



## GOAL TEAM 4: GOVERNANCE & COMMUNICATION

### MINUTES of the I MEETING OF EUROSAI GOAL TEAM 4

**Lisbon, 2 June 2011, 15h00**

**EUROSAI Goal Team 4 – Governance and Communication (GT4)**, newly established within the framework of the EUROSAI Strategic Plan 2011-2017, approved by the VIII EUROSAI Congress, met for the first time at Lisbon, on the 2<sup>nd</sup> June 2011.

According to the General Procedures for Goal Teams, approved by the XXXVIII EUROSAI Governing Board, the members of the Team for Goal 4 are the current, incoming and outgoing EUROSAI Presidencies, the Secretariat and the Chairs of Goal Teams 1, 2 and 3.

Representatives of all these members attended the GT4 meeting, namely:

SAI		Representatives
Portugal	Current Presidency	<b>Helena Abreu Lopes</b>
		<b>Eleonora Almeida</b>
		<b>Conceição Ventura</b>
		<b>Conceição Lopes</b>
Netherlands	Incoming Presidency	<b>Roel Praat</b>
Poland	Outgoing Presidency	<b>Aleksandra Kukula</b>
		<b>Ewa Domanska</b>
Spain	Secretariat	<b>Maria José De La Fuente</b>
France	Chair of GT1	<b>Daniele Lamarque</b>
Germany	Chair of GT2	<b>Christine Rabenschlag</b>
		<b>Martina Hampel</b>
		<b>Stefanie Ludes</b>
Czech Republic	Chair of GT3	<b>Sylva Mullerova</b>
		<b>Stanislav Koucký</b>

## 1. Agenda

The following Agenda for the meeting was adopted:

- 1. Agenda**
- 2. Role of Goal Team 4**
- 3. Building Goal Teams 1 to 3**
- 4. Develop Planning, Monitoring and Reporting Requirements (PMRR)**
- 5. Terms of Reference for Goal Teams 1 to 4**
- 6. Operational Plans for Goal Teams 1 to 4**
- 7. Activities that should be immediately launched**
- 8. Needed support to Goal Team 4**
- 9. Communication within Goal Team 4**
- 10. Schedule for coming work and assignment of tasks**
- 11. Next meetings**

## 2. Role of Goal Team 4

The Chair and the Team reminded the provisions of the EUROS A I STRATEGIC Plan 2011-2017 and of the General Procedures for Goal Teams concerning the role of GT4, namely:

- *Manage EUROS A I according to the principles of good governance and effective communication*
- *Promote the widest possible involvement of EUROS A I members SAIs in the work of the organisation*
- *Align EUROS A I's organisation and operations with the strategic goals*
- *Create links among all EUROS A I bodies*
- *Avoid gaps, overlaps and duplications*
- *Ensure balance, coherence and compliance with Strategic Plan*
- *Address cross-cutting issues*
- *Create efficient and effective information flows*
- *Develop an internal and external communication policy*
- *Foster the use of innovative communication tools*
- *Promote liaison with INTOS A I and other organisations*
- *Identify and spread good practices*
- *Provide coordinated and broad-based support to the Governing Board*
- *Promote adequate resourcing of activities*

- *Monitor and report on the achievement of goals*

### **3. Building Goal Teams 1, 2 and 3**

In this item it was reminded that, according to the Strategic Plan and to the General Procedures, the objective of each Goal Team 1-3, and its Chair, is to achieve each respective strategic goal.

Goal Teams will form and act according to the General Procedures for EUROSAC Goal Teams, in a cooperative and inclusive way. Those Procedures include guidance for the composition and functioning of Teams, for the coordination and liaison between them and for reporting on their activities.

The provisions state that Chairs and Members of Goal Teams serve for flexible periods, from 3 to 9 years, that the size of Goal Teams should be up to 10-15 members, that they shall be efficient, inclusive and assure equitable representation of regions and models, that members shall be chosen among volunteers to participate and that, when choosing members and guests, Chairs must consider the expertise needed for the achievement of goals, namely training specialists.

Goal Teams' activities are to be results oriented and ensure active participation. Thus, each Team Member should be assigned to a task and there should be responsibles for each strategy or objective.

As a first step, Goal Teams will draft their Terms of Reference (ToR) and Operational Plans (OP) and these Operational Plans must state the tasks to be performed, the responsible SAIs and the deadlines to be accomplished.

