



COMMONWEALTH ASSOCIATION
OF PUBLIC ACCOUNTS COMMITTEES

COMMONWEALTH
PARLIAMENTARY
ASSOCIATION UK 

COMMONWEALTH ASSOCIATION OF PUBLIC ACCOUNTS COMMITTEES REGIONAL WORKSHOP SERIES

ASIA

Kuala Lumpur, Malaysia
1-3 August 2019



Programme Report

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OUTCOME & OUTPUTS

WORKSHOP OVERVIEW

From 1-3 August 2019, Commonwealth Parliamentary Association UK (CPA UK), in partnership with the Parliament of Malaysia, hosted the second Commonwealth Association of Public Accounts Committees Regional Workshop in Kuala Lumpur, Malaysia. The workshop was attended by 6 Public Accounts Committees (PACs) from the Asia Region (Bangladesh, Hong Kong, Malaysia, Maldives, Pakistan, Sri Lanka) with 28 delegates in total.

The planned outcomes and outputs of the Workshop were as follows:

OUTCOME

PACs in the Asia region are more effective in their remit to scrutinise the value for money of public expenditure and hold their governments to account for the delivery of public services, and there is stronger regional cooperation.

OUTPUTS

1. PAC Chairs, Members, and Clerks will have enhanced technical skills and improved capacity to scrutinise and hold government to account
2. Participants will have strengthened their networks and contacts in the region
3. The planned CAPAC online portal will reflect the needs of Asia PACs and have the relevant resources available

KEY DELIVERABLES

1. A full workshop report to be distributed to all delegates
2. Further materials for the CAPAC Online Portal
3. Validation of the 1st phase of the biennial PAC survey

Over the course of the three days, delegates took part in a bespoke programme designed by CPA UK. Thematically, the programme covered areas familiar to all in attendance: Building conducive relationships with Supreme Audit Institutions and Government, working collaboratively as a committee and engaging with key stakeholders, to name just a few. There was also a focus on regional and international cooperation, with sessions designed to give delegates the opportunity to share their experiences, common challenges and possible solutions. The CAPAC Online Portal was presented as an interactive tool to foster further cooperation. This report will highlight the key take away messages from the workshop and, along with reports from previous and subsequent regional workshops, will help inform the final pan – Commonwealth workshop in London in 2020.



CAPAC Asia Workshop delegates at the Malaysian Parliament

MEET THE TEAM

CAPAC REGIONAL WORKSHOP SERIES: ASIA 2019

CPA UK Team



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IN CONTEXT: PACS IN THE ASIA REGION

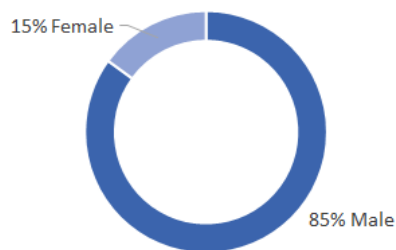
The basis for the workshop relied heavily on an understanding of the successes and challenges of PACs in the region and the contexts in which Asian PACs operate.

Prior to the Workshop, attendees completed The Public Accounts Committee Biennial Survey conducted by CPA UK. The survey asked members to rate themselves against core PAC principles and benchmarks and to fill in questions about their PAC, such as the number and make-up of members, the number of inquiries held in the past 12 months and challenges for the PAC.

The biennial survey acted as an important self-reflection tool and discussion point. Delegates were presented with the results for the region as a starting point for the workshop and revisited their individual responses on the final day. This exercise not only served to set the scene in the region, but also allowed individual PACs to identify other committees in attendance working with similar challenges.

Make-up of Commonwealth Asian PACs

Breakdown of Asia PAC Members

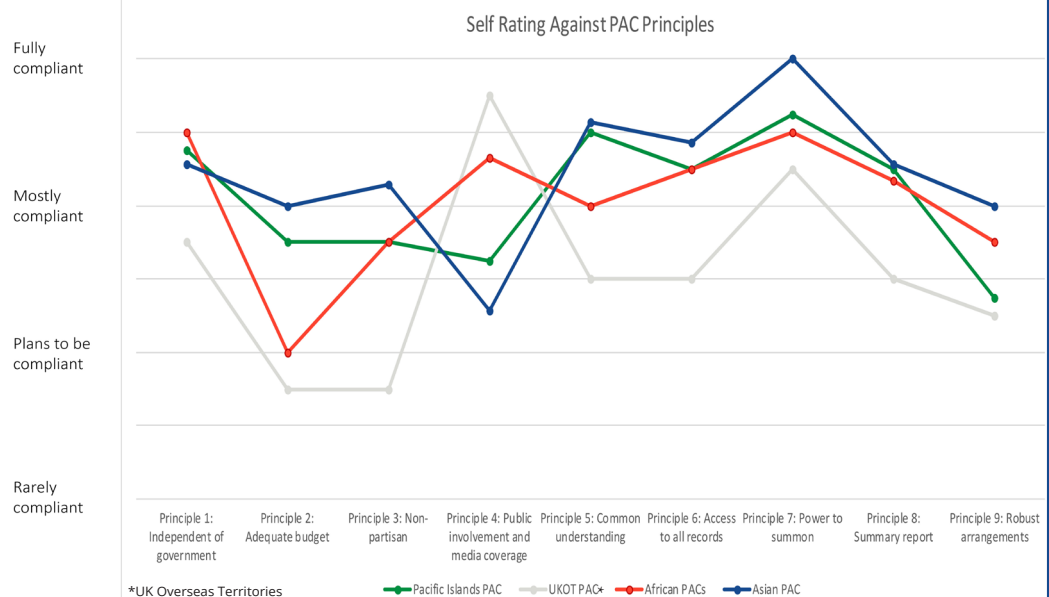


The average Asian PAC has:

- 14 members in total;
- 9 Government & 5 Opposition;
- 12 male & 2 female members.

Key Challenges faced by Commonwealth Asia Public Accounts Committees:

- Increasingly technical inquiries which require more information;
- Utilising social media effectively;
- A backlog of reports from the Auditor General;
- Time commitment of members.



In comparison to other regions surveyed:

- Asian PACs feel 'fully compliant' in Principle 7: Power to summon;
- Asian PACs rated themselves the lowest in Principle 4: Public involvement and media coverage;
- All regions surveyed do not feel 'fully compliant' in Principle 9: Robust arrangements are in place to follow up on recommendations, including timelines;
- Asian PACs feel more compliant than other regions in 7 of the 9 principles.

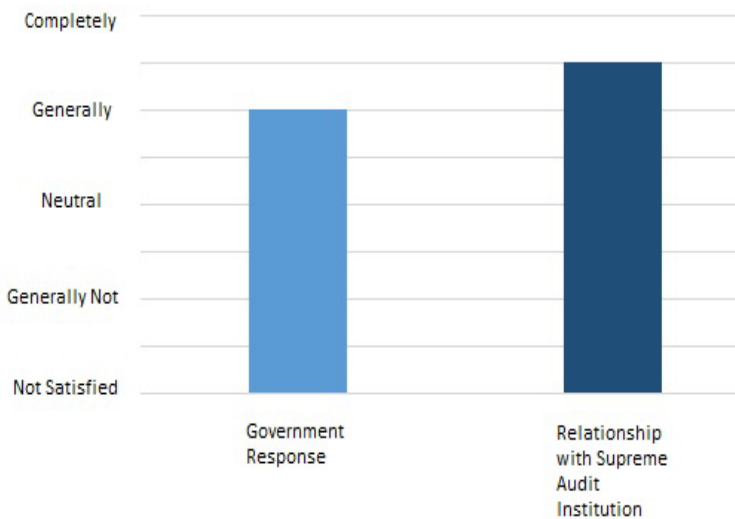
Asia Self Rating Against PAC Principles



The size of the circle represents the number of PACs that self-rated against that principle.

