



COMMONWEALTH ASSOCIATION
OF PUBLIC ACCOUNTS COMMITTEES

COMMONWEALTH
PARLIAMENTARY
ASSOCIATION UK 

COMMONWEALTH ASSOCIATION OF PUBLIC ACCOUNTS COMMITTEES REGIONAL WORKSHOP SERIES

PACIFIC

Suva, Fiji

19 - 21 February 2019



REPORT

CONTENTS

OUTCOME & OUTPUTS	2
THE PACIFIC CONTEXT	3
PUBLIC ACCOUNTS COMMITTEES AT A GLANCE: PACIFIC	4
ONLINE PORTAL	5
COMMON ENABLERS & BLOCKERS	6
PACIFIC PACS IN PRACTICE	8
COMMITTEE EXERCISE	10
COLLABORATION	11
CAPAC UNDP PASAI	12
FEEDBACK & ACKNOWLEDGEMENTS	13
PROGRAMME	15
DELEGATE & CONTRIBUTOR LIST	21
MEET THE TEAM	22
COMMONWEALTH PARTNERSHIP FOR DEMOCRACY	23
ABOUT CPA UK	24

Outcome & Outputs

WORKSHOP OVERVIEW

From 19 – 21 February 2019 CPA UK in partnership with the Parliament of Fiji hosted the first Commonwealth Association of Public Accounts Committees Regional Workshop in Suva, Fiji. The workshop was attended by 11 Public Accounts Committees (PACs) from the Pacific region with 34 delegates in total.

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

OUTCOME

Public Accounts Committees in the Pacific 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 Pacific 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

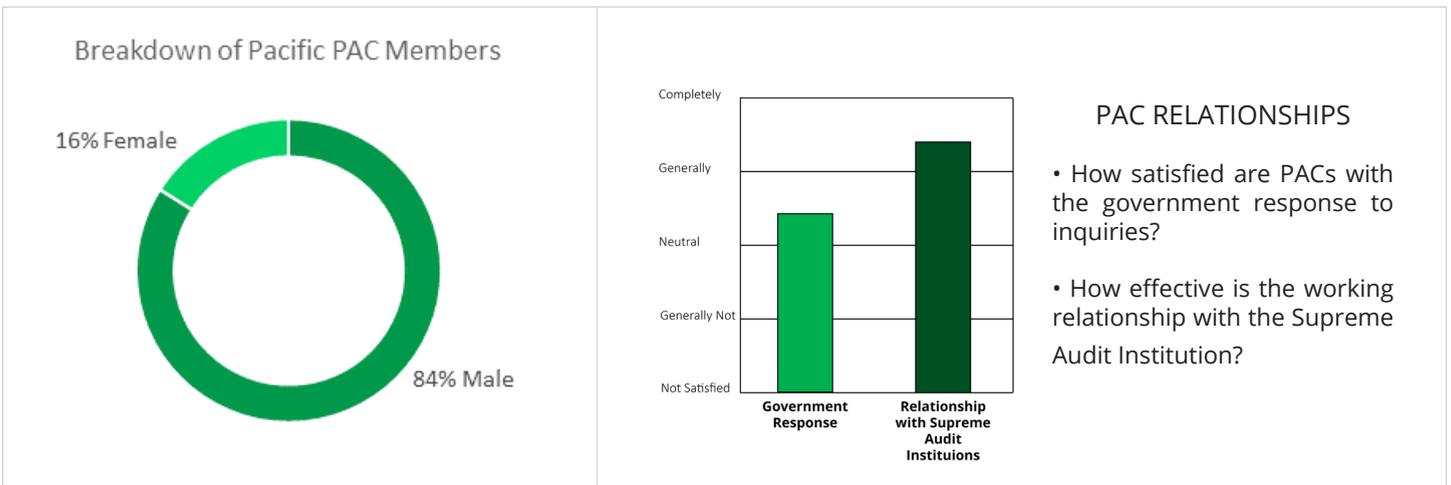
Over the course of the three days, delegates took part in a bespoke programme designed by CPA UK. Thematically, the programme covered areas familiar to all in attendance: Building conducive relationships with Supreme Audit Institutions and government, working collaboratively as a committee and engaging 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 subsequent regional workshops, will help inform the final pan – Commonwealth workshop in London in 2020.



