



AFRICAN ORGANIZATION OF PUBLIC ACCOUNTS COMMITTEES (AFROPAC)

With Accountability, Transparency and Value for Money We Can Build Our Continent

AFROPAC Workshop

Preliminary results of the planning workshop
held from 16th to 19th January 2017
in Lomé, Togo



Key challenges (1)

- To be capable, accountable and responsive
- To adopt good practices in transparency, accountability and public financial management at all levels
- To address illicit financial flows in Africa
- To be a unique continental platform for cooperation between regional PAC networks
- To resolve financial constraints sustainably
- To overcome linguistic barriers
- To coordinate oversight between oversight committees



Key challenges (2)

- To deal with frequent member turnover in PACs and ensure continuity
- To ensure monitoring and evaluation
- To improve the effectiveness of PACs
- To ensure dissemination of information to the media and the public in general
- To rope in dormant network members
- To hold frequent PAC network meetings
- To establish full-time network secretariats
- To conduct peer reviews of implementation of resolutions and accountability standards



Key challenges (3)

- To promote solidarity among PACs when in need
- To ensure implementation of PAC findings and recommendations
- To ensure appropriate leadership and composition of PACs
- To coordinate time tables of PAC networks
- To ensure accountability (audit) in use of network resources
- ...



Preliminary conclusions

- For the most part, regional PAC networks and AFROPAC face the same challenges
- Some challenges, however, are specific to the continental level:
 - To align PAC and network activities at all levels
 - To interface with relevant continental and international bodies (AU, PAP, AFROSAI etc.)
 - To develop and disseminate PAC standards at the continental level
 - To support the inception of new PAC networks to attain full continental coverage
 - To facilitate learning processes across regional and linguistic borders



PAC Network Secretariats

Some key aspects (cf. SADCOPAC):

- Stakeholder identification and analysis
- Contact management (email, WhatsApp etc.)
- Document management
- Communication and coordination (language barrier)
- Limited resources (staff, office, budget etc.)
- Tools for ICT, research etc.
- Strategic, business and work plans
- Priorities and the timing of events
- Dealing with high turnover
- Follow-up of resolutions and recommendations at member state level
- MS involvement vs. local politics (e.g. travel)



PAC Network Secretariats

Some key aspects (cf. WAAPAC):

- Partnership with Canada to establish Centre
- Secretariat as the baby of ACEPA
- Capacity building for MPs
- Involvement of MP clerks
- Fund-raising initiative to start this year
- Resource mobilization
- Donor funding vs. sustainability
- Knowledge creation and sharing
- Hosting by a structure in the same line of business
- Researching and taking a lead on key issues



PAC Network Secretariats

Elements of discussion:

- Formal and informal communication
- Staff recruitment processes
- Need to visit member states to resolve issues
- Planning documents to attract donors
- Organization of events together with host countries (travel docs, procedures etc.)
- Role of Institutes of Parliamentary Studies to organize training of MPs
- Role of Technical Working Group (cf. SADCOPAC)
- Role(s) of Secretary General of the Secretariat
- Status of member (outstanding) subscriptions
- Parliamentary procedures for subscription payment
- Status of AFROPAC (now Kenyan association only)



AFROPAC Secretariat

Perspectives:

- Cf. draft organigram
- Head of secretariat: AFROPAC's SG
- Supervisor appointed by Kenyan Parliament
- 3 officers: Relationship, admin., financial
- Begin with administrative officer (6/2017) with accounting skills, min. 5 years experience
- Housed in OAG's office (politically neutral)
- Ensure communication w/ ExCom



Strategic Partnership

Perspectives:

- AFROPAC invites regional PAC networks to its meetings
- Regional networks invite AFROPAC to its meetings
- AFROPAC publishes its bulletin every 6 months
- Regional networks contribute to AFROPAC's bulletins
- Regional networks review their constitutions to ensure their recognition of AFROPAC
- AFROPAC calls on regional networks to deal with regional issues
- Regional networks call on AFROPAC to deal with continental issues



Needs assessment (1)

The questionnaire-based survey was carried out in Nov. 2016. The results are as follows:

- Highest scores for **national-level** needs:
 - To establish and strengthen mechanisms for prioritizing performance audits
 - To strengthen internal audits in all government ministries and departments
- Highest scores for **continental-level** needs:
 - To train regional PAC clerks and researchers



Needs assessment (2)

Other high scores for **national-level** needs:

- To ensure that SAIs have full access to information including from private companies
- To ensure enforcement of SAI recommendations
- To conduct systemic audits to address and deal with loopholes in taxation
- To conduct value for money audits to check performance of government departments
- To strengthen IT auditing
- To focus on the audit of public revenues
- To strengthen revenue authorities to keep private companies in check



Needs assessment (3)

Other high scores for **continental-level** needs:

- To engage with regional networks to combat IFFs
- To produce a 6-month report on progress in implementation of the Nairobi Declaration
- To review and update AFROPAC's regulations on financial matters, procurement, human resources and general matters
- To review and update AFROPACs Strategic Plan
- To review and update AFROPAC's Business plan
- To develop and implement AFROPAC's Communication Strategy



Stakeholder Mapping

Approach:

