World Bank report and recommendations

Learning partnerships in the program for capacity building to strengthen good financial governance in Southern and Eastern Africa

2010 - 2014

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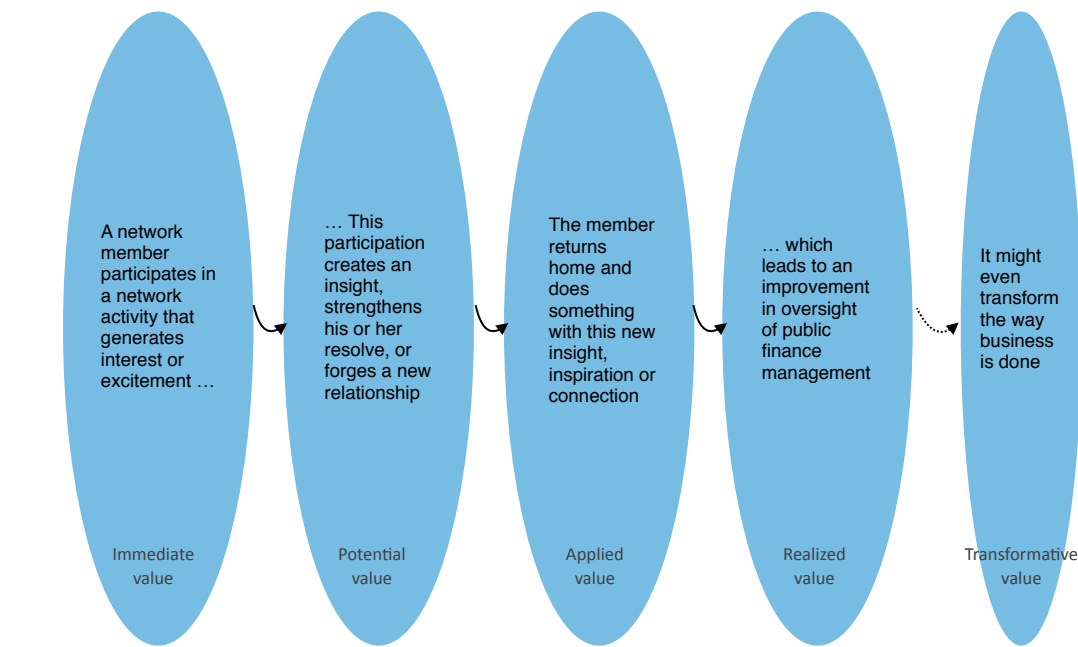Learning consultant

Introduction

This report is an analysis and recommendations for a project financed by the World Bank Institute and GIZ (formerly InWEnt) to support two networks bringing together MP's and clerks of Public Accounts Committees in two African regions: the Southern African Development Committee organization of Public Accounts Committees (SADCOPAC) and the Eastern Africa Association of Public Accounts Committees (EAAPAC).

The purpose of the report is to provide a framework[1] for assessing, planning, and sustaining social learning[2] in the network. It is an invitation to reflect on what was originally envisaged for the project, what happened, and how network members can use this information to plan what happens next. The framework offers a structured way to address these three questions:

- What did we aspire to?

- What actually happened?

- What should we aspire to in the next phase of the partnership?

The framework

The framework proposes an underlying theory of change for how social learning in networks makes a difference in the world:

A network member participates in a network activity that generates interest or excitement …	… This participation creates an insight, strengthens his or her resolve, or forges a new relationship	The member returns home and does something with this new insight, inspiration or connection	… which leads to an improvement in oversight of public finance management	It might even transform the way business is done
Immediate value	Potential value	Applied value	Realized value	Transformative value

[1] An earlier version of this framework was published as Wenger, E., Trayner, B., and de Laat, M. (2011) Promoting and assessing value creation in communities and networks: a conceptual framework. Rapport 18, Ruud de Moor Centrum, Open University of the Netherlands. The new version of the framework presented here is the topic of an upcoming book to be published in 2015.

[2] Social learning takes place when people learn together to advance issues of common concern rather than as a result of training. This kind of learning is typical of networks and communities of practice.

Creating value

Each of these steps in the process creates a certain type of value for network members and stakeholders. For instance:

- Network members - and guests - find value in engaging in activities such as conferences, peer reviews, workshops, training, and social events with other people who share similar concerns (*immediate value*).

- They produce insights, resolutions, action plans, new relationships, and resources which could be helpful to them and others in the future (*potential value*)

- These resolutions, plans, relationships and insights might inspire, inform or motivate members to change the way they do things in their work as Public Accounts Committees (*applied value*)

- And the public are better served by increased accountability in management of public funds (*realized value*)

- In some cases, the way in which oversight of public finance management is carried out may even be transformed more broadly (*transformative value*)

Learning loops

As learning flows through these steps, it is important to feed the results back to the members:

- Putting a new idea or insight into practice is not simply a matter of application; it is a creative act that often requires small and large social innovations

- Some things "work" and some things go "wrong" - both instances offer opportunities for learning

> ➡ Feedback loops about how things work in practice - or not - are a key element of learning. We call these *learning loops*.

Strategic and enabling value

Learning in networks does not happen in a vacuum. It takes place in a strategic context and with resources provided by stakeholders. To include this broader learning system the framework considers two additional types of value:

- **Strategic value** refers to the clarity of the strategic context in which the network is operating and the ability of the network to engage in strategic conversations about the value it creates. This is crucial because knowledge and learning are often seen as operational challenges when in fact they are primarily strategic issues. Office Bearers, Governing Council and Development Partners are key stakeholders for generating strategic value.

- **Enabling value** refers to the support processes that make the network's life possible. It includes internal leadership as well as external support, such as a dynamic support team, logistical support ,and good technology. It is important because it is a sign of

sustainable activities and results for the network. The Secretariat, the PAC clerks, and the Development partners have been important players in creating enabling value.

Integrating these two types of value as part of the learning system is key to the long-term sustainability of the process:

- Events and sequences of events are largely unpredictable - a powerful learning system is agile and iterative under changing circumstances

- The strategic and enabling contexts of the network - and the interaction between them - are essential elements for creating a flexible and dynamic learning system that will be sustainable over time

➡ Ongoing conversations that align strategic and enabling value with network activities as they change over time are a key element for sustaining learning.

A visual representations of the different types of value and the learning and sustainability loops can be seen in the figure below.

Figure 1: Framework for social learning in networks
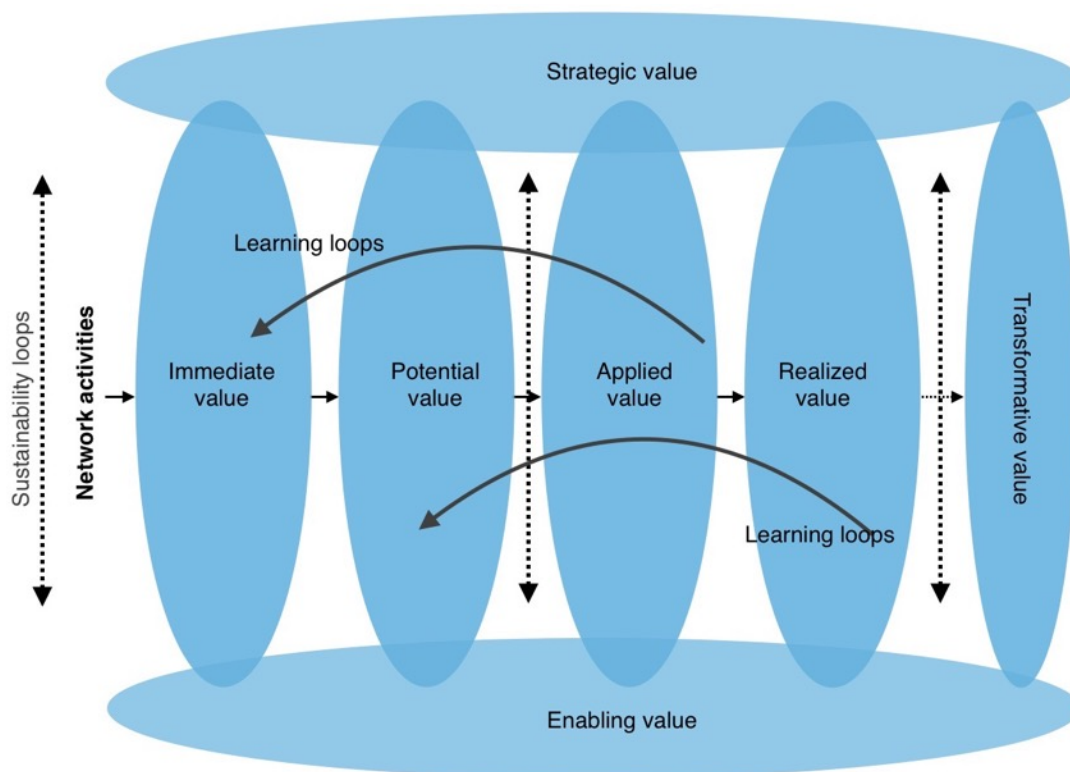
Using the framework to assess network learning

The framework provides a rigorous method to assess learning in a network. It is the method we have used to collect the data included in this report. This method combines two types of data:

1. Indicators — to show value at each cycle

2. Value-creation stories — to show value across cycles

1. Indicators

One can define and monitor indicators of value creation at each cycle. The table below provides some examples:

Indicators of **immediate value** are often collected as feedback at the end of a meeting. they include, level of satisfaction, level of engagement, number of participants etc.	Indicators of **potential value** might include the number of insights reported on feedback forms, number of times a resource is downloaded from the wiki, or the number of new relationships generated through participation	Indicators of **applied value** might include the number of resolutions that are implemented or new practices resulting from outputs of the network	Indicators of **realized value** might include money saved or PEFA scores. These kinds of indicators are probably set outside the network, but it is still important for members to identify and debate what indicators they find relevant.

