

Introduction

We have developed this strategic plan to maximise the impact of our limited resources. We followed a collaborative process for developing this plan so that different voices are heard and respected. The process also included quality control checks along the ways.

Who we are

The African Organisation of Public Accounts Committees (AFROPAC) is a network of Public Accounts Committees (PACs) and similar committees of the Parliaments of States belonging to the Africa Union. As per its Constitution, its aims are to

- promote and enhance good governance, accountability, and transparency in the management of public resources, as well as the effective operations of governments in the African continent.
- encourage Members to work together to serve as a continental voice to advocate the cause of public sector accountability, transparency and improved service delivery by governments and government bodies.
- encourage and strengthen relations amongst PACs of Africa.
- promote the free flow of information amongst PACs in the continent.

Our Mission

Deliver One Voice of African PACs, similar committees, and regional PAC networks through advocacy, capacity building, and financial efficiency and autonomy, to ensure accountability and good governance for the well-being of our people.

Our Vision

Contribute visibly to a united, accountable, well-governed and proudly prosperous Africa.

Our Core Values

These values will guide our conduct within and outside our organisation.

Integrity. We will strive to work honestly and consistently with our values, even when faced with temptation and challenges. We prioritise reliability, ethical conduct, trust, and credibility.

Efficiency. We will strive to make the best use of our resources which comes from taxpayers. Our aim is to maximise the output from every unit of resources used.

Accountability. We will remain accountable to our stakeholders for all our actions. We will take responsibility for our actions and decisions and accept the decisions that follow.

Transparency. We are committed to openness and clarity in our communication and action. We will strive to share all relevant information with our stakeholders which could materially affect their decision making.

Our Strategic Priorities and Objectives

To maximise impact of limited resources, we have decided to focus on the following three strategic priorities and the objectives thereunder during the strategic plan period:



Strategic Priority 1: Advocate

We advocate to promote the visibility, attractiveness, credibility, and effectiveness of AFROPAC in the continental and international fora. To achieve this, we have defined the following objectives:

- 1.1. Promote strategic communication and feedback mechanisms.
- 1.2. Strengthen alliances with stakeholders.
- 1.3. Promote visibility.

Strategic Priority 2: Build Capacity

We recognise the importance of growing stronger continuously to successfully deliver on our mandate as defined in our Constitution. This covers both the dimensions of human capacity and organisational capacity. To achieve this, we have defined the following objectives:

- 2.1. Build capacity of PACs' and similar committees' Members, Clerks, and other staff to influence national PFM systems.
- 2.2. Establish and share best practices.
- 2.3. Synergise with stakeholders in human capacity development.
- 2.4. Improve effectiveness of the Secretariat.

Strategic Priority 3: Promote Financial Efficiency and Autonomy

The primary role and Public Accounts Committees and similar committees is to promote financial better financial management in the public sector. Therefore, as a network of such committees we are beholden to the taxpayers to use our resources efficiently. We also recognise that financial autonomy is critical for us to act objectively, independently, and respect our core values. To achieve this, we have defined the following objectives:

- 3.1. Increase revenue base.
- 3.2. Increase scope of AFROPAC's external audit to include financial efficiency and performance.
- 3.3. Strengthen the financial management system of AFROPAC.

Our Key Performance Measures

To promote effective monitoring as well as accountability, we have formulated *leading* and *lagging* key performance measures (KPMs) for each strategic objective above. Leading indicators are forward looking. They enable monitoring by answering the question, "Are we doing the things that will help achieve the objectives?". Hence, leading KPMs incentivise proactive action. Lagging indicators are backward looking. They enable evaluation and accountability by answering the question, "How well did we achieve what we promised to?" Following are the KPMs for each strategic objective.

1.1. Promote strategic communication and feedback mechanisms.

KPMs:

- i. Upload key documents on AFROPAC's website, including strategic plan, operational plans, and annual performance reports and inform key stakeholders of their location (leading KPM).
- ii. Obtain structured feedback from key stakeholders at least once in two years (leading KPM).
- iii. 75% satisfaction of stakeholders with AFROPAC communications and actions taken on their feedback (lagging KPM).

1.2. Strengthen alliances with stakeholders.

KPMs:

- i. At least two collaboration initiatives with key external stakeholders (leading KPM).
- ii. Repeat collaboration with the external stakeholders or expression of desire by the external stakeholders to collaborate again (lagging KPM)
- iii. At least 30% of the internal stakeholders meet regularly and take key decisions (lagging KPM)

1.3. Promote visibility.

KPMs:

- i. At least one initiative annually to promote visibility of AFROPAC in international fora (leading KPM).
- ii. Repeat invitation by external stakeholder to their events (lagging KPM).
- iii. Repeat attendance by key external stakeholders in AFROPAC events (lagging KPM)

2.1 Build capacity of PACs' and similar committees' Members, Clerks, and other staff to influence national PFM systems.

KPMs:

- i. At least one training workshop annually for Members, Clerks, and other staff of PACs and similar committees on how they can influence national PFM systems (leading KPM).
- ii. 80% of the participants of the above training find it useful (lagging KPM).

2.2 Establish and share best practices.

KPMs:

- i. Organise at least one initiative to develop a best practice guide for PACs or similar committees (leading KPM).
- ii. At least one best practice guide for PACs or similar committees developed and shared (lagging KPM).

2.3 Synergise with stakeholders in human capacity development.

KPMs:

- i. At least one human capacity development initiative annually held in collaboration with key external stakeholders (leading KPM).
- ii. 80% satisfaction of participants of above initiatives with the usefulness of the initiatives for their regular work (lagging KPM)

2.4 Improve effectiveness of the Secretariat.

KPMs:

- i. Develop an organogram, with responsibilities of each role, for the secretariat's near and longer-term needs to deliver on its mandate (leading KPM)
- ii. ExCom meeting as per constitutional requirements to provide strategic oversight of the secretariat (leading KPM).
- iii. Increase in Secretariat staff as per approved organogram (leading KPM)
- iv. Improved performance of Secretariat as assessed by external auditors or any other evaluator (lagging KPM).

3.1. Increase revenue base.

KPMs:

- i. Standardised core messages by AFROPAC's Executive Committee (ExCom) and Secretariat with potential members to join AFROPAC (leading KPM).
- ii. Expand communication by AFROPAC's Executive Committee and Secretariat with potential development partners (leading KPM).
- iii. 25% increase in number of paying members with reference to base year 2024 (lagging KPM).
- iv. Financial support from at least two development partners (lagging KPM).

3.2. Increase scope of AFROPAC's external audit to include financial efficiency and performance.

KPMs:

- i. Expanded terms of reference with external auditor to include assessment of Secretariat's financial efficiency and performance, besides its current responsibility to audit the annual financial statements (lagging KPM)
- ii. Actions are taken to address efficiency and performance recommendations of external auditors (leading KPM)
- iii. Subsequent audits by external auditors indicate improvements in efficiency and performance (lagging KPM)

3.3. Strengthen financial management system of AFROPAC.

KPMs:

- i. Develop financial rules (leading KPM)
- ii. Improved financial management as assessed by external auditor or any other evaluator (lagging KPM)

Conclusion

To implement this strategic plan, AFROPAC will develop annual operational plans. Implementation of the operational plans will be monitored by the ExCom with the assistance of the Secretariat. If financially feasible, AFROPAC will evaluate its performance with respect to this strategic plan.

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