

**National Audit Office  
Republic of The Gambia**



**Communication Policy  
2020-2024**

## FOREWORD

The Gambia National Audit Office (NAO) has set out on a course to improve its strategic communications with its key stakeholders both internal and external to ensure, that there is the right engagement and knowledge of the Supreme Audit Institution's work to promote accountability and transparency in the management of public funds under the 1997 Constitution of The Gambia.

Strategic communication is critical for the National Audit Office (NAO) to ensure key stakeholders (e.g. National Assembly, Auditees, Internal Audit Units, Law Enforcement Agencies, Media, and Civil Society) understand what we do, how we do it, and how it is relevant to them.

The National Audit Office has identified communication as an important aspect of its work in fulfilling its mandate by enlightening the public about its functions and raising awareness. We do this by explaining to citizens what the audit findings mean to them by providing simple and citizen-friendly audit reports, and ensure the timely discussion of audit reports by the National Assembly for publication. It is in this light that the NAO Communications Department was set up in 2019 to foster stakeholder relations of the office and strengthen the communication channels and methods.

This policy will support the implementation of two of the outcomes outlined in the office's Strategic Development Plan (2020-2024) which are: *greater public awareness of NAO's role and products*, and *more informed and timely National Assembly discussion and action on audit reports*. The NAO Communication Policy will provide opportunities to ensure that these outcomes will lead to effective engagement of the office with its strategic partners as well as its staff that carry out its mandate.

I will however state that this policy will require the time and cooperation of all NAO staff during its implementation. A communication strategy will be developed to support the implementation of this policy and achieve the communication goals outlined here.

Karamba Touray  
Auditor General  
National Audit Office  
Republic of The Gambia

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## Abbreviations

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AG .....	Auditor General
CSOs.....	Civil Society Organizations
NA .....	National Assembly
NAO .....	National Audit Office
SAI .....	Supreme Audit Institution
SDP.....	Strategic Development Plan 2020-2024

## **I. Introduction**

The National Audit Office stakeholders expect the office as the Supreme Audit Institution (SAI), to be more effective in its operations in ensuring that there is engagement for proper transparency, good governance, and accountability of government by the National Assembly, Civil Society Organizations (CSOs), media, the public, and strategic government partners.

This policy outlines how the office will work in the next five years to achieve and maintain good communication and engagement with all the stakeholders. It will help NAO foster a communication strategy that will promote the office, publicize its work, functions, and role to its stakeholders.

The communication gaps and challenges highlighted in the office Strategic Development Plan (2020-2024) and Stakeholders Engagement Strategy for 2019-2023 will be addressed by this policy.

### **About the National Audit Office**

(NAO) is the Supreme Audit Institution (SAI) of The Gambia established under Section 159 (1) of the 1997 Constitution of the Republic of The Gambia to assist the Auditor General (AG) in performing the mandate conferred on the person by the Constitution, along with the NAO Act of 2015. The promulgation of the NAO Act has granted autonomous status to the NAO with a strong wide mandate as envisaged in the 1997 Constitution of the Republic of The Gambia.

#### **a) Mission**

At NAO, we work to provide independent professional audit services to the people of The Gambia on the economic, efficient, and effective use of public resources. The Auditor General has the responsibility to audit the accounts of all government institutions, local government authorities, courts, the National Assembly, State-Owned Enterprises (SOEs), and other public bodies.

#### **b) Vision**

As an independent audit body and leading model institution for good governance, we enhance accountability and transparency in the use of public resources for the benefit of the citizenry.

#### **c) Core Values**

The National Audit Office is headed by the Auditor General, who is assisted by an advisory board a senior management team; and currently a staff capacity of 113 including technical and non-technical. The office and its staff effect these values in every aspect of our operations, and the services we deliver to the people of TheGambia. The following core values are mandatory to us

and our work environment, which will also be utilized at every step of the implementation of this policy.

- ❖ Integrity
- ❖ Professionalism
- ❖ Teamwork
- ❖ Accountability
- ❖ Relevance

#### **d) Purpose of Communication and Policy**

This Communication Policy will provide guidelines for the National Audit Office in facilitating its engagement with stakeholders to promote transparency and accountability, and to assist in fulfilling its mandate and roles to improve the lives of citizens. It will provide clear and structured communication between the office and its internal and external stakeholders.

