

## COMMUNICATION STRATEGY OF JURISAI

# JURISAI's Communication Strategy

## Introduction: Communication in Organizations

In multilateral organizations, institutional communication goes beyond the role of conveying information: it builds legitimacy, bridges diverse identities, and ensures strategic cohesion. It is a tool for building relationships, fostering integration, positioning, and strengthening the brand.

For the Organization of Supreme Audit Institutions with Jurisdictional Functions (JURISAI), which operates within a landscape of diverse legal systems, languages, cultures, and mandates, communication is the driving force that transforms a network into a community.

Within the Organization, communication serves as a bridge between technical and strategic levels, helping build a shared language even in contexts marked by plurality. Through well-structured processes, it is possible to align expectations, disseminate good practices, and strengthen trust among members.

Moreover, communication fosters transparency and knowledge sharing within organizations, enabling decisions to be made with greater clarity, efficiency, and legitimacy. By valuing active listening and creating spaces for dialogue, JURISAI promotes a collaborative culture that is essential for fulfilling its institutional mission, as set forth in the JURISAI Strategic Plan 2025 – 2028:

*To unite and strengthen Supreme Audit Institutions with jurisdictional functions by fostering international cooperation, supporting the identification and sharing of best practices, and promoting the values and benefits of the jurisdictional model within INTOSAI.*

## 1. Background

The establishment of the Organization of Supreme Audit Institutions with Jurisdictional Functions (JURISAI) in 2024 marked the culmination of a process that began nearly a decade earlier, with the Paris Declaration (2015), the creation of the Forum of SAIs with Jurisdictional Functions (2016), and the collaborative development of JURISAI's Statutes and Strategic Plan (2024).

JURISAI's formation responds to the growing need for a structured platform where SAIs with jurisdictional functions can exchange knowledge, address shared challenges, and promote high standards in public accountability and judicial audit practices.

The initiative began in June 2023 in Lisbon, Portugal, with the formation of an Engagement Group composed of representatives from SAIs of Brazil, Morocco, Portugal, France, Senegal, Ecuador, Spain, and Chile. Momentum quickly built through a series of high-level meetings, culminating in the formal approval of the organization's creation in Marrakech, Morocco, in September 2023. Throughout 2023 and 2024, JURISAI's concept was presented to the INTOSAI Governing Board, discussed in global symposia, and refined through collaborative efforts, including the drafting of its Statute and strategic plan.

In June 2024, the Statute was formally signed in Casablanca, Morocco, and the organization held its first General Assembly in October 2024 in France, where its strategic plan was approved. As of May 2025, JURISAI has grown to include 29 full members, 2 observers, and 1 associate member, with additional requests for membership under review.

The establishment of JURISAI addresses critical needs for legitimacy, visibility, and tailored cooperation mechanisms for jurisdictional SAIs—entities that combine auditing with judicial functions.

## 2. Communication Principles

JURISAI's communication should be guided by principles that ensure clarity, inclusiveness, relevance, and respect for the diversity of institutional contexts present in the network.

In this sense, efficiency, a commitment to reality without giving up on ambitious goals, and inclusivity with accessibility are core foundations for a sustainable and impactful strategy.

These principles reflect JURISAI's commitment to cohesive, ethical institutional communication tailored to the network's varied audiences. They include:

### 3.1. Clarity and Objectivity

These are essential to ensure mutual understanding among members from different legal cultures. Plain language helps prevent misunderstandings and ensures that messages are correctly understood by diverse audiences.

### 3.2. Inclusiveness and Audience Relevance

JURISAI acknowledges the diversity of its audiences and therefore seeks to adapt its messages to the specificities of each group. This includes respecting linguistic, cultural, and institutional differences by using appropriate language and communication channels for each context.

### 3.3. Multilingualism

In an international network, multilingualism is more than a tool — it is a core value. JURISAI is committed to adopting multiple working languages equitably, ensuring all members have full access to information and can actively participate in discussions.