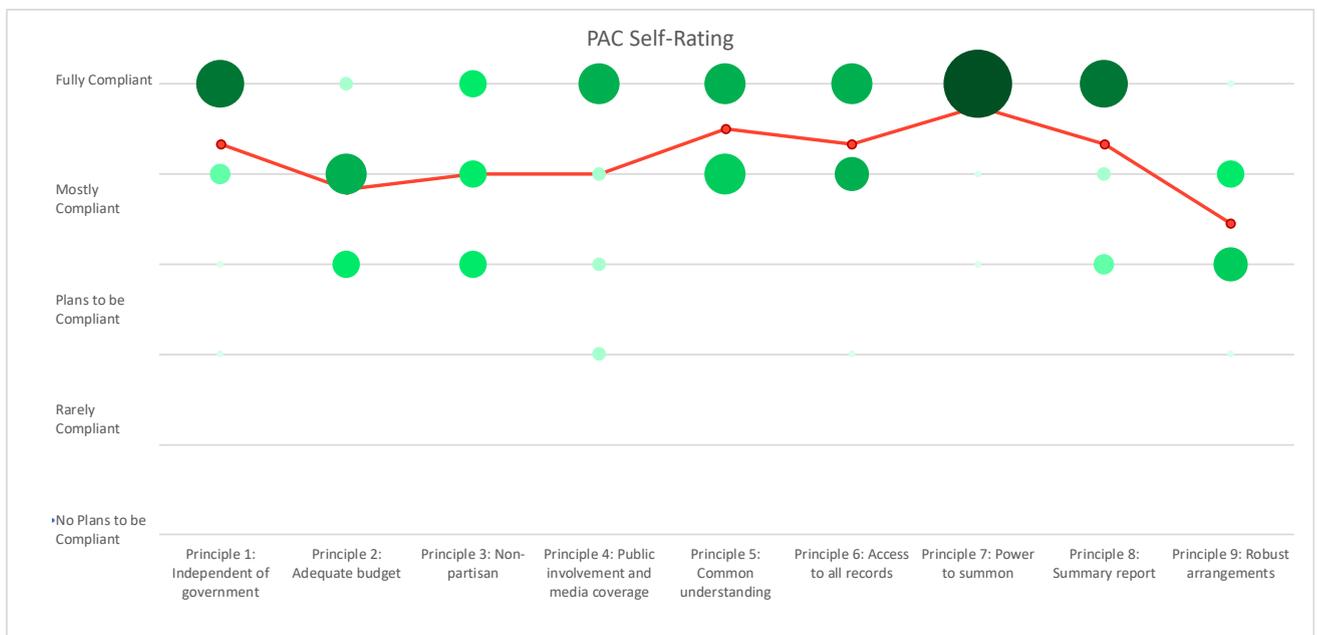
The Pacific Context

The basis for the workshop relied heavily on an understanding of the region and the contexts in which Pacific PACs operate. The biennial survey, conducted by CPA UK and completed by all PACs in attendance, 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, before presenting their key blockers and enablers. 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.

Key findings:



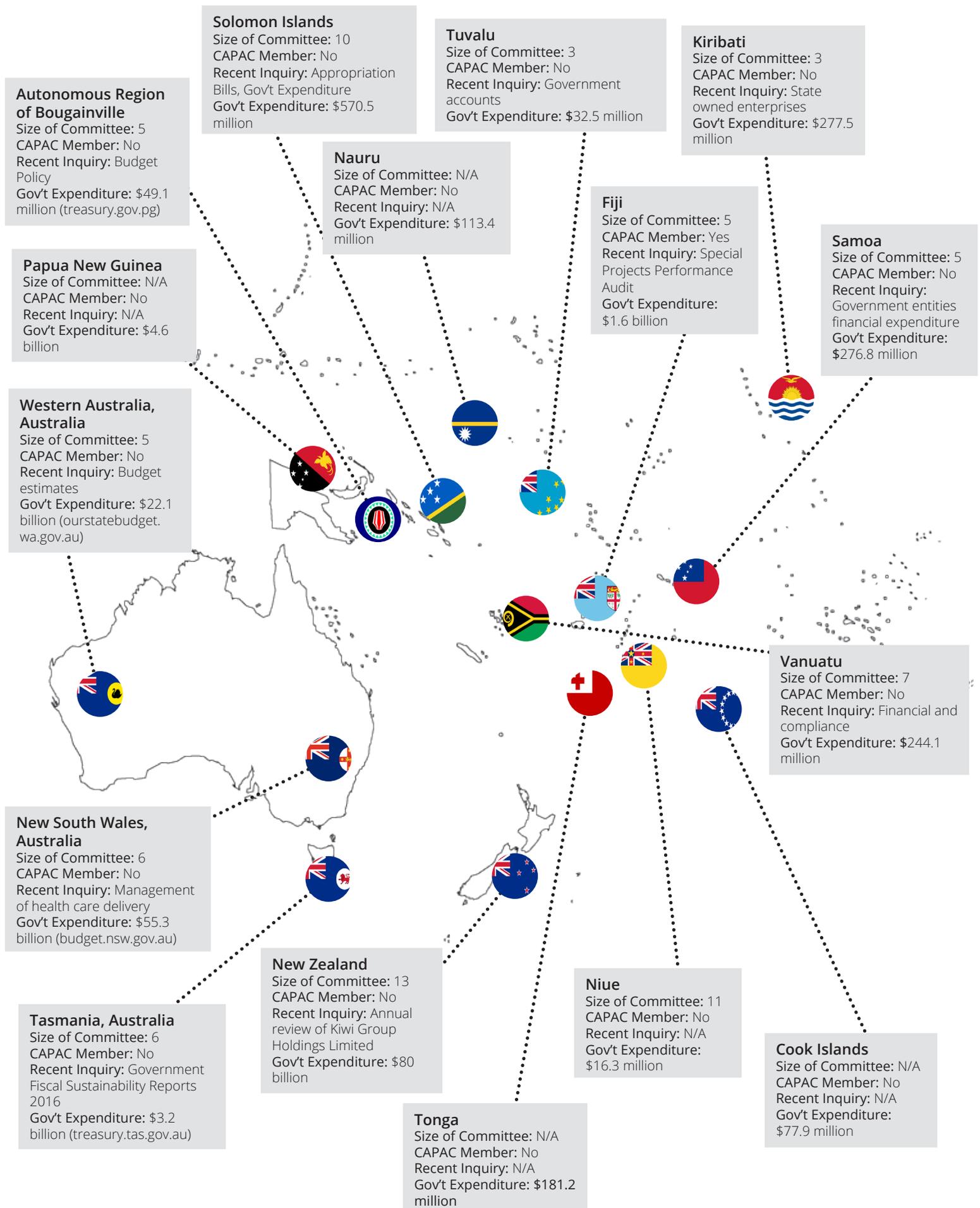
Self Rating Against PAC Principles



Key Challenges faced by Commonwealth Pacific Public Accounts Committees:

- Adequate technical support and capacity building for staff and members
- Uncertainty over whether government will respond to recommendations
- Delay of government responses
- Time commitment of members
- Independence from the executive & overreliance on government institutions for evidence

Public Accounts Committees at a Glance: PACIFIC



Online Portal

- HOME
- ABOUT
- LATEST
- PEOPLE
- DISCUSSION BOARD
- RESOURCES

This online portal is a learning hub for public financial management and a platform for Members and Clerks of Public Accounts Committees across the Commonwealth.



Commonwealth Public Accounts Committee Online Portal

In the final session of the CAPAC Pacific Workshop, delegates were the first to see and learn about the Commonwealth Public Accounts Committee Online Portal, a learning hub for Members and Clerks on Public Accounts Committees across the Commonwealth.

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

This portal will also serve 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.

Tools for Parliamentarians
This portal features toolkits that unpack the gender dimensions of development challenges related to climate change, economic and political inequality, and violence. It includes videos, checklists, policy briefings, infographs and campaign ideas to assist you in scrutinizing laws and budgets, promoting women's leadership, and engaging your constituents to achieve development outcomes that are equitable and sustainable.

Public Financial Scrutiny Toolkit

Commonwealth Public Accounts Committee Online Portal

designed by CPA UK for the Commonwealth Partnership for Democracy (CP4D)



Common Enablers & Blockers

Throughout the workshop and in a focussed session on the final day, delegates shared their “blockers” which prevent them from fully complying with principles of best practice and their perception of an ideal PAC, and “enablers” which have helped or would help to overcome these.

BLOCKERS

- Lack of resources and staff retention
- Lack of training for PAC Members
- Lack of independence from government
- Limited powers to ensure recommendations are given an adequate response by government
- Lack of consensus among members within the committee
- Time constraints on the committee and individual members
- Delayed reporting from clients – State Owned Enterprises were highlighted as a challenge
- A large backlog of Audit Reports
- Limited access to government documents
- Restrictive Standing Orders



ENABLERS

- FJI**
- Bipartisan approach
 - Adequate budget (for sourcing external funding)
 - Staff retention
 - more training

- external organisations (Ministry of Finance etc)
- timely reporting
- strong relationship with Audit Office

- AUS**
- Acting independently of gov.
 - Hardworking & Able staff
 - More member training - clerks

- KIRIBATI**
- MPs fully aware of functions of PAC
 - Cabinet should be informed of staff recruitment needs
 - MPs change standing order to allow public hearings
 - system & strategic plan for engagement with external partners