In this report I include the indicators proposed for the project for each cycle whenever applicable.

2. Value creation stories

We also collect *value creation stories* to show how improvements or transformations in public finance management can be attributed to the activity of the network (at least in part). A value creation story has a specific genre, with something happening at each step of the framework - from immediate to potential to applied to realized, and possibly to transformative. For the project, we have collected about one hundred such stories.[3] The table below provides two examples.

The story told by Ms Nonhlanhla Shabangu, PAC clerk Swaziland goes through the main steps in the value creation genre. It shows a causal link between a network activity and an improved situation of public finance management in Swaziland.

The story told by Hon Zitto Kabwe, PAC Chair, Tanzania also goes through these steps in the genre showing how his participation in a workshop of the network led - at least in part - to the canceling of a worrisome government tender.

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[3] See appendix 1 for further examples of value creation stories collected in this network. The entire body of stories is presented in the following report: "Capacity Building to Strengthen Good Financial Governance in Southern and Eastern Africa - The World Bank and GIZ 2010 - 2014/Program Overview" by Paulina Biernacka

Immediate value	Potential value	Applied value	Realized value
I enjoyed the clerk workshop in Kampala (2013) where clerks were able to exchange our experiences	I was interested in the way that some PACs in other countries call independent experts to the PAC hearings	I recommended this to my own PAC Chair and we have adopted the practice ourselves. For example, during the hearing on the audit of the Ministry of Justice and Constitutional Affairs the PAC discussed the purchase of office furniture, which according to the documents, included elephant skin ornaments. The Auditor General's report stated that the furniture was less expensive than that claimed by the Ministry and did not include elephant skin. So we brought an international expert from Egypt who confirmed that the purchased furniture was different from what was claimed and did not include any elephant skin ornaments.	The Ministry was obliged to pay the difference between the actual and claimed cost of the furniture to the consolidated fund.
In November 2013, we participated in an interesting SADCOPAC/ EAAPAC workshop on "The Role of Parliament in Procurement Oversight" (Nairobi, Kenya). It was an opportunity to meet and exchange ideas with MPs and parliamentary staff from Uganda and Kenya on good practices in public procurement and the relationship between the PAC, Procurement Oversight Authority and Supreme Audit Institutions.	I learned from the other delegations that one of the good practices is to emphasize the role of Supreme Audit Institutions in scrutinizing the procurement process pre-completion in order to identify any funds mismanagement.	When I returned to Tanzania, I received information that the National Electoral Commission had procured election registration equipment, however the procurement rules were not followed. A company which was awarded the tender was the same company that prepared the tender documentation. After receiving that information and supporting evidence, I contacted the Auditor General asking him to intervene referring to the Nairobi training on procurement. I explained examples of good practice which should be followed and insisted he carry out a pre-procurement audit to identify if all the procedures were followed. I also shared the story to the media who reported on the issue putting pressure on the Auditor General Office. Therefore, the AG took action and wrote to the Procurement Authority and National Electoral Commission.	Within one month the tender valued at US$ 126 million was cancelled and re-advertised.

Value creation stories can be used as an ongoing assessment process. They are also a way to loop back the learning into network activities and trigger the imagination about what is possible.

Using the framework for visioning and planning

The framework can also be used prospectively to create a vision and plan future activities. Negotiating and agreeing on indicators between network members, partners, and other stakeholders is in itself a strategic conversation. It is also useful to imagine the kind of value-creation stories stakeholders would hope to see if the learning of the network is successful.

When using the framework for visioning and planning, two questions become relevant for each cycle:

- What are our **aspirations** for each value cycle?
- What are the **conditions** necessary for this to happen?

Aspirations

Network members and relevant stakeholders work together to come up with shared aspirations and the types of indicators that would tell them that they had been achieved.

> Aspirations at each cycle are specific statements about what network members and stakeholders would like to see happening. For example an aspiration of immediate value may be to have well-attended, dynamic meetings with representatives from many countries.

Conditions

Aspirations are not enough for planning. It is also necessary to consider what sort of processes and resources need to be in place in order to achieve them, and who is responsible for putting these conditions in place.

> Conditions reflect what it is likely to take for achieving the aspirations. The conditions for making the above aspiration happen may be an attractive venue, invitations in advance, and resources to support members who do not have a travel budget.

Figure 2: Using the framework for visioning and planning
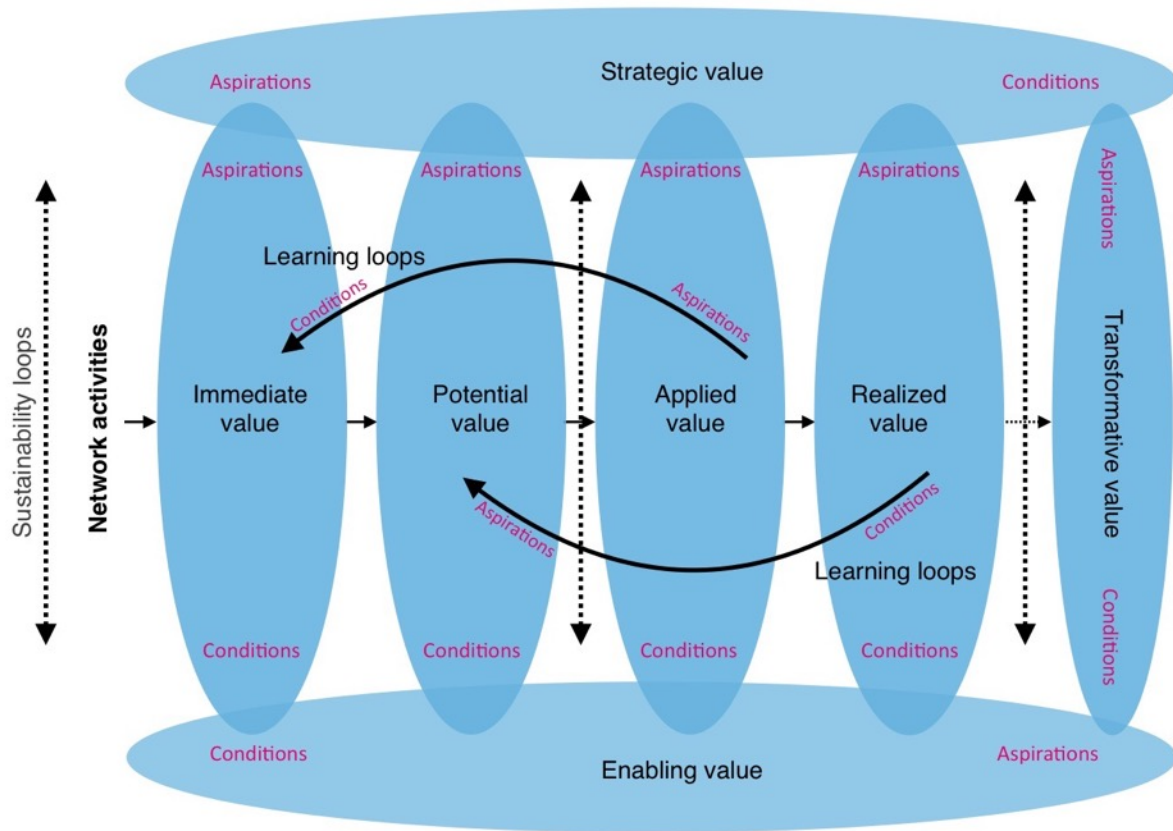
Setting the stage for a strategic vision

In the rest of this document I will use this framework to set the stage for planning the next phase of the project. For each cycle, I explore three questions:

1. What did we aspire to?

2. What happened?

3. How to set aspirations for the next phase in the partnership?

For each cycle, I provide a one-page summary table with information about the three questions. Each page is organized as follows:

- **Column 1**: *What did we aspire to?* This column includes the aspirations and the indicators specified in the original project documentation. It also contains the conditions that were identified as necessary for supporting the aspirations.[4]

- **Column 2**: *What happened?* This column summarizes key achievements and shortcomings related to the cycle as well as the conditions that were fulfilled or missing. It is only a brief synopsis based on project documents, observations, and the value creation stories collected during the project.[5]

- **Column 3**: *How to set aspirations for the next phase*? The last column proposes some questions and examples of answers for the aspirations, indicators, and necessary conditions for going forward. This kind of information serves as a starting point for conversations with a broader range of stakeholders.

