



Key Achievements - PROMISE

November 2020 through December 2021

P	<p>Public value management</p> <p><i>To facilitate stronger PVM through PAOs to achieve value creation, fiscal discipline, effective resource allocation and effective service delivery to citizens.</i></p> <ul style="list-style-type: none"> • Held Accountability & Transparency During & Post COVID-19 virtual event in collaboration with PAFA Affiliate, ICAEW (English / French simultaneous interpretation). • Enhanced Africa's voice in international standard-setting by developing a response to ED 75 Leases in collaboration with PAFA Affiliate, ACCA. • Participating in and contributing at all levels of the African Professionalisation Initiative (Project Steering Group, Academic Advisory Committee, and Interim Oversight Board), including: <ul style="list-style-type: none"> ○ Development and implementation of the strategy (English and French) and operational plan ○ Development of a white paper: Building Professional Capacity for Public Financial Management ○ Development of the accelerated learning prospectus ○ Development of a constitution for the new API structure; proposed constitution endorsed by API Interim Oversight Board; legal counsel review completed; drafting of bylaws to commence ○ Development and issue of a <i>Call for Expressions of Interest in API Implementation Support</i> (English and French); held a stakeholder information session with English / French / Portuguese simultaneous interpretation ○ Developed a strategy for rolling out the API accelerated learning programme and commenced in-country engagements with key stakeholder meetings held in Namibia in October ○ Supported recruitment for key API positions – Technical Director, Online Learning Manager, Technical Manager ○ Raised awareness and engaged with stakeholders through a presentation at the GIZ Good Finance Governance Workshop and publication of an article in the Canadian Audit & Accountability Foundation e-newsletter ○ Development of material to promote the API and its programmes for social media platforms • Facilitated Africa country updates of the International Public Sector Financial Accountability Index: 2020. • Engaged with the IPSASB Chair, Ian Carruthers, and established a liaison relation with IPSASB and IFAC staff responsible for public sector activities. • Spotlighted the work of our member organisations by promoting the Institute of Chartered Accountants of Nigeria (ICAN)'s accountability index and the Institute of Chartered Accountants of Zimbabwe (ICAZ)'s public sector initiatives in the PAFA Newsletter.
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- Held the *Enhancing Public Sector Accountability in Africa through Accrual Reporting* webinar to launch the launch [the International Public Sector Financial Accountability Index: 2020](#) in Africa. The webinar, with English / French simultaneous interpretation, featured the African Union Acting Director of Finance as special guest, the IPSASB Chairman as keynote speaker, and IPSASB Members from Africa highlighting developments in their countries.
- Planned the third PFM conference for French-speaking countries in Africa. Co-hosted with ONECCA Togo and co-branded with IFAC, FIDEF and the African Union, the *Public Finance Management Reforms in Africa—the Francophone Agenda* event was held on 8-9 February 2022 in Lomé, Togo. The conference was funded by The Global Fund and supported by GIZ, The World Bank, and the African Development Bank.

R Relevant and partner of choice

To position PAFA and our PAOs as partners of choice by relevant stakeholders at the international, regional, and national levels in matters relating to accountancy.

