

# Africa-UK Public Accounts Committee Workshop

## Report

October 2018



Nairobi, Kenya

Authored by Adelaide Adade

**Acknowledgements:** Sincere thanks to the Parliament of Kenya, and the UK Public Accounts Committee for their enthusiastic and invaluable support. We would also like to thank a number of parliamentarians (past and present PAC members) and colleagues from the National Audit Office, for generously offering support and guidance throughout the process. Lastly, a huge thanks to all of our delegates and fantastic speakers, for sharing their knowledge and experience so openly with colleagues, and without whom we could not have achieved the first Africa-UK Public Accounts Committee workshop in Nairobi, Kenya – thank you.

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## ABOUT CPA UK

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CPA UK's Strategic Objectives are:

1. **To strengthen parliamentary democracy**
2. **To link Westminster with the Commonwealth**
3. **To set and demonstrate high performance standards**

The international Commonwealth Parliamentary Association (CPA) is the professional association of all Commonwealth parliamentarians, an active network of over 17,000 parliamentarians from 185 national, state, provincial and territorial Parliaments and Legislatures.

CPA UK is the largest and most active branch of the Commonwealth Parliamentary Association's branches. Located in and funded by the UK Parliament it supports and strengthens parliamentary democracy throughout the Commonwealth. CPA UK has a distinctive ability and capacity in this area given the origins of CPA since its formation in 1911, and the UK Parliament's propensity to evolve, develop, learn and inform. Peer to peer learning is central to CPA UK's methodology; it designs bespoke interactions between UK and Commonwealth parliamentarians and officials, enabling and facilitating knowledge-sharing to achieve improved parliamentary oversight, scrutiny and representation.



### **VISION**

Inclusive, representative and transparent Commonwealth Parliaments; fully effective in enforcing the accountability of the executive and representing the interests and concerns of the electorate

### **PURPOSE**

To learn from and strengthen Commonwealth Parliaments to deliver effective oversight, scrutiny and representation

Working closely with parliamentarians and parliamentary officials, CPA UK focuses its bilateral and multilateral outreach activities on a number of areas, including parliamentary practice and procedure, and themes including human rights, public financial scrutiny, sustainable development, equal access to political and economic empowerment and democratic strengthening through election observation.

CPA UK is also the secretariat for the CPA British Islands and Mediterranean Region, organising activities in support of the Commonwealth Women Parliamentarians network. CPA UK also works to strengthen the Commonwealth Association of Public Accounts Committees in its core objectives.

CPA UK continues to work in partnership with a multitude of national and international organisations for mutual benefit; including the Commonwealth Secretariat, World Bank, UNDP, UNEP, OAS and the UK Government.

## INTRODUCTION

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The Commonwealth Parliamentary Association UK (CPA UK) has consistently worked with Public Accounts Committees (PACs) across the Commonwealth as a key pillar of our strengthening parliamentary democracy work. Over the last five years, across Africa, CPA UK has delivered a number of bilateral and multilateral programmes focused on financial scrutiny with PACs, including the flagship Westminster Workshop – engaging over 100 delegates from across 15 African countries.

The vast range of this work with African Public Accounts Committees and the UK PAC heavily influenced the need and timing of a regional Africa-UK Public Accounts Committee workshop. From 29 August – 1 September 2018, approximately 50 Chairs, Members, and Clerks from Commonwealth PACs or equivalent committees gathered in Nairobi, Kenya to focus on regional challenges and opportunities, effective exchange of deep knowledge and good practices, and to collaboratively develop an approach for pan-Commonwealth coordination of PAC work.

The specific objective to develop this pan-Commonwealth vision will also reinforce and support the Commonwealth Partnership for Democracy programme (CP4D), undertaken by CPA UK funded by the UK Foreign and Commonwealth Office, through the Westminster Foundation for Democracy, in partnership with the CPA Headquarters Secretariat, and the Commonwealth Local Government Forum. This vital work aims to build trust in democratic institutions through dedicated support to PACs in Commonwealth regions. The seminal discussions and work begun at the Africa-UK Public Accounts Committee workshop will offer the basis for prototyping ideas, useful frameworks, or strategies for moving towards a broader outcome of more effective pan-Commonwealth collaboration.

This short workshop report aims to achieve a few clear objectives. It intends to accurately reflect the insightful and generous discussions from our participants and speakers over the course of the four days. The programme was intentionally designed to offer a balanced mix of thematic discussion, technical skill-building, interactive activities, and future strategy-planning. Delegates engaged across all levels, and this report is committed to capturing the quality of this work. Equally important, is that this report focuses on the implementation of the outcomes from the workshop, and attempts to set out a clear plan of delivery – albeit with acknowledged limitations and constraints. There is of course, a clear role for CPA UK beyond the workshop to support this process and help strengthen the capacity of PACs to hold their governments to account for the delivery of public services. Likewise, it will be incumbent on Commonwealth PACs to lead on the priorities and ideas they have proposed at the workshop.