Figure 3: Summary document for each value cycle

Initial aspirations *Source: original project documents*		What happened? *Source: project documents, value creation stories, final project review meeting, observations*	What should we aspire to? *Examples of the type of information to be discussed*	
Aspirations	**Indicators**	**Achievements and shortcomings**	**Aspirations for next phase**	**Indicators**
Conditions		**Conditions fulfilled or missing**	**Conditions for next phase**	

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[4] For this I have used the following three original project documents: (i) WBI-Inwent (PACs) (July 2) (2).doc and Draft Clusters; (ii) Indicators SADCOPAC EAAPAC V9_010311.docx; (iii) Grant Agreement_SADCOPAC.pdf

[5] The four data sources are: (i)event feedback forms; (ii) value creation stories collected during the project; (iii) documentation from the final project review meeting; (iv) personal observations. For a more complete documentation of "What happened" please see report: "Capacity Building to Strengthen Good Financial Governance in Southern and Eastern Africa - The World Bank and GIZ 2010 - 2014/Program Overview" by Paulina Biernacka

Generating **immediate** value - Benefits of participating in activities

Initial aspirations	What happened? (2010 - 2014)	Aspirations for next phase
initial project documentation	*quotes from event feedback forms*	*framing the discussion*

Initial aspirations

Within the network:
- Hear about the experiences of other PACs in the network
- Share good practices and innovation
- Hear about lessons learned
- A team of current (and former) PAC Chairs and senior Members, coupled with other experts, will visit a country's PAC and review it against accepted norms and benchmarks

Neighboring networks
- Dialog and exchange of experience with SAIs, Ministries of Finance/Collaborative Africa Budget Reform Initiative (CABRI)

Outside individuals
- Hear about new research
- International exchange of experience

Events
- Study tour to Germany
- Participation in Global Conference in London by 2011
- Accountability Conference
- Regional meeting of the clerks of PAC
- Regional dialogues between PAC and SAI ("Issue Specific Working Group Meetings")
- Peer review meeting
- Project review meeting
- Secretariat to carry out: (i) dialogues on challenges facing PAC effectiveness and overall accountability system, identification of good practices, peer review and support to enhance performance of PACs; (ii) debates on contribution of selected public institutions to the accountability framework; (iii) training of PACs and SAIs on domestic legislation and international standards on public expenditure management and financial accountability, including development of a yearly program in this area.

Resources
- Discussion papers
- Resource people
- Training materials (basic and advanced courses)

What happened? (2010 - 2014)

Indicators/data
- At least X percent of network members report that they find inputs at events satisfactory or highly satisfactory
- Percentage of attending members in relation to invited members at events
- 50% increase in membership of those parliaments eligible to join the parliamentary networks, but which have yet to join
- At least 2 countries per year participate in a peer review and apply benchmarking tools
- At least X members from PAC contribute with an input to EAAPAC/SADCOPAC events, learning resources

Feedback about engagement from within the network
- Get to know the different ways that PACs operate in other countries
- A chance to network
- Hear from others facing similar challenges
- Stay up-to-date with good practice
- An opportunity to show what I'm doing
- Debates about what's right
- Interactive sessions
- Hear about international research
- Participatory approach (PAC clerks)
- A chance to learn from PAC chairs with more experience
- Improving the capacity of PACs across the region
- Experience different ways of communicating and learning

Feedback about engagement with neighboring networks
- Events provided an opportunity to share ideas and a language with Auditor General
- A chance to understand and interact with the media
- Hear from some civil society organizations

Feedback about interaction outside African networks
- A chance to hear about international research

Monitoring of indicators by Secretariat
- Feedback forms were distributed at each meeting and the Secretariat kept a record of the level of satisfaction of participants.

Events
(see also SADCOPAC-EAAPAC Mini PROJECT REPORT 2010 - 2014.docx)
- Study tour to Germany
- Annual Joint Accountability Conferences (around 100 participants)
- Clerk trainings and workshops after the Joint Accountability Conferences; clerk community of practice formed
- Regional trainings for MPs (3 countries participating in each)
- Two clerks went on an "attachment" to observe how things were done in another country
- Two peer reviews, conducted over the course of this project (South Sudan and Zambia)
- Annual project review meetings
- Two workshops in Portuguese for Portuguese speaking countries

Resources
- Framework for peer reviews
- Resource people - international and regional, contracted by The Bank and the Secretariat
- Facilitation of most Joint Accountability Conferences
- Support for agenda design of JAC
- Facilitation of clerk workshops and meetings
- Training materials provided by The Bank
- Venue/conference costs shared by all partners
- Transport/hospitality costs covered by host Parliaments

Aspirations for next phase

Aspirations
What are your aspirations for the direct experience that people will have when engaging with the network?

Examples:
- specific activities
- number and quality of interactions
- good experience for newcomers
- sense of high value for time
- interactive sessions
- ability to address hard issues/challenges
- solving problems together

Indicators/data
What indicators would suggestion this is happening?

Examples:
- levels of attendance
- participation and commitment
- depth of discussion
- ability to discuss problems
- mistakes and failures
- positive comments

Conditions
What are the conditions for such experiences to come about?

Examples:
- specific activities and their design
- participation of specific people
- facilitation
- committed time of experts
- logistical or secretarial support

Conditions   Aspirations

Generating **potential** value - Insights, ideas, methods, skills, documents, relationships, resolutions, action plans

Initial aspirations
initial project documentation

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- Increased knowledge of public finance management
- Improved procurement skills
- Strengthened network and members
- Strengthened relationship with Auditor General
- Harmonization and standardization where appropriate
- EAAPAC and SADCOPAC networks produce quality learning resources for themselves as well as amongst each other
- Communication strategy

Secretariat to provide:
- Core course materials
- Applied research to compare the performance of regional and national PACs in Africa using established benchmarks
- Development and implementation of knowledge management strategy
- Analysis on PAC's performance through supporting the preparation and distribution of a performance survey to PACs, including the development of a best practice note and research on the topics of importance for PAC performance in Southern Africa.

- Each association developed a knowledge management strategy 1 year after project start

What happened? (2010 - 2014)
quotes from value-creation stories

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Partnerships with relevant stakeholders
- We embraced the concept that the PAC should be in constant contact with the Auditor General's Office and the Accountant General's Office in order to enhance the PAC operations and proceedings. (Malawi)

Performance audit
- I learned from the other delegations that one of the good practices is to emphasize the role of Supreme Audit institutions in scrutinizing the procurement process pre-completion in order to identify any funds mismanagement (Tanzania)

PAC recommendations
- We realized (after the peer review) that we need to become more intentional in getting our recommendations followed up. (South Sudan)

Procurement
- The training made us realized that additionally to reviewing the financial audits, we need to review procurements in more details as most of the gaps are in procurement. (Uganda)

Public hearings
- I was struck by the good practice shared by the Tanzanian PAC in which the PAC proceedings are televised to the public promoting transparency and accountability of government responses. (Zambia)

- Online course materials developed by the World Bank for an e-learning course that PAC clerks were encouraged to join. There was minimal, if any, participation in the course by clerks.

A few supportive practices
- There was a discipline of producing resolutions at each meeting and of making action plans
- There were note takers for the peer reviews to report the findings
- A book with all resolutions was published by the Secretariat
- The wiki was a place for capturing insights, participant lists, power-points and other resources
- There was a clerk community newsletter that published highlights of they had done

Aspirations for next phase
framing the discussion

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Aspirations
What potentially useful things do you want the network to produce?

Examples: Do you want to see:
- *specific documents*
- *manuals*
- *tools or methods*
- *resolutions*
- *action plans*
- *repository*
- *specific skills*
- *relationships*
- *high inspiration*
- *reputation of the practice*
- *new understanding of learning*

Indicators/data
What indicators would suggest the network is producing what you hope it will?

Examples: Would you pay attention to:
- *quantity and quality of documents*
- *quality of resolutions and action plans*
- *generation of insights*
- *level of connectedness of members*
- *mentoring relationships*

Conditions
Under what conditions will the network be able to produce these things?

Examples: Would you need things like:
- *note-taking or editing support*
- *time for working groups to meet*
- *design of activities*
- *facilitation*

What is your knowledge management strategy?
How to collect and document best practices?

