



STRATEGIC PLAN

2017 - 2022

Organization of Supreme Audit Institutions of the
Community of Portuguese Language Speaking Countries

OISC/CPLP

LUANDA, 2016

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Strategic Plan 2017-2022

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SWOT Analysis I

Internal environment



1. Common language;
2. Member institutions with a common organizational model (with jurisdictional powers);
3. Increasingly active participation of member institutions in the life of OISC/CPLP;
4. Conflict resolution capability;
5. Easiness of communication amongst member institutions;
6. Existence of a significant number of capacity-building activities and initiatives.



1. Insufficient external communication policy of the Organization;
2. Limited resources (financial and human) for supporting the OISC/CPLP;
3. Relevant international public goods (especially, of INTOSAI) not translated into the Portuguese language;
4. Different levels of commitment of the member institutions towards the Organization's activities.
5. Insufficient encouragement of the Organization to its members regarding participation in INTOSAI's working groups.
6. Failure of its members to pay the membership fee to the OISC/CPLP.

SWOT Analysis II

External environment



OPPORTUNITIES

1. Development of new partnerships with other similar institutions;
2. Utilization of the opportunities of external funding/support from donors (in the areas of institutional self-evaluation, of the fulfillment of the United Nations' sustainable development goals);
3. Participation in INTOSAI's working groups and groups of other similar organizations;
4. Publication of best practices of the member institutions in the Organization's website on the internet;
5. Development of IT/use of technological innovation for capacity-building



THREATS

1. Endurance of the scenario of international economic crisis, with impact on available external funding;
2. Political instability/scenario of economic and financial crisis in the countries of the member Institutions;
3. Restrictions to the independence of the Supreme Audit Institutions (SAIs) in view of the Executive Power with impact in the cooperation relationships;
4. Weakening of the SAIs in member countries of the OISC/CPLP due to several reasons;
5. Lack of pro-activity of the Organization in view of emerging situations.

A series of stylized, orange-colored paper figures holding hands in a line, receding into the distance. The background is a soft-focus blue and white pattern, possibly representing water or clouds. The figures are positioned across the top and middle of the frame, creating a sense of movement and unity.

Mission and Vision

Why do we exist?
Where do we want to go?



MISSION

To promote the improvement of its members through cooperation and capacity-building in the field of external control of public finances



VISION

To be acknowledged as a model organization that strengthens the professional and institutional capacities of its members and promotes good governance



Values

What are the principles
that guide our Organization?



INDEPENDENCE



CREDIBILITY



INCLUSION

- **equality:** OISC/CPLP acknowledges the diversity of its members and believes in the principle of mutual respect;
- **commitment:** the members take responsibility for the organization's mission



COOPERATION

- **solidarity:** sharing amongst the members of the same vision, values and principles, expressing it through mutual support



PROFESSIONALISM

- **integrity, transparency, ethics and capacity-building:** to have the necessary skills and experiences in the field of control within the SAls



INNOVATION



Strategic Goals

What are the main goals
of the OISC/CPLP?



Capacity building and
knowledge sharing



Strengthening and
improving OISC/CPLP

The background of the slide is a close-up photograph of a workspace. It features a wooden desk with several papers, sticky notes, and a pair of black-rimmed glasses. The papers have handwritten notes in blue ink, including 'PLANNING', 'MARKETING', and 'SLOW'. There are several colorful sticky notes in shades of yellow, orange, green, and blue. Some of the sticky notes have handwritten text, such as 'CHECK LIST' and 'E-MAIL'. The overall scene suggests a planning or project management environment.