Ultimately, we hope that this report will lay the groundwork for a more in-depth engagement between PACs across Commonwealth regions in the coming months via CP4D, and once again maximise the value of the rich Commonwealth network that can be usefully leveraged to achieve shared social, economic, and political objectives within our respective countries.

# AFRICA-UK PUBLIC ACCOUNTS COMMITTEE WORKSHOP 2018



## AIM, OBJECTIVES & OUTPUTS

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### AFRICA-UK PUBLIC ACCOUNTS COMMITTEE WORKSHOP 2018

#### AIM

The aim of the project is to enable Public Accounts Committees to fulfil their remit to scrutinise the value for money of public spending, to hold their governments to account for the delivery of public services, and to strengthen regional collaboration and seek opportunities for coordination.

#### OBJECTIVES

1. Chairs, Members and Clerks will develop their technical skills and improve capacity through interactive exercises and knowledge and experience sharing.
2. Participants will strengthen and widen their networks through opportunities for knowledge exchange, peer support and sharing best practice during and beyond the workshop.
3. Participants will use case studies to explore regional cooperation, gather available expertise and discuss opportunities for stronger bilateral and regional relationships.
4. Collaboratively, Chairs, Members, Clerks and contributors will develop an approach for pan-Commonwealth co-ordination of PAC work with the vision of a shared inquiry in more than one jurisdiction.

#### PROPOSED OUTPUTS

1. Development of a collaborative approach for pan-Commonwealth co-ordination of PAC work with the vision of a shared inquiry in more than one jurisdiction.
2. Enhanced resource bank of regionally relevant content for the Commonwealth Association of Public Accounts Committees (CAPAC) online portal.
3. Development of a full project report detailing discussions and outcomes from the workshop

## PROGRAMME SUMMARY

The workshop was attended by 32 Members and 11 Clerks from across 11 Commonwealth countries, together with representation from regional PAC networks such as the African Organisation of Public Accounts Committees (AFROPAC), the African Organisation of Supreme Audit Institutions (AFROSAI-E), the Natural Resource Governance Institution (NRGI), as well as the Kenyan Deputy Auditor General. Topics and discussions at the workshop included the more normative 'staples' around strengthening strategic relationships with organisations such as Supreme Audit Institutions (SAIs), Auditor Generals (AGs), and the media, exploring PAC public engagement and outreach, and measuring effectiveness and impact of PAC activity. Heavily informed by previous PAC workshops, this programme also incorporated a mock committee hearing exercise to support the development of technical PAC scrutiny skills and techniques, such as working cross-party, with witnesses, maximizing case site visits, and effectively soliciting government responses to PAC reports. Delegates were familiarized on a 2014/15 Kenyan PAC inquiry conducted on the Kenya Prisons Services, who initiated biogas projects in fourteen prisons across the country, under-spending and grossly under-delivering. Delegates were invited to participate in all aspects of the exercise – from an advance briefing session, site visits to the Kenya Prisons Services headquarters, the mock committee exercise itself, as well as follow-up split sessions for Chairs and Members, and Clerks, to focus on relevant aspects of impact, outreach, public engagement, and media training for their respective responsibilities.

The introduction of new content to the programme played a fundamental role in its design and structure, and offered valuable reflective elements throughout the programme. For example, we launched the first ever Commonwealth Public Accounts Committee biennial survey, which we conducted two months before the workshop. This longitudinal study was completed by ten of the eleven legislatures. The longer term objective is to conduct this survey at two-year intervals with all Commonwealth PACs. The study will ask the same set of questions, analyse the responses, and seek to determine variable patterns and shifts in PAC activity over time. Little data current exists that can be used to track performance of Committees and their impact.

A substantial section of the programme also focused on using an interactive design-lab method to work through solutions-focussed discussions and practical strategies to developing a coordinated approach to PAC working across the Commonwealth. Across all of these interdependent themes, was a strong consensus in the room on the importance of PACs, and the need for investment of time, financial and people resource to strengthen their critical 'public good' role of scrutinizing government.





## WORKSHOP HIGHLIGHTS

Across a content-heavy workshop programme, we have selected a few key highlights that demonstrate the complexity of PAC work, but also offer opportunities for innovation and development.