Generating **applied** value - Plans into practice, implementation of resolutions, inspiration that changes practice

Conditions

Aspirations

Initial aspirations
initial project documentation

What happened? (2010 - 2014)
quotes from value-creation stories

Aspirations for next phase
framing the discussion

- Apply their learning in the interests of their countries
- Members apply resolutions made at JAC
- Apply insights made from learning about peer experiences
- Influence budgetary issues of interest to Africa
- Influence reform of budget management and policy
- Better relations with the AG office
- Better at performance audit
- Anti-money laundering
- Auditing of state owned enterprises

- At least X per cent of recommendations adopted at accountability conference are implemented by participating member countries after X years
- At least X per cent of members report using peer experiences in recommending/ designing PFM reforms in their institution X years after project start.
- Common positions developed by EAAPAC and SADCOPAC influence regional debate on budgetary issues of interest to Africa
- Better compliance with laws/ regulations
- Increased number of PAC following the best practice manual by 50%
- Accounting reports up to date
- Rates of compliance with procurement guidelines increases
- PACs demand SAI include subsection on procurement compliance in audit report
- Communication strategy between SAI and PAC is implemented
- PACs hold at least one hearing per year examining performance audit report provided by SAI
- At least X per cent of members report that they are satisfied with the support by EAAPAC/ SADCOPAC in reform of budget management and policy X years after of project start

Strategic partnerships
- (After hearing about Uganda PAC's cooperation with the Criminal Investigation Directorate) I recommended that a similar body should be established composed of representatives from the police/fraud department, anti-corruption bodies, accounting general office, public service office, procurement office, and internal audit. Since 2013 that are present during our meetings. They provide additional information and clarify the contrasting statements during PAC hearings. (Swaziland)

Performance audits
- I have become a champion of performance audits (since it has been brought up at a number of events, and more particularly after the Joint Accountability Conference in Namibia). I organized two trainings in 2012 with the Auditor General and the PAC Chairs from Tanzania and Zimbabwe..... We now do them rather than the portfolio committees (which is better as) we question the witnesses more directly and there are more results. (Zambia)

Procurement
- (Following a resolution at the Joint Accountability Conference in Namibia) we recommended that in the scope of the external audit performed annually on the Government Consolidated Accounts, the Administrative Court should scrutinize the public procurement processes used to generate public spending. (Mozambique)

PAC operations
- Since then (clerk workshop in Kampala) our reports have been 30 pages long and the content simplified. Previous reports were up to 110 pages. (PAC clerk, Namibia)

Anti-corruption
- (After the various presentations at the Joint Accountability Conference in Uganda) I decided that more corruption cases should be investigated and we started to issue reports with hard evidence of corruption practices within the Executive. Initially the Executive was not satisfied with the honest PAC reports regarding corruption as it was considered "witch hunting". However the PAC members united their work and we continued to issue more reports on cases of corruption. (Lesotho)

Systematic strategies for implementing resolutions
- After each SADCOPAC/ EAAPAC network event our delegations calls a PAC meeting to discuss the resolutions and put forward a strategy for their implementation. This procedure has been implemented after every network conference. (Tanzania)

Creating a voice in the broader context
- Peer review recommendations were written up and presented to the Executive of respective countries
- Inviting the speaker of Parliament to events in order to increase buy-in and chance of implementing resolutions

Aspirations
Who should apply the learning of the network? Where? To what?

How much risk should members take in trying new network ideas and experimenting?

Examples: do you want to see:
- improved practice
- world-class practice

Indicators/data
What are indicators that would suggest that application is happening?

Or that it is becoming more likely?

At a sufficient level of depth and scale?

Which of the initial set of indicators are still relevant? Do they need to be monitored more systematically this time around?

- The peer review will be followed by the proposed regional dialogue workshop where the findings of the peer reviews will be presented and an agreement on how to implement them will be reached between various stakeholders (e.g. MoE, SAI, PAC)

Conditions
Under what conditions will it be possible for members to apply what the network has produced? What would make it difficult to apply? Is there something the network (or partners) can do about creating such conditions?

Generating **realized** value - Creating a change in public finance management

Conditions

Aspirations

Initial aspirations	What happened? (2010 - 2014)	Aspirations for next phase
initial project documentation	*quotes from value-creation stories*	*framing the discussion*

Initial aspirations

- Good financial governance, accountability and transparency in African countries
- Quality reform and improvement in budget management in respective countries
- Increased economy/efficiency of government programs

- PACs demand more performance audit reporting (at least 1 report per year per country and an increase by 50% in 2013)
- % of PAC recommendations stemming from value for money reports implemented

What happened? (2010 - 2014)

Performance audit

- Since 2012 the office of the AG has conducted 13 performance audits based on priority areas indicated by the PAC and the PAC has held four hearings on the performance audits. Nowadays every time the AG produces a report it also includes performance analysis of the government programs. (Tanzania)

Audit report

- In 2013 this recommendation (SAI institutions should audit local authorities) was incorporated in the new Constitution. As a result Zimbabwe has a constitutional provision for the SAI to audit local authorities, parastatal and government ministries. (Zimbabwe)

PAC recommendations/follow-up procedures

- As a result (of our new procedure on following up recommendations) the Ministries are following up with the PAC recommendations within the given deadline. In case a given Ministry will not reply within the specific timeframe, acting on behalf of the PAC Chair I contact the respective Ministries. The response rate has been very satisfactory. (Swaziland)

Anti-corruption

- Since 2013 there are more cases regarding the mismanagement of funds going to court. For example in 2013 the Minister of Finance and the Chief Accounting Officer were faced with charges for mismanagement of public funds. The Minister resigned and the case went to court. (Lesotho)

Aspirations for next phase

Aspirations

If the network is successful, what should be different? For PACs? For indicators already part of a project partner's strategy? Are there additional indicators of realized value specific to the network?

What undesirable outcomes should the network help prevent?

Are the initial set of aspirations still the right ones? Are there new ones?

Indicators

What measures of success does the network want to affect? Are these indicators already part of a project partner's strategy? Are there additional indicators of realized value specific to the network?

Examples: would you pay attention to international indicators e.g. Corruption Index, Open Budget index, Extractive Industries Transparency Initiative?

Do development partners have an accountability to certain indicators?

Which of the initial set of indicators are still relevant? Do they need to be monitored more systematically this time around?

Conditions

What are the conditions you think must be in place for these outcomes to be likely? Are there factors that would prevent the network to have an effect on relevant outcomes?

What conditions can the network or partners influence?

Generating **transformative** value - A transformation in the way "business" is done

Initial aspirations *initial project documentation*	What happened? (2010 - 2014) *quotes from value-creation stories and observations*	Aspirations for next phase *framing the discussion*
• Synergies with ongoing discussions in other regional organisations, such as AFROSAI and CABRI could be created e.g. in the field of aid management, intergovernmental fiscal relations, education budgeting or infrastructure investments	• We realized that the Napoleonic parliamentary systems could benefit from performance auditing. (Mozambique) **Transformed relationship between PAC Chair and PAC clerk** • I've started to be treated more as a partner. (PAC clerk, Swaziland) **TV broadcasting of PAC public hearings** • Zambia tells the story of their attempt to get live broadcasting of PAC public hearings (inspired by the situation in Tanzania). It was started and was then cancelled. The cancellation led to a big public reaction of dissatisfaction through social media. In this case the expectations of the public were transformed. **Observations** **Relationship with the media** • There were times when there was the start of a transformed relationship with the media at events held in South Sudan. Clerks, MPs and media representatives changed their view of each other as adversaries and started to see each other as partners with the same goal. "We need to engage them more" and "it is not easy for a member of the media to find someone to give them information when they come to Parliament". (PAC clerk) **"Stance" of the PAC** • While it did not appear in the stories I heard a number of network members saying that their view of the role of PAC had been transformed as a result of hearing two different approaches: one from Tanzania where hearings are seen as a firm but friendly inquiry with the aim of building trust with the people under review; the other from Uganda where the PAC takes on the role of interrogator with police support. **Relationship with Auditor General** • My observation over the course of the project was that relationships with Auditor Generals became less transactional with new types of dialogs underway	**Aspirations** *Transformative effects are hard to plan. But where do you think there is the greatest potential for surprising outcomes that could transform the broader landscape of practices, the attitude of government, and the expectations of the public?* *Examples: what kinds of things are likely or possible?* • *a leap in practice improvement reassessing fundamental assumptions* • *a new sense of pride for members* • *reframing aspects of culture that get in the way of transparency and accountability* **Indicators** *Would you pay attention to the ability to question assumptions, deep debates, reflective capability, strategic discussions, feedback loops?* *What would indicate that new relationships with the press and the public are being forged and are having an effect?*
Communications strategy	• The media were invited on two occasions (a PAC training and a PAC clerk workshop) into meaningful dialog with PAC members and clerks. • Communications strategy. A communications consultant was only contracted at the end of the project so his recommendations were not reviewed and acted on during the project, but they contained some recommendations that could be transformative. • A community of practice of PAC clerks whose goal is to professionalize their role	**Conditions** *What are conditions that would make transformative effects more likely? What risk is the network willing to take in order to innovate? What would it take to involve the press and civil society organizations more systematically?*

Generating **strategic** value - Strategic vision and conversations among all partners