PAC RELATIONSHIPS

- How satisfied are PACs with the government response to inquiries?
- How effective is the working relationship with the Supreme Audit Institution?



Overall, PACs are 'generally satisfied' with the government responses to inquiries and are 'generally' to 'completely' satisfied with the working relationship with the Supreme Audit Institution.

HIGHLIGHTS

- PACs feel 'mostly' or 'fully' compliant in Principle 1: PACs operating independently of government, Principle 5: PAC members should have a common understanding of the PACs mandate, role and powers and Principle 6: PACs should have access to all records;
- All PACs feel they are fully compliant in Principle 7: Power to summon persons, papers and records;
- Principle 2 on PAC's budget & Principle 4 on media engagement produced the greatest variation of responses.

COMMITTEE EXERCISE

Workshop delegates took part in an interactive committee exercise on the second day of the programme. The exercise took place in the PAC committee room at the Dewan Rakyat (Malaysian Parliament). The aim of the exercise was to explore techniques of scrutiny using a real-life case study which looked at over-spending in a government construction project. Through a “freeze-frame” technique, participants and observers were encouraged to pause proceedings at any time to make constructive comments or suggestions on the techniques of the committee.

The committee was made up of six delegates and Chaired by Malaysian PAC Chair Hon. Dato’ Dr Noraini binti Ahmad. The committee questioned “witnesses” playing the roles of the Secretary General of the Ministry of Home Affairs, Director General of Public Works Department, Police Commissioner for Sentul District SAFF and the Chief Financial Officer (CFO) for SAFF Builders Sdn. Bhd. Questions focussed on construction delays and design flaws, the use of consultants, private finance initiatives and procurement.



Delegates taking part in the interactive committee exercise

Through freeze-frame facilitation, participants interjected proceedings to suggest the following:

- Push witnesses further instead of accepting evasive answers to technical questions. For example, in one instance where the committee was trying to elicit a “yes” or “no” answer from the ‘Police Commissioner’, the committee was consistent in pushing the point until they received their desired response.
- Witnesses had provided vague numbers which had been rounded up or down and were criticised for this. Observers were keen for the committee to ask the witnesses to clarify these vague numbers and to be more specific.
- The witnesses had contradicted facts that other witnesses had previously given, whether this was responsibility of certain aspects of the project, or knowledge of particular costs. Members were able to effectively draw on an answer given by a previous witness and use it to question later witnesses.
- A series of quick-fire closed questions followed by an open question worked effectively and delegates suggested that committee members could rephrase questions to make them direct, to put pressure on the witnesses to get a straight answer.

An open reflection session followed the committee exercise. Delegates reflected that committee members perhaps focussed too much on one witness which allowed other witnesses to avoid questioning. Delegates also noted that the exercise highlighted the need to know your committee and the questioning style of fellow members. This enables the chair to allocate questions in a way that plays to the strengths of committee members, and for the committee to work together as a whole more effectively.

Clerks then participated in a very active session which focussed on recommendations and reports. Delegates discussed the importance of reports as the main formal output of a PAC's work, as reports represent the formal position of the committee.

During the session, practical guidance was given on how to ensure recommendations reflect the findings of the inquiry and bring about government action. Delegates also discussed what makes a strong recommendation, such as following the SMART method (specific, measurable, achievable, realistic, time-bound) and identifying indicators of success. It was discussed that phrases such as "We expect this to include" are useful for recommendations.

Following this, participating clerks then discussed the outcomes of the committee exercise and, in small groups, drafted five recommendations based on the hearing. The recommendations drafted by clerks were then presented to the members following the session.

The recommendations were as follows:

- 1. [Government needs to] review the guidelines for the use of consultants and report any changes to the Committee within six months.**
- 2. [Government should] provide the cost of consultant fees for all projects completed in the past two years, with the report to reach the PAC within the next six months.**
- 3. Conduct a comprehensive feasibility study on the specific project management planning to inform all new projects.**
- 4. Design and planning should be done in such a way where monitoring and supervision is in-built for every future plan which is ensured by the Secretary General of each ministry before issuing any work order.**
- 5. In the project proposals the planning documents should ensure proper consultation with stakeholders for needs assessment and for the preparation of market-based estimates of the cost of the project.**



Delegates from Hong Kong working together on relationship mapping



Delegates and Parliamentary Officers from Malaysia in discussion



Auditor General of Malaysia, YBhg. Dato' Nik Azman Nik Abdul Majid



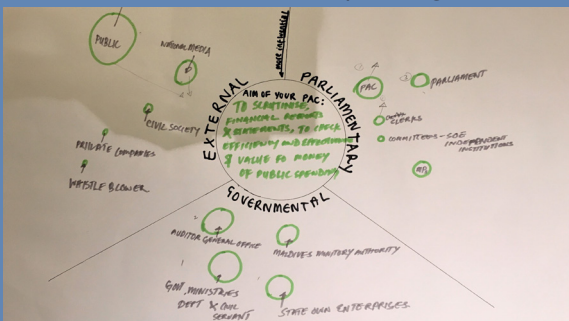
Delegates from the Maldives and Malaysia in discussion



Delegates from Pakistan in discussion



Delegates from Bangladesh presenting feedback



Relationship map created by delegates

COLLABORATION: BUILDING CONSENSUS

One of the key themes explored during the workshop was communicating and collaborating. Sessions on this theme focussed on working together as a committee, relationship mapping, outreach and engagement, getting a government response and working with witnesses.

Many discussions took place throughout the workshop on the make-up of Asian PAC members, the challenges and successes of committee collaboration, and how members work together in order to be more effective as a committee. For example, in Malaysia, although the PAC has 14 members made up of 10 government and 4 opposition members, all reports are produced by consensus of the whole committee, which the PAC believe is working effectively.

The Chair of the Malaysian PAC, Hon. Dato' Dr Noraini binti Ahmad, highlighted the importance of appointing a Chair from the opposition. This is one of the Malaysian Parliamentary reforms and was a move to remain consistent with the Government's attempts to uphold transparency.

However, other delegates shared that the balance of government and opposition members can provide challenges to finding consensus among members on their PACs and to the overall work of the PAC. Changes in committee membership can also provide a challenge to the committee. A strong Chair and respect for the work of the PAC were both cited as important factors in working together as a committee.

Delegates were joined by Auditor General of Malaysia, YBhg. Dato' Nik Azman Nik Abdul Majid who spoke of the importance of Supreme Audit Institutions (SAIs), government and parliament forming strong relationships in order for parliament to fulfil its role, to hold the government to account, on behalf of citizens.

The Auditor General also spoke of the National Audit Department's efforts to strengthen its independence in line with government improvements. As part of this, the National Audit Department is reviewing the Audit Act 1957 to ensure it is up to date and takes into account new developments in auditing and recent corruption issues. The Department is also currently conducting a self-assessment of independence and legal framework, governance, audit quality and reporting, human resources and training, communications and stakeholder management.

Wider national and international collaboration was explored in a session on identifying and mapping strategic relationships. Delegates were tasked with identifying their key stakeholders and assessing their influence on the PAC. Once delegates had a visual representation of their stakeholders and their influence, they were then asked to reflect on whether they would like to see these relationships strengthened or changed.

