly utilized
Civil Society Organizations (CSOs)	- Accessible information on the performance of relevant government agencies - Understandable audit report - Government ministers and senior leadership of MDAs held to accountable
Donors providing financial aid to the country	- Assurance on the use of funds, including financial aid from donors - Unqualified audit reports

6. Diagnosis of the communication process

The Office of the Auditor General needs to have a clear picture of its internal communication practices with each stakeholder and a clear internal process where everyone understands their respective roles in order to achieve the vision, mission and mandate. This is also critical to make timely communication of audit findings and to avoid miscommunication of messages transmitted to external stakeholders. The internal communication process with each stakeholder is:

6.1 Communication processes with internal stakeholder

Who	Say What	How	To Whom	For what
Senior Management-AG/DAG	Status of accomplishments, plans for the succeeding years	Strategic planning conference	OAG Senior Management (including DAG, AAG)	Guidance and direction
AAG	Instruction on audit matter applicable to the audit groups/teams	Memoranda; Sector/Province Cluster/Audit Planning	Directors and Audit Officer	General/Specific guidance in Audit
Supervising Auditors/Directors	Specific Audit Instruction and additional instructions/guidelines	Entity Audit Planning and Risk Assessment	Audit Team Leaders and Members	General guidance on the execution of the audit
Audit Officer	Issues and problems encountered in all phases of audit engagement	Debriefing	Audit Teams	Results of debriefing is used as input to the next audit planning or enhancement of office policies and procedures
Management	Rules, regulations, policies and directives	Auditing Guidelines	All staffs	To provide guidance and direction

6.2 Communication processes with the Auditees

Who	Say What	How	To Whom	For what
Auditors	More reliable data and evidence.	Review of audit documents.	Auditees' staff	Obtain sufficient and appropriate evidence to support the audit findings, opinions and conclusions
	Audit observations.	Regular communication with the auditees during the audit process.	Audited entities	For comment and justification of audit results
	Audit highlights; summarized accumulated results of financial, compliance and performance audits. This includes significant findings, issues and observations and misstatements.	Holding Exit Conferences before the finalization of the audit report; written auditor's report containing an opinion on the agency's financial statements as well as observations arising from the audit.	Audited entities	Verify accuracy of reported contents (facts and issues) and give management an opportunity to provide further information and communicates with those charged with governance on the observations arising from the audit that are significant and relevant to their responsibility to oversee the financial reporting process
	Follow up on the audit observations and recommendations.	Implementation of audit recommendations.	Auditees	To facilitate a structured monitoring process of prior year's audit recommendations and audit observations

6.3 Communication processes with Legislative Authorities

Who	Say What	How	To Whom	For what
Public Account Committee Chairman	Presents the results of an audit	Meetings and hearing	Public Account Committee	Discuss and clarify audit issues
DAG, AAG, Directors and Audit Officers	Presents the results of an audit	Meeting and hearing	Other Committees	Discuss and clarify audit issues
Auditors Superviser	Presents the results of an audit	Meeting and hearing	Other Committees	Discuss and clarify audit issues

6.4 Communication processes with oversight agencies

Who	Say What	How	To Whom	For what
Senior Management-AG/DAG/AAG	Recommendation on utilization of public finance	Conferences/Meeting	MOF, NPC	Policy formulation
Auditors-Director/AO/AS	Audit Findings	Letters, Memoranda	MOF top management and directors	Discussion on audit findings on cash shortages
Finance Section Director of OAG	Budget Accountability	Reports	MOF, NPC	Budget oversight

6.5   Communication processes with Media

Who	Say What	How	To Whom	For what
AG	Audit findings	Audit reports	Media	Information and reporting to the public
Senior Officials	Auditing rules and regulations	Websites; newspaper publications		
Spokesperson	Auditing rules and regulations, clarification on audit related issues;	Interviews; letters to the editors;		
Information Officer	Milestones	Press-releases/ Press meet		

6.6   Communication processes with CSOs

Who	Say What	How	To Whom	For what
DAG/AAG	Introduction to CPA and OAG's Functions	Meetings Workshops	Head of CSOs	Invitation to collaborate with the offices
Performance Audit - AAG	Expectations of CSOs from the Auditor General's office and vice versa; suggested topics for the audit; possible contributions to the office	Conduct interactions	CSO members and networks	Gather information on topics to audit
AAG	Roles and responsibilities in the audit activity	Capacity building; MOU is signing	CSO members and networks	Capacity building of prospective CSO members
Director	Deployment on the field audit	Audit planning; audit execution; report writing; geo-tagging	CSO members and networks	Conduct of CPA
Performance Audit Division (PAD)	Report presentation	Orientation	CSO members and networks	Capacity building for report preparation

6.7   Communication processes with Development partners

Who	Say What	How	To Whom	For what
AG	OAG's strategic plans and thrusts	Meetings and public presentations	Development partners	Collaboration of projects with OAG's plans
DAG/AAG	Possible projects for collaboration	Concept note; Proposals	Development partners	Funding of projects

7. Strategy to use for the relationship with each stakeholder

Various strategies will be used while engaging with each stakeholder, depending on objectives of the engagement (approaching, engaging or positioning strategy), which are as follows:

- Communication policy
- Audit manuals
- Website and social media
- Focus group
- Training and workshop
- Supervision etc.

