

PAFA

PAN AFRICAN FEDERATION
OF ACCOUNTANTS

BUILDING A BRIDGE TO A BRIGHTER AFRICA

NEWSLETTER

FEBRUARY-MARCH 2021

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CEO MESSAGE

Dear Colleagues,

How time flies ... it is almost five months since I joined PAFA. During this time, I have worked closely with the team to develop a work plan for 2021 focused on adding value to our stakeholders, harnessing relations to do so within our limited resources, while mitigating identified risks. The work plan is structured around our seven strategic objectives, which make up our **PROMISE** to our stakeholders.

In the **Developments at PAFA** section, you will find a selection of activities undertaken to achieve our strategic objectives with links to helpful resources for your organisation or members. In the **Spotlight on Member Organisations** section, we plan to highlight your relevant activities. In this regard, we appreciate The Institute of Chartered Accountants of Zimbabwe's article in response to our recently-launched *Diversity in Accountancy in Africa* initiative and encourage all our member organisations to use this newsletter to promote your work relevant to the accountancy profession in Africa. While on the topic of diversity, we trust our female colleagues had a wonderful International Women Day and that you will continue to #ChooseToChallenge.



P	Public value management	To facilitate stronger PVM through PAOs to achieve value creation, fiscal discipline, effective resource allocation and effective service delivery to citizens.
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.
O	Objective thought leadership	To generate and facilitate cutting-edge knowledge and solutions relating to future issues that will impact society, the economy and the profession.
M	Modern and future-ready profession	To transform the learning and professional development value chain by incorporating innovations and emerging technologies to develop new skills, behaviours and competencies
I	International standards and best practices	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.
S	Service excellence through regional cooperation	To facilitate the sharing of knowledge, resources and experiences across the region.
E	Education and capacity building	To build a strong and sustainable PAO 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).

Embracing the 4th Industrial Revolution is essential to the future of the accountancy profession in Africa. Events alongside the June Annual General Meeting in Cotonou, Benin will explore the steps necessary to develop a future-ready accountancy profession, while the Africa Congress of Accountants 2021 (ACOA2021) will explore 4IR in the context of People, Planet and Prosperity. The ACOA2021 website will be operational in April and we encourage you to promote this flagship hybrid event and sponsorship opportunity to your members and other stakeholders. In the interim, we hope you enjoy the article from Kerry Kohl, 4th Talent, *The Digital Revolution Is Over; Digital Won*, which encourages the rapid development of core competencies to rebuild our economies. 4th Talent's offer of three months of free online CPD to our member organisations is a quick and easy step in this direction.

In November, I invited all stakeholders to contact me should you be interested in an introduction meeting. I thank all of you who have reached out; our engagement contributed significantly to my understanding of your expectations of PAFA. For those of you who have not yet had an opportunity to reach out, my door remains open. **During April, the Secretariat will issue a PAFA Stakeholder Survey. We encourage you to take the time to respond to the survey, which will be available in English, French and Portuguese.** Your voice matters! Your input will go a long way to help us enhance our value proposition and service delivery.

Until our next engagement, please follow us on [LinkedIn](#) where we have doubled our followers over the past five months.

Stay healthy and hopeful,

Alta

DEVELOPMENTS AT PAFA

Public Value Management

Strengthening Public Sector Accountancy Capacity

The [African Professionalisation Initiative \(API\)](#) – a collaboration between AFROSAI-E, CREFIAF, ESAAG and PAFA – aims to strengthening public value management systems through growing the capacity of accountancy professionals with the required competencies for a dynamic public sector role.

The development of accelerated learning materials for senior officials holding public sector finance roles whom do not have a formal accountancy background is



completed. The development of materials that PAOs can use as a post-qualification specialisation programme for members interested in public sector roles is at an advanced stage.

To find out more, take a look at the API's white paper, [Building Professional Capacity for Public Value Management: 12 Questions That A Government Should Ask About The Professionalisation Of Public Sector Accounting And Auditing](#).

Watch out for: In April, PAFA will issue a Call on Member Organisations to Express Interest to implement the API's learning resources and capacity building methodology. The target is to have at least five countries significantly progressing implementation during 2021.