### 3.4. Empathy

For JURISAI, empathy is essential in an environment composed of institutions with diverse legal cultures, languages, and institutional realities. Empathy enables the construction of more sensitive, respectful, and effective messages, helping to prevent emotional or cultural miscommunication and reinforcing a sense of belonging within the network.

### 3.5. Feedback

Communication is understood as a two-way process. Encouraging responses, listening to perceptions, and incorporating input from members strengthens dialogue and continuously improves the network's activities.

### 3.6. Ethics and Respect

JURISAI grounds its communication in ethical values and respect for diversity. All interactions must be free from bias and reflect the institution's commitment to integrity, justice, and equity.

### 3.7. Timeliness / Opportunity

JURISAI recognizes that timely communication is critical to informed and agile decision-making. Sharing information at the right moment enhances its usefulness and builds trust among members.

### 3.8. Transparency

Clear, consistent, and accessible messaging strengthens the network's legitimacy, boosts its credibility, and sustains the engagement of both internal and external audiences.

### 3.9. Contextualization

All content must take into account the institutional environment, the political moment, and the specific characteristics of the target audience.

## 3. Communication Objectives

Operating in an international environment marked by legal and institutional diversity, JURISAI views communication as a strategic tool to advance its mission. Accordingly, it defines clear objectives to guide its communication efforts and support its consolidation as a network. These goals include

strengthening institutional visibility, engaging new members, promoting the jurisdictional version of government auditing, encouraging collaboration among SAIs, and building strategic partnerships.

These objectives reflect JURISAI's communication priorities and outline the paths to reinforce its role in the short and medium term. The following are the main pillars of this strategy:

#### 4.1. Increase Recognition of JURISAI

Promote the gradual recognition of JURISAI as a reference in the jurisdictional audit model, starting with SAIs and expanding to multilateral organizations and external oversight networks.

#### 4.2. Expand Membership

Expanding the network is vital to ensure legal, cultural, and geographic diversity and representativeness. Clear and effective communication about the benefits of membership can attract new institutions, enriching debates and strengthening collective efforts.

#### 4.3. Promote the Jurisdictional Model

In an environment composed of different versions of government auditing, it is crucial to effectively promote the jurisdictional model, highlighting its technical contributions, legitimacy, and role in promoting accountability and good public governance.

#### 4.4. Strengthen Collaboration Channels

Well-established channels enhance members' sense of belonging and the effectiveness of the network's initiatives. Member engagement fosters exchange, joint knowledge production, and coordinated action.

#### 4.5. Establish Strategic Partnerships

Partnerships with relevant institutions expand JURISAI's reach, add technical and institutional value, and enhance its international presence.

### 4. Internal Communication

Internal communication plays a strategic role in facilitating coordination among member SAIs, committees, and technical working groups within JURISAI. More than a channel for disseminating information, it strengthens institutional alignment, promotes cohesion among various stakeholders, and encourages ongoing engagement.

The internal communication audience includes:

- Ministers of Supreme Audit Institutions;
- Auditors working in technical areas related to jurisdictional government auditing;
- Heads of departments involved in JURISAI-related topics;
- Advisors and executive offices staff engaged with jurisdictional activities;
- Civil servants participating in working groups, commissions, or forums linked to JURISAI;
- Staff from supporting areas that contribute to the initiative's operation (e.g., communication, IT, institutional relations);
- Leaders involved in the strategic coordination of the initiative.

Planned content and actions include:

#### 5.1. – Monthly Newsletter

Distribution of digital newsletters with strategic updates, institutional milestones, engagement opportunities, product launches, and key announcements for network members.

## 5.2. Integrated Digital Platform (Restricted Intranet)

Development of a secure, bilingual platform exclusively for JURISAI members, offering the following functionalities:

- Repository of institutional documents and technical materials;
- Collaborative calendar with integrated agendas and deadlines;
- Project updates section featuring best practices;
- Space for direct communication (forums, chats, or help desk);
- Area for collecting feedback, suggestions, and internal surveys.