- NZ**
- cross-party support
 - international examples of other PACs
 - summarise Committee work in accessible formats (videos, etc.)
 - better understanding among officials about the role
 - formal methods of reporting outcomes

- NIUE**
- Workplan & proactive committee
 - Available staff
 - Better cashflow
 - educational programmes to promote awareness of the role of PAC among public
 - technical training
 - uniform understanding to promote compliance
 - methods of reporting back to Parliament

- TUVALU**
- Public Accounts Committee Act being approved

- VANUATU**
- Private sessions with Budget Office
 - Support Staff & permanent office
 - Getting public exposure & awareness
 - Dedicated media
 - Timely appointments of new members

- SOLOMON ISLANDS**
- Parliamentary autonomy (PAC Act)
 - Financial autonomy
 - External assistance from donor partners
 - internal workshops & induction training, information booklet
 - external networks
 - timeline for gov. to respond to recommendations
 - Procedural tools in standing orders (Question time, etc)

- SAMOA**
- Availability of funds
 - External Funding (UNDP)
 - orientation training
 - strong working relationships with

Pacific PACs in Practice

Case studies from PACs in attendance provided an opportunity for a richer understanding of how Pacific PACs operate. These included administrative and procedural examples such as the constitutional frameworks that give PACs their power and remit. Additionally, methods PACs have developed to collect the information they need to effectively scrutinise expenditure, and how Chairs and Members are selected. Individual inquiries were also presented which evidenced challenges such as ensuring committees are provided with the information they need in a timely and accurate manner, and how to ensure government adopts key recommendations.

Case study: Parliament of Tasmania, Standing Committee of Public Accounts

Hon. Ivan Dean MLC, Chair of the Tasmanian Public Accounts Committee, shared the challenges his committee faced in inquiring into a complex issue and eliciting information from the Government.

In 2016, the PAC resolved to inquire into 'the financial positions of the Government owned energy entities'. There had been uncertainty with the Tasmanian electricity supply due to low water levels.

The PAC felt that the committee was not knowledgeable enough to consider the complex matter of energy supply and Government financing so employed an expert. The expert was invaluable, providing comprehensive briefing, questions and helping to produce a full and accurate report. Hon. Dean felt this experience highlighted the value of outside expertise to PACs - not in every instance, but when considering large and complex inquiries.

The Tasmanian PAC's inquiry also highlighted the challenge of getting information from Government. The PAC sought a letter from the State Treasurer sent to the Minister for Energy relating to the sale of a power station. The Treasurer only agreed to release a redacted version of the letter, citing 'cabinet confidentiality' for withholding certain information.



The PAC sought legal advice and again requested the letter from the Treasurer - which was refused. The Treasurer subsequently appeared before the PAC, but again refused to release the unredacted letter.

The PAC felt that the letter, if provided in full and on time, would have contradicted the Government narrative relating to the power station. However, this was unable to be tested as the PAC did not see the full letter. Hon. Dean felt that this experience highlighted the limitation of committees securing sensitive evidence. Legal advice concurred that the PAC had the right to subpoena the letter, but the PAC lacked the ability to enforce the summons.

The committee's report included five strong recommendations and was debated in both houses. In Tasmania, the Government is not required to respond, but the PAC wrote to the Government requesting a response. The PAC pressurised the Government to respond during the budget process and in the media. Eventually the Government accepted most of the recommendations.

While the experience of the letter highlighted the limited power of the PAC, the ability to pressure the Government in Parliament and in the media showed alternative ways of leveraging a committee's influence. The PAC subsequently reviewed the statute underpinning the PAC and aim to amend the act to include a requirement for Government to respond to reports.



Committee Exercise

Workshop delegates had the opportunity to take part in an interactive committee exercise. The aim of the exercise was to explore techniques of scrutiny using a real-life case study. Through the “freezeframe” technique, participants were encouraged to freeze proceedings at any time to make constructive comments or suggestions on the techniques of the committee.

The committee made up 11 delegates, and chaired by UK PAC Member Shabana Mahmood MP, questioned witnesses from the 23rd annual Conference of the Parties to the 1992 United Nations Framework Convention on Climate Change (COP23) Presidency Trust Fund on the Second Semi-Annual Report. Questions focussed on the auditing of the Trust Fund account, funding support received, the Trust Fund’s expenditure, the Trust Fund’s legacy in the region and the intended outcomes.