8. Communication plan

8.1 Communication Plan for the internal stakeholder

Stakeholder	Internal Staff (Auditors, Senior Management, Support staff)		
Objective	1. Enhance the communication skill of staffs with adequate training 2. Improve communication mechanism through better understanding and awareness of Auditor Generals work, role and impact in the government		
Indicators	a. By the end of 2019, training materials and courses shall be designed, developed, updated and delivered, b. By the end of 2019, training relating to laws, rules and regulations shall be conducted, c. By the end of 2021, auditing standards, directives, guidelines manual shall be developed and updated, d. By the end of 2023, guidelines on dissemination of audit reports shall be developed.		
Strategies	**Techniques/ Tools/ Channels**	**Resources**	**Scheduling**
Engaging and Positioning	I. Formulate and implement a long-term human resource plan for mobilization and career development of various subject-based expert employees as per new organization structure, II. Formulate an Audit Service Operations Rule, III. Make arrangement for taking the consultancy service from subject-matter experts as per the requirements of audits, IV. In order to retain professional staff, make arrangements for career development and special facilities to them, V. Provide twinning training to employees in association with national and international institutions, VI. Provide IT friendly skills to all employees by formulating special courses and providing training to all staff, VII. Develop a healthy work environment and advanced work culture establishing a good relationship between management and the trade union, VIII. Encourage making use of .personal capabilities of employees, such as- novel thinking, creativity and new concepts, and IX. New staff recruited as per O&M survey X. Using periodically face to face and written communication with all staff to ensure that they receive clear and consistent messages and can feel that their voices are listened to. XI. Create encouraging environment, senior management should favourable and open to discuss or share a new ways of working culture with different staffs	✓ OAG personnel and office supplies ✓ Funds and Resource Persons ✓ IPFMRP	✓ Annual Plan ✓ Ongoing

8.2 Communication plan for Auditees:

Stakeholder	Auditees		
Objective	1. Fostering professional relations with the entities to be audited 2. Supporting the Internal Auditors; sharing and communicating audit result 3. Sharing information about the financial statement and related information 4. Enhancing accountability and responsiveness of auditees management through proper communication and dialogues		
Indicators	a. By end of 2019 at least proactive follow-up meeting shall be organized each year. b. By end of 2022, 60% of audit observation of audit entities shall be settled within a year. c. Timely submission of consolidated financial statement for the final audit.		
Strategies	**Techniques/ Tools/ Channels**	**Resources**	**Scheduling**
Engaging and Positioning	I. Develop work culture of objectivity, credibility, professional dignity and professionalism on the basis of professional values and norms with the audit entity, II. Organize the seminar for disseminating the audit results and solve the grievances of auditee, III. Take initiative to make the responsible person for immediate improvement or settlement of observations and sensitive subject matters as pointed out by audites; IV. Inform all public entities about the annual plan by preparing it on the timely basis, V. Inform the audited entities in advance pertaining to the audit time-table, significant informative data and statements required for audits, and auditors who involve in auditing, VI. Share information publicly by issuing notices prior to departure of audit teams at the district level; and make arrangements for reviews of every audit performed at field level by taking reports and monitoring them, VII. Undertake discussion and interaction with the responsible officers related to audit observations and give opportunities to them to produce relevant evidence and justifications, VIII. Monitor by obtaining report immediately for the sensitive subjects and areas prone to manipulation or loss & damage is identified in the course of audits, IX. Introducing online clearance system of audit observations, X. Establish two - way communication mechanisms between auditor and auditee via the internet, twitter, meetings etc.	• Office supplies, Laptop, Email, funds and resource persons. • IPFMRP - OAG Strengthening Projects.	Annual program

8.3 Communication plan for legislative:

Stakeholder	Legislative (House of Representative and National Assembly)		
Objective	1. Decrease the time lag for discussing Auditor General's report in Public Accounts Committee 2. Improve the relations with the PAC providing technical support by the office. 3. Make audit reports user friendly. 4. To make Legislators aware and understand Auditor General's work, role and impact in the government.		
Indicators	a. By the end of 2019, about 80% of the audit observations shall be briefed to Public Accounts Committee. b. Support to take action on Auditor Generals recommendation		
Strategies	**Techniques/Tools/Channels**	**Resources**	**Scheduling**
Engaging and Positioning	I. Periodically organize and conduct capacity building workshops for the member of the Public Accounts Committee II. Make effective relations with Parliament and its Parliamentary Committees introducing the new interaction program, III. Take initiative to hold deliberation and implement audit findings of annual audit reports through the support of the Public Accounts Committee, IV. Make arrangements to acknowledge the Public Accounts Committee about the contents of the Auditor General's Report to be discussed prior to such discussions, V. Implement directives and recommendations of the committees by maintaining close relationship with the Legislature-Parliament and its Parliamentary Committees, VI. Prior to deliberation on Budgets by Finance Ministry organize the joint program for the discussion on program with the MOF and members of Federal, Provincial body with the auditor general, VII. Support in making the calendar of meetings with the Public Accounts committee.	The budget estimated for meetings/ discussions	Periodic