The main objective of communication for the office as highlighted in this policy is to:

- i. Provide a good brand image of the National Audit Office in promoting public trust through good governance, transparency, and accountability in The Gambia with stakeholders;
- ii. Demonstrate that the National Audit Office's work is relevant to the public and the citizens lives;
- iii. Improve internal communication of the NAO to improve work efficiency, performance and effectiveness;
- iv. Ensure greater public awareness about the work of the office, its roles and products and its activities with its stakeholders;

#### **e) Strategic Priorities of Communication**

The National Audit Office Communication Policy and overall communication objectives will support the outputs for the strategic priorities highlighted in the Strategic Development Plan 2020-2024. It will help to achieve:

- i. More effective engagement with the public, CSOs, media, National Assembly and auditees; and
- ii. Clearer, high-quality, and more timely audit reports.

This policy will target and seek to improve the relationship with key stakeholders whose strengthened communication will improve the work output of the NAO. NAO has also conducted an environmental analysis of these stakeholders in its Stakeholders Engagement Strategy for 2019-2023.

The identified internal and external prioritized Stakeholders are;

- ❖ NAO Staff
- ❖ National Assembly
- ❖ Auditees
- ❖ Public
- ❖ Media
- ❖ Civil Society Organizations
- ❖ Development Partners
- ❖ Government Strategic Partners

## II. Internal Communication

Internal Communication involves the means and ways in which information flows within the office among units, departments, and individual staff. A good and channeled internal communication is significant for the effective and efficient work of the office, dissemination of information as well as its relationship with external stakeholders.

### a) The main objectives of a structured internal communication of the NAO are:

- i. Staff are well informed of the mandate and functions of the National Audit office and their role in the fulfilment of the aspirations of the Constitution, and encouragement of knowledge sharing among staff;
- ii. Improve the functionality of the channels and means of communication within the NAO to promote transparency and accountability in the internal operations of the office;
- iii. Equip NAO staff with up-to-date information about the work of the office and activities for them to act professionally and serve as communication points with other stakeholders;
- iv. Improve the efficiency and effectiveness of the work and operations of the NAO by providing permanent and structured communication channels and persons for easy access to information within the office for staff;
- v. Encourage the involvement of staff at every stage of development for changes that affect the office and staff to promote trust and performance of staff.

### b) Target Audience for Internal Communication

The channels for communicating can be different based on the group's in which staff are categorized within the NAO. Internal Communication mainly targets the staff of NAO and other personnel hired or contracted by the office. These targets and channels of communication are highlighted in the table below:

<b>Internal Stakeholder Targets</b>	<b>Communication Channel(s)</b>
Advisory Board	<ul style="list-style-type: none"> <li>❖ Official E-mails</li> <li>❖ In-Person Meeting</li> </ul>
Management	<ul style="list-style-type: none"> <li>❖ Monthly Meetings</li> <li>❖ Telephone</li> <li>❖ Official E-mails</li> <li>❖ Emergency Meetings</li> </ul>
Technical and Non - Technical Staff	<ul style="list-style-type: none"> <li>❖ Quarterly General Staff Meetings</li> <li>❖ Weekly Unit Meetings</li> <li>❖ Daily Meetings or Unit Check-In Telephone Calls</li> <li>❖ Regular Virtual Meetings</li> <li>❖ Official E-mails</li> </ul>



	<ul style="list-style-type: none"> <li>❖ Notice Board</li> <li>❖ Suggestion Box</li> <li>❖ Slack</li> <li>❖ Memos</li> <li>❖ List Serves</li> <li>❖ Newsletters</li> <li>❖ Policies, Guidelines, and Reports</li> <li>❖ In-Office Training</li> <li>❖ Intranet – Slack, NAOMIS, TMIS</li> </ul>
Consultants and Contracted Auditors	<ul style="list-style-type: none"> <li>❖ Official E-Mails</li> <li>❖ Telephone</li> <li>❖ Meetings</li> <li>❖ Policies, Laws, and Guidelines</li> <li>❖ Memorandum of Understanding</li> </ul>
Newly Recruited and Departing Staff	<ul style="list-style-type: none"> <li>❖ E-mails</li> <li>❖ Slack</li> <li>❖ Hand Over Notes</li> <li>❖ Induction Training</li> <li>❖ Contract Documents</li> <li>❖ Policies, Laws, and Guidelines</li> <li>❖ Brochures and Leaflets</li> </ul>

### **c) Responsibility for Internal Communication**

The overall communication of the NAO will be done through the channels mentioned above, especially through e-mails, memos, unit meetings, and where urgency is required, messages in the NAO Internal Communication platform. The Auditor General or persons authorized by the AG are responsible for the approval of information for the dissemination internally. In the absence or wherein the AG is indisposed and cannot make these decisions, the Deputy Auditor General and Director of Corporate Services shall be responsible for approval. All meeting decisions and policy changes will be shared with staff in due time by the Communications Department or unit heads.