Through freezeframe facilitation, participants interjected in proceedings to suggest the following:

- Members were encouraged to push witnesses further instead of accepting a “yes” or “no” answer. For example, when witnesses confirmed there had been no internal audit of the Trust Fund, committee members were encouraged to seek further clarification on the decision not to undertake this.
- Members were reminded to direct all their questions through the Chair, and not to witnesses directly, to foster a less personal/political approach.
- Participants suggested that members rephrase the questions to ensure they were direct, so the witnesses were less able to evade giving a direct answer.

An open reflection session followed. Delegates noted that the exercise highlighted the need to know your committee and the questioning style of 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. It was also noted that the exercise highlighted the different styles of the committees in attendance. For example, some adopt a more combative style than others and the role



Collaboration

A key theme throughout the workshop was the importance of collaboration - between PAC members, with key stakeholders and within the region.

Delegates shared the challenges of finding consensus among members on their PACs. These included conflicting party interests, the balance of government and opposition members and changes in committee membership. A strong Chair, respect for the work of the committee and the precedent of not scrutinising underlying policy were all cited as important factors in working together as a committee.



Delegates were joined by Fiji Auditor General Ajay Nand who spoke of his experience working with the Fiji PAC and the measures taken by the Office of the Auditor General to build a stronger working relationship with the committee. These ranged from changing the format of audit reports to taking opportunities to increase PAC members' understanding of the role and responsibilities of the Auditor General. A case study from the Parliament of New South Wales also highlighted the importance of an effective two-way relationship between the PAC and the Auditor General.

Wider international collaboration was explored in a session with representatives from three regional and international networks: United Nations Development Programme (UNDP), Pacific Association of Supreme Audit Institutions (PASAI) and the Commonwealth Association of Public Accounts Committees (CAPAC). Although differing in their focus and scope, each network aims to strengthen the capacity of those they engage with through sharing expertise and best practice.



CAPAC

Aim: To ensure that all Commonwealth parliaments and the citizens they serve benefit from strong and independent PACs or equivalent committees to sustain and promote the highest principles in public finance.

Activities: Pan-Commonwealth CAPAC Conference (next scheduled for March 2020) and regional workshops funded by the UK Government as part of the Commonwealth Partnership for Democracy (CP4D); development of the CAPAC Online Portal.

Outcomes: Enhanced cooperation between Commonwealth PACs; increased knowledge of PAC members on best practice and how to achieve this; increased peer to peer learning exchanges through CAPAC Online Portal.

UNDP

Aim: Parliamentary strengthening within the Pacific Region including overall Parliamentary Development, anti-corruption and public financial management.

Activities: Technical Assistance for Pacific Island PACs; peer to peer exchanges; "PANPAC" network; Pacific "Floating Budget Office".

Outcomes: Reciprocal development of capacities within the Pacific region; Pacific Islands Parliaments progressively emerging as resource for further cooperation.

PASAI

Aim: To support Pacific Supreme Audit Institutions (SAIs) to enhance their mandate and capability to audit the use of public sector resources in a timely manner to recognised high standards with enhanced audit impacts.

Activities: Technical support; advocacy programmes; regional cooperative audits; twinning programmes; peer reviews.

Outcomes: More than 200 staff in SAIs have participated in capacity building programs; 65% of SAIs reviewed Audit legislation against the best practice on SAI independence provided by Lima and Mexico declarations; 40% of SAIs have actively engaged with their PACs.

Feedback

CPA UK asked participants to complete pre and post 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 comparative Commonwealth approaches to scrutiny. The PACs in attendance varied considerably in terms of size, maturity and practices. However, feedback indicated that the workshop was overwhelmingly relevant to all who attended. The committee exercise was highlighted as the most useful session for delegates, with many noting that it was an opportunity to put learning into practice. Key actions delegates committed to taking forward were to facilitate information sessions with key stakeholders, work in a more bipartisan manner and to proactively follow up on government recommendations.



Acknowledgements

CPA UK would like to thank the Parliament of Fiji, the British High Commission in Suva and UNDP Pacific for their generous support in organising 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. Your openness and willingness to share experiences with each other and to reflect on your committees' practices was invaluable in the success of the workshop.