- Engaged with PAFA Member Organisations and other stakeholders as part of the PAFA 10-Year Review and the development of a new strategy for PAFA.
- Enhanced PAFA's presence on [LinkedIn](#) and grew followers from 500 to 1 900—representing 280% growth in followers (to follow PAFA, click [here](#)).
- Refreshed the PAFA Newsletter [February-March](#); April-May [English](#) / [French](#); June-July [English](#) / [French](#); August-September [English](#) / [French](#) / [Portuguese](#).
- Enhanced communications with PAFA Member Organisations, including dissemination of Key Highlights after PAFA Board and General Assembly meetings.
- Represented PAFA on various platforms, including
 - Meetings: AFROPAC, AFROSAI-E, Edinburgh Group, ESAAG (and newly established AAAG), FIDEF, ICPAK Policy & Governance Committee, IFAC Board, IFAC PAO Development Advisory Group; The IIA Global.
 - Events: AAFA, ACCA, African Union-IPSAS, AICPA-CIMA, ANAN, GIZ, ICA India, ICAZ & ICAN (Namibia), ICPAK, ICPAU, ICSAZ, SAFA, Tecnológico de Monterrey, MIA, SAIPA, University of Johannesburg; WAEMU-IPSASB.
- Concluded procurement of developer of new fit for purpose PAFA website and commenced planning and design work.
- Reviewed existing Memoranda of Understanding (MOUs) and noted future actions. Held meetings with current MOU partners [ICGFM](#), [ACFE](#) and CaseWare, and reconnected with the African Union, concluded a new MOU with [AFROPAC](#) and PAFA Affiliate, ACCA, and progressing MOU with [ProDio Learning](#).
- Harnessed relations with Affiliates and other stakeholders to enhance services to PAFA Member Organisations: Q1: virtual event in collaboration with PAFA Affiliate, ICAEW; Q2: virtual webinar in collaboration with Kerry Kohl from [Life Online Guru](#), virtual webinar in collaboration with [Allinial Global](#) and two virtual events in collaboration with PAFA Affiliate, ACCA.
- Supported IFAC and ACCA in hosting the *Africa Trust in Tax Roundtable*; the aim was to gather insights from Africa for their 2021 [Trust in Tax Report](#).
- Supported IFAC in hosting an event to share knowledge and obtain insights on *Sustainability Assurance in Africa* to shape IFAC's policy position on the subject.

	<ul style="list-style-type: none"> • Collaborated with ACCA and PricewaterhouseCoopers on the development of a report on the <i>State of the Profession in Africa</i>. • Hosted a meeting between PAOs in French-speaking countries and the IASB to determine how best the IASB can engage this constituency to obtain their input to the IASB's standard setting process. • With IFAC, ACCA, and CA ANZ, participated in the COP26 global discussion on the profession's role in driving positive climate change.
O	<p>Objective thought leadership</p> <p><i>To generate and facilitate cutting-edge knowledge and solutions relating to future issues that will impact society, the economy, and the profession.</i></p> <ul style="list-style-type: none"> • Advised OCAM on matters relating to hosting the Africa Congress of Accountants 2021, Embracing the Fourth Industrial Revolution in Maputo, Mozambique on 24-26 November 2021; developed the technical programme and assisted with speaker invitations and management; and assisted with promotion of Congress and sponsorship opportunities. • Progressed the Africa Call for Accounting & Finance Research Initiative (ACAFRI) 2020-2021 in collaboration with the African Accounting and Finance Association. The top three papers were delivered during ACOA 2021.
M	<p>Modern and future-ready profession</p> <p><i>To transform the learning and professional development value chain by incorporating innovations and emerging technologies to develop new skills, behaviours, and competencies.</i></p> <ul style="list-style-type: none"> • Facilitated access to 4th Talent's high-quality online CPD for PAFA member organisation members, free for a period of three months. • Held a workshop to explore the development of a roadmap for PAOs to prepare future-ready professional accountants. • Held a forum with PAO CEOs to discuss the role of the accountancy profession in the SDGs, Africa-EU Partnership and Agenda 2063. Presentations included: Azeb Gebremedhin, Officer in Charge, Finance Directorate, African Union, who provided an update on progress towards Agenda 2063; Duccio Maria Tenti, Policy Officer—Africa Green Transition, DG INTPA European Commission, who presented on the impact of the EU green deal on the EU-Africa partnerships, and the external dimension of the EU Green Deal in Africa; Pascal Kerneis, Managing Director, European Services Forum, who shared perspectives on EU-Africa trade relations / trade in services by Pascal Kerneis; Orria Goni, UNDP Africa Finance Sector Hub, who addressed the establishment of SDG-aligned finance systems; and Jane Ohadike, Regional Head of Policy Africa, ACCA, who showcased how the SDGs and Agenda 2063 are embedded in a PAO's strategic objectives. • Explored with PAFA Affiliate, ICA India, potential to provide PAFA member organisations access to the ICAI Digital Competency Maturity Model to help their accounting firms assess their digital competency maturity. • Launched the <i>Diversity in Accountancy in Africa</i> Initiative <ul style="list-style-type: none"> ○ Held virtual Knowledge-Sharing Event to shape a vision for the future. ○ Launched interviews with role models series and published first interview. ○ Launched webinar series and held two webinars: The Art of the Impossible (English/French simultaneous translation) in collaboration with Kerry Kohl from Life Online Guru and <i>The Future of Our Economic Policies Must Be Gender Sensitive</i> (English/French simultaneous translation) in collaboration with ACCA.