All unit heads are responsible for direct communication and sharing of information among their teams, and in clearly communicating the mission and vision of the office where professionalism and integrity are at stake. They shall also serve as the intermediary between the AG and other staff, unless the issue at hand is sensitive or wherein the staff prefers to communicate directly to the AG through.

The NAO general staff e-mail ([allstaff@nao.gm](mailto:allstaff@nao.gm)) shall be used for sending e-mails to all staff. E-mails to all staff shall only originate from the following staff:

- i. Auditor General
- ii. Deputy Auditor Generals

- iii. Director of Corporate Services; and
- iv. Head of Communications Department

Sensitive information shared through this e-mail shall be approved, verified, and shared with consideration of the well-being of all staff or the staff concerned with that issue.

### **III. External Communication**

National Audit Office as the Supreme Audit Institution of The Gambia holds the responsibility to communicate with its stakeholders to promote transparency and accountability of public resources by openly sharing information to help improve the lives of citizens.

#### **a) The main objectives of fostering external communications with key stakeholders are to:**

- i. Increase public and stakeholder engagement and promote awareness of the National Audit Office's work, mandate, mission, and operations;
- ii. Provide information throughout the audit process, reports, findings, and publications to the public for better accountability on public resources;
- iii. More effective engagement with the auditees, National Assembly, and other strategic government partners to assist and amplify the NAO's work;
- iv. Establish and maintain public trust about the NAO and its role in ensuring the accurate use of public funds and citizenry engagement in transparency and accountability with mutually exclusive relationships between the different stakeholders for greater audit impact;

#### **b) Target Audience for External Communication**

The Auditor General and Head of Communications are the main spokespersons of the office for all media-related correspondence, and these messages should be verified and approved by the Communications Department in consultation with the AG. All communication products with the media or public should be verified by the department and the department shall provide relevant assistance to the AG and the approved persons before communicating with stakeholders.

With delegated authority from the Auditor General, the Head of Communications shall be responsible for communicating externally on all non-controversial, non-sensitive information about the office to the public and media.

The Head of Communications Department acts as the main advisor to the AG on the office image, reputation, and communication focus areas with other stakeholders. All brand materials shall be approved and advised into effect by the Communications Department before considered as applicable for the office.

For all official communication with auditees, the public, media, and other stakeholders, the NAO e-mail shall be used and will be managed by the Communications Department. This e-mail shall be [info@nao.gm](mailto:info@nao.gm).

All unit heads, staff and Directors of Audit are responsible for communicating with auditees using their official e-mails or the NAO official e-mail and following all other guidelines defined in this communication policy.