### *Contextualising Innovation and Experimentation*

Public Accounts Committees shared their understanding and practice of innovation and experimentation in public financial management (PFM), with many citing technology as a key enabler in this process. For countries like Mozambique, technology at its most basic level has created online spaces to disseminate information transparently. At a more complex level, the development of the State Financial Administration System (SISTAFE) – the first integrated system of PFM, has supported major PFM improvements in the country. Similarly, Nigerian PAC representatives shared interesting practices of self-evaluation and assessment tools designed to address the effectiveness of PAC work. External speakers from AFROSAI-E shared current innovations across SAIs including the use of cooperative or collaborative audits in the area of illicit financial flows. This concept has involved more than 10 countries working together at the same time, with audit reports tabled at country level before being presented to the African Union. The range of country experiences at the workshop expressed a real desire for innovation and experimentation to be a key way of working for PACs and partners in the fight for financial scrutiny and government accountability.



## WORKSHOP HIGHLIGHTS

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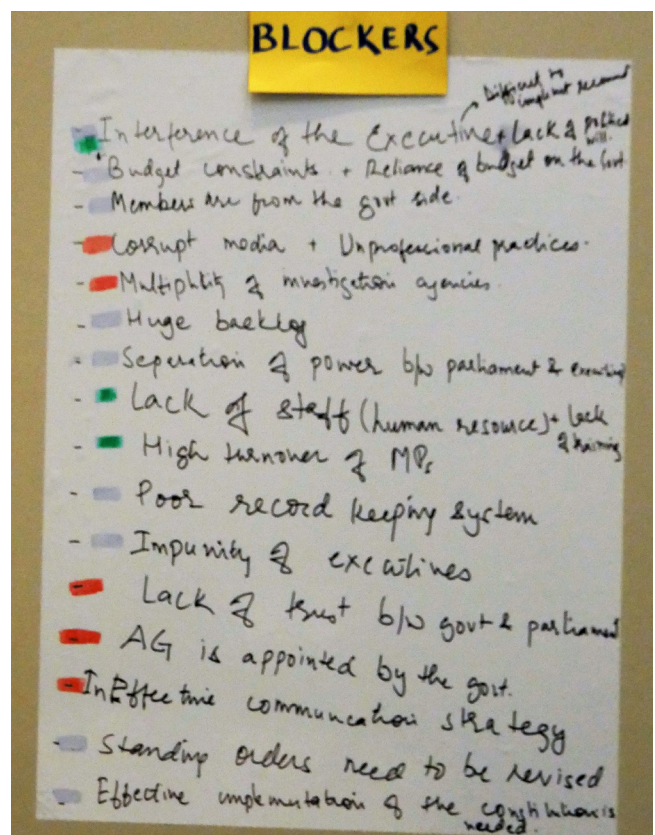
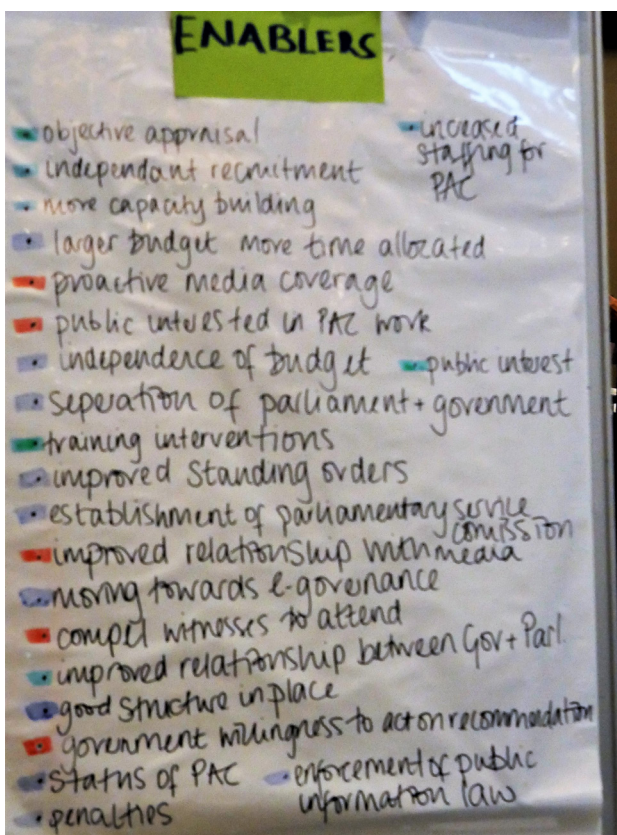
### *The Reality to Ideal Gap*

Delegates had the opportunity to re-visit the Commonwealth Public Accounts Committee biennial survey through an interactive matrix mapping exercise on the final day of the workshop. They were encouraged to think holistically as PACs to map their current PAC status against the following indicators; People (skills, behaviours, culture), Process (operational activity), Relationships (stakeholder management etc.), and External (political, regional contexts etc.). The PACs were then challenged to think about both the enablers and blockers to advancing them to their ideal status, after articulating what 'ideal' and success would look like for each of their respective PACs. This non-scientific data-visualisation provided a particularly effective method to explore an assets-deficits approach to PAC development. Equally, it opened up valuable discussion around how cross-country and regional collaboration can create real value.