I	<p data-bbox="213 199 746 232">International standards and best practices</p> <p data-bbox="213 241 1445 360"><i>To influence the development and facilitate the adoption and implementation of international standards and best practices to improve the quality of corporate reporting by an ethical profession trusted by stakeholders.</i></p> <ul data-bbox="213 369 1445 1635" style="list-style-type: none"> • Issued guidance to PAOs to identify the right candidates for nominations for international standard-setting board membership and reviewed 15 draft nomination forms in advance of submission to IFAC. Supported PAOs in making two highly qualified nominations to IFAC for membership of the new Nominating Committee for the IAASB and IESBA. • In collaboration with IESBA hosted a webinar titled Trust and Accountability in the Time of Crisis. In addition, under the PAFA Webinar Series: International Consultations, hosted a roundtable on the <i>IESBA Exposure Draft: Proposed Revisions to Listed Entity and Public Interest Entity in the Code</i> and a webinar on the <i>IASB Request for Information and Comment Letters: Third Agenda Consultation</i> • Held 3-day webinar series: <i>A Crucial Year to Build Trust: Response, Recover, Renew</i>. • Holding frequent meetings with IASB Africa Trustee and Member and established liaison relations with IAASB and IESBA staff. • Co-hosted the Africa Integrated Reporting Council virtual conference in December and co-hosted Day 3 of the <i>A Crucial Year to Build Trust</i> event with the AIRC. • Hosted a roundtable to obtain input to the IFRS Foundation consultation on sustainability reporting and submitted a PAFA response to the consultation. • Hosted <i>PAFA Webinar Series: IASB Agenda Consultation</i> event, highlighting some of the critical accounting issues in respective African countries to help shape the IASB's next agenda. • Participated in the IFRS Foundation World Standard Setters Conference and the International Forum of Accounting Standard Setters as well as the IFR4NPO Technical Advisory Group. • In collaboration with IFAC, hosted a webinar on the <i>State of Play in Sustainability Assurance and Reporting in Africa</i> to seek insights on the extent to which companies on the continent are producing sustainability reports and subjecting those to assurance. • Participated as panellist in a webinar of INCE on <i>Managing the Transition to Integrated Reporting in Africa</i>. • In collaboration with the IAASB, hosted an event on the <i>Exposure Draft on Proposed International Standard on Auditing of Financial Statements of Less Complex Entities</i>. Total registration was 608. Overall rating was 4/5. • Held a roundtable to solicit input on the PAFA response to the above Exposure Draft. Total registration was 408; overall rating was 4/5. • Participated as panellist at ICPAK's mandatory training for PKF Partners.
S	<p data-bbox="213 1648 751 1682">Service excellence in regional cooperation</p> <p data-bbox="213 1691 1206 1724"><i>To facilitate the sharing of knowledge, resources, and experiences across the region.</i></p> <ul data-bbox="213 1733 1445 2016" style="list-style-type: none"> • Facilitating twinning arrangements: <ul data-bbox="312 1778 1445 1939" style="list-style-type: none"> ○ Engaging with IFAC regarding a twinning arrangement between ICPAU (Uganda) and South Sudan and OCAM (Mozambique) and SAO Tome. ○ Engaging with OCPC (Angola) to assist with an IFAC SMO gap analysis and identify the ideal twinning partner. • Offered co-branding opportunity to PAFA Member Organisations for three virtual events, co-branding with approximately 15 PAOs for each event.