Goal Team Chairs must now build their Teams according to the mentioned principles, gathering the needed expertise, draft the teams' ToR and OP, assigning tasks to everyone, provide support and leadership and monitor and ensure results, reporting and accounting on the achievement of goals.

The SAI of Poland, Chair of the former Task Force that prepared the Strategic Plan, reminded that a questionnaire was issued to assess the offers of EUROSAC members to contribute to the implementation of the Strategic Plan and summarized the main offers. The answers to this questionnaire were handed to the GT 1-3 Chairs to be considered by them when building the Teams.

The SAIs of Poland and Portugal, who have not previously replied completely to that questionnaire, offered their support to Teams. Particularly, the SAI of Portugal has decided to put the main focus of its Presidency in the implementation of the Strategic Plan and, thus, is willing to contribute to the activities of all Goal Teams.

Chairs of Goal Teams 1 to 3 shared their views on the possible composition of their Teams with GT4.

As for Goal Team 1 (Capacity Building), the respective Chair and GT4 underlined the importance of including SAIs also involved in the INTOSAI CBC, the willingness of the SAIs of Sweden and Hungary to be project leaders and the need of involving SAIs representing the main capacity building needs.

As for Goal Team 2 (Professional Standards), the respective Chair reminded some of the offers to participate and the importance of liaising with INTOSAI and of having an overview on the way European SAIs are implementing ISSAIs. Portuguese representatives suggested that the audit ethics, chosen as a priority by the Presidency, could be dealt with within this Goal.

As for Goal Team 3 (Knowledge Sharing), several possible contributions were discussed, reminding the important liaison role of this Team, with EUROSAI Working Groups and Task Forces and also with other groups, such as the EU Contact Committee ones.

GT4 agreed on the following main milestones and deadlines to be complied by Goal Teams 1-3:

Date	Task
15 Sept 2011	Complete Teams and inform GT4, SG and President of GB
15 Sept 2011	Launch drafting of GT 1-3 ToR and Operational Plans
20 Feb 2012	Send final drafts of GT 1-3 ToR and Operational Plans to GT4
15 Mar 2012	GT4 comments on GT 1-3 ToR and OPs
30 Mar 2012	Final drafts of GT 1-3 ToR and OPs

Goal Teams 1-3, as operational teams, should also develop other operational tasks during this period, according to their own priorities.

It was reminded that the appointment of Goal Team Chairs and, later, the composition of Goal Teams should be published in the EUROSAI website.

#### **4. & 5. – Develop Planning, Monitoring and Reporting Requirements (PMRR) and drafting Terms of Reference (ToR) for Goal Teams**

According to the Strategic Plan, developing Planning, Monitoring and Reporting Requirements is a priority task of GT4.

On the other hand, drafting its Terms of Reference is the first step of each Goal Team's activity.

These tasks must, nevertheless, be coordinated, since the ToR should include reporting provisions and since the ToR of the several teams should be coherent.

Having considered this, GT4 reached the following agreements:

- The Chair (Portugal) is responsible for drafting a document with proposals for *Planning, Monitoring and Reporting Requirements (PMRR)*.
- For the drafting of this document, assistance will be requested to the Director of Strategic Planning of INTOSAI and to the SAI of UK, on the basis of their experience in the INTOSAI Strategic Plan implementation and reporting.
- A task group is set up to prepare the draft of the *GT4 ToR*, including the SAIs of Germany and Poland. Spain, as Secretariat, will also participate in this task, mainly in what concerns the financial provisions.
- Because of provisions to be included in the ToR, the PMRR and ToR task groups will work together until agreement has been reached about the reporting provisions to be incorporated in the ToR.
- *Goal Teams 1, 2 and 3* prepare their own *ToR*.
- Germany and Poland provide assistance to GT 1-3 on ToR issues.
- To facilitate assistance and coherence, the Chairs of GT 1 and 3 may consider working together with Germany and Poland in drafting the GTs ToR.

To facilitate the drafting of the ToR for each Goal Team, the SAIs of Germany and Poland presented a document including a first approach to that drafting. This document was appreciated and approved and will serve as the basis for the GTs ToR, which will follow it. The document is attached as Annex 1 to these minutes.

