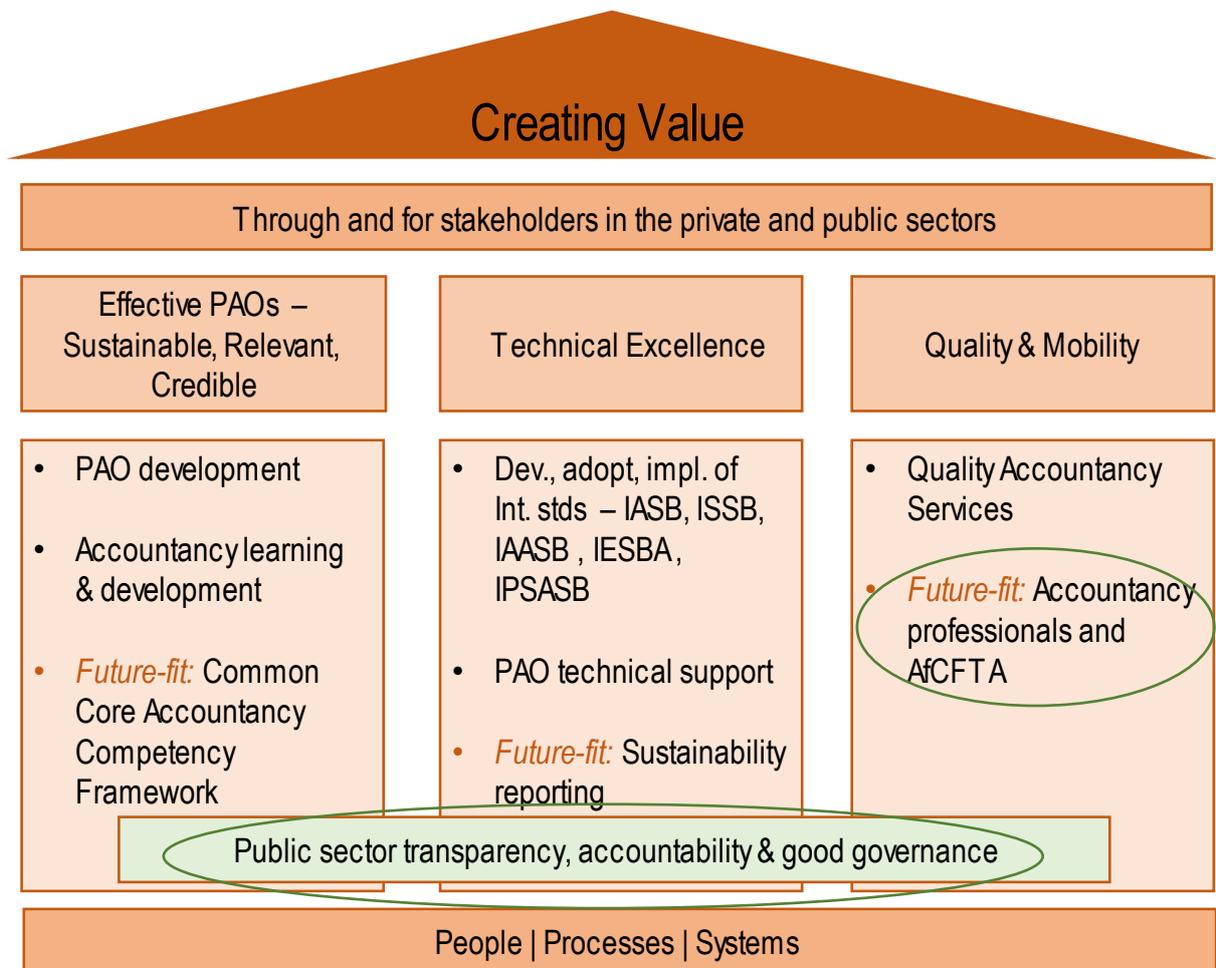




**Supplement to the Plan for 2022**  
**Public Value Management—2022 and Beyond**  
**Reset. Reignite. Refocus.**



This workplan demonstrates how PAFA will aim in 2022 and beyond to achieve the strategic objectives and implement the strategic actions through the established mechanisms set out below.