Target / Responsibility	Communication Channels
<p><b>i. General Communication\ with Auditees</b></p> <ul style="list-style-type: none"> <li>❖ Audited Entities</li> <li>❖ Private Audit Firms</li> </ul> <p>The responsibility for communication with the auditees is:</p> <ul style="list-style-type: none"> <li>❖ Unit Heads</li> <li>❖ Supervisors</li> <li>❖ Staff</li> <li>❖ Coordinator of the recruitment of auditors</li> </ul>	<ul style="list-style-type: none"> <li>❖ Official E-mails</li> <li>❖ Management Letters</li> <li>❖ Engagement Letters</li> <li>❖ Telephone Calls</li> <li>❖ Website</li> <li>❖ Press Releases</li> <li>❖ Annual Performance Report</li> <li>❖ Bid openings</li> <li>❖ Contract negotiation meetings</li> <li>❖ Other Correspondence</li> </ul>
<p><b>ii. General Communication with National Assembly</b></p> <p>While the office targets the entire National Assembly Members, it especially focuses on improving the capacity and communicating to:</p> <ul style="list-style-type: none"> <li>❖ The FPAC Committee; and</li> <li>❖ The PEC Committee</li> </ul> <p>The responsibility for communicating with the National Assemble will be on:</p> <ul style="list-style-type: none"> <li>❖ Auditor General</li> <li>❖ Deputy Auditor Generals</li> <li>❖ Directors of Audit</li> <li>❖ Communications Department</li> </ul>	<ul style="list-style-type: none"> <li>❖ Finance and Public Accounts (FPAC) Committee Meetings</li> <li>❖ Public Enterprise Committee Meetings</li> <li>❖ National Assembly Select Committee Meetings</li> <li>❖ Annual Performance Report</li> <li>❖ Auditor General’s Report</li> <li>❖ National Assembly Sittings to Discuss Reports</li> <li>❖ Meetings and Training</li> <li>❖ Newsletters</li> </ul>
<p><b>iii. General Communication with Public, Media and Civil Society Organizations (CSOs)</b></p> <p>The responsibility for communication with the auditees is:</p> <ul style="list-style-type: none"> <li>❖ Auditor General</li> <li>❖ Deputy Auditors General and Director of Cooperate Services</li> <li>❖ Communications Department</li> <li>❖ Directors of Audit and Senior Manager</li> </ul>	<ul style="list-style-type: none"> <li>❖ Website</li> <li>❖ NAO Official E-mail</li> <li>❖ Newsletters</li> <li>❖ Training, Workshops, and Meetings</li> <li>❖ Press Releases and Conferences</li> <li>❖ Social Media</li> <li>❖ Radio and Television Programs</li> <li>❖ Annual Performance Report</li> <li>❖ Audiovisuals Communication Products</li> </ul>
<p><b>iv. General Communication with Strategic Government Partners</b></p> <ul style="list-style-type: none"> <li>❖ Internal Audit Directorate</li> <li>❖ Accountant General’s Department</li> <li>❖ Inspector General of Police</li> <li>❖ Office of The President</li> <li>❖ Ministry of Finance and Economic Affairs</li> <li>❖ Attorney General’s Chamber</li> <li>❖ Gambia Public Procurement Authority</li> <li>❖ Anti-Corruption Commission</li> </ul> <p>The responsibility for communication with strategic government partners is:</p> <ul style="list-style-type: none"> <li>❖ Auditor General</li> <li>❖ Senior Management</li> <li>❖ Communication Department</li> </ul>	<ul style="list-style-type: none"> <li>❖ Official E-mails</li> <li>❖ Telephone Calls</li> <li>❖ Engagement Letters</li> <li>❖ Audit Reports and Publications</li> <li>❖ Meetings and Training</li> <li>❖ Management Letters</li> <li>❖ Website</li> </ul>

❖ Staff (Supervisors and Team Leads)	
<p><b>v. General Communication with Development Partners</b></p> <p>The responsibility for communication with the with development partners is:</p> <ul style="list-style-type: none"> <li>❖ Auditor General</li> <li>❖ Deputy Auditors General</li> <li>❖ Directors of Audit</li> <li>❖ Communications Department</li> <li>❖ Focal person for Donor support or person designated by AG</li> </ul>	<ul style="list-style-type: none"> <li>❖ Official E-mails</li> <li>❖ Meetings and Training</li> <li>❖ Website</li> <li>❖ Annual Performance Report</li> <li>❖ Newsletters</li> <li>❖ Partner Meetings</li> </ul>

## IV. Review and Implementation of Communication Policy

### a) Timeline and Implementation of Plan

The NAO Communications Plan will be ready for roll-out by the communications department after it is approved by the Auditor General. The plan will be reviewed every five years with influence from the SDP, and will be implemented by the same department.

NAO will also conduct periodic surveys, digitally and in-person to ensure that its services are creating an impact on the people and that there has been increased awareness and easier communication with its stakeholders through the implementation of this policy and the strategy. The office will also internally evaluate the policy with staff through surveys and one-on-one interviews.

### b) Language and Communication

The official language for communication within the office and documents used will be English. Staff can individually communicate in their languages if it does not make a colleague feel excluded in the stages of communication for official work or affect the work through lack of inclusion or understanding by another staff.

All NAO staff **must** always use the dedicated NAO staff e-mails allocated for communication within and outside of NAO for all official work.

All communication with the media and external stakeholders will be in the languages determined to suit the audience that is being communicated to. While all audit reports and findings will be in the official language English, NAO will promote diversity and understanding by communicating in the languages spoken in The Gambia in its products and messages delivered to the public.