## 5.3. Webinars and Thematic Online Meetings

Hosting regular meetings, training sessions, and knowledge-sharing events between JURISAI's technical teams and thematic committees. All sessions will be recorded and made available on the digital platform, along with summaries and supporting materials.

## 5.4. Digital Jurisprudence Repository

Establishment of a database of key decisions issued by member SAIs, categorized by country, thematic area, and legal nature. The initiative seeks to promote technical exchange and underscore the jurisdictional role of the institutions within the network.

# 5. External Communication

JURISAI's external communication focuses on strengthening its institutional image, enhancing its international legitimacy, and establishing connections with strategic audiences, including non-member SAIs, multilateral organizations, academic institutions, and specialized media.

Priority external audiences include:

- Representatives of partner Supreme Audit Institutions;
- Experts and scholars engaged in technical and legal debates;
- International organizations and thematic networks focused on transparency, accountability, and integrity;
- Participants in events and forums promoted or supported by JURISAI;
- The INTOSAI community and non-jurisdictional SAIs interested in the jurisdictional model;
- Specialized media outlets, academic institutions, and research centers.

To effectively reach these audiences, JURISAI will adopt a bilingual, multichannel communication ecosystem.

Planned external channels and actions:

## 6.1. Bilingual Institutional Portal with Resource Hub

Development of a modern, clearly structured, and accessible website serving as a central repository for:

- JURISAI's institutional overview;
- Strategic documents, statements, and technical materials;
- Case studies, legal articles, and multimedia content;
- Event calendar and registration area;
- Press section and contact interface for the network.

## 6.2. Coordinated Social Media Presence

Digital communication will be structured around the platforms most valued by internal and external audiences:

- LinkedIn: the primary channel for positioning the institution, targeting technical leaders, SAI representatives, and decision-makers;
- Instagram: used to visually promote campaigns, events, and institutional milestones with accessible and engaging language;
- YouTube: a repository for institutional videos, interviews, lectures, and bilingual presentations;
- Facebook: may be used for specific audiences where there is strong local engagement, but with lower priority compared to the other platforms.

### 6.3. Segmented Newsletters and Curated Content

Regular distribution of customized digital newsletters, with content tailored to different segments (e.g., network members, academic partners, multilateral organizations), aiming to maintain active engagement, enhance dialogue, and foster long-term institutional relationships.

### 6.4. Editorial Partnerships and Technical Dissemination

Establishment of cooperation agreements with:

- Legal journals and specialized publications;
- Academic and online education platforms;
- Research institutions and think tanks in the fields of public finance and external oversight.

These partnerships expand the reach and credibility of JURISAI's content in areas such as jurisprudence, public law, and jurisdictional oversight, strengthening the network's presence in both technical and academic spaces.

## 6. Communication Strategies

JURISAI's communication strategies are essential to ensure institutional coherence, expand international legitimacy, and strengthen engagement with both internal and external audiences. In a network marked by diverse jurisdictions, cultures, languages, and institutional structures, it is crucial to communicate in an integrated, strategic, and responsive manner.

### 7.1. Audience Intelligence and Targeted Positioning

**Continuous Mapping of Strategic Audiences:** Regularly update stakeholder databases with information on institutional partners, experts, academic collaborators, and potential members to ensure more effective and segmented communication.

**Active Participation in International Forums:** Encourage the participation of JURISAI and its representatives in international conferences and events to boost global visibility and promote the jurisdictional model of external control.

### 7.2. Production and Dissemination of High-Quality Content

- **Channel-specific digital content:** Produce short videos, articles, infographics, and interviews using accessible language and thematic focus, tailored to the preferences expressed by SAIs and internal and external users (website, LinkedIn, YouTube).
- **Promotion of technical outputs:** Encourage the development of legal opinions, case studies, and specialized publications on legal and audit-related topics, highlighting the expertise of member SAIs.
- **Systematic dissemination of network activities:** Ensure continuous visibility of the activities carried out by the presidency, committees, and technical groups through official channels, reinforcing transparency and institutional engagement.
- **Wider distribution of editorial products:** Share newsletters, reports, and technical content across multiple channels, including institutional partners and specialized outlets.