COLLABORATION: ENGAGING WITH THE MEDIA

The results of the PAC Biennial Survey showed that one of the key challenges faced by Commonwealth Asia PACs is engaging with the media and effectively utilising social media. The programme provided practical guidance on how to best engage with media channels to raise the profile of the committee and its work.

Delegates discussed the importance of the media in: amplifying the committee's message, increasing the impact of recommendations and investigations, enhancing the soft power of the PAC, persuading and influencing decision-makers and raising public awareness of the committee's work. The importance of social media was also discussed as a method for PAC members to engage with the public, given the significant increase in social media users in the Asia region in recent years. The UK PAC's twitter feed was shown as an example of how the PAC can present key information to the public in an accessible, succinct way.

Members were provided with practical steps on how to identify opportunities which allow the PAC to engage with the media and secondly, how to plan media engagement. Members learned that opportunities could include inquiry launches, evidence sessions, report publications, government responses and ad-hoc comments on relevant issues in Parliament and the news.

Delegates were then given the opportunity to put learning into practice by making their own 30 second videos on their experience of the workshop in groups of three: one to film, one to interview, one to be interviewed. A couple of videos were then shared with the rest of the group to show how delegates had been able to utilise space and framing to create a simple, 30 second video shot on a mobile phone fit for social media.



Examples of social media from UK PAC were shared during the training



TIPS & TRICKS

Create impact through stories:

- Moves the subject from the abstract to personal
- Makes it memorable
- Appeals to people's emotions which leads to action
- It breaks the monotony of a presentation

Interviews: preparation

- Get clear agreement on its scope
- Develop a brief setting out the key messages you want to impart
- The brief should also suggest answers to any wider or unrelated topical questions the journalist may take the opportunity to ask
- Consider location and backdrop – will it support or detract?

Interviews: during

- Stress key messages from your brief as much as possible
- Language matters. Keep it punchy and to the point
- Avoid complexity and acronyms – not everyone is an expert
- Project confidence with your tone of voice and body language

COLLABORATION: ENGAGING WITH WITNESSES

Comparative studies from PACs in attendance provided an opportunity for a richer understanding of how PACs in the region operate. One theme discussed throughout the Workshop was the successes and challenges of working with witnesses ranging from Government Ministers, to experts, to members of the public.

Clerks attending the programme had a specific session on working with witnesses and were presented with a comparative study from Datuk Roosme Hamzah, Clerk of the House, Malaysia and Mr Md. Faisal Morshed, Deputy Secretary and PAC Secretary, Bangladesh. Highlights from these presentations are below.

Case Study: Malaysian approach to increasing witness engagement

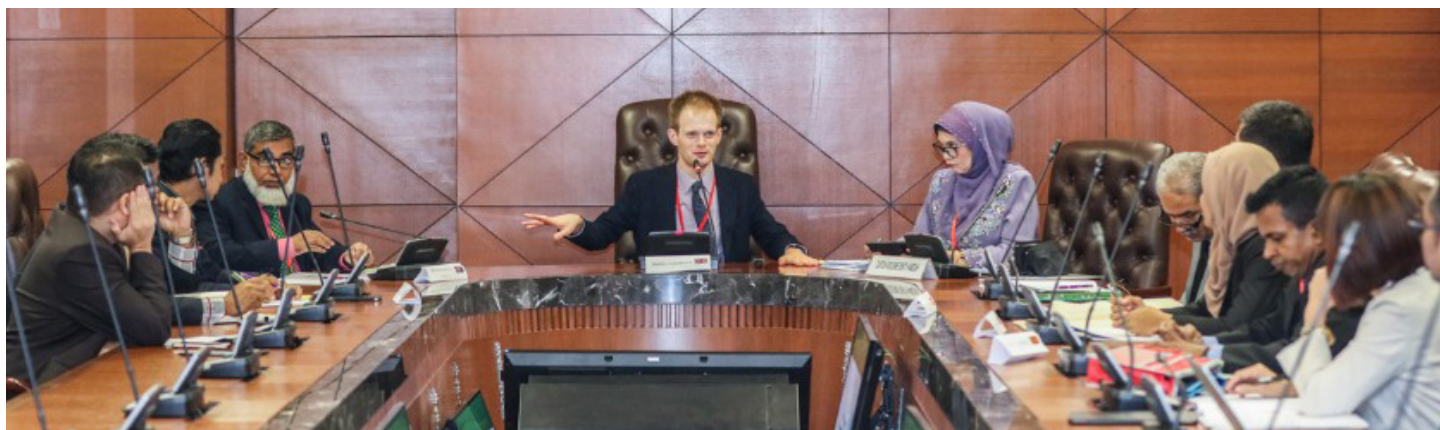
In Malaysia, the committee secretariat works together with the Auditor General's office, and with other advisers (often former senior officials), to identify witnesses.

The Government's relationship with the committee is mostly codified in the Treasury Instructions document. This outlines the Secretary-General's responsibilities to the committee, including attendance, and submitting memoranda when asked. It also gives instructions to Secretary-General to report into the Treasury on their progress against Auditor-General recommendations. As a result, there are clear expectations and lines of responsibility.

To be able to identify and secure the best witnesses and their attendance, clerks work hard to establish personal relationships. This makes it difficult for any prospective witnesses to claim they were unaware that they had been asked, or of their responsibilities to the committee more generally.

Another way to ensure witness attendance is through the 1952 Act, in which non-attendance is a contempt. Statutory contempts of Parliament are: a) Disobeying an order to attend; b) Refusing to answer questions; c) Dishonesty; d) Prevarication and other misconduct. The House can fine those committing contempt. Refusal to pay the fine can lead to imprisonment until the fine is paid, or Parliament prorogued/dissolved.

Soft power also assists attendance. In a recent case, a Secretary-General sent a deputy as they were out of the country. However, they did not inform the committee formally. The chair issued a press notice which received coverage, registering the committee's displeasure. As a result, the Chief Secretary of Government has reminded Secretary-General of their responsibilities to the committee.



Dominic Stockbridge, Second Clerk of the Procedure Committee, UK presenting to the clerks on delivering comprehensive briefings



Clerks in discussion in the Malaysian Parliament

Case Study: Bangladesh's experience with challenging witnesses

In Bangladesh, procedural arrangements are similar to those in Malaysia and other jurisdictions in Asia.

The planning of the PAC programme and identification of witnesses is a power delegated to the chair. The chair designates timings for hearings and issues requisition letters requiring information from the relevant bodies. On the basis of the information provided, and work from the Auditor General, an exact date is secured. The committee secretariat then prepares the appropriate briefing.

The Auditor-General's report is crucial for identifying witnesses. The committee can call upon Ministers to attend hearings but does so extremely rarely. Rather, the committee tends to call upon accounting officers to give evidence.