Accounting and Transparency During and Post COVID-19

The *Accounting and Transparency During and Post COVID-19* virtual event held by PAFA – in collaboration with ICAEW – in January covered topics particularly relevant to the current environment. The event, which received a 4.5 rating, attracted more than 1 000 registrants with almost 600 live attendees.

Watch the recordings here:

[Leading in Uncertain Times - What Has COVID-19 Taught Us? \(Part 1\)](#)

[Enhancing Public Sector Accountability During Post COVID-19 \(Part 2\)](#)

[The Future of Public Sector Accounting & Auditing - Update On The African Professionalisation Initiative \(Part 3\)](#)

—Reuben Orwaru, Public Value Management Lead (ReubenO@pafa.org.za)

Modern and Future-Ready Profession

PAFA Launched New Initiative – Diversity in Accountancy in Africa



In February, PAFA – in collaboration with IFWA and FIDEF – gathered information from more than 190 individuals representing the leadership of PAOs and associations of women accountants on their aspirations for diversity in accountancy in Africa. IFAC Deputy President and Past PAFA President, Asmaa Resmouki, discussed why diversity matters. To inspire participants and encourage them to think out of the box, [Tsakani Maluleke](#) (Auditor General South Africa and SAICA Chair), [Fatoumata Cisse Sidibe](#) (FIDEF President and ONECCA Mali President), Dr. Francis Gondwe (ICAM CEO) and Gillian Fawcett (Public Finance by Women Founder) helped them to imagine the impossible. Participants

then explored the impossible in small groups and advised on:

- A new vision for diversity (with a focus on women) in accountancy in Africa. *(By 2030, we will ...)*
- What PAFA and our members can do to achieve this new vision. *(In 2021 – 2022 – 2023, we will ...)*

[Click here](#) for key highlights from the event.

Join the conversation by writing to Sibongile Setshogo to share your PAOs activities.

Register today for the first webinar in our Diversity in Accountancy in Africa series.

—Sibongile Setshogo, Everything is Possible (SibongileS@pafa.org.za)

International Standards and Best Practices



Strengthening Africa's voice in international standard-setting

PAFA concluded 2020 with a Call on Member Organisations (and accompanying guidance) to nominate candidates for 2022 membership positions on the IAASB, IESBA and IPSASB, as well as the IFAC Board and advisory groups. We undertook to review your submissions for compatibility with the nominations requirements. We were excited to receive and provide feedback on 15 nominations from across the region, confirming your commitment to Africa's voice in international standard setting.

We have also taken steps to strengthen our liaison with the international standard-setting boards and IFAC advisory groups and identify areas of particular relevance to

Africa for collaboration.

Save the date: Join us on 10 – 14 May when we will unpack virtually how the various standards and resources contribute to **A Crucial Year to Rebuild Trust**.

Trust and Accountability in the Time of Crisis

The PAFA Technical and Standard Setters Forum (TSSF) – in collaboration with IFAC and IESBA – hosted the *Trust and Accountability in the Time of Crisis* webinar in December to discuss ethics and independence considerations during COVID-19 and the IESBA's response to the pandemic. The event, which featured the newly appointed IESBA member from South Africa, [Ms. Saadiya Adam](#), attracted over 60 registrants with more than 30 live attendees from 26 countries.

Watch the recording [here](#).

The Sustainability Reporting Movement

In response to the IFRS Foundation Trustee's [Consultation Paper on Sustainability Reporting](#), the African Integrated Reporting Council – a collaborative effort between PAFA and the World Bank – hosted a roundtable in December to provide stakeholders an opportunity to learn about the consultation and share their inputs to what ultimately became the [Council's and PAFA's response to the consultation](#). The overall feedback was resounding support for a set of internationally recognised sustainability reporting standards to address the current fragmentation in sustainability reporting and for the IFRS Foundation to play a leading role in the development of such standards.

Watch the recording [here](#).

—Lebogang Senne, Technical Director (LebogangS@pafa.org.za)

Education and Capacity Building



An Accounting Technician Qualification for Africa

The World Bank, in collaboration with PAFA, the Association of Accountancy Bodies in West Africa in consultation with The Institute of Chartered Accountants of Nigeria, and IFAC, is exploring the development of an Accounting Technician Qualification (ATQ) for Africa that will be made available for adoption by African countries.