8.4 Communication plan for oversight agencies:

Stakeholder	Oversight Agencies		
Objective	1. Increasing the impact of the audit 2. Enhance the system of communication and coordination with oversight agencies		
Indicators	a. IT based data will be shared b. By the end of 2019, regular discussion/ meeting with oversight agencies shall be arranged.		
Strategies	**Communication Tools**	**Resources**	**Schedule**
Engaging & Positioning	I. Establish relations, develop a relationship, exchange information and cooperate in works with the CIAA, NVC, constitutional bodies and their officials, II. Implement the audit reports and evaluate their impacts,	Funds for logistics	Annually

	III. Organize corporate events to build community and organizational spirit.		
	IV. Organize and celebrate important organization milestones such as: Annual Day inviting the President, Distinguished guests.		
	V. Organize the seminar and conference to disseminate the audit finding to the oversight agencies.		
	VI. Organize the seminar and conference to create awarness of financial discipline among the Provincial and local level government and different organization, forums, movements, clubs, NGOs and public		

8.5 Communication plan for media:

Stakeholder	Media		
Objective	1. Clear, intangible and concise information provided to the people at large 2. Timely dissemination of the information related to financial transactions 3. Making the media aware of the Auditor General's office role, work and impact in the government		
Indicators	a. By end of 2019, 75% of identified media representative shall be covering the Auditor General's report/product accurately b. Conducting TV/ FM/ Radio discussion program twice a year		
Strategies	**Technique/ Tools/ Channels**	**Resources**	**Scheduling**
Approaching **Engaging &** **Positioning**	I. Provide training to the audit staffs and spokesperson about the communication skills and knowledge II. Formulate separate budget for organizing the media related programs III. Provide simplified information through office brochure IV. Update SOPs, especially protocols on release of information and requests for media interviews V. Designate information officers/ spokesperson in the offices and conduct necessary capacity-building program in critical areas of media relations VI. Conduct half-day orientation/ seminar each year for media members, researchers and editors. VII. Create a media page in the website. The media page will include information packets that contain data such as one page of document on office mandate, "Frequently Asked Questions", SOPs on release of information and request for interviews and contact information of designated information officer VIII. Constitute a communication cell in the office. IX. Organize training on writing a friendly report. X. Develop a one-page summary highlighting major audit findings of an audit report. The one-page summary must be in simple language and if possible use infographics.	Human Resources Committee to update SOPs	Annually

	XI. Organize regular interaction with trusted media representatives.		

8.6 Communication plan for CSOs

Stakeholder	Corporate Society Organizations		
Objective	1. Collaboration with CSO's before, during and after the audit 2. Encourage CSO's to share Auditing findings widely 3. Mainstream Citizen Participatory Audit (CPA)		
Indicators	a. By April 2019, CPA activities shall have been finalized. b. By July 2019 consultant for citizen engagement will be employed. c. By 2020, at least audit reports shall have been simplified involving citizen partners and disseminated to the public. d. By 2021 capacity of CSOs and staff of Auditor General's office shall be enhanced.		
Strategies	**Technique/ Tools/ Channels**	**Resources**	**Scheduling**
Approaching Engaging & Positioning	I. Update Citizen Participate Audit guidelines. II. Conduct Citizen Participate audit in accordance with CPA guideline in 3 topics each year III. Capacity building of CSOs and audit staff for conducting CPA. IV. Create awareness and mapping CSOs to involve in supporting audit and disseminating audit opinion V. Conduct stakeholder satisfaction survey on the audit with the support of CSOs.	• The venue, Logistic Supplies & Travel expense and Facilitators	Annually

8.7 Communication plan for Development partners

Stakeholder	Development Partners		
Objective	1. Collaboration with development partners in financial support areas for Good Governance. 2. Maintain an open communication channel and strengthen the relationship with Development Partners.		
Indicators	a. By the end of 2019, The Auditor General's office shall set annual meeting with the development partners. b. More development partners collaborating in auditing c. Canalizing all the possible development partners		
Strategies	**Technique/ Tools/ Channels**	**Resources**	**Scheduling**
Approaching Engaging & Positioning	I. Providing project audit report in time to the development partner, II. Holding discussion and interaction with the representatives of development partners for effective implementing of foreign resources, III. Communicate key priority areas of fund utilization and disbursement IV. Seeking support in strengthening the office. V. Translation of summary report in English.	The venue, Supplies logistics at Nominal cost	Annually