All communication products must be approved and verified by the Auditor General and the communications department of the NAO.

### c) Communication Strategy

A communication strategy will be developed by the NAO communications department to consolidate the plans highlighted in this policy, once this policy is approved and rolled out to staff.

The NAO Communication Strategy will also provide guidelines for the use of social and digital media by the office which will be managed by the Communications Department, these include Facebook, Twitter, YouTube, and LinkedIn as well as the NAO Official website which is the responsibility of the Communications Department to create, approve and manage content on it.

#### **d) Budget for Implementation of Policy Plans**

As already highlighted in its strategic priorities, NAO will seek external support for the implementation of the communications plan and strategy. Where that is not available, NAO will include a communications component in its annual budget allocated by the state.

#### **e) Crisis Communication, Management, and Response**

A crisis is any event or situation, both at the level of the office, nationally and globally that requires action to be taken. These crises can be environmental and natural disasters, epidemics and pandemics, terrors, and political instability.

##### **It will be considered an emergency if the situation:**

- i. Requires for urgent decisions to be made that will minimize the impact that the situation will have on the staff and work of the office;
- ii. Will have a significant impact on the operations of the office;
- iii. Is a threat to the independence of the office or affects the transparency and accountability of governance systems in The Gambia;
- iv. Where communication and interaction with the public is affected;

Crisis Communication will be a timely response, pro-active, and action oriented. The Communications Department and Senior Human Resources Manager will be included in all emergency and crisis response meetings or represented by the Director of Corporate Social Services. They will be tasked to incorporate/develop perspectives of communication that will mitigate the image of the office and how the staff individually deal with the public or media during these times. The main goal of crisis communication is to correct or respond to emergencies in which the office's image is at stake or where the staff are directly or indirectly affected.

##### **The primary audience for communication during a crisis is:**

- i. Staff and Citizens
- ii. News Media – print, social and digital
- iii. Organizations and Development Partner Stakeholders

The spokespersons for crisis communication are as follows:

- i. Auditor General,
- ii. Deputy Auditor General 2,
- iii. Director of Corporate Services; and
- iv. Head of Communications Department.



A Crisis Communication Strategy will be incorporated in the Communications Strategy with a clear outline of tools to be used to communicate, response mechanisms, messaging and other critical aspects of it.

**NATIONAL AUDIT OFFICE  
REPUBLIC OF THE GAMBIA**



**SOCIAL MEDIA POLICY  
VERSION: FEBRUARY 2021**

## Introduction

This Social Media Policy of the National Audit Office highlights the social media usage and networking of the office with its stakeholders on different social media platforms as outlined in this document. To adapt to the fast-growing usage of technology and social media tools, the office has decided to use digital platforms to reach more audience and have greater impact of its work<sup>1</sup>. According to [Data Reportal](#), there were 370,000 active social media users in The Gambia by January 2020. It also indicated a rise in social media usage of more than 32, 000 users since April 2019, bringing the total social media users to population at 16%.<sup>2</sup> This data reflects the usage of social media platforms such as Facebook, Twitter, Instagram, and internet search engines.

As the digital society broadens with more modern means of accessing information, the office will ensure that it engages stakeholders whenever it is applicable to reach these expectations and fulfill its mandate as the Supreme Audit Institution (SAI) of The Gambia. Nonetheless, the NAO is cognizant of how it is being represented and what is said on behalf of it online through personal and organizational usage. This policy will therefore establish guidelines for the most effective use of social media to meet the evolving digital challenges, as well as complement the already existing Communication Policy, ICT Policy and Statement of Ethical Standards and Code and Conduct of the NAO.

## Purpose

The NAO is aware of the opportunities that social media presents and will work to mitigate the challenges and risks it brings forward through these guidelines to improve the SAI's engagement and communication with the public and other stakeholders.

The guidelines establish the principles for:

- Designated NAO employees using social media tools for official communication purposes on behalf of the office; and
- personal use of social media by the NAO employees, when their affiliation to the NAO is stated, identified, or presumed.

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<sup>1</sup> Read more about the NAO output and priorities in its Strategic Development Plan 2020-2024. Available here: <https://nao.gm/wp-content/uploads/2020/04/2019-08-22-133658-NAO-Strategic-Development-Plan-2020-2024-compressed-1.pdf>

<sup>2</sup> Simon Kemp, (February 2020), "Digital 2019 – The Gambia". Data Reportal. Available here: <https://datareportal.com/reports/digital-2020-gambia>

The intention is to provide a standard for personal responsibility of the NAO staff and guidance in best-practice usage of the identified social media tools applicable in our environment and context.