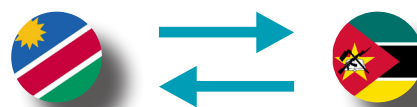
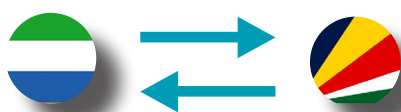
## WORKSHOP HIGHLIGHTS

### Common Enablers and Blockers

Whilst visible differences exist between PACs, along the lines of size, composition, level of activity, and ways of working etc. (also highlighted by the dispersal of dots on the matrix exercise), there was a strong convergence around the enablers and blockers common to all PACs. For 'Blockers', many of the issues centred around budget constraints, inadequate people and time resource to manage large volumes of work, lack of independence from government and complete neutrality, ineffective communication strategies, and weak relationships with key stakeholders, including the media. For 'Enablers', many of the issues mirrored the blockers, focusing on the necessity of independent and adequate budgets, skills development and capacity building, strengthening strategic relationships, and increased appetite for the uptake of technology and innovative practices.



Working with both commonalities and differences, delegates agreed on the value of coming together to collectively define and solve problems. Participants felt that the development of their committee would be strengthened through learning from and sharing with others. This was powerfully demonstrated when, following this exercise, country PACs formed 'clusters' with other countries to discuss practical strategies to supporting the enablers and mitigating the blockers:



## WORKSHOP HIGHLIGHTS

### *Creating Powerful Shared Spaces*

A key message across the range of thematic, interactive, and problem-solving discussions, was the need for more deliberate convening of Public Accounts Committees across the Commonwealth. Beyond the common challenges identified by delegates, was a clear recognition that these can be better addressed when collective intelligence and resource is shared, strategic and trusted relationships are built and nurtured, and new models of collaboration are developed and experimented with to deal with both older and newer operating contexts for Public Accounts Committees. Implicit in this, is the role of organisations like CPA UK as a neutral and willing convenor. The work of the Commonwealth Partnership for Democracy programme will also go some way to mobilizing such forums, and supporting the delivery of commitments made by Commonwealth PACs.

*“It was lovely to meet different people with different ideas that enrich us greatly. It gives us confidence and motivation to do a good job and make a difference.”*

(Sierra Leone PAC Member)



*“It was one of the best training events I have ever attended. It was very enriching and fruitful.”*

(Mauritius PAC Member)



## WORKSHOP HIGHLIGHTS



### ***'The Parking Lot'***

The workshop programme was rich in content, discussion, and ideas. However, there were clear limitations as to what could be covered, and in what depth, over the course of the four days. We used a midway juncture of the programme to flag these constraints and encourage delegates to highlight important areas and topics for discussion that would be acknowledged but effectively 'parked' for a later opportunity. The 'parking lot' feedback fell into two main categories; a focus on programmatic design and structure, and an in-depth engagement with thematic and technical issues not covered. True to CPA UK's commitment to continuous improvement and proactive use of delegate feedback, we will use the suggestions around maximizing split sessions for Clerks and Members, and assessing the right balance of pre-designed structure and 'free-style' elements to inform the design of future programmes. In a similar vein, we will highlight for the Commonwealth Partnership for Democracy programme, and other PAC activities, the consideration of topics such as unpacking technical terminology, managing external pressures, and exploring PAC Chair-centric models of governance alongside more decentralized structures. The 'parking lot' offered an interesting and constructive space for delegates and organisers alike to listen and learn about PAC priorities, and how best to explore them.

## NEXT STEPS

This is an exciting time in the development of PAC activity across the Commonwealth. As mentioned earlier in the report, the Africa-UK Public Accounts Committee workshop has offered a nascent set of ideas and practices around regional and pan-Commonwealth coordination to be tested in the coming months. Already within a short time frame, we have begun to explore the shift from Public Accounts Committees merely co-existing, to communicating better, to cooperating, coordinating, collaborating, and to finally integrating their work. As this body of work progresses, there will be a need to evidence the value of effective collaboration between Commonwealth PACs. The culmination of the Commonwealth Partnership for Democracy programme at a pan-Commonwealth Workshop in London in 2020 will offer an appropriate space to showcase this progress.

More imminently, the next steps of implementation for a pan-Commonwealth vision, are for Public Accounts Committees, stakeholders, and partners to effectively shape. This needs to be done by building on the good and innovative practice that is already happening across PACs, as well as leveraging the valuable Commonwealth networks that already exist to push this work forward. Deepening the process may require a step-change from some PACs in engagement and dialogue with other committees and equivalent bodies regionally and across the Commonwealth, in particular to address common blockers to effectiveness and impact. CPA UK will also support this movement by creating deliberate spaces to do this, championing the critical role of PACs in government accountability, and proactively looking for ways in which Commonwealth priorities can be delivered with the support of Commonwealth parliaments.