This initiative is part of the [Foundational Accounting and Financial Management Skills Enhancement \(FASE\) Program](#) of the World Bank. The FASE Program aims to strengthen basic skills related to accounting and financial management. The first phase

of the program focuses on five countries in Africa (Burkina Faso, Ivory Coast, Morocco, Senegal, and Tunisia). The second phase focuses on the ATQ for Africa.

As a first step, PAFA is conducting a study to identify the existing accounting technician qualifications in Africa and the countries interested in offering the ATQ for Africa, as well as expectations on the content and delivery model of the ATQ for Africa. The study will be concluded in April.

Your voice matters: Contact Lefaria Kinimi if you would like to contribute to the study but were not able to complete the ATQ for Africa survey by 15 March.

Helping Our Members to Help Their Members—Online CPD

PAFA held a webinar in January to introduce Member Organisations to [4th Talent](#) and their generous offer of three months of free high-quality online CPD for their members. 4th Talent’s AI platforms and proprietary algorithms intelligently hyper-personalise a curated learning journey based on each learner’s unique learning needs and current proficiency level. More about their approach is found in this [article](#).

Building Resilient Virtual Teams is 4th Talent’s ready to go module. The module, which is pre-loaded with a predictive competency framework, evaluations and over 2000 hours of learning content, focuses on the following competencies: emotional resilience, effective communication, interpersonal relationships, digital affinity, problem solving, critical thinking and interdigital relationships.

More than 174 Members from PAOs representatives participated in the webinar. 4th Talent is currently engaging with interested PAOs to discuss how best to conduct the pilot for their members.



Take action today: If you are interested in 4th Talent’s offer, please contact Lefaria Kinimi at your earliest convenience.

Rolling Out the IFAC PAO Digital Readiness Assessment Tool in Africa

Digital transformation is crucial to the sustainability and resilience of PAOs. To meet the rapidly changing business and market demands, PAOs need to envision a future driven by technology. IFAC has partnered with [cloudThing](#) to create a [PAO Digital Readiness Assessment Tool](#) and Resource Series. To accelerate the rolling out of the Tool in Africa, PAFA – in collaboration with IFAC, cloudThing and FIDEF – held information webinars in February (English) and March (French).

Take action to future proof your PAO by completing the assessment today. For more information, please **watch the recording [here](#)** (English), **read** the [Frequently Asked Questions](#) (French), or contact Lefaria Kinimi.

—Lefaria Kinimi, Senior Specialist—Education & Capacity Building (LefariaK@pafa.org.za)

A Future-Fit and Sustainable PAFA



The PAFA Board and its committees met in March. Key matters covered during the meetings include approval of the 2020 financial statements (on which the external auditor issued a clean report), approval of the re-appointment of the external auditor, approval of the PAFA Combined Assurance Model, achievement of the organizational performance targets, risk management, revised Member Organisation Subscription Guidelines and – most importantly – the approval of the PAFA 10-Year Review.

This year PAFA will celebrate its 10th anniversary. During the first ten years, PAFA impressively grew its membership to 56 Member Organisations in 45 countries and five Affiliates and established its brand in Africa and beyond. PAFA’s 10th anniversary

provides a unique opportunity to harness the successes and learnings of the past decade to shape the next decade to ensure a future-fit and sustainable organisation. The PAFA 10-Year Review will follow a holistic approach aimed at delivering a governance and business model – as well as the arrangements necessary to operationalise it – that is commensurate with the maturity of the organisation, fit for future, and sustainable. The review will be conducted by the Secretariat under the leadership of the CEO and oversight of the Board. The Secretariat will be advised by a small group of experts – the Advisory Group, which will be established by the Secretariat in consultation with the Board. Recognising the importance and pervasive and long-term implications of the review, due process – including timely consultation of key stakeholders – is essential. Consequently, the review will comprise of several key stages and require additional Board meetings and a special meeting of the General Assembly.

During 2021, a great deal of the team's attention will be dedicated to three important initiatives: ACOA2021, the PAFA 10-Year Review and a new website. We are therefore delighted that the PAFA Board approved an additional temporary resource to assist the team with these initiatives. We hope to introduce this person to you in our April-May newsletter

Watch out for:

- It is envisaged that the revised Member Organisation Subscription Guidelines would be approved by the Board in June. During April, the Secretariat will contact all Member Organisations with a request to declare their 2020 membership numbers for the 2022 subscription calculation.
- The Secretariat has commenced planning of the June Board and Annual General Meetings, as well as several exciting and relevant side events. See the [Upcoming Events](#) section to save the date.