Strategies and Projects

Strategic Goal 1
Capacity building
and knowledge sharing



STRATEGIES

E1 Professional capacity building

P1.1 Diagnosis of capacity-building needs

P1.2 Triennial Capacity-building Plan

P1.3 Professional Certification

E2 Institutional capacity building

P2.1 Promotion of the use of the ISSAIs by the SAIs

P2.2 Encouragement and reinforcement of the use of the SAI PMF

P2.3 Support and exchange in the field of strategic planning and quality control

E3 Knowledge sharing

P3.1 Promotion of technical cooperation

P3.2 Monograph contest (triennial)

P3.3 OISC/CPLP electronic journal (annual)

PROJECTS



Projects and Actions

Strategic Goal 1



Strategy 1

Professional capacity building

PROJECTS

P1.1

Diagnosis of
capacity-building
needs

A1.1.1

Identification of the best practices
on capacity-building initiatives in
similar organizations

A1.1.2

Triennial Questionnaire
for the detection of
capacity-building needs

ACTIONS



P1.2	Triennial Capacity-building Plan	P1.3	Professional Certification
A1.2.1	Assessment and consolidation of the best practices and of the questionnaire's responses	A1.3.1	Monitoring of INTOSAI's professional certification project (participation in the Capacity Building Committee – CBC)
A1.2.2	Survey and dissemination of capacity-building initiatives available on the internet (according to the SO 2: P2.1)	A1.3.2	Identification and dissemination of programs and certifying institutions
A1.2.3	Search of external funding for the execution of the Capacity-building Plan (according to the SO 2: P3.1)		



Projects and Actions

Strategic Goal 1



Strategy 2

Institutional
capacity building

PROJECTS

P2.1

Promotion of the use of
the ISSAIs by the SAIs

A.2.1.1

Encouragement to the
translation of the ISSAIs into
the Portuguese language

A.2.1.2

Dissemination of the 3i Program (ISSAI
Implementation Initiative)

A.2.1.3

Encouragement to the active
participation in INTOSAI's
Professional Standards Committee

ACTIONS



P2.2

Encouragement and reinforcement of the use of the SAI PMF

A.2.2.1

Promotion of knowledge sharing, use and utility of the tool

A.2.2.2

Promotion of support to the use of the SAI PMF

A.2.2.3

Dissemination of the experiences regarding the use of the tool (advantages/disadvantages)

P2.3

Support and exchange in the field of strategic planning and quality control

A.2.3.1

Dissemination of the Strategic Plans (SPs) of the Organization's Members on OISC/CPLP's website

A.2.3.2

Promotion of support in the development of SPs of SAIs and in the quality control system

A.2.3.3

Identification and dissemination of best practices and manuals in the field of strategic planning and quality control



Projects and Actions

Strategic Goal 1



Strategy 3

Knowledge
sharing

PROJECTS

P3.1

Promotion of technical
cooperation

A.3.1.1

Encouragement to the
exchange of knowledge in the
field of IT and innovation

A.3.1.2

Stimulus to the execution of
coordinated audits in fields
related to the monitoring of
the United Nations Sustainable
Development Goals

ACTIONS



P.3.2

Monograph contest (triennial)

A.3.2.1

Reviewing of the
Contest Rules

A3.2.2

Definition of the theme
and establishment of the
Evaluation Committee

A.3.2.3

Dissemination of the contest, of
the results and of the awards

P.3.3

OISC/CPLP Electronic Journal (annual)

A.3.3.1

Establishment of the
Editorial Board

A.3.3.2

Reviewing of the editorial
project, structure and presentation
of the publication

A.3.3.3

Editing of the Journal

A close-up photograph of a person's hand in a blue shirt pointing at a document on a desk. The desk is covered with various items: a yellow folder, a green plant in a white pot, a black coffee cup, a pair of glasses, and several orange and yellow sticky notes. The background is slightly blurred, showing a window and some office equipment.