*“There is a long list of ideas for next time...a great buzz in the room with some real learning going on. The workshop was very useful, the challenge will be maintaining momentum, but this was a great start.”*

(Meg Hillier MP, Chair of the UK Public Accounts Committee)



## PROGRAMME

# Day 1 - Wednesday 29 August 2018

## Public Accounts Committees – The Africa UK Picture

**LOCATION:** The Crowne Plaza Nairobi, Kenya

TIME	SESSION
1100 - 1200	<p><b>Delegate Registration</b> and Refreshments in main hotel conference room</p> <p>Delegates will also participate in a simple and anonymous paper poll to understand individual delegate priorities. Results will be shared during the official welcome and introductions.</p>
1200 - 1230	<p><b>Welcome &amp; Introductions from CPA UK</b></p> <p>This session will provide an overview of CPA UK's work and activities. CPA UK staff will present the workshop programme, aims and objectives, and workshop principles. Delegates will have the opportunity to discuss the programme, ask questions, and share any initial reflections. Delegates will also participate in an opening ice-breaker activity.</p> <p><b>Speakers:</b>            Adelaide Adade, <i>Projects &amp; Programmes Manager, CPA UK</i>            Ann Hodkinson, <i>Head of Multilateral Projects Team, CPA UK</i></p>
1230 - 1330	<i>Welcome networking lunch</i>
1330 - 1400	<p><b>Session 1: Keynote Address - The Learning Committee (followed by Q&amp;A)</b></p> <p><b>Speaker:</b> Meg Hillier MP, <i>Chair, UK Public Accounts Committee</i></p>
1400 - 1500	<p><b>Session 2: Launch of the Commonwealth Public Accounts Committee Biennial Survey</b></p> <p>This session will officially launch the Commonwealth Public Accounts Committee biennial survey and present the first set of results and analysis from African Public Accounts Committees. Within a rapidly changing global context impacted by technology, the data revolution, ever more complex industry and economic markets, and stronger citizen led movements, this survey, which will be conducted every two years will observe the changing experiences, shifts, and outcomes of public accounts committees across the Commonwealth. This discursive session will also invite delegates to input into the survey design and future development.</p> <p><b>Format:</b> Workshop</p> <p><b>Facilitators:</b>            Adelaide Adade, <i>Projects &amp; Programmes Manager, CPA UK</i>            Matthew Hamilton, <i>Monitoring &amp; Evaluation Manager CPA UK</i></p>
1500 - 1530	<i>Coffee/Tea Break &amp; networking</i>

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**1530 - 1630 Session 3: Innovation and Experimentation in Public Financial Management**

Whilst innovation and experimentation may not be instantly synonymous with public financial management, the growing call for more government transparency and accountability means that governments at all levels must be open to different and potentially new ways of monitoring public expenditure more effectively. This session will explore a number of successes and challenges across PAC work through case studies taken across the Commonwealth.

**Format:** Expert plenary session

**Chair:** Ann Hodkinson, *Head of Multilateral Projects Team, CPA UK*

**Speakers:**

Hon. Kingsley D. Chinda, *MP PAC Nigeria*

Hon. Sudesh Rughoobur, *MP PAC Mauritius*

Hon. Zachary Kwenya Thuku, *MP PIC Vice Chairperson, Kenya*

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**1630 - 1700 Session 4: Advance Briefing - Mock Kenya PAC Committee Hearing**

Delegates will be briefed on the interactive mock committee hearing and accompanying site visits taking place the following morning. They will have opportunities to ask questions, clarify information, and receive any necessary support and guidance around getting the most out of these interactive exercises. Delegates will also have the opportunity to sign up to take part as either a committee member or a witness for the mock committee hearing itself.

**Format:** Committee Hearing Exercise

**Speakers:**

Salma El Kassmi, *Project Officer CPA UK*

Dominic Stockbridge, *Second Clerk of the UK Public Accounts Committee*

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1700 - 1745 *Delegate break (designated personal time for delegates)*

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1800 - 2000 *Networking Reception Dinner at The Carnivore (delegates to arrive in hotel lobby for transport at 1745)*

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# Day 2 - Thursday 30 August 2018

## Public Accounts Committees in Action

LOCATION: The Crowne Plaza Hotel and the Parliament of Kenya

### TIME SESSION

0745 **Delegates to meet in hotel lobby for 7.45am departure**

0800 - 1000 **Session 5: Mock Committee Hearing Site Visit**

Delegates will visit the Kenyan Prisons Service Headquarters where they will have the opportunity to learn more about the Kenyan Prison system as well as access to background information that will enable them to build their knowledge on the mock committee hearing case. Delegates will also be able to discuss the case with officials who were involved and conduct their own research which they will use during the hearing.