—Nkululeko Mnguni, Governance, Finance & Operations (NkululekoMn@pafa.org.za)

DEVELOPMENTS AT OUR KEY STAKEHOLDERS

Association of National Accountants of Nigeria

PAFA congratulates ANAN on the Nigeria Government's approval of ANAN University. The university, which is the first Postgraduate University of Accounting in Nigeria and Africa, is dedicated to the training of specialised professionals with contemporary knowledge and skills relevant to innovation and dynamism in the profession. The overarching philosophy is the continuous advancement of the science of accountancy premised on providing a comprehensive and accomplished education through amalgamation of a quality academic environment with excellent human resources and production of premium students with deepened knowledge of accounting specialisations.

Institute of Chartered Accountants of India

PAFA congratulates CA. Nihar N. Jambusaria and CA. (Dr.) Debashis Mitra on their appointment as the President and Vice President respectively of ICAI for the year 2021-22. ICAI recently became a PAFA Affiliate and we are looking forward to harnessing this strategic partnership to strengthen support to our member organisations in the development of a future ready accountancy profession in Africa.

[Please share developments at your organisation with Sibongile Setshogo at SibongileS@pafa.org.za for publication in future newsletters.]

EMBRACING THE 4TH INDUSTRIAL REVOLUTION

The Digital Revolution Is Over; Digital Won

Article by Kerryn Kohl, 4th Talent

It is strange to look back on the work we did and the emphasis placed on readying ourselves for the 4th Industrial Revolution, only for COVID-19 to enter like a wrecking ball, leaving us reeling in our unpreparedness. As masked crusaders trying to resuscitate a world we once knew, we are moving forward, cautiously trying to reimagine our new normal. As we look back on the world we once knew, it seems a lot more predictable than the uncertainty we face. In addition to reimagining a new world, we also need to reimagine ourselves. The relentless pursuit of personal transformation is the most critical thing we can do right now.

Now more than ever, learning will be the cornerstone of our success in both a personal and professional capacity. With the current pace of change set to 'overnight' in the Pandemic's wake, our ability to develop several core competencies rapidly should be our focus as we rebuild our economy. These competencies include those typically associated with coping with change, such as emotional resilience, interpersonal relationships, and extend to those critical future skills such as complex problem solving, critical thinking and digital affinity.

Increased reliance on technology to develop soft skills

Taking a fresh approach to developing these competencies is the key differentiator. Not only is the one-size-fits-all learning model outdated, but the Pandemic put the debate on facilitator-led vs. self-directed digital learning to rest, especially in the case of soft skill development.

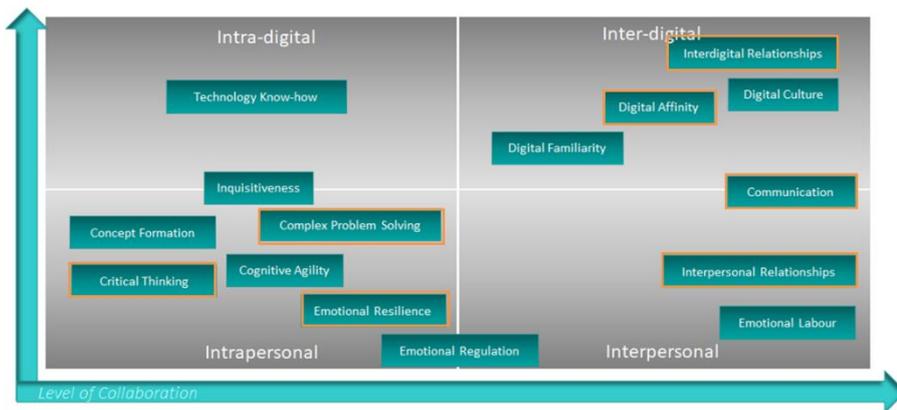
We have seen a significant uptake of digital learning, especially in the area of soft-skill development. Mainly due to necessity; however, it has allowed us to demonstrate that we can effectively develop soft skills through digital means, which is a game-changer.

What we will see in future is a heavier reliance or pull on digital technology to develop soft skills, which will continue as we step into our reimagined world. Developing these soft skills and augmenting them to be effectively applied in a virtual world is critical.