Strategic Objectives	Strategic Actions	Mechanisms
Speaking out and engaging as the voice of the accountancy profession in Africa	<p>Engage with relevant institutions on initiatives that promote economic stability and sustainability.</p> <p>Raise awareness of the accountancy profession's public interest role in and contribution to ... the public sector.</p>	<ul style="list-style-type: none"> <li>Ad-hoc groups that help to realise the accountancy profession's contribution to relevant Africa initiatives such as the Africa Continental Free Trade Agreement</li> </ul>
Developing a future-fit profession for Africa	<p>Contribute to the development of sustainable, relevant, and credible PAOs in Africa:</p> <ul style="list-style-type: none"> <li>Assist PAOs to strengthen their relations with key public sector stakeholders and contribute to good governance, transparency and accountability in the public sector.</li> </ul> <p>Strengthen public sector accountancy capacity in Africa:</p> <ul style="list-style-type: none"> <li>Facilitate the implementation of the API programmes.</li> </ul>	<ul style="list-style-type: none"> <li>PAO Development Partnership (Twinning) Programme</li> <li>Forum for Development Partners and Donor Organisations Interested in Africa</li> <li>Liaison relations with staff of the International Federation of Accountants (IFAC)</li> <li>African Professionalisation Initiative</li> </ul>
Promoting the development, adoption and implementation of international standards	<p>Contribute to the development of the international standards – IPSAS, ISSAI:</p> <ul style="list-style-type: none"> <li>Advocate for international SSB membership from Africa and engage with / support such members.</li> <li>Participate in international consultations on topics relevant to Africa.</li> </ul> <p>Facilitate the adoption and implementation of the international standards –IPSASB, ISSAI:</p> <ul style="list-style-type: none"> <li>Create awareness of new and revised standards.</li> <li>Provide technical support to PAOs, including co-branded technical updates and deep dives on topics relevant to Africa.</li> </ul> <p>Advance the adoption and implementation of accrual-based International Public Sector Accounting Standards (IPSAS) in Africa:</p> <ul style="list-style-type: none"> <li>Influence the development of accrual-based IPSAS.</li> <li>Promote and support the adoption of the reform by governments.</li> </ul>	<ul style="list-style-type: none"> <li>(Multi-stakeholder) Forum to Advance Technical Excellence in Africa</li> <li>Public Value Management Technical Advisory Group</li> <li>Liaison relations with staff of the IPSASB, INTOSAI and IFAC</li> </ul>

Strategic Objectives	Strategic Actions	Mechanisms
	Advance sustainability and integrated reporting in the public sector in Africa	
Enhancing the quality and mobility of professional accountancy services in Africa	Facilitate the accountancy professions' participation in the Africa Continental Free Trade Area (AfCFTA) <ul style="list-style-type: none"> <li>• Create awareness.</li> <li>• Establish relevant partnerships to harness opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships to facilitate mobility (under the AfCFTA)</li> </ul>

**ABOUT THE INITIATIVE**

<i>Background</i>	<p>The accountancy profession plays a critical role in supporting effective governance, accountability, and transparency in the public sector. Members of professional accountancy organisations holding various public finance management (PFM) roles are custodians of public resources and are therefore expected to act in the public interest by prudently managing the resources under their stewardship for the benefit of the citizenry.</p> <p>PAFA continues to sensitise its member organisations on the need to establish appropriate mechanisms for engaging with their respective governments hence building their credibility as trusted advisors. The focus for 2022 will be to assist PAOs to engage actively with various in-country public sector stakeholders.</p>
<i>Impact we sought to achieve</i>	<ul style="list-style-type: none"> <li>• Effective governance, transparency, and accountability in the public sector in Africa.</li> <li>• Effective reforms against corruption and mismanagement of public resources.</li> <li>• Effective reforms against illicit financial flows and money laundering.</li> <li>• Effective use of public resources, enhanced service delivery to citizens, and increased trust in governments.</li> <li>• Reduced levels of poverty through public sector value creation.</li> </ul>
<i>Outcomes we sought to achieve</i>	<ul style="list-style-type: none"> <li>• Effective relations between PAOs and key public sector decision makers (political and others).</li> <li>• Effective relations with relevant regional groupings and economic blocks to facilitate public financial reporting and professionalisation reforms.</li> <li>• Enhanced public financial reporting.</li> <li>• Professionalisation of public sector accounting and auditing.</li> </ul>
<i>Planned outputs</i>	<ul style="list-style-type: none"> <li>• Activities to raise awareness of and facilitate the profession's public interest responsibility to engage with the public sector, including a public sector engagement framework for PAOs.</li> <li>• Harnessing the relationships between PAOs and the public sector to:             <ul style="list-style-type: none"> <li>○ take stock of existing public financial reporting frameworks and contribute to the International Public Sector Financial Accountability Index; and</li> <li>○ facilitate training of professional accountants, ministries of finance, and auditors general/ courts of auditors, and public accounts committees relevant to the public sector, including accrual accounting.</li> </ul> </li> </ul>