**Format:** Site Visit

**Facilitator:** Ann Hodkinson, *Head of Multilateral Projects Team, CPA UK*

1000 - 1030 *Coffee/Tea break & networking*

1030 - 1130 **Session 6: Split sessions for Chairs, Members and Clerks**

Delegates will split into groups for tailored sessions to help sharpen the focus of their roles in the mock committee hearing.

<i>Chairs &amp; Members only</i>		<i>Clerks only</i>
<p><b>Working Cross-Party</b></p> <p>A PAC is cross-party by nature and produces its strongest reports when it achieves unanimity and consensus. This break out session will explore how working collaboratively across party affiliations supports a committee's effectiveness.</p> <p><b>Chair:</b> Ann Hodkinson, <i>Head of Multilateral Projects Team, CPA UK</i></p> <p><b>Speakers:</b> Hon. James Klutse Avedzi, MP <i>PAC Chairperson, Deputy Minority Leader, Ghana</i> Meg Hillier MP, <i>Chair, UK Public Accounts Committee</i></p>	<p><b>Getting A Government Response</b></p> <p>Government responsiveness &amp; the ineffective actioning of recommendations are often cited as frustrations by PACs. This session will explore how strong, workable recommendations can be drafted and how committees can monitor government responses and maintain pressure.</p> <p><b>Chair:</b> Hon. Alix Sebastien Pillay, MP <i>PAC Mauritius</i></p> <p><b>Speakers:</b> Hon. Ahmed Ibrahim MP, <i>PIC Vice Chairperson, Kenya</i> Hon. Mike Kavekatora, MP <i>PAC Chairperson Namibia</i> Hon. Sengehpoh Solomon Thomas, MP <i>PAC Chairman Sierra Leone</i></p>	<p><b>Working with Witnesses</b></p> <p>How can committees call the best witnesses for inquiries – and then ensure they attend? Clerks will examine how best to work with difficult witnesses, as well as ensuring witnesses are broad ranging and representative</p> <p><b>Chair:</b> Dominic Stockbridge, <i>Second Clerk of the UK Public Accounts Committee</i></p> <p><b>Speakers:</b> Navin Gopall, <i>Clerk Assistant Mauritius</i> Lucy Kimathi, <i>Lead Clerk of Special Funds Account Committee Kenya</i> Inusah Mohammed, <i>PAC Clerk Ghana</i> David Saffa, <i>Lead Clerk Sierra Leone</i></p>

1130 - 1230 **Networking Lunch**

1230 - 1300 **Delegates escorted to Kenyan Parliament for afternoon session**

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1300 - 1430 **Session 7: Kenya Mock Public Accounts Committee Hearing**

Delegates will have the opportunity to participate in this interactive mock committee hearing to simulate a 'live' Kenyan public expenditure case. Delegates will have the opportunity to participate as a committee member, a witness or as part of the interactive freeze frame segments. The segments will incorporate the use of video clips, and freeze frames which will allow full participation and involvement from all delegates. Delegates will also have the opportunity to incorporate their learning from the site visits within this exercise.

**Format:** Committee Hearing Exercise

**Facilitator:** Ann Hodkinson, *Head of Multilateral Projects Team, CPA UK*

**Speakers:** *All delegates*

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1430 - 1500 *Delegates escorted back to Crowne Plaza Nairobi*

1500 - 1630 **Session 8: Maximising Impact – Outreach & Public Engagement**

Following on from the mock committee hearing, delegates will further unpack the case by exploring the number of ways PACs can prioritise different outreach methods, and use the most effective media channels for their respective audiences. Delegates will also share country case studies of successes and challenges in how PACs are operating more broadly around maximising impact and public engagement.

For the second half of this session, participants will split into groups for tailored sessions exploring media and public engagement.

**Lead Facilitator:** Ann Hodkinson, *Head of Multilateral Projects Team, CPA UK*

**Speakers:**

Hon. James Klutse Avedzi, MP *PAC Chairperson, Deputy Minority Leader, Ghana*

Hon. Jean Francois Ferrari, MP *PAC Seychelles*

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*Chairs & Members only*
**Media training**

Practical guidance will be given in this hands-on session on preparing and giving interviews, publicising reports and responding to media interest.

Format: Workshop

**Facilitators:**

Yashasvi Chandra, *Africa Regional Programme Manager, CPA UK*

Ann Hodkinson, *Head of Multilateral Projects Team, CPA UK*

*Clerks only*
**Media training**

Practical guidance will be given in this hands-on session on publicising reports, responding to media interest and managing the Committee media strategy.