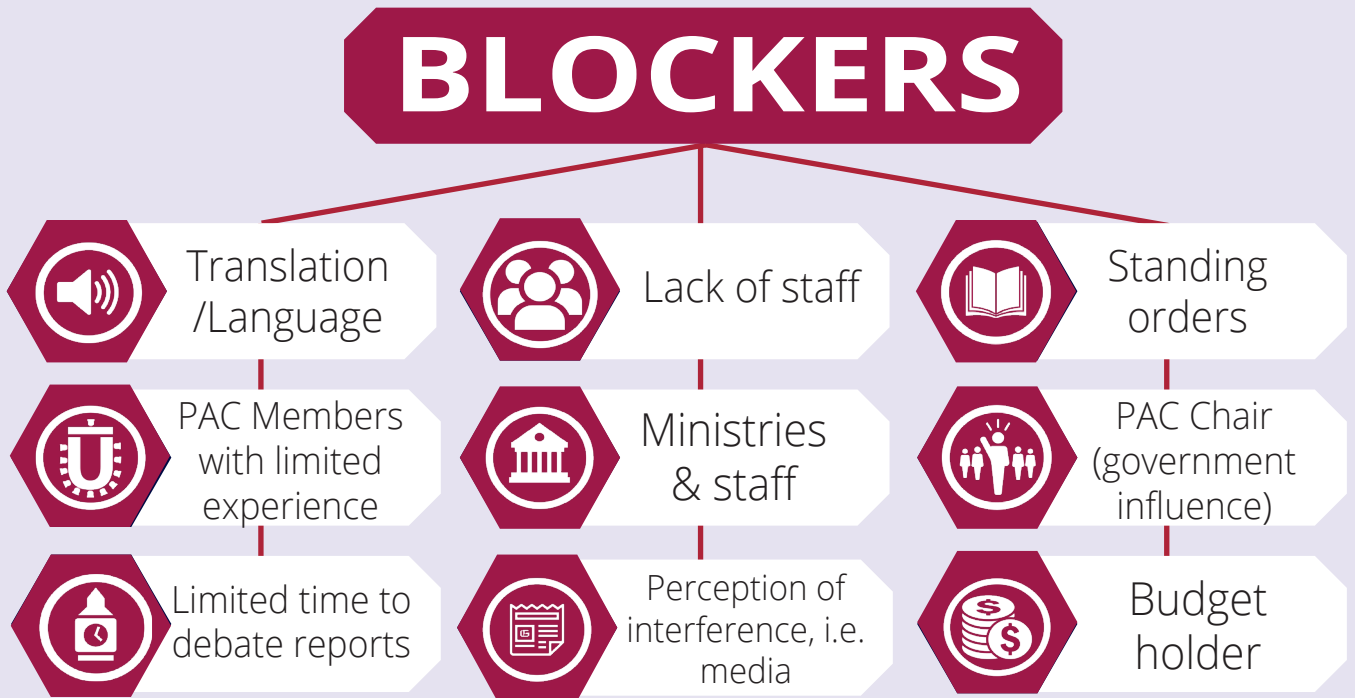
Despite the fact that compliance with the formal powers of the committee is usually quite positive, there can be challenges with compliance with the spirit of those powers to secure the attendance of witnesses. It is not uncommon for an accounting officer to send a deputy at no notice, or to request a different hearing date at short notice. In addition, some deputies are either not astride the relevant issue, or not responsible for it. It can therefore be difficult to pin down responsibility.

The current backlog of reports also presents a problem, as some relevant officials have retired and are not accountable to the committee in the same formal way as current officials. The transfer of officials between departments is also challenging, as is promotion to more senior roles.

The Bangladeshi Constitution permits for law to be made that would codify contempt and make statutory provision for committee powers. However, this constitutional provision has not yet been resorted to.

COMMON ENABLERS AND BLOCKERS

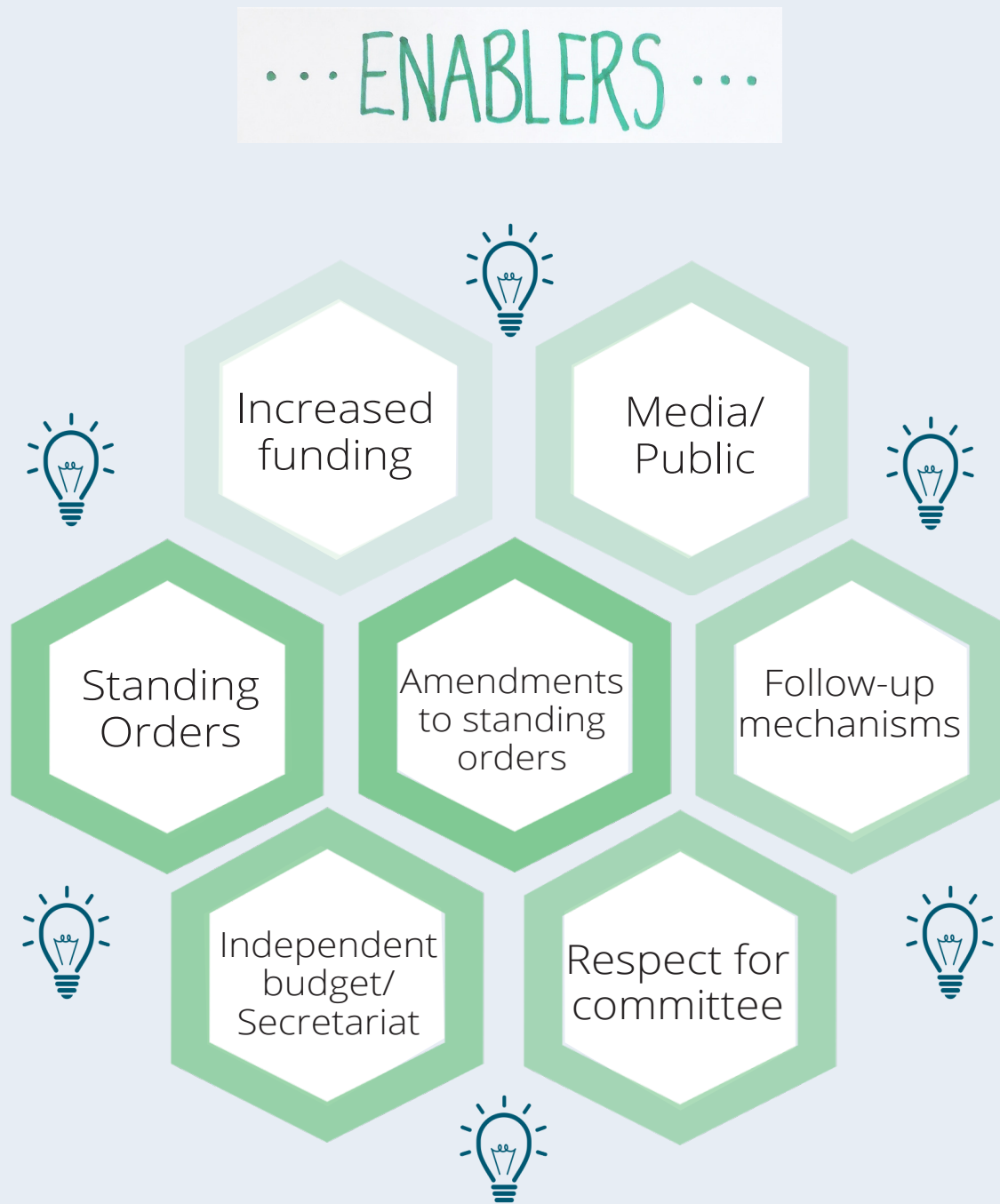
Throughout the workshop and in a focussed session on the final day, delegates shared their “blockers” which prevent PACs from fully complying with principles and the “enablers” which have helped or would support the committee in being fully compliant.