### 7.3. Alliances and Institutional Identity

- Strategic partnerships to expand reach: Strengthen agreements with universities, think tanks, multilateral organizations, and legal platforms to increase JURISAI's presence in key debates and thematic networks.
- Consolidation of visual identity: Implement and maintain a Visual Identity Manual with clear, applicable guidelines for all network materials, ensuring consistency and institutional recognition.

### 7.4. Monitoring, Innovation, and Continuous Improvement

- Evaluation of communication effectiveness: Apply feedback mechanisms (surveys, polls, post-event forms) and data analysis to assess channel performance and adjust strategies accordingly.
- Monitoring of digital metrics: Collect navigation and engagement data across JURISAI's digital platforms to support evidence-based decision-making.
- Adoption of technological innovations: Explore tools such as artificial intelligence, automation, and analytical dashboards to enhance communication management and impact.

## 7. Continuous Improvement of the Communication Policy

JURISAI's communication policy will be continuously evaluated and enhanced based on performance indicators, active listening to strategic audiences, and periodic reviews. The use of surveys, data analysis, and structured feedback will allow for the identification of improvement opportunities, ensure the effectiveness of communication efforts, and maintain alignment with institutional objectives in a constantly evolving context.

**Annex**  
**Methodology adopted to develop**  
**JURISAI's Communication Strategy**

**Diagnosis from the Questionnaire Responses:**

1. Institutional Communication:
  - a. All Supreme Audit Institutions (SAIs) interviewed (7 in total) reported having some form of communication structure. Respondents included: Madagascar, Greece, Morocco, Angola, Senegal, Portugal, and Brazil.
  - b. The most commonly used communication tools are: institutional websites (100%), newsletters (100%), LinkedIn (80%), and Facebook (60%).
2. Most Valued Communication Principles:
  - a. Clarity, coherence, transparency, and feedback were the most frequently cited as communication priorities.
  - b. Empathy, contextualization, and ethics were also highlighted.
3. Conceptual Recommendations Provided by SAIs:
  - a. Inclusiveness and accessibility.
  - b. Efficiency in channel selection.
  - c. Emphasis on communicating benefits.
  - d. Realistic and progressive communication approaches.
4. Suggested Communication Objectives:
  - a. Short term (1–2 years):
    - i. Raise awareness and understanding of JURISAI (institutional branding) to its target audience and to stakeholders.
    - ii. Improve internal coordination and member engagement.
    - iii. Develop a clear visual identity and mission.
  - b. Medium to long term (3–5 years):
    - i. Établir JURISAI comme une référence internationale pour les ISC exerçant des fonctions juridictionnelles.
    - ii. Obtain observer status in relevant networks.
    - iii. Develop academic outputs and foster partnerships.
    - iv. Build a consistent internal communication culture.
5. Internal Stakeholders to Engage:
  - a. International relations and communication teams (80%).
  - b. SAI presidents, auditors, and advisors (60%).
6. Recommended Internal Communication Channels:
  - a. Digital platforms (email, intranet, webinars).
  - b. In-person and online meetings.
  - c. Sharing of materials and technical updates.
7. Priority External Audiences:
  - a. International organizations, donors, academia, and specialized media.
  - b. National public sector actors (Ministries, Parliaments).
  - c. Non-jurisdictional members of INTOSAI.

8. Recommended Formats for External Audiences:
  - a. Case studies and legal articles (80%).
  - b. Interviews, videos, and infographics (40–60%).
  - c. A bilingual website and active LinkedIn presence as top priorities, without prejudice to other social media networks.
9. Languages and Accessibility:
  - a. Prioritize JURISAI's working languages (including English and French).
  - b. Use plain language and accessible resources for persons with disabilities.