**PAFA'S ABILITY TO DELIVER**

<b>SWOT</b>	<p><i>Strengths<sup>1</sup></i></p> <ul style="list-style-type: none"> <li>• Brand recognition</li> <li>• Reach across Africa</li> <li>• Relevant MOU partners and stakeholder relations</li> <li>• Interest of affiliates with global reach and quality resources to support PAFA</li> <li>• Ability to convene and influence</li> </ul>	<p><i>Weaknesses<sup>2</sup></i></p> <ul style="list-style-type: none"> <li>• Limited financial and human resources</li> <li>• Slow to market</li> </ul>
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<sup>1</sup> Factors that contribute to the continued success of PAFA and assist in achieving its mission.

<sup>2</sup> Factors that hamper PAFA's success and growth and prevent it from achieving its mission and full potential.

## Strengthening the accountancy profession's public interest responsibility to engage with the public sector

	<p><i>Opportunities</i><sup>3</sup></p> <ul style="list-style-type: none"> <li>• Strengthening public sector transparency, accountability and governance</li> <li>• Enhancing relevance of PAOs to key stakeholders, i.e., government</li> <li>• Adding revenue streams for PAOs</li> <li>• Increasing mobility of accountancy skills across the continent</li> <li>• Harnessing economies of scale to address strategic areas of mutual interest to PAOs</li> <li>• Pursuing strategic areas of mutual interest with the African Union to contribute to Agenda 2063</li> </ul>	<p><i>Threats</i><sup>4</sup></p> <ul style="list-style-type: none"> <li>• PAOs have limited financial and human resources to undertake new initiatives</li> <li>• PAOs focused on private sector</li> <li>• PAOs not yet realising public interest responsibility to engage with the public sector</li> <li>• PAOs not engaged with government and auditors general/courts of auditors</li> <li>• Diverse accountancy profession, PAO, accountancy learning and development models among PAOs; diverse cultures, including language; diverse legal frameworks</li> <li>• Disengaged PAOs</li> </ul>
<i>Potential risks</i>	<ul style="list-style-type: none"> <li>• Resistance or lack of PAO interest / resources / know-how to participate in public sector activities</li> <li>• Lack of political goodwill or delays in reforms necessary to facilitate enhanced public financial reporting or public sector professionalisation</li> <li>• Insufficient awareness of PAFA or work of PAFA and therefore low participation in planned initiatives</li> </ul>	
<i>Partners</i>	<ul style="list-style-type: none"> <li>• Pan African organisations such as the AAAG, AFROSAI, AFROPAC, AU</li> <li>• Regional groupings and economic blocks such as ABWA, CEMAC, FIDEF, UEMOA</li> <li>• Development partners such as the African Development Bank, Gavi, GIZ, The Global Fund, World Bank</li> <li>• Standard setting boards such IPSASB</li> <li>• PAFA Members, Associates, and Affiliates</li> <li>• Firms</li> </ul>	
<i>PAFA groups</i>	<ul style="list-style-type: none"> <li>• Forum for the Advancement of Technical Excellence in Africa (see <b>Appendix A</b>)</li> <li>• Public Value Management Technical Advisory Group (see <b>Appendix B</b>)</li> </ul>	
<b>PAFA'S PLANNED ACTIVITIES FOR 2022</b>		
<i>Institution building</i>	<p>Establish a Technical Advisory Group and a Forum comprising international, regional, and national experts to contribute to the development of an effective knowledge centre that can be harnessed to facilitate activities to strengthen the profession's engagement with the public sector in Africa</p>	
<i>Raising awareness</i>	<ul style="list-style-type: none"> <li>• Host the 3<sup>rd</sup> Public Finance Management Conference for French-speaking countries in Africa on 8 – 9 February 2022 in Lomé, Togo and – moving from commitment to action – develop a roadmap to give effect to agreed actions</li> </ul>	

<sup>3</sup> The environment within which PAFA operates offers opportunities. Which opportunities could PAFA harness to benefit its stakeholders?

<sup>4</sup> Factors that exist in the external environment that are not within PAFA's control and pose risks to its stability and sustainability.