The following timetable was agreed:

<b>Date</b>	<b>Task</b>
<b>30 Oct 2011</b>	Circulate 1 <sup>st</sup> draft of monitoring and reporting requirements to be included in ToR
<b>15 Nov 2011</b>	Comments to the draft
<b>20 Nov 2011</b>	Set final monitoring and reporting requirements to be included in ToR
<b>30 Nov 2011</b>	1 <sup>st</sup> draft of GT4 ToR
<b>10 Jan 2012</b>	2 <sup>nd</sup> draft of GT4 ToR
<b>2<sup>nd</sup> half Jan 2012</b>	GT4 meeting to agree on GT4 ToR
<b>20 Feb 2012</b>	Draft of GT 1-3 ToR sent to GT4
<b>1 Mar 2012</b>	Final GT4 ToR; Circulate draft of PMRR
<b>15 Mar 2012</b>	GT4 comments to GT 1-3 ToR sent to Chairs/Comments on PMRR sent to Portugal
<b>30 Mar</b>	Final GT 1-3 ToR; Final draft of PMRR
<b>1<sup>st</sup> half Apr 2012</b>	GT4 meeting to agree on PMRR

## 6. Operational Plans (OP) for Goal Teams 1-4

The Chair (Portugal) offered to coordinate the preparation of *GT4 Operational Plan (GT4 OP)*.

GT4 OP, alike the GTs 1-3 Operational Plans, must be approved within 9 months from now.

All Operational Plans shall cover the full period of the EUROSAC Strategic Plan (6 years), although details are expected only for the first implementation period (3 years).

For the second period only general outcomes are to be included, knowing also that Strategic Plan and Operational Plans are to be midterm reviewed.

GT4 approved the framework for Goal Teams Operational Plans, as proposed by the Chair. This framework is the Annex 2 to these minutes and shall be followed by all Goal Teams, in order that teams end up with operational plans which have a similar format and, thus, can be compared and consolidated.

To prepare a first draft of the GT4 OP, the Chair needs that all GT4 members send proposals on possible activities to be performed under each strategy.

Knowing that all members are expected to send proposals on every type of activity to be developed, GT4 has nevertheless agreed that entrusting specific members with the responsibility of reflecting on specific areas and making proposals on them could be more effective.

Thus, considering that GTs 1-3 Chairs will have their own OPs to prepare, GT4 agreed to entrust the following members to draft proposals on the following areas:

SAI	OP areas
Netherlands/Poland	Communication
Spain/Netherlands	EUROSAC website
Poland	Identification of Good Practices
Portugal	Monitoring and reporting to GB
Portugal/Spain	External agreements
Spain	Financial arrangements
Portugal/France/Spain	Training oversight, including follow up on ETC projects
All members	Liaison work

The timetable for the preparation of the GT4 OP is as follows:

Date	Task
30 Oct 2011	All GT4 members send to Portugal proposals of activities to be included in the GT4 OP
30 Nov 2011	Portugal circulates 1 <sup>st</sup> draft of GT4 OP
15 Dec 2011	All members send comments to the draft
10 Jan 2012	2 <sup>nd</sup> draft of GT4 OP
2 <sup>nd</sup> half Jan 2012	GT4 meeting to agree on GT4 OP
1 Mar 2012	Final GT4 OP

*Goal Teams 1 to 3* prepare their own *Operational Plans*, according to the framework approved.

Anyway, GT4 should perform a cross-cutting analysis over those drafts. For that purpose, and as already agreed under item 3, Chairs of Goal Teams 1-3 are expected to send their teams' OP drafts to GT4 by 20 February 2012, to receive GT4 comments by 15 March 2012 and to send their final OP by 30 March 2012.

Portugal is responsible for assisting GTs 1-3 in this subject and to prepare GT4 remarks.

## **7. Activities that should be immediately launched**

Each Goal Team is expected to implement activities during this first year, even before the formal completion and approval of the Operational Plans.

As regards GT4 activities, and besides the coordinating tasks already considered in the former items, the Team considered that the update of the EUROSAI Website is a priority activity, which should be immediately launched.

In this matter, GT4 agreed to set up a task group to prepare a global proposal for the redesign of the website. Spain, as host of the website, and Netherlands, as communication responsible, are entrusted with this task.

Spain shared some thoughts with the team on this issue.

At first, as an immediate measure, and because changes take time, the current platform must be kept, although it must be adapted to the new EUROSAI Strategic Plan and to the new EUROSAI structure.

The new website must facilitate its use by EUROSAC teams and members in their work and centralise the access to databases. There is also a need to link the EUROSAC website more strongly with the INTOSAC one.

Besides Spain and Netherlands, the SAI of Czech Republic will also participate in this task group, since GT 3 includes several website related objectives.

Spain informed that the SAI of Denmark, formerly responsible for the design of the current website, is willing to cooperate in this task, through Lisbeth Sorensen.