Strategies and Projects

Strategic Goal 2

Strengthening and improving
OISC/CPLP



STRATEGIES

E1 Result and impact-oriented management

P1.1 Monitoring of the degree of implementation of the Organization's Strategic Plan

P1.2 Standardization of procedures within the Organization

P1.3 Audit of the OISC/CPLP's accounts

E2 Increase of the Organization's visibility

P2.1 Development of the internal and external communication policy

P2.2 Dissemination of the Organization's activities and products to the stakeholders

E3 Strategic partnerships

P3.1 Search of alternative funding sources

P3.2 Development of partnerships

PROJECTS



Projects and Actions

Strategic Goal 2



Strategy 1

Result and impact-oriented management

PROJECTS

P1.1 Monitoring of the degree of implementation of the Organization's Strategic Plan

A1.1.1 Annual assessment of the Strategic Plan execution

A1.1.2 Reviewing and updating of the Strategic Plan (triennial)

ACTIONS



P1.2 Updating of internal standards/procedures

A1.2.1 Reviewing of the OISC/CPLP's Statutes

A1.2.2 Preparation of a guide for the sustainable organization of events

A1.2.3 Preparation of a manual/guide of the audit of OISC/CPLP's accounts

P1.3 Audit of OISC/CPLP's accounts

A1.3.1 Performance of annual audit of OISC/CPLP's accounts

A1.3.2 Dissemination of the results of the annual audit of the OISC/CPLP's accounts

Projects and Actions

Strategic Goal 2



Strategy 2

Increase of the
Organization's visibility

PROJECTS

P2.1

Development of an
internal and external
communication policy

A2.1.1

Development of a
communication project

A2.1.2

Updating of the OISC/CPLP's
website on the internet (for
instance, to develop the database
of products of member SAls)

A2.1.3

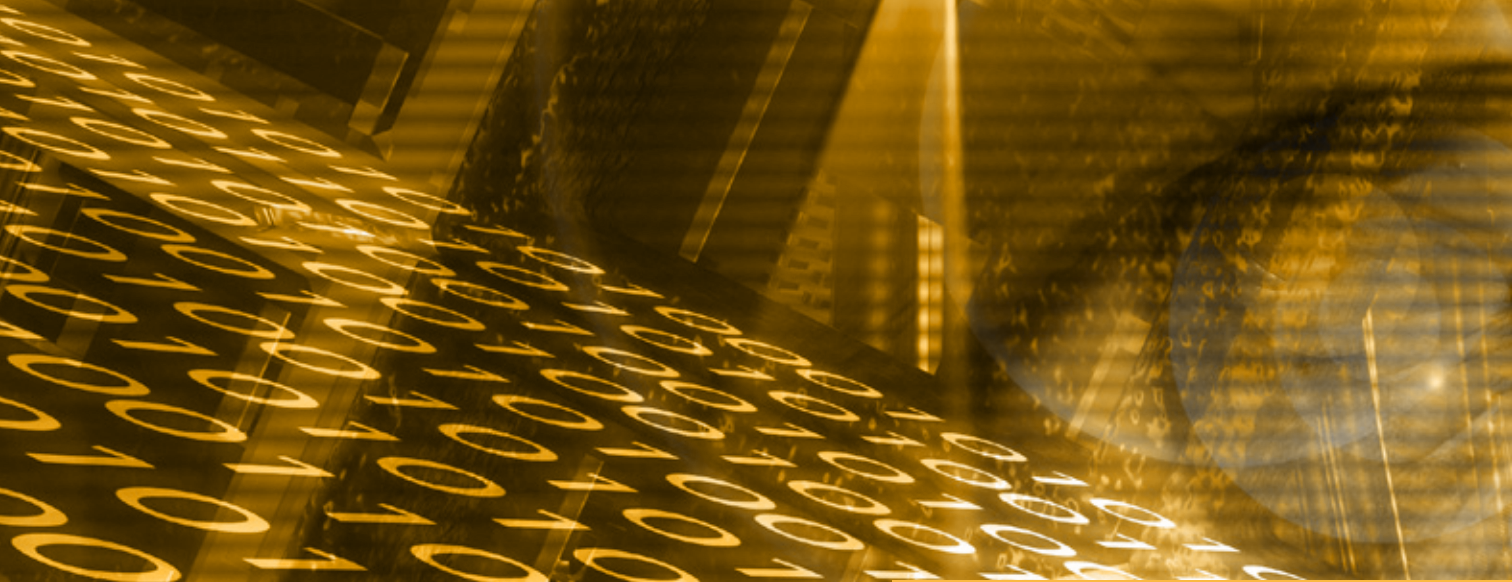
Creation of promotional products (for
instance, study/leaflet of characterization
and comparison of the CPLP's SAls)