## **Benefits of Using Social Media**

The NAO recognizes the growing audience of the Gambian population of Social Media, and how governments all around the world are using different tools and platforms to promote information accessibility, trust, and engagement.

The following are key benefits for NAO's presence on social media:

- Increase the NAO's access to its audiences, particularly the young and older population on specific issues and areas;
- Improve the accessibility of our communication and bridge the gap of lack of understanding of our mandate and responsibilities;
- Allow the NAO to adjust or refocus communications quickly, where and when necessary;
- Improve the long-term cost effectiveness of communication by using more digital and social media tools and products i.e podcasts, blogposts, micro-blogs etc. and reduce the dependency on traditional media channels to communicate with our stakeholders;
- Introduce ways of faster and frequent collection of feedback and input from our various stakeholders;
- Reducing government's dependence on traditional media channels to communicate with constituents.

## **Guidelines for Social Media Usage**

### **Personal Use**

NAO employees may have personal social media accounts. These accounts should remain personal in nature and be used to share personal opinions or nonwork related information only. This principle helps ensure a distinction between sharing personal and official views. NAO employees must never use their official e-mail account or password in conjunction with a personal social media account. Read more about the guidelines regarding personal usage of social media and other internet networking sites on the Information, Technology and Communication (ICT) Policy 2020 on the NAO [website](#).

The following guidance is for the NAO employees who decide to have a personal social media account (s) and/or who decide to comment on posts about official or professional issues.

- You should state your name and, if relevant, your role, when discussing official matters where you have established yourself as a staff of the office;
- Use a disclaimer such as: “The postings on this platform are my own and don’t reflect or represent the opinions of the NAO.” Or “These views are mine and are not formed using any sensitive or insensitive information obtained from the NAO during the execution of my duties”;
- Avoid sharing or directly engaging in issues that involve the NAO and could lead to controversy without acquiring approval from the Communications Department or before the office has released a statement on the issue;
- Keep NAO confidential information as such and do not share any information on your social media platform that has not been declared public. For what could be considered “sensitive”, you can reference the [NAO Communication Policy of 2020](#) and the [Revised Statement of Ethical Standards and Code of Conduct](#);
- NAO staff must not use official branding properties of the office such as logo, banners, in personal social media accounts. Permission maybe granted for usage of such only after a written approval was given by the Communications Department and Authorized by the Auditor General.

### Organizational/ Official Use

All official NAO-related communication through social media platforms should remain professional in nature and should always be conducted in accordance with the NAO’s communications policy, practices, and expectations.

These are principles for usage of social media on behalf of the NAO:

- [Ethical, Approved and Accurate Information Publication](#)

Official NAO social media platforms will not be used for political purposes, to conduct private commercial transactions, or to engage in private communication activities. Personal details (such as e-mail, phone etc.) of such person handling the account should not be given through the page. Therefore, only factual and verified information will be published and any identified incorrect information relating to the NAO and its work will be corrected. Always, the audience should be referred to the NAO’s website, where appropriate, for more detailed information.

The only staff authorized by the NAO to publish content to official social media platforms or state official social digital tools are staff of the Communication Department, thus only them will have access to these accounts.

- **Authenticity and Copyright Laws**

Staff may not post any material that is protected by copyright using the NAOs social media accounts. NAO's and Government of The Gambia identity must always be respected, especially when sharing content.

## **Implementation and Evaluation**

This policy document is introduced to support the implementation of the NAO Communication and Stakeholder Engagement strategy. Following this policy, NAO will register on the approved social media platforms and continuously create interactive content for it which will be approved by the Auditor General and Head of Communications Department.

NAO will provide a quarterly report of social media engagement and success using the objectives highlighted in this document as part of the NAO Communications and Stakeholder Engagement Strategy. This data will also be available in the NAO communications tracker. Some of the Key Performance Indicators include:

- the number of page views, mentions and website redirections as they indicate awareness;
- the number of comments made to demonstrate participation in content shared and will be used to gather feedback;
- the number of followers and positive comments as they are possible signs of strong support

NAO employees should be mindful that inappropriate usage of official social media platforms, or non-adherence of the guidelines for personal usage can be grounds for disciplinary action.