- Agree on central issue to address
- Identify important stakeholders (SHs)
- Identify benefits of interacting with SHs
- Identify underlying assumptions re. influence
- Classify and rank SHs
- Mapping steps:
 - Formulate central issue
 - Identify actors and their relationships
 - Assess results
- Result: AFROPAC's impact is central issue at stake
- Distinguish key, primary and secondary SHs
- Follow-up: e.g. specify relationships, veto players



Communications Strategy

Some key elements (cf. SADCOPAC):

- To prioritize audiences
- To develop messages
- To consider how your audience can best access and take in your message
- To select appropriate vehicles (material, tools) to communicate your message and persuade audiences
- To tell your story and tell it well
- To promote a free flow of information in areas that are important for your accountabilities
- To determine your tools based on what works best for your organization

Communications Tools

Media event	Advertising (radio, TV, print)	Presentation material
Media advisory	Brochure	Meeting
Media kit	Video	Summaries and briefings
Fact sheet	Poster	Fact sheet
News release	Bulletins / Newsletters	Website
Backgrounder	Website	Website



AFROPAC's Objectives

1. To enhance Parliamentary oversight over financial accountability in Africa,
2. To share experiences amongst its members,
3. To promote professional and technical development and cooperation amongst its members and other bodies such as the Pan-African Parliament and AFROSAI,
4. To promote and maintain relations with national, regional and international institutions promoting transparency, accountability and good governance of public resources,
5. To support the independence of Supreme Audit Institutions (SAIs) in terms of the Lima and Mexico declarations, and
6. To build the institutional capacity of AFROPAC member countries.



Nairobi Declaration (1)

The participants declared:

- That all member countries shall institute processes to take forward the debate on IFFs to increase awareness.
- That AFROPAC prepares a draft resolution on IFF which member Parliaments must adopt.
- That AFROPAC coordinates the development of a continental framework to deal with matters of IFF.
- That AFROPAC engages AFROSAI in developing audit methodology for dealing with IFF.
- That AFROPAC and AFROSAI jointly identify possible cross-border projects for audit collaboration.
- That all member countries establish and strengthen mechanisms for prioritising performance audits.



Nairobi Declaration (2)

The participants declared (cont'd):

- That all member Parliaments develop legislative reforms that will enhance public financial management systems and enable surveillance, detection and recovery of IFFs.
- That AFROPAC aggressively pursues a recruitment drive to ensure that all Parliaments of Africa become members.
- That AFROPAC produces a progress report advising on progress in implementation of resolutions in six month's time.
- That AFROPAC shall establish a permanent Secretariat in Nairobi Kenya.



Nairobi Declaration (3)

The participants declared (cont'd):

- That this General Meeting approves and adopts the Constitution of AFROPAC.
- That all member countries of AFROPAC pay an annual subscription fee of USD 5,000.
- That the next General Meeting be held in Addis Ababa, Ethiopia in August 2018.



Action Plan 2016/17

Overall tasks:

- Setting up of an organized AFROPAC Secretariat
- Translation of Constitution into Arabic, French and Portuguese and distribution to regional PACs Organizations (SADCOPAC, WAAPAC, EAAPAC and others)
- Draft Budget for Fiscal year 2016/2017
- Develop Financial Policies and Regulations
- Formal contacts with potential donors and arrange Multi-state holders workshops
- ...



Action Plan 2016/17 (cont'd)

- Establish formal contact with continental organizations - African Union (AU) and others
- Parliamentary Workshops for Francophone and Arab Countries
- Formation of North Africa Association of Public Accounts Committees (NAAPAC)
- Workshops, Conferences
- Training of Regional PAC Clerks and Researchers
- Setting up Schedule Meetings of AFROPAC Executive Committee Meetings (Excoms)



Action Plan 2017/18

Some specific activities for consideration:

- Workshops for Parliamentarians in French, Portuguese & Arabic speaking countries to get them involved in AFROPAC activities (Location tbc, May 2017)
- Regional training for new PAC members and their technical staff (Windhoek, June 2017)

AFROPAC Maturity Model (draft)

Levels / Aspects	Level 1	Level 2	Level 3	Level 4
	Foundation	Emerging	Established	Optimized
Human resources	Minimum staff for setting up	Core staff established with ad hoc external training	HRD for all staff with internal and external training	Competent and innovative staff drive all activities
Organisation and management	Focus on own foundation	Awareness of org. objectives and risks somewhat embedded	General awareness of outcomes, impacts and risks, continuous improvement	Well-defined and dynamic org. concepts, methods and tools applied, high awareness
Communication and stakeholder management	Ad hoc, focus on initial resource mobilisation	Focus on key stakeholders and buy-in by primary stakeholders	Strong buy-in by primary stakeholders, limited secondary buy-in	All stakeholders recognize, understand and actively support AFROPAC
PAC standards, methods and tools	Exploratory, idea-gathering phase	Pilot development and application of PAC standards, methods & tools	Regular, systematic development of new PAC standards, methods & tools	PACs adopt and adapt proposed standards, methods & tools wide recognition
Independence and broad impact	Negligible own resource mobilisation	Limited capacity to mobilize own resources	Own resources mobilized, limited impact on broad environment	Significant impact on legal and regulatory frameworks