ACTIONS



P2.2	Dissemination of the Organization's activities and products to the interested parties
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A2.2.1	Presentation of the Organization in international events
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Projects and Actions

Strategic Goal 2



Strategy 3

Strategic
partnerships

PROJECTS

P3.1

Identification of
alternative funding
sources

A3.1.1

Participation in INTOSAI's Donors
Committee and presentation of proposals
of funding projects (for instance, Global
Call for Proposals of the INTOSAI
Development Initiative - IDI)

A3.1.2

Organization of awareness actions
with technical and financial partners

ACTIONS



P3.2 **Development of Partnerships**

A3.2.1 Participation, upon invitation, of
similar Organizations, multilateral
Institutions and of donors in the
organization's events



Work Plan 2017

Strategic Goal 1

Capacity building
and knowledge sharing



S1

Professional capacity building

Project	Action	Period	Expected Results	Responsible Authorities
P1.1 Diagnosis of capacity-building needs	A1.1.1 Identification of the best practices about capacity-building initiatives in similar organizations	▪ First semester of 2017	a. List of examples of good practices organized by type of initiative and promoting institution	▪ TAM (Coordinator) a. TCA e TAM – Afrosai-e b. TCU – Olacefs c. TCCV e TCGB - Crefiaf d. TCP – Eurosai
	A1.1.2 a. Definition of questions to be inserted in the triennial questionnaire for the detection of capacity-building needs; b. Release of the triennial questionnaire for detecting capacity-building needs	a. Second semester of 2017 b. Fourth Quarter of 2017	a. Final questionnaire developed and approved b. Final questionnaire submitted to the Member Institutions	▪ TAM (Coordinador) a. TAM e TCA b. SG
P1.3 Professional Certification	A1.3.1 Monitoring of INTOSAI's professional certification project (participation in the CBC -Capacity Building Community)	▪ 2017 (continuous)	a. Newsletter sent to all members with relevant news about the subject; b. Relevant initiatives, events, documents about the subject advertised on OISC/CPLP's website on the internet	▪ SG
	A1.3.2 Identification and dissemination of programs and certifying institutions	▪ 2017 (continuous)	a. Newsletter sent to all members with relevant news about the subject; b. Relevant initiatives, events, documents about the subject advertised on OISC/CPLP's website on the internet	▪ SG



S2 Institutional capacity building

Project	Action	Period	Expected Results	Responsible Authorities
P2.1 Promotion of the use of the ISSAIs by the SAIs	A.2.1.1 Encouragement to the translation of ISSAIs into the Portuguese language	▪ 2017	a. ISSAIs already translated into Portuguese by the Organization's SAIs, identified and made available on the OISC/CPLP's website on the internet b. Opportunities identified to provide support to the SAIs in the translation of ISSAIs into Portuguese, especially the level 4 ones (1000-2999)	a. TCP ISSAIs nível 2, e SG b. CEF e SG
	A.2.1.2 Dissemination of the 3i Program (ISSAI Implementation Initiative)	▪ 2017	a. To make available a link to the 3i Program on the OISC/CPLP's website on the internet b. Newsletter sent to all members with relevant news about the subject; c. Relevant initiatives, events, documents about the subject advertised on the OISC/CPLP's website on the internet	▪ SG
	A.2.1.3 Encouragement to the active participation in INTOSAI's Professional Standards Committee	▪ 2017	a. Participation of OISC/CPLP's Member Courts in INTOSAI's Professional Standards Committee b. News about the Professional Standards Committee (PSC)'s activities in the OISC/CPLP's statutory meetings	▪ TCU
P2.2 Encouragement and reinforcement of application of the SAI PMF	A.2.3.1 Promotion of the knowledge, application and usefulness of the tool	▪ 2017	To make available, on the OISC/CPLP's website on the internet, the Portuguese version of the SAI PMF	▪ SG
	A.2.3.2 Promotion of support in the application of SAI PMF	▪ 2017	List of SAI PMF facilitators and/or advisors from the SAIs with jurisdictional powers, made available on the OISC/CPLP's website on the internet	▪ SG
P2.3 Support and exchange in the field of strategic planning and quality control	A.2.2.1 Dissemination of the Strategic Plans (SPs) of the Organization's Members on the OISC/CPLP's website (according to the Strategic Objective 2: P2.1)	▪ 2017	Strategic Plans (SPs) of the Organization's Members available on the OISC/CPLP's website on the internet	▪ TCP (Coordenador) a. Member SAIs