	Initial aspirations *initial project documentation*	What happened? (2010 - 2014) *observations*	Aspirations for next phase *framing the discussion*
Aspirations	• Conduct a strategic exercise with members and the respective secretariats of both associations at the beginning of 2010 during a retreat of the two executive management committees/ governing councils (in terms of timing such a meeting could take place before Accountability Conferences in 2010) • Strategic planning and monitoring and evaluation arrangements	**On the one hand:** • Strategic meeting took place at the beginning of the project • Governing Council meetings for both networks took place before each Joint Accountability Conference • Development partners were invited to a session during those meetings • There was mostly involved participation from network members in project review meetings **On the other hand:** • There were diverging views of social learning and how to support it; there were few spaces for dialogue about learning strategy among all partners • The strategic planning document was not visible (e.g. on the wiki) nor was it revisited with members at subsequent meetings • Subsequent Office Bearers were not briefed on the strategic planning document. As it was not visible to the membership the broader commitment to the implementation of the strategy subsided over time • Development politics was like an elephant in the room which was never openly discussed • There was no systematic planning and monitoring and evaluation arrangements; there was no monitoring of the indicators during the period of the project	**Aspirations** *How can the network be engaged in strategic conversations with all partners? What level of alignment do you wish for?* *How to use ongoing data collection about the network to constantly align it to its objectives?* *How to tell that there is alignment among all partners and stakeholders?* *Examples: Do you want to see direct engagement with different partners? Strategic thinking among all network members?* **Indicators** *What are the indicators that would suggest this is either desirable or happening?* *How to tell that there is alignment among all partners and stakeholders?* *Examples: would you pay attention to references to the strategic documents? Level of satisfaction by different partners?*
Conditions	• Annual project review meetings • Development of a detailed strategic planning document and a corresponding evaluation framework (Secretariat) • Each association developed a detailed strategic planning document and a corresponding evaluation framework 1 year after project start • All activities subject to Monitoring and Evaluation	**Project review meetings** • Annual project review meetings were held and the value creation framework introduced and stories were shared and collected. • The leadership groups at the final project review meeting made some recommendations for going forward. (See appendix 2, 3 and 4) **Monitoring and Evaluation** • A World Bank consultant followed up the action plans of network members, which were a crucial data point in the collection of value-creation stories • An M&E consultant was contracted by the Secretariat at the end of 2013. He undertook an ambitious evaluation "Evaluating the effectiveness of the GIZ/WBI project on the performance of the regional PAC: stakeholders viewpoint". • This M&E consultant was discouraged from integrating his work with the ongoing data collection and framework that was already underway.	**Conditions** *What are the conditions for these strategic conversations to take place?* *Who should be at the table? What data do they need?* *Would you need things like:* • *a workable and ongoing M&E strategy* • *mediation by a facilitator* • *formal and informal meetings spaces with different partners* • *an intention to hear divergent voices*

Generating **enabling** value - Building capacity for sustaining learning

Initial aspirations *initial project documentation*	What happened? (2010 - 2014) *observations*	Aspirations for next phase *framing the discussion*
Aspirations		
• Increased capacity of Secretariat to provide a platform for SADCOPAC Member States to learn from each other through south-south exchange • Knowledge management strategy to create an institutional memory of PACs and contribute to sustainability of EAAPAC and SADCOPAC efforts • Logistical arrangements should be provided by the host country • Translation facility for the annual conferences • Peer support program using a dedicated website and other technology (such as Skype) • Secretariats of the parliamentary networks formed and operational • Knowledge management strategy implemented • On time payment of membership fees (??)	On the one hand... • Network members took up leadership tasks at the events, giving some ownership over the process • The Secretariat learned to do some social reporting • The Secretariat report that they have increased their capacity to organize events and trainings On the other hand... • There is no evidence that the Secretariat has developed any capacity to support social learning. The final JAC integrated one social learning approach - round tables, which does support limited interaction. Suggestions were made to the program which were ignored. • The learning consultant still does almost all the work in keeping up the wiki • There was no shared understanding of knowledge management • There was no operational Secretariat of EAAPAC. SADCOPAC Secretariat performed some of their role in providing logistical support to events that took place in East African countries. • Development partners and consultant designed and facilitated the Joint Accountability Conferences, whereas the intention was to support the Secretariat in this role. The time of the Secretariat was taken up with administrative tasks set by the Governing Council. • There was no space for discussing enabling value with those taking strategic decisions.	**Aspirations** *What kind of support would you need ideally? How can you be sure that it fits with your strategic imperatives?* *Examples: Do you want to see clear, recognized roles to ensure different types of enabling value? Do some people need time to be freed up to play this role? Do they need recognition for their contributions? What kind of technology infrastructure do you need?* **Indicators** *What are some indicators that would suggest the right level of support is available?* *Examples: Would you pay attention to feedback about enabling value from different partners?*
Conditions		
• Financial and capacity building support for the Secretariat by The World Bank and GIZ	• See also the comments and recommendations made by the Social Reporters at the final peer review meeting in annex 2 • Coaching at the Secretariat office (Arusha) - use of wiki and other tools for streamlining procedures, design of peer review process, value-creation framework and monitoring and evaluation, social learning leadership • I appreciate the design of the wiki platform (there is always a page on the wiki for each network event). All documents from the events are on one page for the SADCOPAC/ EAAPAC community to refer to. (PAC clerk, Zambia) Wiki platform The wiki is a tool that was used by Members and clerks to share and retrieve meeting documents. A comment by a clerk: • Coaching at events - design of agenda, facilitation of meetings, leadership groups, collecting value creation stories, social reporting for the wiki • Sponsorship of Secretariat by the World Bank to participate in a four-day international workshop on social learning leadership GIZ planning tool and Secretariat wiki for joint planning • Secretariat wiki for collaborating on event preparation • Event planning tool / checklist • Face-to-face meetings before and after events for preparation and post-event reflection • Operational support during meetings • Regular calls between Development Partners and Secretariat • Method - leadership group to give members ownership of the network	**Conditions** *Under what conditions would this support be more likely to become available?* *Would you need things like demonstration of high-value? Strategic sponsorship? Partnership in web-based support?*

Generating **learning loops** - feeding back the learning from what happens in practice

Initial aspirations *initial project documentation*	What happened? (2010 - 2014) *comments*	Aspirations for next phase *framing the discussion*
	Follow up on resolutions • There was a resolution at the JAC in Namibia, 2012: *"Accordingly each jurisdiction is required to implement these and be given adequate time in the agenda of future meetings to present updates on the extent to which they have implemented the resolutions made and the challenges, if any, encountered in implementing the same."* (Namibia, 2012) • At the following conference in Uganda there were small table discussions for members to tell value creation stories. • At the same JAC there was time in the agenda for each delegation to give feedback on how they had implemented a resolution from the previous conference. (See annex X). This generated substantial questions and discussion and we had to readjust the agenda to allow for them. **Caveat** • For learning loops to be meaningful and a way of generating insights it is important that it is framed and presented in a way that people understand it to be a reflective opportunity for learning. One person's story is a learning resource for the rest of the community and not a public scrutiny of whether or not a network member has "done their homework". **Peer reviews and attachment** • Visiting countries were invited to report back on the peer reviews at the peer review meeting. • Two PAC clerks were given an opportunity to go on an attachment. They were selected on a "pitch" they wrote which had to include how they would share their learning with the clerk community. They presented their learning both at the peer review meeting and at the clerk meeting. It did not provoke a lot of conversation. • A requirement to give feedback after the peer review and attachment • Scheduled time in the agenda	**Aspirations** *How can you feed back people's application of insights and their small and large innovations in practice back into the learning of the network?* *How do you go beyond a bulleted report back to a meaningful conversation?* *How do you create conditions of trust where people can talk about what went wrong as well as what worked?* **Indicators** *What would be indicators of learning loops?* *Examples: regular time slots in the agenda for sharing stories, number of new value-creation stories generated by stories of how others have implemented resolutions* **Conditions** *What conditions do you need in place to be sure you are generating learning loops?* *Examples: time in the agenda, pre-conference survey questions, modeling by experienced members of meaningful report back on implementation of resolutions*

Observations and recommendations

This project was an ambitious one. The body of value-creation stories we collected present a strong case for the value generated by network activities and their effect on public finance management.

The question from a learning perspective is how creative the network can be in that tension between deference to and challenging of traditional ways of doing things. It is in that creative space that innovation and learning lies.

For learning to be sustainable amongst the changing tides of global politics and social change it needs to be innovative and more adept than business as usual. Scaling of knowledge does not simply happen as a result of documenting it and then disseminating it. It happens when people negotiate the implications of new knowledge for their practice. And it happens when people take leadership to enable it.

Networks and communities of practice are generally seen as more effective ways of scaling up innovation and knowledge, but they require new types of partnerships and a certain type of leadership to be fully effective. They require a certain mindset with an agile, iterative approach and a lot of attention to data and strategic imperatives.

In the following observations and recommendations I have tried to incorporate observations and lessons learned by the SADCOPAC Secretariat in response to some questions I invited them to answer. The recommendations, however, have not been seen or endorsed by them.

Strategic context

While the project was successful in providing value to members there was a key issue that may have prevented the project from reaching its full potential. There was little room for ongoing conversations between partners about the strategic context of the project. Neither was there coordination of the contributions of various actors around these conversations.