Offices, which were converted to embrace collaboration and innovation trends over the past few years by creating open plan spaces, collaboration pods, and hot-desking, are now a thing of the past. Compliance with social distancing practices means reverting to lower occupancy offices—if returning at all. Virtual teaming will thus be the new normal and brings with it the complexity we avoided when we still had a choice. Now it is necessary to grapple with this heavier reliance on digital tools and the need to collaborate virtually. We need to ask how do we foster collaboration, drive innovation, and build the same level of interpersonal relationships across this complex virtual environment?

Competencies required for a digital world

Our research shows that developing a specific mix of Intrapersonal, Interpersonal and core Inter-digital skills will improve our performance in this virtual world, as highlighted in the 4th Quadrant Competency Framework below.



The following competencies will predict success in this new world of work landscape. These include Critical Thinking; Complex Problem Solving; Emotional Resilience; Interpersonal Relationships; Communication; Digital Affinity; and Interdigital Relationships.

These competencies enable us to navigate the massive change that we have been through and allow us to cope

better with the multiple shock waves set to come after. Placing increased emphasis on developing an affinity for working within a digital environment provides the cornerstone to virtual collaboration. In this digital world, it is no longer enough just knowing about the digital tools available and which to use when. Instead, it is more important that we develop our digital affinity for collaboratively using multiple digital devices. This goes far beyond the high-level digital savviness we thought would be enough, primarily when we only interacted virtually by choice.

There is no time left to prepare. Instead, we need to direct our energy and effort toward learning to pace this change and ready ourselves for future (r)evolutions.



Save the Date: Africa Congress of Accountants 2021

Look out for information about ACOA 2021 in April and – in the interim – **save the date.** ACOA 2021 – *Embracing the 4th Industrial Revolution* – will be held on 24 – 26 November in Maputo, Mozambique.

SPOTLIGHT ON OUR MEMBER ORGANISATIONS



Fostering Diversity Through Promoting, Profiling and Developing Female Chartered Accountants

Article by Gloria Zvaravanhu, ICAZ CEO

The Institute of Chartered Accountants of Zimbabwe (ICAZ) launched the Women Chartered Accountants Network (WeCAN) in November 2016 to meet the following key objectives:

- Encourage and improve participation of female members in ICAZ activities and promote diversity of views. At the time of the launch, women CAs were 25% of the membership.
- Provide a platform for female members to network and share ideas in order to promote, profile and develop female CA's influence in the economy and, ultimately, contribute to ICAZ's objective of exerting influence in all spheres of the economy.

ICAZ set the following key success indicators:

- Growth in female membership.
- Improved rate of converting female students to qualified members.
- Increased representation of female members in ICAZ Council and Committees.

- Occupation of influential positions by female CAs in industry and commerce

WeCAN will turn four in March 2021. The following are some of their key achievements to date:

- A mentorship program for female members and students, facilitating support and development.
- Growth in female membership from 25% to 30% as a result of initiatives focused on improving the conversion rate from students to members.
- Increase in female representation on the ICAZ Council from 5% in 2005 to 39% in 2021.
- WeCAN committees in ICAZ non-resident chapters in South Africa, United Kingdom, Australia and Botswana.
- For more than 90 years, the position of ICAZ president was held only by males. Since 2010, Ms. Duduzile Shinya, is the third female president.
- Through WeCAN's partnership with the Institute of Directors in Zimbabwe, it is working to increase female representation on various local Boards. A number of influential Board appointments have been made from the network over the past three years
- Quarterly WeCAN PowerTalks aim to inspire and provide opportunities to network and engage outside the work environment.
- The half-yearly WeCAN Bulletin focuses developing, promoting and profiling female members and students and addresses contemporary issues faced by female professionals.
- Campaigns during International Women's Month.

The network has grown from strength to strength and continues to make a positive impact on the female members and students of ICAZ. WeCAN can be contacted on wecan@icaz.org.zw.

[Please share information on you organisation's diversity activities with Sibongile Setshogo at SibongileS@pafa.org.za for publication in future newsletters.]