Format: Workshop

**Facilitators:**

Adelaide Adade, *Projects & Programmes Manager, CPA UK*

Dominic Stockbridge, *Second Clerk of the UK Public Accounts Committee*

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1630 - 1700 *Coffee/Tea Break & networking*

1700 - 1730 **Session 9: Keynote address from the Auditor General of Kenya, FCPA Edward R.O. Ouko, CBS**

1730 *End of day 2*


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# Day 3 - Friday 31 August 2018

## The art & practice of collaboration

LOCATION: The Crowne Plaza Nairobi

TIME	SESSION
0930 - 1000	<p><b>Session 10: Re-cap, Review, and Reflect</b></p> <p>This short but crucial session will be an opportunity for delegates to reflect on their experiences on the programme so far, ask key questions about what they have heard, seen, or even what has been missing in the programme. CPA UK staff will also give an overview of the day's agenda.</p> <p><b>Facilitators:</b>            Adelaide Adade, <i>Projects &amp; Programmes Manager, CPA UK</i>            Matthew Hamilton, <i>Monitoring &amp; Evaluation Manager, CPA UK</i></p>
1000 - 1130	<p><b>Session 11: New and old pressures for Public Accounts Committees</b></p> <p>This session will engage with the debate around the emergence and proliferation of Public Interest and Accountability Committees (PIACs), with a particular focus on those scrutinising the management of extractive industries such as oil, petroleum, mining etc. What are the implications of these platforms for PACs? Do they help or hinder the capacity and role of PACs? Are PIACs effective, accountable, and transparent governance models? Is there scope for more joined up working between PACs and PIACs? How can PACs, as an authoritative parliamentary body ensure effective oversight of PIACs?</p> <p><b>Format:</b> Expert plenary session</p> <p><b>Chair:</b>            Hon. Marie-Aurore Marie Joyce Perraud MP, <i>PAC Chairperson Mauritius</i></p> <p><b>Speakers:</b>            Hon. James Klutse Avedzi MP, <i>PAC Chairperson, Deputy Minority Leader, Ghana</i>            Adams Fusheini, <i>Africa Parliamentary Capacity Development Officer, Natural Resource Governance Institute</i>            Hon. Emilia Lolloh Tongi MP, <i>PAC Sierra Leone</i>            Sen. Matthew Urhohide, <i>PAC Nigeria</i></p>
1130 - 1230	<p><b>Session 12: Public Accounts Committees - strengthening strategic relationships</b></p> <p>The effectiveness of PACs rely heavily on the strength of key relationships with a number of financial oversight bodies, including Supreme Audit Institutions (SAIs), Auditor Generals, and the National Audit Office (NAO) where relevant. Whilst every country context will differ, the fundamental principles of building strategic relationships remain the same. This session will ask; what are the most effective and practical ways of maintaining trust, respect, transparency, and independence? Are there better ways to collaborate in order to strengthen financial oversight? This session will look at comparative examples across the Commonwealth to understand the nuances of these relationships, and share best practice.</p> <p><b>Format:</b> Expert plenary session</p> <p><b>Chair:</b>            FCPA Edward R.O. Ouko, <i>CBS, Auditor General of Kenya</i></p> <p><b>Speakers:</b>            Hon. Alhagie Drammeh MP, <i>PAC The Gambia</i>            Meg Hillier MP, <i>Chair, UK Public Accounts Committee</i>            Nonhlanhla Ndabe, <i>Technical Manager, African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E)</i>            Hon. James Opiyo Wandayi MP, <i>Secretary General AFROPAC</i></p>
1230 - 1330	<p><b>Networking Lunch</b></p>

## Developing a collaborative approach for pan-Commonwealth co-ordination of Public Accounts Committees

### 1330 - 1445 **Session 13: Where are you on the Commonwealth Public Accounts Committee Matrix?**

Whilst PACs will vary across a number of areas, including size, composition, activity, maturity etc, their raison d'être remains the same – to scrutinise the value for money, efficiency and effectiveness of public spending and hold the government and its civil servants to account for the delivery of public services. Collaboration across PACs will be most effective where genuine value is added. This interactive session will use a pre-designed matrix (based on the responses from the PAC biennial survey), to help delegates identify 'clusters' or groups of similar PACs in the region to connect and collaborate with using an assets-deficits based approach.