The cooperation of INTOSAC should also be considered.

The task group shall circulate a *EUROSAC Website Update Proposal* by 1 March 2012, receive comments by 15 March and circulate a revised proposal by 30 March, to be discussed on the 2<sup>nd</sup> meeting of GT4, to be held during the first half of April 2012.

Another activity that needs to be prepared is the *reporting to the EUROSAC Governing Board on the implementation of the Strategic Plan*, for its next meeting, to be held in 28 May 2012. The Chair is responsible for this task and will come later to members on this issue. Meanwhile, 1 March 2012 is defined as the deadline for GT 1-3 Chairs to send GT4 Chair a report on their teams' activities.

## **8. Needed support to Goal Team 4**

GT4 agreed to request the assistance of the following SAIs, as guest experts to the coming tasks:

- *UK and the Director of Strategic Planning of INTOSAC*, for drafting the PMRR;
- *Denmark*, for the website update project.

The website update task group can identify and invite other SAIs to assist in their project, namely the ones involved in the INTOSAC website.

The Chair noted that, according to the Strategic Plan and to the General Procedures, GT4 should have a *training expert* to assist in the development of the Operational Plan, in the oversight of training issues and in the implementation of training activities. The Chair asked for suggestions on this issue and promised to approach the *European Court of Auditors* to identify a possible training expert. GT4 agreed.

The liaison with *INTOSAC Development Initiative (IDI)* within the new EUROSAC structure will be discussed in a future meeting.

## **9. Communication within GT4**

This issue will be better explored in the Operational Plan preparation, through Netherlands and Poland's proposals.

For the time being, the team will communicate by e-mail as often as possible. A *list of updated contacts* will be circulated (see Annex 3).

GT4 will hold two meetings until the next Governing Board meeting.

In the meantime, the task groups will handle their own activities, through e-mail, separate meetings and/or internet conferences.

## **10. Schedule for coming work and assignment of tasks**

The Chair presented a draft of a *GT4 Working Plan* for the period of June 2011-May 2012, including the tasks, responsibles and deadlines agreed under the former items.

The team agreed to this Working Plan, attached as the Annex 4 to these minutes.

Responsible SAIs, task groups and Goal Teams will act according with their own agreements but organising their own work in order to comply with the deadlines included in this Working Plan.

## **11. Next meetings**

GT4 will hold two meetings before the next Governing Board meeting, on 28 May 2012.

The *2<sup>nd</sup> meeting* of GT4 will be held between 15 and 31 January 2012, at Lisbon (Portugal), with the main aim of agreeing on GT4 ToR and OP.

The *3<sup>rd</sup> meeting* of GT4 will take place between 1 and 15 April 2012, at The Hague (Netherlands), with the main purpose of approving PMRR and Website Update proposals, reports to GB and tasks for the coming period.

Spain offered to host the *4<sup>th</sup>* meeting, yet to be decided.

## **12. Other Business**

The SAI of Spain briefed GT4 on *financial issues*, especially on the Budget 2012-2014 approved by the Congress.

In this matter, Maria José De La Fuente informed that the EUROSAI Congress approved a total amount of € 93 000 per year, 65% of which is devoted to the implementation of the Strategic Plan (€ 60 000/annual).

From these € 60 000/annual, the Congress, following the Statement annexed to the EUROSAI Budget, agreed to initially assign 28% for each Goal Team 1, 2 and 3 and 16% for GT4. This assignment is not binding, and adjustments should be considered in face of the actual needs while performing the operational plans.

A lower budget than for the other Goal Teams has been initially foreseen for GT4. This is due to the coordinating and supportive task of GT4, which is also focused on dealing with the relations and reporting to the EUROSAI Governing Board. Nevertheless, it must be considered that the restructuring of the website, as a task of GT4, will require a relevant amount of funds.

Ms. de la Fuente remembered that the main rules for managing the EUROSAI budget were established by the Statutes and the Standards Procedures of EUROSAI. She suggested that criteria for allocating EUROSAI funds could be included in the ToR of GT4, this way making processes more objective and transparent. Criteria formerly recommended by the EUROSAI Training Committee could serve as a good basis in this regard.

After reaching the mentioned agreements, the 1<sup>st</sup> meeting of GT4 was closed.

**Annexes to these minutes:**

Annex 1: Guidelines for Goal Teams Terms of Reference

Annex 2: Framework for Goal Teams Operational Plans

Annex 3: GT4 list of Contacts

Annex 4: GT4 Working Plan 2011/2012