GLOBAL KNOWLEDGE AND INSIGHTS

Public Value Management

- Implementation of accrual accounting in the public sector is a significant priority for many jurisdictions. To assist governments wishing to report in accordance with accrual-based [International Public Sector Standards \(IPSAS\)](#), IFAC has developed a [Train the Trainer: Introduction to IPSAS](#). The training material provides an introduction to the current suite of IPSAS and is aimed primarily at entities transition from the cash basis to the accrual basis of accounting.
- [Emerging Role of Government Balance Sheets for Sustainable Public Finances in the Post-COVID-19 World](#) complements the World Bank's paper [Government Financial Reporting in Times of the COVID-19 Pandemic](#) and could be used in conjunction with the [COVID-19 Intervention Assessment Tool](#).
- [The Public Sector Battle Against Two Pandemics: COVID-19 and Public Procurement Corruption](#) reminds governments that – as they spend to save lives and livelihoods – commitments to transparency and accountability must not be brushed aside.

Modern and Future-Ready Profession

- [Embracing A People-Centered Profession](#), IFAC's latest Point of View, explores the connection between the people in the accountancy profession, the core components of the profession (education, professional judgment, ethics, values) and the profession's commitment to the public interest.
- [The Technology Matrix](#) is a quick guide to help IFAC's stakeholders understand and access the breadth of the technology resources available through IFAC.

- *The Anticipatory Accountant: Global Trends Transforming Learning and Development* presented by IFAC in November reached over 1,600 accountancy professionals in business, government, and academia. The [recording of the entire summit and summaries of the key sessions](#) are now available.
- In the article, [Developing Professional Capabilities—Especially Soft Skills—In an Online Learning Environment](#), Chartered Accountants Australia and New Zealand shares how it has adapted its education program to create job-ready graduates in an online learning environment.
- [The Future for Accounting](#) covers the challenges of attraction, relevance and change facing the accountancy profession and provides insight on how to keep accountancy as a profession relevant for generations to come.
- Do not miss the [Conversations with Experts – Advancing Accountancy Education](#) on-demand videos on integrated reporting and assurance, public sector and ‘robot proofing’ accountancy education.

International Standards and Best Practices

- [Agreed-Upon Procedures \(AUP\) Engagements: A Growth and Value Opportunity](#) describes AUP engagements, when they are appropriate and identifies key client benefits. It covers financial and non-financial subject matters, provides six short case studies and includes two illustration AUP reports from ISRS 4400 (Revised).
- [Choosing the Right Service: Comparing Audit, Review, Compilation, and Agreed-Upon Procedures Services](#) explains the range of audit, review, compilation and agreed-upon procedures services which practitioners can provide, helping clients understand the range of services available, when they are appropriate, as well as their benefits.
- [New Quality Management Standards: A Tremendous Opportunity for PAOs](#) discusses how the successful implementation of these standards will advance the accountancy profession, achieve high-quality engagements and maintain public trust.
- [The Importance and Continued Relevance of International Standards: A Focus on Ethics and Independence](#) highlights the important role that PAOs, national standards setters, accountancy educators and, in some cases, regulators play in supporting accountants in complying with the IESBA Code.
- The Climate Disclosure Standards Board has issued [new guidance](#) on the disclosure of the financial effects of climate-related issues on a company’s financial statements, helping finance and accounting professionals on boards and audit committees, or working as report preparers, to ensure that companies account for material climate factors, and therefore provide the financial-related information to investors about profits and valuations that reflect climate-related risks and events.
- Installments [4 \(Asset Transfers\)](#), [5 \(Tax Advice\)](#) and [6 \(Businesses in Difficulty\)](#) of *Anti-Money Laundering: The Basics* are part of a series helping accountants enhance their understanding of how money laundering works, the risks they face, and what they can do to mitigate these risks and make a positive contribution to the public interest.
- [COVID-19 and Evolving Risks for Money Laundering, Terrorist Financing and Cybercrime](#), published by staff of CPA Canada and the IESBA, highlights the heightened risks of money laundering, terrorist financing and cybercrime in the COVID-19 environment.
- [Navigating the Heightened Risks of Fraud and Other Illicit Activities During the COVID-19 Pandemic, including Considerations for Auditing Financial Statements](#), published by staff of the South African Independent Regulatory Board for Auditors, IESBA, and IAASB, highlights the heightened risks of fraud arising from the disruptive and uncertain COVID-19 environment and the implications for professional accountants in business and public practice.
- To shape the future of financial reporting for non-profit organisations, view the IFR4NPO’s consultation paper and launch video [here](#). Closing date for feedback on the Consultation Paper – Part 1 is 31 July and Part 2 is 24 September.