***Strengthening the accountancy profession's public interest responsibility to engage with the public sector***

	<ul style="list-style-type: none"><li>• Host a virtual webinar on 8 September 2022 for French-speaking countries in Africa to operationalise the public sector engagement framework (see below) and discuss progress against the Togo conference outcomes</li></ul>
<i>Developing / sharing knowledge</i>	<ul style="list-style-type: none"><li>• Develop a framework for PAOs in French-speaking countries to engage with the public sector</li><li>• Hold a PVM session during the annual PAFA PAO Leadership Forum to showcase how PAOs are engaging with their public sectors</li></ul>

## **African Professionalisation Initiative**

### **ABOUT THE INITIATIVE**

**Background** The Africa public sector experiences a severe shortage of accountancy professionals. Furthermore, accountancy professionals who work in government typically have been exposed only to private sector theory during their Initial Professional Development (IPD) and therefore often lack an understanding of public sector challenges and expectations relating to their positions. Without sufficient accountancy professionals, countries in Africa are vulnerable to exploitation and corruption.

The objective of the API is to grow the capacity of accountancy professionals to equip them to support good governance, transparency, and accountability in the public sector.

- Impact we sought to achieve**
- Public funds being used efficiently, effectively, and economically to improve the lives of citizens
  - Economic growth without burdening future generations with public debt

- Outcomes we sought to achieve** Public sector accountancy professionals who:
- Balance regulation and policy with political objectives
  - Contribute to quality public financial information
  - Make sound decisions or support sound decision-making
  - Contribute to public sector transparency, accountability and good governance
  - Act as guardians against corruption, illicit financial flows and exploitation of resources
  - Ensure that public investment benefits the country
  - Ensure the effective use and absorption of development aid

- Planned outputs**
- Coordinated efforts to professionalise public sector accounting and auditing
  - Minimum requirements for public sector accountancy qualifications
  - Generic curricula and learning materials
  - Accelerated learning materials for current incumbents
  - Guidance for country-level implementation
  - Advocacy for public sector careers for accountancy professionals
  - Funding for countries to implement API resources

### **PAFA'S ABILITY TO DELIVER**

**SWOT** See pages 4 – 5

- Potential risks**
- PAOs not interested in developing public sector accountancy professionals (lack of supply)
  - API materials of insufficient quality
  - API materials too generic; not available in languages other than English; not appropriately contextualised to country circumstances, e.g., Court of Auditors model
  - API materials not kept updated due to lack of resources
  - Ministries of Finance / accountant generals and auditors general / courts of auditors not or insufficiently aware of the work of the API and its programmes and therefore low uptake of offerings (lack of demand)
  - API as an entity not sustainable
  - Uneven interest of and contributions by API partners

## **African Professionalisation Initiative**

	<ul style="list-style-type: none"> <li>• Lack of collaboration among development partners or of coordination of development efforts</li> </ul>
<i>Partners</i>	<ul style="list-style-type: none"> <li>• API Partners: In addition to PAFA, AFROSAI-E, CREFIAF, ESAAG (in future, AAAG)</li> <li>• AAFA</li> <li>• AFROPAC</li> <li>• Donor organisations (currently, API is funded by IFAC/DFID, GIZ and SIDA)</li> <li>• PAOs are essential in country partners and are most effective when they hold relations with their accountants general and auditors general</li> <li>• Africa grouping of Public Services Commissions (a target)</li> <li>• Regional groupings of accountants general or auditors general – e.g., WAEMU grouping of Court of Auditors</li> <li>• Regional / sub-regional economic and other groupings – e.g., CEMAC, WAEMU, OHADA</li> <li>• Firms</li> </ul>
<i>PAFA groups</i>	<ul style="list-style-type: none"> <li>• Public Value Management Technical Advisory Group (see <b>Appendix B</b>)</li> <li>• Accountancy Learning &amp; Development Advisory Group</li> <li>• Forum for Development Partners and Donor Organisations Interested in Accountancy in Africa</li> </ul>
<b>PAFA's PLANNED ACTIVITIES FOR 2022</b>	
<i>Institution building</i>	<p>Support the establishment of an independent API by contributing to the following:</p> <ul style="list-style-type: none"> <li>• Finalising and implementing the Constitution &amp; Bylaws (to be approved by the PAFA Board)</li> <li>• Finding the right talent</li> <li>• Developing a sustainable funding model</li> <li>• Contributing to the new API governance structure</li> <li>• Growing the API membership</li> <li>• Implementation of the API strategy and operational plan</li> </ul>
<i>Raising awareness</i>	<ul style="list-style-type: none"> <li>• Contribute to the API website</li> <li>• Contribute to the API social media channels</li> <li>• Hold API events to support the roll out / implementation of the API programme, as needed</li> </ul>
<i>Developing / sharing knowledge</i>	<ul style="list-style-type: none"> <li>• Creating awareness of the CAPA publications, which make the case for PAOs engaging with the public sector, and develop Africa case studies</li> </ul>
<i>Building capacity</i>	<ul style="list-style-type: none"> <li>• Contribute to the implementation of the strategy developed to roll out the API programme in the first implementer countries</li> </ul>

## Technical Support: Development, Adoption, and Implementation of International Standards

### ABOUT THE INITIATIVE

**Background** Governments around the world continue to face pressures to improve financial reporting to facilitate better financial management and achieve greater transparency and accountability. The [International Public Sector Financial Accountability Index](#) report issued by the International Federation of Accountants (IFAC) and the Chartered Institute of Public Finance and Accountancy (CIPFA) in 2021 projects that governments in 50% of the 165 jurisdictions surveyed in 2020 will report on an accrual basis by 2025. Africa is among the regions that will lead the projected increase in accrual adoption by the year 2025.