PROGRAMME

Day 1 - Tuesday 19 February 2019

Setting the Scene

TIME	SESSION	The Holiday Inn Suva, Fiji
11:00 - 12:00	Delegate Registration and Refreshments at Holiday Inn Suva	
12:00 - 12:45	<p>Welcome & Introductions from CPA UK</p> <p>This session will outline the intended outcome of the Workshop and give delegates the opportunity to familiarise themselves with each other and the CPA UK team.</p> <p>Delegates will also participate in an opening ice-breaker exercise.</p> <p>Speakers: Anna Burt, CP4D Programme Manager, CPA UK Helen Haywood, Deputy Chief Executive, CPA UK</p>	
12:45 - 13:30	<i>Welcome networking lunch</i>	
13:30 - 14:00	<p>Session 1: Keynote Address - The Learning Committee (followed by Q&A)</p> <p>Looking back and looking forward – reflections from the UK Public Accounts Committee.</p> <p>Format: Keynote Address</p> <p>Speaker: Shabana Mahmood MP, Member, Public Accounts Committee, United Kingdom</p>	
14:00 - 15:00	<p>Session 2: Launch of the Commonwealth Public Accounts Committee Biennial Survey</p> <p>This session will officially launch the Commonwealth Public Accounts Committee biennial survey in the Pacific 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 (PACs) 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 Matthew Hamilton, Monitoring & Evaluation Manager, CPA UK</p>	
15:00 - 15:30	<i>Coffee/tea break & networking</i>	

15:30 - 16:30	<p>Session 3: Innovation in Public Financial Management</p> <p>The landscape of Public Financial Management is constantly evolving and growing in complexity. This, coupled with an increased focus on transparency and accountability, puts pressure on PACs to be increasingly flexible. How have Pacific PACs adapted to face changes such as economic reform and increasing foreign investment in certain sectors such as infrastructure and tourism?</p> <p>Format: Expert Plenary</p> <p>Chair: Helen Haywood, <i>Deputy Chief Executive, CPA UK</i></p> <p>Speakers: Peter Lokay, <i>Secretary, Public Accounts Committee, Solomon Islands</i> Andrew Bayly MP, <i>Member, Finance and Expenditure Committee, New Zealand</i> Hon. Alvick Maharaj MP, <i>Chair, Public Accounts Committee, Fiji</i></p>
16:30 - 17:00	<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 two. This will also be an opportunity for delegates to ask questions ahead of the exercise.</p> <p>Format: Committee Hearing Exercise</p> <p>Facilitators: Robert Harper, <i>Asia Pacific Regional Manager, CPA UK</i> Laura-Jane Tiley, <i>Second Clerk, Public Accounts Committee, United Kingdom</i> Anna Burt, <i>CP4D Programme Manager, CPA UK</i></p>
17:00 - 17:45	Delegate break
17:45 - 18:00	<p><i>Delegates escorted by coach to Governor's Restaurant</i></p> <p>Please meet in the Holiday Inn lobby at 1745</p>
18:00 - 20:00	Official Reception Dinner at Governor's Restaurant

Day 2 - Wednesday 20 February 2019

Public Accounts Committees in Action

TIME

SESSION

 The Holiday Inn Suva | Parliament of Fiji

09:30 - 10:00	Session 5: Review of Day 1 - Overview of Day 2 Facilitators: Helen Haywood , <i>Deputy Chief Executive, CPA UK</i> Anna Burt , <i>CP4D Programme Manager, CPA UK</i> Matthew Hamilton , <i>Monitoring & Evaluation Manager CPA UK</i>	
10:00 - 11:00	Session 6: Split sessions for Chairs, Members and Clerks Participants will split into groups for tailored sessions exploring key aspects of effective Public Accounts Committees. The sessions will look at how PACs work within a political environment and how they can build conducive relationship with government and witnesses.	
	<i>Chairs & Members only</i>	<i>Clerks only</i>
Working Collaboratively A strong, effective PAC relies on consensus among its members. How can Committee Members best manage community, party and individual politics to work together as a Committee? Chair: Anna Burt , <i>CP4D Programme Manager, CPA UK</i> Speakers: Shabana Mahmood MP , <i>Member, Public Accounts Committee, United Kingdom</i> Hon. Aseri Masivou Radrodoro MP , <i>Member, Public Accounts Committee, Fiji</i>	Getting Your Government Response Government responsiveness and 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. Chair: Helen Haywood , <i>Deputy Chief Executive, CPA UK</i> Speakers: Hon. Ivan Dean MLC , <i>Chair, Standing Committee on Public Accounts, Tasmanian Legislative Council</i> Hon. Florence Maureen Vilitama Melekitama MP , <i>Chair, Public Accounts Committee, Niue</i>	Working with Witnesses 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. Chair: Siobhan Coffey , <i>Clerk, Finance and Expenditure Committee, New Zealand</i> Speakers: Jasmine Navala Waleafea , <i>Committee Clerk, Public Accounts Committee, Solomon Islands</i> Georgy Bage , <i>Secretary to Committees, Vanuatu</i>
11:00 - 11:30	<i>Coffee/tea break & networking</i>	