Delegates at the CAPAC Asia Workshop

During the session, delegates identified that quite often, certain elements that could be seen as blockers to progression, can also be regarded as enablers to the committee's work. For example, delegates commented that the media can often make a PAC's work harder by putting pressure on the committee in high profile cases and the media may influence PAC members, the public and witnesses. In such cases, it could be difficult for members on both sides of questioning to maintain a neutral line once they have been influenced by the media. PAC members also felt that it was sometimes difficult for PACs to promote the right messages to the media and wider public. In some instances, the committee may have a particular message that they would like to put across, however, the media may choose to focus on an alternative message.

However, the media can often be a great tool to strengthen a committee's position. The media can be successful in encouraging witnesses to attend committee hearings by highlighting specific issues in the public realm and putting pressure on individuals to attend in order to best serve the public interest. The media was also seen as a good way to amplify the committee's messages and raise public awareness of its work.



Commonwealth Public Accounts Committees
Online Portal

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Commonwealth Association of Public Accounts Committees Regional Workshop Series: Asia
From the 1-3 August 2019, CPA UK delivered the second in a series of Commonwealth Association of Public Accounts Committee workshops in Kuala Lumpur, Malaysia.
Read more

The Importance of Effective Financial Oversight in Commonwealth Parliaments
Shabana Mahmood MP reflects on the CAPAC Pacific Workshop.
Read more

CAPAC Asia Workshop 2019
From 1-3 August 2019, CPA UK, in partnership with the Parliament of Malaysia, will welcome Asian Commonwealth Public Accounts to Kuala Lumpur.
Read more

UPCOMING EVENTS
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CAPAC MEMBER COUNTRIES

- Australia
- Bangladesh
- Barbados
- Cameroon
- Canada
- Fiji
- Ghana
- Jamaica
- Kenya
- Malawi
- Malaysia
- Maldives
- Mauritius

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Discussion Board

Working with Witnesses
Discussion topics covering best practice for working with witnesses and ensuring that enquiries are run effectively.

Jump to recent topic:

- Difficulties with Witnesses
- Ensuring Attendance
- How to choose witnesses

View forum

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- Cameroon

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Resources

Below you will find a range of resources tailored to both Members and Clerks on Public Accounts Committees.

Region: All Issue: All

Sri Lanka PAC online system
Computer Management Information System (online system) initiated by The Committee on Public Accounts of the Parliament (COPA) office of Sri Lanka implemented in 2017.

OASIS Communications Campaign Template
A template to help you plan campaigns using the UK Parliament OASIS model.

UK PAC Meeting Procedures
Key features of a UK PAC meeting, compiled by Laura-Jane Tiley, Second Clerk of the UK PAC.

Producing Written Briefings for PAC Members
Laura-Jane Tiley, Second Clerk of the UK PAC, outlines how UK PAC Clerks produce written briefings for their PAC members.

Ways of Working: Lead Members
In this guide Meg Hillier MP, CAPAC Chair, outlines how and why she has adopted the lead member approach for the UK PAC.

The Importance of Effective Financial Oversight in Commonwealth Parliaments
An article written by Shabana Mahmood MP, Member of the UK Public Accounts Committee, for the Parliamentarian Magazine, May 2019.

UPCOMING EVENTS
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- Maldives
- Malta
- Mauritius
- Namibia
- Pakistan
- Papua New Guinea
- Rwanda
- Seychelles
- Sierra Leone
- Sri Lanka
- Swaziland
- Tanzania

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CAPAC Regional Hub

SELECT A REGION

- Africa
- Asia
- Pacific
- Europe
- Central America & Caribbean

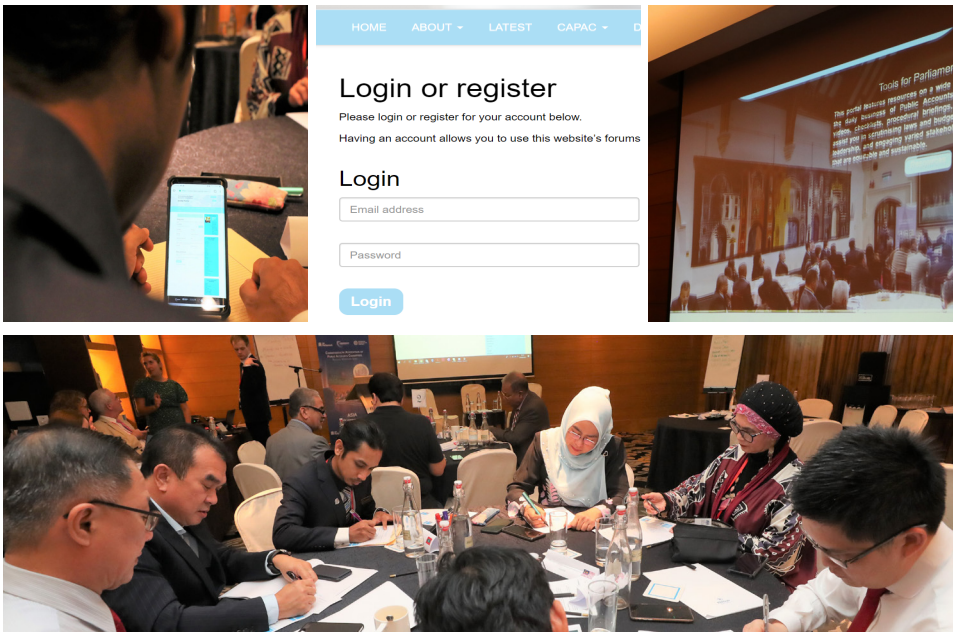
COMMONWEALTH PUBLIC ACCOUNTS COMMITTEE ONLINE PORTAL

In the final session of the Workshop, delegates were introduced to the Commonwealth Public Accounts Committee Online Portal, a learning hub for members and clerks on PACs across the Commonwealth.

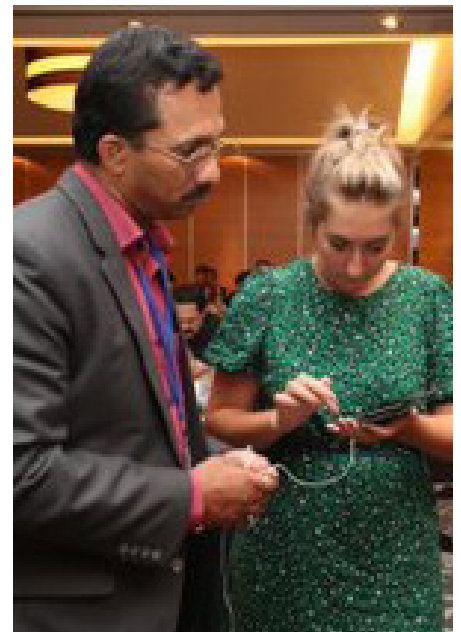
As part of CPA UK's work for the Commonwealth Partnership for Democracy (CP4D), CPA UK have developed this online tool to promote cross-Commonwealth learning on topical issues in public financial management and government scrutiny.

This portal also serves as a platform for engagement, where users can easily post or follow topics of discussion on PAC-related content, such as procedural questions or tips for interacting with witnesses.

CPA UK welcomes feedback on how members or clerks on a PAC might use or benefit from this online tool.



Presentation of the PAC online portal to delegates



PORTAL FEEDBACK

After presenting the portal, delegates were asked for their thoughts and initial feedback on the portal and its functions.

On average, delegates stated that they are 'very likely' to use the different pages on the portal including: latest, resources, discussion board and the CAPAC page. When asked what delegates would most like covered on the portal and which resources they would find most useful from their colleagues in the region, the most recurring responses included information about inquiries, reports and standing orders.