It is therefore incumbent upon the accountancy profession in Africa to contribute actively to the development, adoption, and implementation of these standards.

**Impact we sought to achieve**

- Improved public financial reporting supporting sound decision making, efficient allocation of resources, and quality services to citizens.
- Enhanced trust in information used by citizens to assess performance of their governments.

**Outcomes we sought to achieve**

- Increased participation of the accountancy profession in Africa in international standard setting.
- International standards that are developed with Africa in mind, thereby enhancing their adoption and implementation.
- Adoption and implementation of the international standards across the continent.
- Consistent application of the international standards across the continent.
- PAOs that support the technical needs of their members in the public sector.
- Accountancy professionals who:
  - are committed to the standards, advocate for their adoption, and support their implementation;
  - understand and appropriately apply the international standards in their day-to-day functions, thereby contributing to quality information; and
  - contribute to effective governance, transparency, and accountability in the public sector.

**Planned outputs**

- Coordinated efforts to raise awareness of developments in international standards
- Coordinated efforts to solicit input into international standard setters' consultations
- Submissions of responses to international standard setters' consultations that are representative of the wider PAFA membership / Africa
- Advocacy and support for the adoption and implementation of the international standards most relevant to the accountancy profession in Africa

### PAFA'S ABILITY TO DELIVER

**SWOT** See pages 4 – 5

**Potential risks**

- Resistance or lack of PAO interest / resources / know-how to participate in international-standard setting processes
- Lack of Africa representation on international standard-setting boards / international standard-setting boards not "hearing" the voice of Africa
- Resistance to the adoption of the international standards
- Adopted international standards are not being implemented / low quality implementation of the international standards

## Technical Support: Development, Adoption, and Implementation of International Standards

	<ul style="list-style-type: none"> <li>• Insufficient awareness of PAFA and work of PAFA and therefore low participation in planned initiatives</li> <li>• Lack of international standard-setting board / IFAC interest to partner with PAFA</li> </ul>
<i>Partners</i>	<ul style="list-style-type: none"> <li>• International standard-setting boards and their subgroups, i.e.: <ul style="list-style-type: none"> <li>○ International Public Sector Standards Board (IPSASB)</li> <li>○ International Organization of Supreme Audit Institutions (INTOSAI)</li> </ul> </li> <li>• PAFA Members, Associates, and Affiliates</li> <li>• Firms</li> <li>• Regulators</li> </ul>
<i>PAFA groups</i>	<ul style="list-style-type: none"> <li>• Forum for the Advancement of Technical Excellence in Africa (see <b>Appendix A</b>)</li> <li>• Public Value Management Technical Advisory Group (see <b>Appendix B</b>)</li> </ul>
<b>PAFA'S PLANNED ACTIVITIES FOR 2022</b>	
<i>Institution building</i>	Establish a Technical Advisory Group and a Forum comprising international, regional, and national experts to contribute to the development of an effective technical knowledge centre that can be harnessed to contribute to the agendas and processes of the international standard-setting boards
<i>Raising awareness</i>	<ul style="list-style-type: none"> <li>• Host IPSASB and INTOSAI chairpersons, members, and staff at PAFA Technical Events<sup>5</sup> to provide updates on developments</li> <li>• Harness the <i>PAFA Webinar Series: International Consultations</i><sup>6</sup> to inform PAOs and their members and other key stakeholders of new pronouncements most relevant to the accountancy profession in Africa and to seek their input</li> </ul>
<i>Developing / sharing knowledge</i>	<ul style="list-style-type: none"> <li>• Host events<sup>7</sup> to inform PAOs and their members and other key stakeholders of new pronouncements most relevant to the accountancy profession in Africa</li> <li>• Issue the PAFA Technical Bulletin every second month to update members on developments in international standard setting</li> <li>• Harness the new PAFA website to help PAOs and their members to navigate developments in international standard setting</li> <li>• Respond to consultations deemed most relevant and impactful to Africa</li> </ul>

<sup>5</sup> PAFA Member Organisations can co-brand these events with PAFA.