11:30 - 12:30	<p>Session 7: Maximising Impact – Outreach & Public Engagement</p> <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 Pacific PACs, often small in size and resources, effectively utilise the media and other channels to engage with new stakeholders?</p> <p>Format: Expert Plenary</p> <p>Chair: Helen Haywood, <i>Deputy Chief Executive, CPA UK</i></p> <p>Speakers: Mark Patterson MP, <i>Member, Finance and Expenditure Committee, New Zealand</i> Hon. Ezekiel Masatt MP, <i>Chairman, Public Accounts Committee, Autonomous Region of Bougainville</i></p>	
12:30 - 13:15	<i>Networking lunch</i>	
13:15	<i>Delegates escorted to Fiji Parliament</i>	
13:30 - 15:30	<p>Session 8: Mock Committee Hearing</p> <p>This interactive exercise will give participants the opportunity to practice their skills in a ‘live’ session by questioning a panel of expert witnesses in a Committee Hearing setting.</p> <p>Format: Committee Hearing Exercise</p> <p>Facilitators: Robert Harper, <i>Asia Pacific Regional Manager, CPA UK</i> Laura-Jane Tiley, <i>Second Clerk, Public Accounts Committee, United Kingdom</i> Anna Burt, <i>CP4D Programme Manager, CPA UK</i></p>	
15:30 - 16:00	<i>Coffee/tea break & networking</i>	
16:00 - 17:00	<p><i>Chairs & Members only</i></p> <p>Media training</p> <p>Using the example of the Committee Exercise and the results of the CPA UK PAC Media Survey, 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.</p> <p>Designed in collaboration with the UK Public Accounts Committee media officer, Tim Bowden.</p> <p>Format: Workshop</p> <p>Facilitators: Anna Burt, <i>CP4D Programme Manager, CPA UK</i> Charlotte Andrews, <i>Project Officer, CPA UK</i></p>	<p><i>Clerks only</i></p> <p>Media training</p> <p>Practical guidance will be given in this hands on session on producing press releases, responding to media interest and managing the Committee media strategy.</p> <p>Format: Workshop</p> <p>Facilitators: Laura-Jane Tiley, <i>Second Clerk, Public Accounts Committee, United Kingdom</i> Siobhan Coffey, <i>Clerk, Finance and Expenditure Committee, New Zealand</i></p>
17:00 - 17:30	<p>Session 9: Highlights and Review of Day 2</p> <p>Open discussion and feedback from delegates on structure and content of the programme thus far.</p>	
17:30	<i>End of day 2</i>	

Day 3 -Thursday 21 February 2019

Communicating & Collaborating

TIME

SESSION

 The Holiday Inn | Suva, Fiji

09:30 - 10:00	<p>Session 10: Guided Reflection Overview of Day 3 – with teas/coffees</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>Facilitators: Anna Burt, CP4D Programme Manager, CPA UK Matthew Hamilton, Monitoring & Evaluation Manager, CPA UK</p>
10:00 - 10:30	<p>Keynote Address from the Fiji Auditor General Ajay Nand</p>
10:30 - 11:30	<p>Session 11: Regional and International Networks</p> <p>A common challenge for PACs in smaller legislatures is the lack of resources and capacity within small teams. How can regional and international networks help to fill this gap? What type of support is needed and how can peer to peer networks help to provide this?</p> <p>Format: Expert Plenary</p> <p>Chair: Anna Burt, CP4D Programme Manager, CPA UK</p> <p>Speakers: Ajay Nand, Auditor General, Fiji Board Member, Pacific Association of Supreme Audit Institutions (PASAI) Helen Haywood, Deputy Chief Executive, CPA UK, Commonwealth Association of Public Accounts Committees (CAPAC) Jean-Raphael Giuliani, Parliamentary Specialist, United Nations Development Programme Pacific Office in Fiji</p>
11:30 - 12:30	<p>Session 12: Discussion - Strengthening Strategic Relationships</p> <p>The relationship between a PAC and their corresponding Supreme Audit Agency is essential to the overall effectiveness of the committee. What are the key issues and how have PACs worked with Auditor Generals to develop a conducive, two-way relationship?</p> <p>Chair: Helen Haywood, Deputy Chief Executive, CPA UK</p> <p>Speakers: Ajay Nand, Auditor General, Fiji Board Member, Pacific Association of Supreme Audit Institutions (PASAI) Jonathan Elliott, Director, Table Office, New South Wales Legislative Assembly</p>
12:30 - 13:30	<p>Networking lunch</p>