- **Strategic meetings**: Hold a series of strategic meetings where the aspirations, conditions and indicators are revisited and discussed. Reflect on the strategic and enabling processes that are in place for innovative and sustainable network activities. Office bearers and the governing councils have key roles to play in strategizing the learning of the network.

- **Leadership retreat:** Hold a retreat for network leaders to reflect on how to develop the learning of the network. Come to a shared agreement about the nature of learning and leadership in learning. Establish the framework presented here as a way to develop a shared language for planning the project and holding ongoing strategic conversations. Agree on the roles of different partners in the project.

- **Alignment**: Research and understand the accountability of network partners to their own organizations and the institutions they serve. Any partner in the network must be ready to demonstrate value to their own institution. Discuss the extent to which the network objectives align (or not) with their agenda.

- **Make a strategic pitch:** Keep your eye on realized value and build a case for how network activities can lead to realized value. Encourage the telling of value-creation stories to build a good case for the way network activities lead to positive changes in public finance management.

Look for powerful learning support team

Network learning calls for intentional cultivation of the learning processes and members' ownership over them. Realizing the full benefits of social learning requires more than logistical support or hiring of trainers.

- **Learning support team profile.** Look for a learning support team to provide enabling value to the networks. The profile would be along the lines of social entrepreneurs, hungry to develop both the learning capability of the network, not afraid to challenge, and keen to build their own capacity for supporting networks and communities of practice. MB Consulting (Mozambique) is an example - they have expertise in public finance management and are keen to update their learning models and develop their capacity as enablers of network learning.

- **Develop a strategy for the support team.** Engage the support team in a conversation about how they can create the conditions that will help you achieve your aspirations. What other support do they need? What are their own aspirations as enablers and what are the conditions that would help them achieve those aspirations? What would be their indicators of success and how would the data be collected?

- **Involve support team in strategic conversations.** The support team should also be part of a conversation with those involved in creating strategic value to explore how to develop the learning capability at every cycle and what processes should be in place to keep up the learning capability loops.

- **Cultivate leadership groups.** The network has been using leadership groups to create an ongoing sense of ownership over the process. Continue adapting and developing these to distribute leadership during events and possibly beyond.

Monitor the value created in the network

The network was responsive to telling value-creation stories, which, together, represent a powerful account of the changes generated by network activities in member countries. But, to maximize the learning capability of the network, these stories and other data need to be collected, shared, and used to make informed decisions about learning on an ongoing basis.

This is a different approach from the traditional one of setting objectives at the beginning of a project and outsourcing an evaluation of how far those objectives were accomplished at the end of the project. (Although the two methods can be combined).

- **Indicators and data collection**. Create aspirations for the network and agree on indicators for achieving them. Monitor these indicators closely. Decide on methods for collecting the data. The complexity of the indicators and data collection methods will match the resources available.

- **Refer to those indicators at strategic or network meetings.** Celebrate successes and "failures" as they are both opportunities for learning and creativity. Discuss them and their implications for strategy and operational issues.

- **Value-creation stories.** Encourage the telling of value-creation stories as a way to scale up learning. A story can be simple, a few lines, of how a network activity produced something that was implemented and led to a change. These stories become an inspiration or trigger the imagination of other members. Document the stories as a way of monitoring the value.

Further develop learning loops

Learning what others have done, their struggles in so doing, and the (possibly unexpected) results that transpired, are a powerful way to speed up the learning.

- **Value-creation stories**. Continue with the value creation stories as a way to report back on resolutions. The genre is now understood by many clerks and members. It makes sense to them. There should be adequate time in the agenda to share, collect and use the stories to drive further learning.

- **Be pro-active in looking for relevant stories**. The enabling team should be on the look-out for stories that result in a particularly intense success or "failure" to bring back for discussion and reflection by the network. A good example is the story from Zambia who, inspired by the example of Tanzania, instigated the broadcasting of PAC hearings in Zambia which "alarmed the public on the scale of public funds mismanagement" and led to the sacking of the chairperson of the broadcasting corporation in Zambia and a stop to the live braodcasting. The looping back of this kind of story to the network offers a rich opportunity for the network to learn. There could be, for example, a case clinic, a debate on alternative courses of action, or an invitation to civil society organizations and the media to join a conversation on how to address this type of problem.

- **Applaud "failure"**. Discuss learning loops as part of the conversation at the retreat, particularly how too make "failure" an integral part of the learning model.

Clerk community of practice

The clerks started a community of practice in Arusha with a vision of professionalizing their role. They are hiring a community consultant to work with them on producing a good practice guide and have created some groups, led by PAC clerks, to champion events for priority issues. Our experience of communities of practice suggests that it could become a powerful force for learning, especially if MPs:

- Encourage clerks to participate and take an active role in the community

- Give recognition to clerks who take a leadership role in the community

- Act as helpful advisors for the clerk community, not as directors of it

- Promote clerks from both EAAPAC and SADCOPAC in the community

And if clerks:

- Take a lead in driving their own learning, championing issues that will address their concerns in practice

- Have a clear procedure for collecting and sharing how the learning is being applied

- Use a transparent reporting mechanism of the activities to help scale up the learning

- Take advantage of tools and technologies for involving more clerks in the learning process

Institutional memory

The wiki is a good, simple and transparent tool for keeping a shared memory. A wiki is a jointly editable webpage that can be used as a living document or workspace, a location to quickly share documents and artifacts, and a concrete manifestation of the identity of the network. It does not require a web master as does a website, but it needs a lot of "gardening" and coordination.

- **Share documents on wiki**. Encourage the practice of sharing event documentation on the wiki, so everyone has easy access to it

- **Keep all members involved.** Use the wiki as a shared memory of an event so that people who did not attend can still benefit from it

- **Identify wiki ambassadors**. Look for potential "wiki ambassadors" within the network - people who can take a lead in using the wiki or showing other people how to use it

- **Run wiki sprints**. Run "wiki sprints" - a few hours where network members (possibly clerks) focus on a topic such as "Procurement" and curate all the presentations, stories and resources on that topic - representing them all in a coherent way for the benefit of the network

- **See recommendations by social reporters**. Please see the recommendations for the wiki made by "social reporters" at the final project review meeting (Annex 2).

Resolutions and action plans

The resolutions and action plans have been important for inspiring or spurring to action. They are potential learning resources in themselves - an important part of the learning process, not a tool for evaluating progress. From a learning perspective it would be valuable to consider how to make the most of these network practices:

- **Resolutions**. Fewer, but well-written resolutions that deal with only one subject and which are actionable may stand a better chance of being implemented. Perhaps there could be a leadership group whose role is to refine the resolutions at each meeting.

- **Action plans**. Not everyone sees the need for an action plan. Perhaps it would be more helpful to invite delegations to list around three insights or good practices they are taking from a network event and to make a note of how they could apply them.

- **Report back**. Reporting back on resolutions and action plans should be in the spirit of inquiry and not as as tool for evaluating performance.

Continuity

For social learning to be effective there needs to be continuity across events - continuity in strategy and continuity in implementation. This can be challenging as the turnover of MPs and clerks is fairly high. It makes it all the more important to have practices in place that keep the coherence of the learning intact rather than looking like a series of one-off events.

- **Strategy as a reference**. Create a summary or, even better, a visual representation of the strategy and publish it in places where members can see. For example, on the wiki, on the front or back page of event reports. Revisit the strategy at project review meetings. And certainly discuss it at the regular strategic meetings.

- **Develop the resolutions and action plans**. Resolutions or action plans should look like they are a development of previous ones rather than a brand new start each time. If there is a leadership group to take care of resolutions, they could review previous resolutions before publishing new ones. Country delegation action plans could be kept on one page in the wiki so there is a history of what has gone before.

- **Welcome wagon for newcomers**. It would be fruitful to onboard new people into the network at each event so that they have a sense of the history, the practices and the people. Organize a session before any event where an "old-timer" tells the story of the network, pointing to any important documents and telling them how things work. Perhaps this could be the job of the Community keepers leadership group. Or set up a "buddy" system where newcomers are paired with an old-timer for the first day to help orientate them to the network.

- **FAQs on the wiki.** Prepare a page on the wiki with questions and answers about the network, its vision, and the people. When invites are sent for a meeting ask newcomers to read that page before they come.

- **Refer to leadership group recommendations.** When the leadership groups make recommendations e.g. about the agenda, activities, the wiki, the voices, review these and reflect on how they can be incorporated into future activities.

Network agenda and activity design

The activities that generated the most positive feedback were those that engaged people in discussions about practice. The mock hearing in South Sudan event got the highest mark: it engaged people in a role play of a hearing on which they were able to get feedback. The kinds of activities that generated the most negative feedback were power point presentations.

- **Variety**. Raise awareness about the variety of different types of activities (see Annex 3) for a "palette" of the different kinds of learning activities we have seen networks engage in.