<sup>6</sup> PAFA Member Organisations can co-brand these events with PAFA.

<sup>7</sup> PAFA Member Organisations can co-brand these events with PAFA.

## **Enhancing the mobility of professional accountancy services in Africa**

### **ABOUT THE INITIATIVE**

<i>Background</i>	<p>The African Union’s Agenda 2063 is a blueprint and master plan for transforming Africa into a global powerhouse of the future. It is the continent’s strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism and African Renaissance.</p> <p>Among the flagship projects of Agenda 2063 is the establishment of the African Continental Free Trade Area (AfCFTA) which aims at accelerating intra-African trade and boosting Africa’s trading position in the global market by strengthening Africa’s common voice and policy space in global trade negotiations.</p> <p>PAFA seeks to facilitate the accountancy professions’ participation in the AfCFTA by creating awareness and establishing relevant partnerships to harness opportunities that arise with this initiative.</p>
<i>Impact we sought to achieve</i>	<ul style="list-style-type: none"> <li>• An expanded market for trade in accountancy services across the continent.</li> <li>• Liberalised accountancy training and practice in Africa.</li> <li>• Enhanced mobility of professional accountants across the continent.</li> </ul>
<i>Outcomes we sought to achieve</i>	<ul style="list-style-type: none"> <li>• Increased participation of the accountancy profession in the AfCFTA.</li> <li>• Harmonised accountancy training and practice to facilitate mobility of accountancy professionals across the continent.</li> </ul>
<i>Planned outputs</i>	<ul style="list-style-type: none"> <li>• Activities to raise awareness of developments in the implementation of the AfCFTA.</li> <li>• An established partnership with the AfCFTA Secretariat and other relevant stakeholders, and a clear description of the profession’s contribution to a free and open market in services in Africa.</li> </ul>

### **PAFA’S ABILITY TO DELIVER**

<i>SWOT</i>	See pages 4 – 5
<i>Potential risks</i>	<ul style="list-style-type: none"> <li>• Resistance by PAOs that are keen to protect their market.</li> <li>• Diversity in the development status of the profession across the continent. Achieving a harmonised profession in terms of training and practice would be a challenge.</li> <li>• Fragmented legislation – individual countries have specific laws regulating the training and practice of the profession. Achieving a unified law for the continent would be a challenge.</li> <li>• Political instabilities – this may make entry into certain markets difficult.</li> </ul>
<i>Partners</i>	<ul style="list-style-type: none"> <li>• AfCFTA Secretariat</li> <li>• Other Pan African organisations, some of whom already have MoUs with PAFA such and the AU, AFROPAC, AFROSAI, AAAG, etc.</li> <li>• PAFA Members, Associates, and Affiliates</li> <li>• Firms</li> <li>• Regulators</li> </ul>
<i>PAFA groups</i>	<ul style="list-style-type: none"> <li>• Partnerships with key stakeholders to facilitate mobility of accountancy professionals under the AfCFTA</li> </ul>

## ***Enhancing the mobility of professional accountancy services in Africa***

### ***PAFA'S PLANNED ACTIVITIES FOR 2022***

#### *Institution building*

- Establish a partnership with the AfCFTA Secretariat and obtain a clear understanding of the role PAFA can play in enhancing mobility of professional accountancy services in Africa
- Identify key stakeholders that can facilitate the accountancy profession's engagement under the AfCFTA Agreement and establish effective partnerships

#### *Developing / sharing knowledge*

- In collaboration with ACCA, launch a survey to gather information on the challenges faced and opportunities posed in implementing the AfCFTA Agreement, and role of the accountancy profession in effective intra-Africa trade
- Host a PAFA PAO Leadership and AfCFTA Secretariat virtual knowledge-sharing event to facilitate greater understanding of the AfCFTA and explore the challenges faced and opportunities posed in implementing the AfCFTA Agreement, and role of the accountancy profession in effective intra-Africa trade
- Sustained advocacy by incorporating the AfCFTA developments in PAFA member activities.
- Hold a roundtable for PAFA PAO Leadership and key stakeholders to explore practical ways in which PAFA, PAOs, and professional accountants can engage to implement the AfCFTA Agreements
- Make a formal submission to the AfCFTA Secretariat on protocols in trade in services, particularly accountancy services

# Appendix A

## FORUM TO ADVANCE TECHNICAL EXCELLENCE IN AFRICA

### TERMS OF REFERENCE AND OPERATING PROCEDURES

In 2021, the Secretariat developed a new approach to advancing technical excellence in Africa. This new approach includes the following mechanisms through which to implement PAFA's strategy as it relates to the development, adoption and implementation of international standards and best practices:

- Corporate Value Reporting Technical Advisory Group
- Ethics, Audit & Assurance Technical Advisory Group
- Public Value Management Technical Advisory Group
- **Forum to Advance Technical Excellence in Africa (replacing the Technical Standard Setters Forum)**

The Technical Advisory Groups, which are small groups made up of technical experts, are informed by and inform the Forum to Advance Technical Excellence in Africa, which is a larger group of PAFA stakeholders interested international standards and best practices.