13:30 - 14:30	<p>Session 13: Measuring Effectiveness and Impact</p> <p>PACs need to ensure they monitor and follow up on their hearings, recommendations, government responses and the implementation of those responses. This important work, overlooked by many time pressured committees, is vital in ensuring ongoing effectiveness and impact. How can committees plan to include follow up? Which areas need further investigation? What monitoring strategies can be used?</p> <p>Format: Expert Plenary</p> <p>Chair: Helen Haywood, <i>Deputy Chief Executive, CPA UK</i></p> <p>Speakers: Matthew Hamilton, <i>Monitoring & Evaluation Manager, CPA UK</i> Shabana Mahmood MP, <i>Member, UK Public Accounts Committee</i> Hon. Chief Faumuina Tiatia Liuga MP, <i>Deputy Chair, Finance & Expenditure Committee, Samoa</i></p>
14:30 - 16:00	<p>Session 14: Blockers, Enablers & Collaboration</p> <p>Derived from 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.</p> <p>Format: Workshop/Design Lab</p> <p>Facilitators: Anna Burt, <i>CP4D Programme Manager, CPA UK</i> Matthew Hamilton, <i>Monitoring & Evaluation Manager, CPA UK</i></p>
16:00 - 16:15	<i>Coffee/tea break & networking</i>
16:15 - 16:45	<p>Session 15: Reflection & Feedback</p> <p>Delegates will be asked to complete feedback forms and to reflect on their highlights from the workshop, and how they will use their learning in practice.</p>
16:45 - 17:45	<p>Session 16: Launching the CAPAC Online Portal</p> <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/Design Lab</p> <p>Facilitators: Charlotte Andrews, <i>Project Officer, CPA UK</i></p>
17:45 - 18:20	Delegate break
18:20 - 18:30	<i>Delegates escorted to British High Commission</i>
18:30 - 20:00	Reception hosted by British High Commission

DELEGATE LIST

Australia: Tasmanian Legislative Council

Hon. Ivan Dean MLC

Australia: Western Australian Legislative Council

Hon. Colin Tincknell MLC

Australia: NSW Legislative Assembly

Jonathan Elliott

Autonomous Region of Bougainville

Hon. Ezekiel Masatt MP

Kehali Giobun

Fiji

Hon. Alvick Avhikrit Maharaj MP

Hon. Joseph Nitya Nand MP

Hon. Vijendra Prakash MP

Hon. Aseri Masivou Radrodro MP

Hon. Ratu Naiqama Lalabalavu MP

Savenaca Korp

Priya Chand

Mateo Lagimiri

Kiribati

Hon. Tekena Tiroa MP

Hon. Shiu Fung Jong MP

Hon. James Taom MP

Emma Temakei

New Zealand

Andrew Bayly MP

Mark Patterson MP

Siobhan Coffey

Niue

Hon. Florence Maureen Melekitama MP

Hon. Crossley Tatui MP

Christine Ioane

Samoa

Hon. Chief Faumuina Tiatia Liuga MP

Hon. Afoa Amituanai Faleulu Maui MP

Erosi Vesi Korua

Solomon Islands

Peter Lokay

Jasmine Navala Waleafea

Heston Rence

Tuvalu

Eli Lopati

United Kingdom

Shabana Mahmood MP

Ms Laura-Jane Tiley

Vanuatu

Hon. Ephraim Kalsakau MP

Hon. Rick Mahe Tchamako MP

Georgy Bage

Nirose Silas

Caleb Sandy

Pacific Association of Supreme Audit Institutions (PASAI)

Eroni Vatuloka

CONTRIBUTOR LIST

Ajay Nand

Auditor General, Fiji

Jean-Raphael Giuliani

UNDP Pacific

Meet the Team

CAPAC REGIONAL WORKSHOP SERIES: PACIFIC 2019 CPA UK Team



Helen Haywood
Deputy Chief Executive



Anna Burt
Commonwealth Partnership for
Democracy Programme Manager



Charlotte Andrews
Project Officer



Robert Harper
Asia Pacific Regional
Programme Manager



Matthew Hamilton
Monitoring & Evaluation Manager

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 Pacific Workshop is part of a wider programme for Commonwealth Public Accounts Committees delivered by CPA UK and funded by CP4D. The programme will include two more regional workshops in Asia (summer 2019) and the Caribbean (early 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.**

For more information please contact Anna Burt at burtab@parliament.uk.



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.

CPA UK

Westminster Hall | Houses of Parliament | London | SW1A 0AA

T: +44 (0)207 219 5373

W: www.uk-cpa.org

E: cpauk@parliament.uk

Registered Charity No. 1095118

Registered Company No. 4606846