- **Good design**. Spend time preparing an agenda with well-designed activities that engage people in reflecting on or discussing their practice

- **Panel discussions**. Invite guests to a moderated panel discussion rather than to present a talk with power point slides

- **Less power point**. Be proactive in exploring ways of sharing practices that are not simply power points

- **Prepare presenters**. If it has to be a power point, then have guidelines for numbers of slides, or even coach presenters to make sure their presentation is a trigger for interactions

- **Critical friends recommendations**. See Annex 4 for the recommendations made by the Critical Friends at the final project review meeting with regards to the types of agenda activities

Task group recommendations

I have already referred to the task group recommendations made at the project review meeting by the Social Reporters and the Critical Friends. Please also see:

- **Agenda activists**. The recommendations made by Agenda Activists in relation to the priority challenges that still need to be addressed by the network (Annex 5)

- **Community keepers**. The reflections guided by the Community Keepers on the most productive partnerships during this project (Annex 6)

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Annex 1

Value creation stories

Strategic partnerships

	Immediate value	Potential value	Applied value	Realized value
Hon David Pierre PAC Chair, Seychelles	We attended the SACOPAC/ EAAPAC Joint Accountability Conference in Kampala, Uganda, 2013	where we adopted the resolution that Pacs should establish strategic partnerships with relevant stakeholders such as SAIs, law enforcement agencies, Media and the Civil Society to enhance accountability and transparency in the use of public funds.	Therefore, (on my return) I asked for a meeting with representatives of the Financial Intelligence Unit, Office of the Attorney General and other law enforcement agencies. Each of the agency agreed to establish formal relations and designated one person responsible for contacts with the PAC. The designated officers are responsible for providing any information/ clarification that the PAC may require for its proceedings. All the PAC members know exactly whom to contact.	
Ms Nonhlanhla Shabangu PAC clerk Swaziland	During the SADCOPAC/ EAAPAC Joint Accountability Conference, Kampala, Uganda/ 2013, our delegation was interested in the Ugandan Criminal investigation Directorate (CID) which cooperates with the PAC in order to enhance their work.	Therefore, in order to develop strategic partnerships with other relevant accountability stakeholders, we decided to introduce a similar solution.	Upon return, I recommended that a similar body should be established composed of representatives from the police/ fraud department, anticorruption bodies, accounting general office, public service office, procurement office, and internal audit. Since 2013, they are present during our meetings. Their responsibility is to provide additional information and to clarify the contrasting statements during the PAC hearings. Based on the AG reports findings, they can also identify the loop holes in their own respective institutions	For example the audit on public services employees exposed that employees on study leave were receiving salaries - the issue was instantly tackled by the Civil Service
Ms Harriet Judua PAC clerk South Sudan	During the 2013 training for PAC Clerks held in Juba, South Sudan, we met with members of the media and held discussions on how to improve relations between the two institutions and how to eliminate media misrepresentation during the PAC hearings.	I understood how media representatives face many challenges in finding the appropriate person to receive guidance on PAC proceedings - they are rejected, ignored or passed from person to person.	So I gave members of the media my full contact details so that they can contact me directly when they want information about PAC business.	

PAC operations

Immediate value	Potential value	Applied value	Realized value
In 2013, I participated in the two week long Clerk Attachment Program in Uganda.	I observed that the media was allowed to use electronic devices during the Committee proceedings. In Botswana, the Standing Orders were not clearly defined - the PAC could decide to hold its proceedings in private and the Speaker was granted the right to permit the PAC to allow the media to use electronic devices. This led to a confusion among the PAC Members, Secretariat, the Speaker, Clerks and the Media. Even though, the Committee went for a benchmarking trip to South Africa to learn about the public hearings and amended the Standing Orders to allow the proceedings to be held in public, the Standing Orders were not user-friendly.	Once I finished the Attachment Program I presented a report to the Committee how the Standing Order could be amended. The PAC is now considering how to amendment the to allow smooth running of the Committee Proceeding in light of the media presence and use of electronic devices.	

Ms Bame Letsatle PAC clerk Botswana

Immediate value	Potential value	Applied value	Realized value
I was taking part in the Clerk Attachment Program in late 2013. I spend two weeks observing the South African Standing Committee on Public Accounts (SCOPA) in order to understand the powers and functions of the Committee, as well as, the role of Clerks in supporting Committee work.	I was interested to notice that SCOPA received written submissions and answers to audit queries from the Executive well in advance of a hearing, giving the Members a chance to adequately prepare themselves. In Zanzibar the Committee did not have a formal mechanism to receive government responses before hearings.	Even while still in South Africa, I contacted the PAC Chair of Zanzibar and shared my findings. The Chair agreed and as a result, the Zanzibar PAC began to implement this reform, improving the quality of discussions during hearings as Members are prepared in advance and thus are able to ask more targeted questions.	

Mr Othman Haji PAC clerk Zanzibar

Immediate value	Potential value	Applied value	Realized value
I found the Clerk Training held in Kampala, Uganda/ 2013 about report writing very useful.	I realized the value of writing good reports. Our own PAC reports were very long (up to 110 pages) and contained a lot of unnecessary information.	Since then ... the reports written by us clerks have been 30 pages long and the content has been simplified.	

Mr Albius Mtonga PAC clerk Namibia

Performance Audits

Immediate value	Potential value	Applied value	Realized value
During the 2012 SADCOPAC/ EAAPAC Joint Accountability Conference in Windhoek …	…network members passed a resolution "The SAIs should work closely with PACs in determining the areas of priority which should be covered by performance audits".	Upon our return, the Committee put forward this proposal to the Speaker of the National Assembly. As a result since 2012, our Committee has worked with the AG to determine priority areas and have called for more performance audits.	Since 2012, the office of the Auditor General has conducted 13 performance audits based on priority areas indicated by the PAC and the PAC has held four hearings on the performance audits. Nowadays, every time the AG produces a reports, it also includes performance analysis of the government programs.

Mr Mathew Kileo PAC clerk Tanzania

Immediate value	Potential value	Applied value	Realized value
The issue of performance audits was discussed during several SADCOPAC/ EAAPAC network meetings. In particular in Windhoek, Namibia in 2012. During the meeting, I shared with colleagues that performance audits in Zambia are considered by sector committees and other portfolio committees and not by the Public Accounts Committee. I received a lot of criticism from other network members (i.e. Tanzania, Zimbabwe) who noted that the performance audits do not receive the same prominence if they are being considered by other sector committees.	This gave me a perspective in regard to how behind we are in comparison with the practices conducted in the region and gave me an impetus to venture into performance audits.	I have became a champion in this area. In 2012, I arranged two trainings for PAC MPs on performance audits which were provided by the AG office together with the PAC Chair from Tanzania and Zimbabwe. There was also a SADCOPAC/ EAAPAC network training in Malawi (2012) attended by six Zambian MPs and one PAC clerk. The trainings equipped our Committee members with knowledge how to review performance audits. Previously, the audits were transferred to the portfolio committees but currently they are considered by the PAC unless there are time constrains.	We handle performance audits with more focus than the portfolio committees. Witnesses are questioned more directly and there are more results. For example in 2013, we considered a performance audit report on the Constituent Development Fund (CDF), which exposed significant irregularities in the public funds management. We moved the motion to have the report adopted in Parliament. The report was passed despite the fact that it uncovered that two Ministers from the ruling party were involved in CDF abuse. The PAC, Media and Parliament involvement resulted in dismissal of the two Ministers who are currently under investigation. Had we left that report to be considered by the Committee on Local Government this wouldn't have happened.

Hon Vincent Mwale PAC Chair Zambia

Audit reports

Immediate value	Potential value	Applied value	Realized value
During the network meeting in Arusha, Tanzania (2013) we participated in discussions on the importance to encourage member states to pass legislation to control the use of tax havens by companies and individuals in order to curb illicit money transfer and tax avoidance/evasion.	Based on the example of South Africa…	… our Committee proposed to the AG to conduct performance audit on the management of tax exemptions and public revenue collections (to reduce budget deficit). The 2014 Controller and Auditor General report revealed that tax exemptions has reached 1.8 trillion Tanzanian Shillings which is almost 4.6 times of the 8.3 trillion projected to be collected in this financial year.	As a result, the Tanzania Revenue Authority Commissioner General, Mr Harry Kitilya informed us that those who are given exemptions are asked to provide justifications and evidence as well as identifying the beneficiaries. There are ongoing improvements including revision of tax laws aimed to cut down unnecessary exemptions.

Hon Zitto Kabwe
PAC Chair
Tanzania

Immediate value	Potential value	Applied value	Realized value
I attended the SADCOPAC/EAAPAC Joint Accountability Conference in Arusha (2011) where I was very interested in the Tanzanian PAC Chair presentation on the role of the PAC, especially in the case of the local authority audits which are being brought before the PAC for scrutiny.	I realized that this was not the case in Zimbabwe, where the local authorities were not audited by the Supreme Audit Institution and thus not examined by the PAC.	Upon my return, I recommended in my report that the Supreme Audit Institution should audit local authorities. The Committee was very interested in that solution and lobbied for local authorities to be brought under the SAI.	In 2013 this recommendation was incorporated in the new Constitution. As a result, Zimbabwe has a constitutional provision for the SAI to audit local authorities, parastatal and government ministries.