**Format:** Workshop/Design Lab

**Facilitators:**

Adelaide Adade, *Projects & Programmes Manager, CPA UK*

Matthew Hamilton, *Monitoring & Evaluation Manager, CPA UK*

### 1445 - 1515 *Coffee/Tea Break & Networking*

### 1515- 1630 **Session 14: Developing a collaborative approach for pan-Commonwealth coordination of Public Accounts Committees**

A key output of the workshop will be to develop a viable approach for effective regional and pan-Commonwealth collaboration and coordination of PACs. Could a more collaborative approach involve PACs running thematic inquiries at the same time, or releasing joint reports? Is this feasible? This session will challenge the purpose, value, and practicality of a more collaborative approach to strengthen the remit of PACs. Delegates will use design lab techniques to design an initial framework of practice or plan for what a pan-Commonwealth approach might look like.

**Format:** Workshop/Design Lab

**Facilitators:** CPA UK Staff

**Speakers:** All delegates

### 1630 - 1700 *Coffee/Tea Break & networking*

### 1700 - 1800 **Session 15: Measuring Effectiveness and Impact of PACs**

The work of PACs is critical to ensuring government accountability, and understanding how effective they are and what impact they make is extremely important. There is a staggering amount of minutiae in PAC work; from writing reports and following up on government responses. But what does overall effectiveness and impact look like? What monitoring strategies can be used? What are the useful ways to measure outcomes, as opposed to outputs (for example, focussing on the number of reports or inquiries, rather than the public service impact that these reports or inquiries led to, or increased capacity of the PAC itself). This session will explore practical ways PACs can define, implement, and measure their effectiveness and impact.

**Format:** Expert plenary session

**Chair:** Ann Hodkinson, *Head of Multilateral Projects Team, CPA UK*

**Speakers:**

Matthew Hamilton, *Monitoring & Evaluation Manager, CPA UK*

Meg Hillier MP, *Chair, UK Public Accounts Committee*

Hon. Alusine Kanneh MP, *PAC Sierra Leone*

Hon. Muhamed Magassy MP, *Public Enterprises Committee (PEC) The Gambia*

### 1800 - 1930 **Closing Reception**

# DAY 4 - Saturday 1 September 2018

## Reflection & Next Steps

LOCATION: The Crowne Plaza Nairobi and Nairobi National Park

TIME	SESSION
0900 - 1200	<i>Recreational Activities – Nairobi National Park (Optional)</i>
1200 - 1300	<i>Delegates escorted back to Crowne Plaza Hotel</i>
1300 - 1330	<b>Session 16: Next Steps and Close</b>  This final session will address 'parking lot' issues and challenges, and delegates will collectively agree next steps.  <b>Facilitators:</b> CPA UK Staff <b>Speakers:</b> All delegates
1400	<b>Official close of workshop</b>

## DELEGATE LIST

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### Cameroon

Hon. Martin Atinda Mboni MP  
Hon. Albert Kouoh Dooh-Collins MP  
Hon. Moutymbo Rosette Julienne epse Ayayi MP

### Ghana

Hon. James Klutse Avedzi MP  
Hon. Edward Kaale-Ewola Dery MP  
Hon. Kofi Okyere-Agyekum MP  
Mr Inusah Mohammed

### Kenya

Hon. Dennitah Ghati, HSC MP  
Hon. Erastus Kivasu MP  
Hon. Zachary Thuku MP  
Hon. Jessica Mbalu MP  
Hon. Francis Kimani MP  
Hon. James Wandayi MP  
Mr Oscar Namulanda  
Ms Lucy Kimathi  
Hon. Ahmed Ibrahim MP  
Sen. Millicent Omanga MP  
Sen. Ledama Olekina MP  
Hon. Sen. Charles Kiburu  
Hon. Sen. Moses Kajwang

### Mauritius

Hon. Marie- Aurore Marie-Joyce Perraud MP  
Hon. Sudesh Rughoobur MP  
Mr Navin Gopall

### Mozambique

Hon. Esperança Laurinda Francisco Nhiuane Bias MP  
Hon. José Manuel Samo Gudo MP  
Mrs Antonieta Alberto Muchabje

### Namibia

Hon. Dudu Murorua MP  
Hon. Agnes Mpingana Kafula MP  
Hon. Mike Kavekatora MP  
Mr Ivan Skrywer

### Nigeria

Hon. Kingsley Chinda MP  
Mr Titus Agina  
Mr Ahmadu Abdullahi

### Seychelles

Hon. Jean-Francois Ferrari MP  
Hon. Sebastien Pillay MP  
Mrs. Florette Marguerite Dufresne Monaie

### Sierra Leone

Hon. Sengehpoh Solomon Thomas MP  
Hon. Alusine Kanneh MP  
Hon. Emilia Lolloh Tongi MP  
Mr David Saffa MNA

### The Gambia

Hon. Muhamed Magassy NAM  
Hon. Alhagie Drammeh NAM  
Hon. Alagie Jawara NAM  
Ms Bintou Kanteh

### United Kingdom

Meg Hillier MP  
Mr Dominic Stockbridge