Education and Capacity Building

- [Revisions](#) to IES 2, 3, 4, and 8 became effective on 1 January. The revisions reflect the increasing demand for accountants skilled in ICT and place further emphasis on professional skepticism skills and behaviors.
- IFAC's [IES Checklist](#) will help PAOs understand how their educational programming compares to the revised IES and raise the awareness of their stakeholders about best practices for accountancy education to align national requirements with the international standards.
- [IFAC & cloudThing's PAO Digital Assessment Tool Part 1: How To Assess Your Organization's Culture & Capability Ahead of a Digital Transformation](#) discusses how organisations that focus on transforming culture and building capabilities during a digital transformation are significantly more likely to succeed.
- In [Challenges & Opportunities for Sole Practitioners—and How PAOs Can Help](#), the IFAC SMP Advisory Group comments on the types of support PAOs should consider offering to their sole practitioner members.
- [Recordings](#) of the [2020 MOSAIC Building Resilient and Sustainable Economies Virtual Forum](#) are now available.

All IFAC materials can be translated and reproduced by submitting a request to [IFAC's translations database](#). To stay updated, [subscribe](#) to *The Latest*.

UPCOMING EVENTS

PAFA

Date	Event	Action
16 April	Diversity in Accountancy in Africa Webinar Series: The Impossible Is Possible (in collaboration with IFWA and FIDEF) – VIRTUAL <i>(PAFA Member Organisations please promote to your members)</i>	Register
10-14 May	Technical Week: A Crucial Year to Rebuild Trust – VIRTUAL <i>(PAFA Member Organisations please promote to your members)</i>	Save the date
26 May	Reclaim Your Well-Being (in collaboration with Allinial Global) – VIRTUAL <i>(PAFA Member Organisations please promote to your members)</i>	Save the date
14 June	Public Financial Management Reforms, the Francophone Africa Agenda – HYBRID, Cotonou, Benin <i>(PAFA Member Organisations please promote to your members, as well as the Office of the Accountant General and the Court of Auditors)</i>	Save the date
15 June	Professional Development: A Competency Framework for Future-Ready Professional Accountants – HYBRID, Cotonou, Benin <i>(For members of the PAFA Education Advisory Group, PAO leadership and those in charge of Accountancy Education at the PAO)</i>	Save the date
15 June	PAO Development: A Roadmap to Preparing a Future-Ready Profession – HYBRID, Cotonou, Benin <i>(For PAO leadership and those in charge of building the PAO's capacity)</i>	Save the date
16 June	PAFA Member Organisation Chief Executive Forum: The Role of the Accountancy Profession in Agenda 2063 & the SDGs – HYBRID, Cotonou, Benin <i>(For PAO CEOs)</i>	Save the date
17 June	PAFA Outgoing Board Meeting – HYBRID, Cotonou, Benin	Save the date
18 June	PAFA Annual General Meeting – HYBRID, Cotonou, Benin	Save the date
18 June	PAFA Incoming Board Meeting – HYBRID, Cotonou, Benin	Save the date
30 July	The Accountancy Profession—COVID-19 Economic recovery	Save the date

	<i>(PAFA Member Organisations please promote to your members)</i>	
23 November	Technical Update – HYBRID, Maputo, Mozambique <i>(PAFA Member Organisations please promote to your members)</i>	Save the date
24-26 November	Africa Congress of Accountants: Embracing the 4 th Industrial Revolution – HYBRID, Maputo, Mozambique <i>(PAFA Member Organisations please promote to your members)</i>	Save the date

PAFA Members and Associates

[Please contact Sibongile Setshogo at SibongileS@pafa.org.za if you would like to include any of your organisation’s events in this newsletter.]

PAFA Affiliates

[Please contact Sibongile Setshogo at SibongileS@pafa.org.za if you would like to include any of your organisation’s events in this newsletter.]

IFAC

Regularly review the [IFAC Events Page](#) to identify any events relevant to your PAO or members.

FOLLOW US

We are looking forward to continuing the conversation. Please follow us on LinkedIn by scanning the QR code below with your phone.



Please submit any questions or comments to: info@pafa.org.za.