Knowledge sharing

Project	Action	Period	Expected Results	Responsible Authorities
P3.1 Promotion of technical cooperation	A.3.1.2 Encouragement of the performance of coordinated audits in fields related to the monitoring of the United Nations' Sustainable Development Goals	▪ 2017	<ul style="list-style-type: none"> a. The theme of the next OISC/CPLP's Seminar agreed, encompassing the <<United Nations' Sustainable Development Goals>>; b. Subthemes/panels of the next OISC/CPLP's Seminar defined; c. Experts on the theme identified and invited to the next OISC/CPLP's Seminar; d. Agreement established within OISC/CPLP (for instance, at the end of the next OISC/CPLP's Seminar) about the performance of a coordinated audit in 2018, in one of the areas related to the monitoring of the Sustainable Development Goals. 	<ul style="list-style-type: none"> ▪ TCP (coordinator) a. TCP and SG b. SG (contributions of member SAs) c. TCP and TCU d. Member SAs
	A.3.2.1 Reviewing of Contest Rules	▪ First semester of 2017	Proposal for the review of Contest Rules	<ul style="list-style-type: none"> ▪ SG (coordinator) ▪ EqT and CD
P3.2 Monograph contest (triennial)	A.3.2.2 Definition of the theme and establishment of the Evaluation Committee	▪ Second semester of 2017	Proposal of theme and of constitution of the Evaluation Committee	<ul style="list-style-type: none"> ▪ SG (coordinator) ▪ CD
	A.3.3.1 Establishment of the Editorial Board	▪ Second semester of 2017	Editorial Board established	<ul style="list-style-type: none"> ▪ CEF (coordinator) ▪ SG
P3.3 OISC/CPLP's Electronic Journal (annual)				

A man with short dark hair and a beard, wearing a white dress shirt and a dark tie, is seated at a desk. He is looking down at a laptop, with his hands on the keyboard. The background is a bright, out-of-focus office space with a wooden floor and a white wall.

Work Plan 2017

Strategic Goal 2

Strengthening and
improving OISC/CPLP



S1

Result and impact-oriented management

Project	Action	Period	Expected Results	Responsible Authorities
P1.1 Monitoring of the degree of implementation of the Organization's Strategic Plan	A.1.1.1 Annual Assessment of the Strategic Plan execution	▪ 2017	Assessment of the annual plan conducted	▪ SG (coordinator) ▪ EqT
P1.3 Audit of the OISC/ CPLP's accounts	A.1.3.1 Performance of annual audit of the OISC/CPLP's accounts	▪ 2017	Accounts of the year 2016 audited	▪ SG (coordinator) ▪ Auditing SAls to be defined



S2

Increase of the Organization's visibility

Project	Action	Period	Expected Results	Responsible Authorities
P.2.1 Development of an internal and external communication policy	A.2.1.1 Development of a communication project	▪ Second semester of 2017	Communication project developed	▪ TCA (coordinator) ▪ Member SAls



S3 Strategic Partnerships

Project	Action	Period	Expected Results	Responsible Authorities
P.3.1 Identification of alternative funding sources	A.3.1.1 Participation in INTOSAI Donors Committee and presentation of proposals of funding projects (for instance, Global Call for Proposals of the INTOSAI Development Initiative)	▪ 2017	a. Participation in INTOSAI Donors Committee b. Proposals of funding projects presented	a. TCU and TCP b. SG (coordinator) EqT, Member SAls