Mr Ranjith Fernando, Deputy Principle Officer from Sri Lanka also gave a brief overview of the Sri Lankan PAC's online system which was developed in 2017. It was explained that the online system is used to collect data to evaluate all of the 831 state institutions island-wide that come under the purview of the Committee. *The Financial & Performance evaluation of the State institutions, Provincial Councils & Local Authorities and Departments based on the Computer Management Information System which is introduced as "Online System" has been implemented for the easy conduct of Committees for the first time in history.*

Feedback from Members & Clerks

"I would love to hear experiences of financial corruption cases on the portal"

"It would be useful if there was a portal app for mobile use with pop-up facilities"

"The portal will be useful to learn how to improve the quality of the committee sessions targeted to types of questions and how to ask the right questions at the right time. Preparation process to effective questioning and to produce effective reports"

"The portal will be useful to share information and ways of proceedings."

"I would like time to work with it further"

WORKSHOP FEEDBACK

CPA UK asked delegates to complete pre and post-workshop assessment forms to measure key learning outcomes from the workshop.

The qualitative and quantitative data showed increased understanding in all areas, with the highest increase in knowledge shown in 'comparative Commonwealth approaches to PAC scrutiny' followed closely by 'engaging with the public' and 'preparing reports and recommendations'.

The PACs in attendance varied considerably in terms of size, maturity and practices. However, feedback indicated that the workshop was fully relevant to those who attended and had either met or exceeded expectations.

94% of participants said the workshop was fully relevant to their role and the programme met expectations of 89% of delegates and exceeded expectations of 11% of delegates.

When asked what learning delegates will take back to their parliaments, many cited the techniques that were drawn out in the committee exercise, for example, how to question effectively, follow up mechanisms for recommendations and how to contact and interact with the media following a committee hearing. The committee exercise was highlighted as a very useful session, with many noting that it was a good opportunity to put learning into practice.



Delegates attending the CAPAC Asia Workshop

ACKNOWLEDGEMENTS

CPA UK would like to thank the Parliament of Malaysia and the British High Commission in Kuala Lumpur for their generous support in supporting and hosting this regional workshop. The team would also like to thank delegates and speakers who came from across the region to take part in the workshop. Their openness, willingness to share experiences with each other and to reflect on their committees' practices was invaluable to the success of the workshop.

DELEGATE LIST

BANGLADESH

Mr. Md Abdus Shahid MP
Mr. Md Faisal Morshed

HONG KONG

Hon. Abraham Shek Lai-him GBS JP
Hon. Kenneth Leung
Mr Matthew Loo Sze-yuen

MALAYSIA

Hon. Dato' Dr Noraini binti Ahmad
Hon. Tuan Wong Kah Woh
Hon. Tuan Wong Chen
Hon. Tuan Steven Choong Shiau Yoon
Hon. Tuan Wong Hon Wai
Hon. Puan Wong Shu Qi
Hon. Datuk Seri Haji Ahmad bin Hamzah
Hon. Datuk Robert Lawson Chuat
Datuk Roosme Hamzah
Mr Ahmad Johan Mohd Afand
Mr Amisyahrizan Bin Amar Khan
Ms Siti Noor Akmar Binti Zulka

MALDIVES

Hon. Mohamed Nashiz MP
Hon. Fazul Rasheed MP
Ms. Shama Fahumy

PAKISTAN

Mr Muhammad Sana Ullah Khan Masti Khel MNA
Mr Rana Tanveer Hussain MNA
Mr Qamar Sohail Lodhi

SRI LANKA

Hon. Sunil Handunnethti MP
Mr Ranjith Fernando

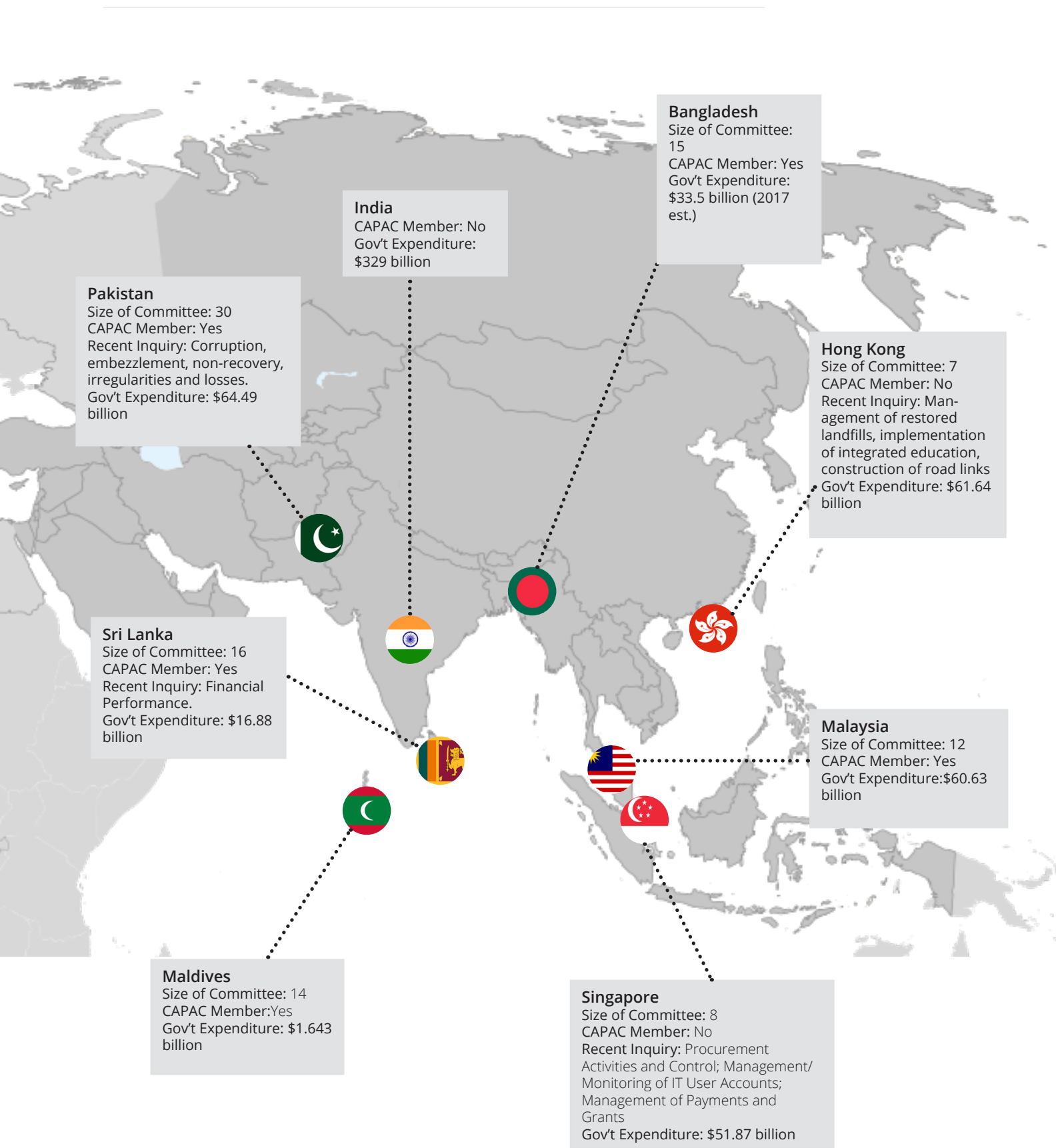
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Auditor General of Malaysia

PUBLIC ACCOUNTS COMMITTEES AT A GLANCE: ASIA



Source of government expenditure figures taken from CIA World Factbook in USD via: <https://www.cia.gov/library/publications/the-world-factbook/rankorder/2215rank.html>

SESSION FORMATS

The CAPAC Asia Workshop consisted of a variety of interactive sessions to give delegates the opportunity to learn from peers, experts, skill based training sessions and self-reflection to build their own skills and capacity:



EXPERT PLENARY SESSIONS

A panel of experts in a particular area each give a short presentation or opinion, before opening up the floor to questions for the panel from the audience. Moderated by a session chair, plenaries allow delegates to hear a variety of expert opinions in a short period of time, building their knowledge and allowing time for questions. Because panellists often take different perspectives and offer different solutions to problems, these sessions are great for open conversations on issues that are common to many audience members.