As the CEO is accountable to the Board for the implementation of the strategy, the functionality of these mechanisms is overseen by the CEO.

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#### **Purpose**

1. The Forum to Advance Technical Excellence in Africa provides a platform for engagement and the exchange of knowledge and experience among a wide range of stakeholders interested in the development, adoption, and implementation of international standards and best practices in Africa.

#### **Commitment**

2. Forum members are committed to:
  - 2.1. Engage with PAFA to advance the development, adoption, and implementation of the pronouncements of the following international standard-setting boards:
    - a) International Accounting Standards Board;
    - b) International Sustainability Standards Board;
    - c) International Ethics Standards Board for Accountants;
    - d) International Audit and Assurance Standards Board; and
    - e) International Public Sector Accounting Standards Board.
  - 2.2. Exchange knowledge and experience and facilitate capacity building in the adoption and implementation of the above pronouncements.
  - 2.3. Strengthen the participation and influence of the accountancy profession in Africa in international standard setting.

#### **Membership**

3. The Forum has the following membership categories:
  - 3.1. PAFA Members and Associates

- 3.2. Official standard-setting bodies from any Africa jurisdiction
4. The Secretariat issues an annual call for PAFA Members and Associates and standard-setting bodies to join the Forum.<sup>8</sup>
5. Each PAFA Member and Associate and standard-setting body appoints one representative and one alternate.
6. The Secretariat maintains a database of Forum members and their representatives and alternates. Forum members communicate any changes in representatives or alternates to the Technical Director without delay.
7. Until such time as PAFA has established a Nominating Committee, the chairperson and deputy chairperson of the Forum are selected by the Board based on a recommendation from the CEO and Technical Director.<sup>9</sup>

#### **Term of Office**

8. The member term of office unlimited. The chairperson term of office is three years.

#### **Performance Evaluation**

9. The Forum evaluates its performance annually in the spirit of continuous improvement.

#### **Periodic Review of the Terms of Reference**

10. These terms of reference will be reviewed in 2024 and thereafter every three years.

### **APPENDIX—OPERATING PROCEDURES**

#### **Meeting Procedures**

1. The Forum meets in person or virtually once per year.
2. The Forum chairperson convenes the meeting. In his/her absence, the deputy chairperson convenes the meeting. If both the chairperson and deputy chairperson are absent, the members present elect another member to convene the meeting.
3. All members are expected to prepare for and participate in the deliberations at the meeting.
4. The Secretariat develops and distributes the agenda and material for each meeting at least two weeks in advance of the meeting.

#### **Accountability**

5. The CEO reports progress regarding implementation of PAFA's strategy to the Board on a quarterly basis.

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<sup>8</sup> The first call will be issued on 15 January 2022.

<sup>9</sup> The first chairperson and deputy chairperson of the Forum will be the current chairperson and deputy chairperson of the Technical Standard Setters Forum.

# Appendix B

## PUBLIC VALUE MANAGEMENT TECHNICAL ADVISORY GROUP

### TERMS OF REFERENCE AND OPERATING PROCEDURES

In 2021, the Secretariat developed a new approach to advancing technical excellence in Africa. This new approach includes the following mechanisms through which to implement PAFA's strategy as it relates to the development, adoption and implementation of international standards and best practices:

- Corporate Value Reporting Technical Advisory Group
- Ethics, Audit & Assurance Technical Advisory Group
- **Public Value Management Technical Advisory Group**
- Forum to Advance Technical Excellence in Africa (replacing the Technical Standard Setters Forum)

The Technical Advisory Groups, which are small groups made up of technical experts, are informed by and inform the Forum to Advance Technical Excellence in Africa, which is a larger group of PAFA stakeholders interested international standards and best practices.

As the CEO is accountable to the Board for the implementation of the strategy, the functionality of these mechanisms is overseen by the CEO.

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#### **Purpose**

1. The purpose of the Public Value Management Technical Advisory Group (PVM\_TAG) is to support the Secretariat to implement PAFA's strategy as it relates to the development, adoption and implementation of the International Public Sector Accounting Standards (IPSAS) and the African Professionalisation Initiative (API).