	<ul style="list-style-type: none"> • Engaging with ABWA on the World Bank’s Accounting Technician Qualification (ATQ) for Africa initiative and FIDEF on the co-branding of various virtual events. • Creating awareness of pronouncements and other publications issued by international standard-setting boards and IFAC on LinkedIn, in the PAFA Technical Bulletin and PAFA Newsletter, during PAFA events, and via the English and French CEO WhatsApp Forums. • Hosted a meeting with French speaking board members to obtain their input on how PAFA can best service this constituency. • The PAFA President represented the organisation at the following events: <ul style="list-style-type: none"> ○ 10th ONEC Cameroon Congress, 13-18 July 2021 ○ 4th Regional Congress of WAEMU Chartered Accountants, 27-31 October 2021, Bamako, Mali ○ ACOA 2021, 24-26 November 2021, Maputo, Mozambique ○ OHADA Conference, 15-18 December 2021, Bamako, Mali
E	<p>Education and capacity building</p> <p><i>To build strong and sustainable PAOs in each African country that will contribute to national professional, economic and social development and demonstrate compliance with the IFAC Statements of Membership Obligations (SMOs).</i></p>
	<p>Education</p> <ul style="list-style-type: none"> • Developed a concept note for the development of a common content accountancy competency framework for Africa and held a workshop to explore the concept. • Conducted a survey to gather information about accounting technician qualifications in Africa as part of the World Bank’s ATQ for Africa initiative. <p>Capacity Building</p> <ul style="list-style-type: none"> • Held virtual events (English and French) to explore rolling out of the <i>IFAC PAO Digital Readiness Assessment Tool</i> in Africa; more than 20 PAOs in Africa have accessed the Tool; IFAC selected the following countries in Africa to benefit from World Bank support: Benin, Cote d’Ivoire, Burkina Faso, Cameroun, Mali, Mauritius, Morocco, Mozambique, Tanzania, Togo, Tunisia, Senegal. Participated in a panel at the World Bank-IFAC <i>PAO Digital Transformation for Results</i> webinar. • Visited the PAOs in Burkina Faso, Namibia, and Mali and provided IFAC SMO compliance support. • Held a meeting with the leadership of the PAO in Angola and the IFAC President to consider how best PAFA can support capacity building in Angola. • Advancing PAO capacity initiatives, including: <ul style="list-style-type: none"> ○ Engaged with the Seychelles. ○ Engaged with NIPA (Namibia) to support strategy development, institutional optimisation, and compliance with IFAC SMOs. ○ Discussed with SICPA (Somalia) arrangements to strengthening the PAO, serving its members, and becoming a PAFA member. ○ Discussed with PAOs in Egypt and Sudan actions necessary to progress to PAFA and IFAC membership, respectively. • Selected by World Bank to manage a programme to pilot the ATQ for Africa in three countries. The programme will commence in 2021. • Selected by IFAC to manage the implementation of capacity building initiatives in Africa under the IFAC-GAVI-The Global Fund MOU.

- Engaged with donor organisations ([African Development Bank](#), [GIZ](#), [Gavi](#), [The Global Fund](#), and [USAID](#)), associations of firms (Allinial Global, Lead Global, Moore Global), and other key stakeholders (CaseWare).

Governance, Strategy & Structure

- Issued the 2020-2021 President's Report ([English](#) / [French](#) / [Portuguese](#)).
- Launched the PAFA 10-Year Review approved by the PAFA Board; established the Advisory Group chaired by [Mervyn King](#) and advised by Alan Johnson (IFAC President) and Ed Olowo-Okere, Global Director, Governance Global Practice at The World Bank Group. Currently progressing the review.
- Engaged [The Modern Professional Body](#) to consult a selection of PAFA Members and assist with the development of a new vision and mission for PAFA as part of the PAFA 10-Year Review and basis of the new strategy. The Modern Professional Body presented their findings to the PAFA 10-Year Review Advisory Group and at the PAFA PAO Leadership Forum.
- Took steps to enhance PAFA's ability to operate and engage with stakeholders in a virtual environment.
- Conducted a Talent Review and reported to the PAFA Board.
- Developed a proposal for the PAFA General Assembly to resolve whether PAFA's business location should be reconsidered and issued a Call for Proposals to Host the PAFA Registered Office and Secretariat. Assessed the proposals as basis for the PAFA Board's recommendation to the General Assembly.
- Developed the Plan and Budget for 2022, which were approved by the PAFA Board.
- Issued the Stakeholder Engagement Survey for 2021 ([English](#) | [French](#) | [Portuguese](#)).
- Established a small group to support the Vice President in recommending the host of ACOA 2023. Collected information about past ACOAs and made a recommendation to the PAFA Board regarding future ACOAs.