NETWORKING

Networking lunches, dinners and receptions offer participants an informal opportunity to make connections with their peers and explore ideas and themes of the workshop in more detail on a one-to-one or small group basis. Networking forms the basis for ongoing exchange, learning and support following the Workshop by individuals and organisations.



KEYNOTE

A keynote address provides a new or inspiring perspective on a key theme, idea or challenge. One high-profile speaker makes a short address or contribution on their experience or insight on a central topic, setting the scene and inspiring further discussion.



SPLIT SESSION

Split sessions allow participants to explore issues in greater detail in smaller groups. The group size allows more time for interaction with expert panellists and moderators, as well as more space for individual questions, contribution and discussion. Groups can split according to their roles, allowing for valuable, focussed and relevant peer to peer exchange in a particular area.



TRAINING

Training sessions are skills based and highly interactive, where participants work in small groups with an expert facilitator or trainer. Participatory exercises develop, practice and refine key skills to build participants' capacity to use them in real life settings.



WORKSHOP

Workshops are collaborative processes bringing together a variety of stakeholders to develop an understanding of a problem and then innovating new solutions. Workshop sessions look at a particular topic or theme in more detail, exploring different aspects through a variety of interactive activities.





COMMITTEE HEARING EXERCISE

This interactive and highly participatory exercise gives participants the opportunity to practice their skills in a 'live' session by questioning a panel of expert witnesses in a committee hearing setting. Facilitated by experienced chairs and clerks as moderators and conducted in the Westminster committee hearing style, participants can gain experience of working with practice, procedure and protocol whilst engaging with a complex subject in a different way through committee questioning. This session will include 'freeze frame' segments.

PROGRAMME

Day 1 - Thursday 1 August 2019
Setting the Scene

TIME	SESSION	Hilton Kuala Lumpur Malaysia
10:15 - 10:45	Delegate Registration at Hilton Kuala Lumpur	
10:45 - 11:00	<i>Coffee/tea</i>	
11:00 - 11:45	<p>Welcome & Introductions from CPA UK</p> <p>This session will outline the aims and objective of the Workshop and give delegates the opportunity to familiarise themselves with each other and the CPA UK team.</p> <p>Speakers: Anna Burt, CP4D Programme Manager, CPA UK Ruth Pope, Head of Multilateral Projects Team, CPA UK</p>	
11:45 - 12:00	<i>Official Workshop Opening - Hon. Dato' Dr Noraini binti Ahmad, Chair, Public Accounts Committee, Malaysia</i>	
12:00- 13:15	Networking lunch	
13:15 - 13:30	<p>Session 1: Keynote Address - The Learning Committee (video message)</p> <p>Looking back and looking forward – reflections from the UK Public Accounts Committee.</p> <p>Format: Keynote Address</p> <p>Speaker: Meg Hillier MP, Chair, Public Accounts Committee, United Kingdom</p>	
13:30 - 14:30	<p>Session 2: Results of the Commonwealth Public Accounts Committee Biennial Survey</p> <p>This session will officially launch the Commonwealth Public Accounts Committee Biennial Survey in the Asia region and present the results and analysis from public accounts committees in the region. 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 session will also invite delegates to input into the survey design and future development.</p> <p>Format: Workshop</p> <p>Facilitators: Anna Burt, CP4D Programme Manager, CPA UK Rebekah Northall, Project Assistant, CPA UK</p>	
14:30 - 15:00	<i>Coffee/tea break</i>	

<p>15:00 - 16:00</p> 	<p>Session 3: Innovation in Public Financial Management</p> <p>The landscape of Public Financial Management (PFM) is constantly evolving. An increase in State-owned Enterprises has added further complexity in following public money. Furthermore, there is increasing pressure for PACs to assess Value for Money (VFM) of government programmes, in a push towards greater transparency and accountability.</p> <p>How have PACs in the Asia region adapted to reflect these changes yet remain within the mandate of their committee?</p> <p>Format: Expert Plenary</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects Team, CPA UK</i></p> <p>Speakers: Hon. Kenneth Leung, <i>Deputy Chairman, Public Accounts Committee, Hong Kong</i> Hon. Md Abdus Shahid MP, <i>Chair, Public Accounts Committee, Bangladesh</i></p>
<p>16:00 - 16:30</p> 	<p>Session 4: Early Briefing - Committee Exercise</p> <p>Early Briefing: Committee Exercise</p> <p>Delegates will be briefed by CPA UK staff on the interactive committee exercise taking place on Day 2. This will also be an opportunity for delegates to ask questions ahead of the exercise.</p> <p>Facilitators: Dominic Stockbridge, <i>Second Clerk, Procedure Committee, United Kingdom</i> Felicity Herrmann, <i>Programme Officer, CPA UK</i></p>
<p>17:00</p>	<p><i>Travel to the residence of the British High Commissioner by coach</i></p>
<p>17:30 - 19:30</p>	<p><i>Official Workshop Reception at the residence of the British High Commissioner</i></p>
<p>19:30</p>	<p><i>Travel to hotel by coach</i></p>


Day 2 - Friday 2 August 2019

The PAC Inquiry: Preparation & Delivery

TIME

SESSION

Malaysian Parliament | Kuala Lumpur

08:30 - 09:00	Travel to Parliament by coach	
09:00 - 09:30	Review of Day 1 & Overview of Day 2 Facilitators: Anna Burt , <i>CP4D Programme Manager, CPA UK</i> Ruth Pope , <i>Head of Multilateral Projects Team, CPA UK</i>	Private meeting of Committee Members for Committee Exercise Effective inquiries require preparation to ensure the committee achieves their intended result. Delegates who have signed up to take the role of committee members will attend a private meeting to discuss their approach in the interactive committee inquiry. Facilitator: Dominic Stockbridge , <i>Second Clerk of the Procedure Committee, UK</i> Felicity Herrmann , <i>Programme Officer, CPA UK</i>
09:30-10:00	Welcome from H.E. Dato' Mohamad Ariff bin Md Yusof , <i>Speaker of the Dewan Rakyat</i>	
10:00 - 11:00	Split sessions: Chairs, Members and Clerks <i>Delegates will split into groups for tailored sessions exploring some of the key aspects of PAC hearings. The sessions will look at how PACs can best prepare for and execute public hearings.</i>	
	 5a: Effective Questioning Techniques UK PAC Chair Meg Hillier MP will lead a session sharing tips and techniques when questioning witnesses. Format: Training Facilitator: Mark Etherton , <i>Deputy Principal Clerk, Defence Committee w</i>	5b: Delivering Comprehensive Briefings Clerks will attend a focused session on how they can ensure their members are well briefed and fully prepared to conduct robust inquiries. Format: Training Facilitator: Dominic Stockbridge , <i>Second Clerk of the Procedure Committee, UK</i>
11:00 - 11:30	<i>Tea/Coffee Break</i>	
11:30 - 12:30	Session 6: Clerk-led Committee Briefing Using the learning from their previous session, clerks will be asked to deliver a briefing to their committee members on the upcoming committee exercise. <i>All CPA UK Staff on hand</i>	
12:30 - 13:30	<i>Networking Lunch</i>	