#### **Responsibilities**

2. The PVM\_TAG is responsible for supporting the Secretariat by:
  - 2.1. Drawing on the input from the Forum to Advanced Technical Excellence in Africa to:
    - a) Advise on the development of PAFA's strategy as it relates to the development, adoption and implementation of IPSAS;
    - b) Advise on and support the Secretariat's IPSAS-related technical excellence activities to implement the strategy.
  - 2.2. Contributing to activities to create awareness, influence the development, or support the adoption and implementation of IPSAS, including events and tools such as the Frequently Asked Questions.
  - 2.3. Contributing to activities aimed at strengthening Africa's voices in relevant regional and international structures by:
    - a) Identifying ideal candidates to represent Africa in these structures
    - b) Informing participation in these structures
    - c) Contributing to consultations issued by these structures.
  - 2.4. Collaborating with the Accountancy Learning and Development Advisory Group on matters related to the API.
  - 2.5. Advising on thought leadership and research opportunities.

## **Composition and Membership**

3. The PVM\_TAG is comprised of not less than five members. Members have relevant expertise and experience and are well suited to fulfil the responsibilities set out above. Members are diverse and geographically balanced
4. The Secretariat issues a call for nominations of membership on 1 July every year. Such membership commences on 1 January in the following year.
5. Until such time as PAFA has established a Nominating Committee, the Technical Director and chairperson and deputy chairperson of the Forum to Advance Technical Excellence in Africa (Nominations Panel) consider the nominations and identify a chairperson and members for recommendation to the board.

## **Term of Office**

6. The members serve for three years, renewable once. The chairperson serves for three years, renewable once (irrespective of his/her service as member).
7. The Nominations Panel reviews the participation and contribution of individual members (with reference to their annual performance evaluations – see paragraph 9) along with the overall membership size and composition as a basis for membership renewal. Vacancies arise when a member's term comes to an end, the member resigns, or – based on the Nomination Panel's assessment – is no longer able to commit, participate or contribute at the expected level. A member who wishes to resign does so in writing to the Technical Director.
8. Members promptly advise the Technical Director if their role and affiliation change.

## **Performance Evaluation**

9. The PVM\_TAG evaluates its performance annually in the spirit of continuous improvement. In addition, the chairperson evaluates the performance of the members, and the members evaluate the performance of the chairperson on an annual basis.

## **Periodic Review of the Terms of Reference**

10. These terms of reference will be reviewed in 2024 and thereafter every three years.

## **Transitional Arrangements**

11. To establish the PVM\_TAG, the Secretariat will issue a call for nominations for 2022 membership on 15 January 2022. The members will be selected and the PVM\_TAG established by 1 April 2022.
12. The first term of members selected in 2022 will end on 31 December 2024. Their second term will be three years and staggered to ensure a one-third rotation every year. That is, one-third of members will rotate off in 2025, 2026 and 2027. The Secretariat will issue a call for nominations for 2026 membership on 1 July 2025.
13. Any vacancies arising between 1 April 2022 and 1 July 2025 will be filled by the Secretariat reaching out to the PAFA Membership Organisations. Nominations so received will be reviewed by the Nomination Panel and a recommendation made to the Board for approval. After 1 July 2025, such vacancies will be filled through the normal nominations process.

## **APPENDIX—OPERATING PROCEDURES**

### **Meeting Procedures**

14. The number and format of (in-person or virtual) meetings are commensurate with the PVM\_TAG fulfilling its responsibilities. At a minimum, the PVM\_TAG meets once per year. Each meeting requires the presence of at least two-thirds of members, either in-person or virtual.
15. The PVM\_TAG chairperson convenes the meeting. In his/her absence, the members present elect another member to convene the meeting.

16. All members are expected to prepare for and participate in the deliberations at the meeting. Decisions will be made by consensus.
17. The Secretariat develops and distributes the agenda and material for each meeting at least two weeks in advance of the meeting. The Secretariat prepares brief notes indicating the names of those present and summarising key points or decisions made at the meeting.
18. The PVM\_TAG also engages between meetings as necessary to fulfil its responsibilities.

#### **External Communication**

19. As ambassadors of PAFA, the members use their networks and communications channels to promote the technical excellence activities of PAFA.
20. The members provide the Secretariat with a short biography and photo to post on the website to communicate the credibility and accountability of the PVM\_TAG to stakeholders.

#### **Accountability**

21. The CEO reports progress regarding implementation of PAFA's strategy to the Board on a quarterly basis