13:30 - 15:30	Session 7: Committee Exercise	
	A public hearing is a major tool through which a PAC gathers evidence by calling witnesses before the committee to provide testimony on issues raised in the audit report.	
	This interactive exercise will give delegates the opportunity to practice their skills in a 'live' session by questioning a panel of witnesses in a committee hearing setting.	
	Format: Committee Hearing Exercise	
	Facilitators: Felicity Herrmann , <i>Project Officer, CPA UK</i> Dominic Stockbridge , <i>Second Clerk of the Procedure Committee, UK</i>	
15:30 - 16:00	<i>Tea/Coffee break</i>	
16:00 - 17:00	<i>Chairs & Members only</i>	<i>Clerks only</i>
	8a: Media Training	8b: Recommendations & Reports
	Practical guidance will be given in this hands-on session on how members can best engage with media channels to raise the profile of the committee and its work.	The report is the main formal output of a PAC's work, containing the formal position of the committee.
	Format: Training	Using the SMART approach, practical guidance will be given in this hands-on session on how to ensure recommendations reflect the findings of the inquiry and bring about government action.
	Facilitators: Anna Burt , <i>CP4D Programme Manager, CPA UK</i> Ruth Pope , <i>Head of Multilateral Projects Team, CPA UK</i>	Format: Training Facilitator: Dominic Stockbridge , <i>Second Clerk of the Procedure Committee, UK</i>
17:00 - 17:30	Highlights & Review of the Day	
	Open discussion and feedback from delegates on structure and content of the programme thus far.	
17:30	<i>Travel to hotel by coach</i>	

Day 3 - Saturday 3 August 2019

Communicating & Collaborating

TIME

SESSION

Hilton Kuala Lumpur | Malaysia

09:15 - 09:30	<i>Coffee/tea</i>	
09:30 - 10:00	CAPAC Online Portal: presentation and feedback	
	<p>Delegates will be given a first look at the CAPAC Online Portal. Delegates will be invited to give feedback and offer suggestions on how the portal can be developed further to ensure it is relevant for all CAPAC Members.</p> <p>Format: Workshop</p> <p>Facilitators: Anna Burt, <i>CP4D Programme Manager, CPA UK</i> Rebekah Northall, <i>Project Assistant, CPA UK</i></p>	
10:00 - 10:30	Keynote Address - YBhg. Dato 'Nik Azman Nik Abdul Majid , <i>Auditor General of Malaysia</i>	
10:30 - 11:30	Session 9: Identifying Strategic Relationships	
	<p>Through an interactive relationship mapping exercise, CPA UK staff will guide delegates in identifying their key stakeholders and the role they play in public financial oversight in relation to the PAC.</p> <p>Format: Workshop</p> <p>Facilitators: Anna Burt, <i>CP4D Programme Manager, CPA UK</i> Rebekah Northall, <i>Project Assistant, CPA UK</i></p>	
11:30 - 12:30	Session 10: Maximising Impact - Outreach and Engagement	
	<p>Outreach activities can act as a powerful tool for PACs. They can help amplify key messages, reach target audiences and enhance their influence. By engaging with a wider audience PACs also play a key role in building strong & transparent democracies. How can PACs effectively utilise the media and other channels to engage with new stakeholders?</p> <p>Format: Expert Plenary</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects, CPA UK</i></p> <p>Speakers: Dominic Stockbridge, <i>Second Clerk of the Procedure Committee, UK</i> <i>Speaker 2: TBC</i></p>	
12:30 - 13:30	<i>Networking lunch</i>	
13:30 - 14:30	<i>Members & Chairs only</i>	<i>Clerks & Officials only</i>
	<p>Session 11a: Getting Your Government Response</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects Team, CPA UK</i></p> <p>Hon. Wong Kah Woh, <i>Public Accounts Committee, Malaysia</i> <i>Speaker 2: TBC</i></p>	<p>Session 11b: Working with Witnesses</p> <p>Chair: Dominic Stockbridge, <i>Second Clerk of the Procedure Committee, UK</i></p> <p>Datuk Roosme Hamzah, <i>Setiausaha Dewan Rakyat, Public Accounts Committee, Malaysia</i></p> <p>Mr. Md Faisal Morshed, <i>Committee Secretary of Public Accounts Committee, Bangladesh</i></p>

14:30 - 16:00	Session 12: Blockers, Enablers & Collaboration Derived from the responses to the Public Accounts Committee Biennial Survey, CPA UK will use a pre-designed simple matrix for delegates to identify 'clusters' of like PACs within the region to share their key blockers and enablers and to connect on collaborative approaches. Format: Workshop Facilitators: Anna Burt , CP4D Programme Manager, CPA UK Felicity Herrmann , Project Officer, CPA UK
16:00 - 16:15	<i>Coffee/tea break & networking</i>
16:15 - 17:00	Session 13: Reflection & Feedback Delegates will be asked to feedback from the previous interactive session and reflect on key learning from the Workshop, using the CAPAC Online Portal as a platform to seek further guidance from their colleagues. Facilitators: Anna Burt , CP4D Programme Manager, CPA UK Felicity Herrmann , Project Officer, CPA UK
17:00 - 17:30	Travel to the Hilton Hotel by coach
17:30 - 19:30	<i>Delegate break</i>
19:30	<i>Closing Dinner at Latest Recipe, Le Meridien Hotel</i>

ABOUT CPA UK

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 supports and strengthens parliamentary democracy throughout the Commonwealth. We focus on key issues including women in parliament, modern slavery, financial oversight, security and trade.

Peer to peer learning is central to the way CPA UK works. CPA UK brings together UK and Commonwealth parliamentarians and officials, to share knowledge and learn from each other. We aim to improve parliamentary oversight, scrutiny and representation. CPA UK is located in, and funded by, the UK Parliament.

For more information, please visit the CPA UK website www.uk-cpa.org or the CPA UK twitter @CPA_UK.

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 women in Parliament, modern slavery, public accounts committees, security, and trade.

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, United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), Organization of American States and the UK Government.

COMMONWEALTH PARTNERSHIP FOR DEMOCRACY (CP4D)

The Commonwealth Partnership for Democracy (CP4D) aims to build trust in democratic institutions and support the political engagement of minorities and vulnerable groups in 18 developing countries across the Commonwealth.

The £4m two-year programme was launched at the 2018 London meeting of Commonwealth Heads of Government. It is managed by the UK Foreign and Commonwealth Office and implemented by Westminster Foundation for Democracy in partnership with the CPA Headquarters Secretariat, CPA UK and the Commonwealth Local Government Forum.

The CAPAC Asia Workshop is part of a wider programme for Commonwealth Public Accounts Committees delivered by CPA UK and funded by CP4D. The programme will include one more regional workshops in the Caribbean (January 2020). The programme will culminate in a pan-Commonwealth workshop in London in March 2020.

The programme aims to:

- **Work with Commonwealth Public Accounts Committees (PACs) to promote best practice and effective scrutiny of public expenditure.**
- **Embed a network of Commonwealth wide PACs with a culture of shared best practice and expertise and peer to peer learning.**

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