Mrs Luciah Nyawo
PAC clerk
Zimbabwe

PAC recommendations follow-up procedure

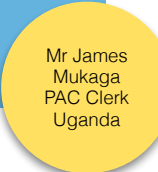| Immediate value	Potential value	Applied value	Realized value
After the Clerk Training held in Namibia in 2012,	I gained knowledge on different ways the PAC Clerks follow up with the PAC recommendations in their respective countries.	Upon my return, I presented a proposal for follow up procedure recommendations to the PAC Chair which was accepted. Since 2012, I have been responsible for following up on the PAC recommendation. Before this procedure was implemented, the PAC would wait for the next financial year only to find out that the recommendations were not fully implemented even though the Ministries received the deadline for recommendations implementation (120 calendar days). Nowadays, I am making a direct follow up with the Ministries after 120 days if they have not submitted to the PAC the report on the recommendation implementation status. Additionally, as suggested by the PAC, the Parliament has passed a resolution requiring the Ministries to create Task Teams responsible for providing answers to the PAC recommendations.	As a result the Ministries are following up with the PAC recommendations within the given deadline. In case a given Ministry will not reply within the specific timeframe, acting on behalf of the PAC Chair, I contact the respective Ministries. The response rate has been very satisfactory.

Ms Nonhlanhla Shabangu
PAC clerk
Swaziland

Through our conversations with colleagues at network meetings…

…we realized that we need to become more intentional in getting our recommendations followed up.

Since 2013, the PAC is lobbying to establish the Committee on Governmental Assurance responsible for following up the PAC recommendations. This requires changing the Conduct of Business Regulations in Parliament.

The Committee might be established in 2015 after the next elections.

Hon Kom Kom Geng
PAC Chair
South Sudan

Procurement

During the SADCOPAC / EAAPAC Training for PACs on Procurement (Nairobi, Kenya) - November 2013 one of the topics discussed was how to develop procurement for government which is closer to market prices.

The training made us realized that additionally to reviewing the financial audits, we need to review procurements in more details as most of the gaps are in procurement.

The procurement law in Uganda is already in place, but what has changed is the focus.

Our Committee has started to look deeper on every query on procurement in order to eliminate financial misuse.

Mr James Mukaga
PAC Clerk
Uganda

We were at the SADCOPAC/ EAAPAC Joint Accountability Conference in Kampala, Uganda in 2013

There was a network resolutions that stated: ""SADCOPAC and EAAPAC to encourage PAC to put more emphasis on Public Procurement processes when exercising their oversight function" and we decided we decided to establish an independent National Procurement Office to oversee procurement all over the country taking it away from the Ministry of Finance authority.

South Sudan has lost millions of dollars due to the procurement irregularities.

In 2013, we initiated the Bill to establish the National Procurement Institution.

The PAC has been lobbying in Parliament for its establishment ever since. We expect it will be established by the end of 2014.

Hon Kom Kom Geng
PAC Chair
South Sudan

Budget process and Parliamentary Budget Offices

Immediate value	Potential value	Applied value	Realized value
During the PAC clerks training in 2013 in Uganda, I held an interesting informal discussions with one of the resource persons Mr. Anthony Staddon (parliamentary specialist)	I learned that Uganda and Ghana have a budget office - in contrast to Zambia Parliament. The PAC Clerk from Seychelles, Ms. Angelic Appoo, was also interested in this topic. After the Clerk training, together with the PAC Clerk from Seychelles we were invited by Uganda Budget Office for a visit to learn more on its functioning and responsibilities, which we did.	My observations and suggestions regarding the benefits of establishing the Budget Office were included in my report and submitted in Parliament. Zambia is now currently in a process of establishing a Budget Office which will help in Parliamentary involvement in the budget process as opposed to having PAC involved at the very end of the budget process. The Office will begin its operations at the end of 2014.	

Mr Aubrrey Chilambwe PAC clerk Zambia

Public hearings

Immediate value	Potential value	Applied value	Realized value
I have participated in a number of SADCOPAC activities implemented by WBI and partners between 2012 and 2014.	I was struck by the good practice shared by the Tanzanian PAC in which the PAC proceedings are televised to the public promoting transparency and accountability of government responses.	In 2013, I contacted the main media houses in Zambia in order to arrange live broadcasting of the PAC hearings, which began February 17th, 2014. Even though the program was extremely popular among the public, it was stopped before the series even ended. The excuse given to the public by the Zambia National Broadcasting Corporation (ZNBC) was that it was a pilot program.	The live broadcasting incidentally resulted in major expose of blatant abuses of public funds by the government officials at all levels of government. The parliamentary sessions were originally aired to educate and inform the public about the use of public resources arising from revelations in the Auditor General's report, however it alarmed the public on the scale of public funds mismanagement. TRANSFORMATIVE

Hon Vincent Mwale PAC Chair Zambia

Anticorruption

Immediate value	Potential value	Applied value	Realized value
During the various Uganda presentation on anticorruption practices...	... I realized that corruption could be tackled immediately. Therefore, I decided that more corruption cases should be investigated...	...and we started to issue reports with hard evidence of corruption practices within the Executive. Initially the Executive was not satisfied with the honest PAC reports regarding corruption as it was considered "witch hunting". However, the PAC members united their work and we continued to issue more reports on cases of corruption	Since 2013 there have been more cases regarding the mismanagement of funds going to court. For example, in 2013 the Minister of Finance and the Chief Accounting Officer were faced with charges for mismanagement of public funds. The Minister resigned and the case went to court.

Hon Vincent Moeketse Malebo PAC Chair Lesotho

PAC and the Executive

Immediate value	Potential value	Applied value	Realized value
During the training for new PAC Members held in Malawi 2012 we held small group discussions on various challenges including the problem of delayed banking.	We discussed the challenge of delayed banking which was resulting in the significant misuse of funds in Zambia. For example, monies not banked on time increased from K 1.9 Billion in 2008 to K 13.5 billion in 2010. During the training our new PAC members were alerted to this problem and decided that the government should take concrete measures to curb the irregularities.	As a result of the PAC lobbing, effective of January 2013, the Government has resolved that all Government revenue in form of fees and fines will be deposited directly into Government accounts. This decision will definitely improve the audit as delays in banking often led to all sorts of irregularities, such as use of funds before banking and theft.	Ministry of Immigration and Ministry of Education are now posting the revenues directly. Soon it will become mandatory for all ministries, provinces and spending agencies.

Mr Stephen Chiwota
PAC clerk
Zambia

SAI Independence

During each SADCOPAC/ EAAPAC meeting, the network members pass a resolution regarding the SAI independence.	The PAC endorsed the resolution in its 2013 Action Plan. One element of the independence of AG is the ability to recruit its own staff. However, in Tanzania there are conflicting laws -the Civil Service Act and the Audit Act.	The PAC has been working hard to ensure that the Public Audit Act is over and above the Civil Service Act so that the AG can recruit his own staff. This has still not been resolved. However, the PAC managed to achieve small success.	When the Public Service Commission granted to the AG a quarter of staff which he requested, the PAC interfered in a manner that resulted in hiring all staff requested by the AG office. Yet this solution is not sustainable. The sustainability comes when the AG can recruit its own staff without the PAC interference. The PAC has been successful in ensuring the AG was granted the staff he requested, but not in a sustainable way. OPPORTUNITY FOR A LOOP

Mr Mathew Kileo
PAC clerk
Tanzania

Annex 2

The wiki - recommendations
by the social reporters

SOCIAL REPORTER GROUP RECOMMENDATIONS

Recorded on the wiki: http://sadcopac.publicaccountscommittees.wikispaces.net/14_Social +Reporters

- The wiki space is a good tool of communication but needs the SADCOPAC Secretariat to administer and coordinate it.

- All PAC members present were encouraged to join the wiki network with the help of the Administrator and probably link their email addresses to it so that they too could be receiving updates.

- All documents produced by either the secretariat or other stakeholders must be uploaded on the wiki for easy accessibility.

- The wiki lay out must be improved to enable its members to access the documents easily. (e.g Categorization of documents)

- All correspondences from the Secretariat to member parliaments should be acknowledged and acted upon to facilitate implementation of activities.

- All former members must remain in the network by keeping the database so as to enable the community to continue harnessing from their experience.

- Encourage Uploading of video recordings onto the network systems (eg recorded messages meant for the audiences of a particular meeting one may not physically attend)

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- ADDITIONAL SUGGESTIONS

- Network members could consider requiring Members of the network to register for events ahead of time using the Wiki - this could also act to update the contacts list on the wiki

- In order to facilitate the use of the wiki, the networks should seek to entrench a practice whereby as many of the delegates as possible bring laptops/ tablets when participating in EAAPAC/ SADCOPAC activities

Annex 3

A "palette" of network activities

Learning activities
good design as a key condition

1. Exchanges
2. Productive inquiries
3. Building shared understanding
4. Shared memory
5. Creating standards
6. Formal access to knowledge
7. Visits

Outside sources

From

Informal

Information
News
Pointers to resources

1
Tips
Stories
Demos
Document sharing

Each other

Peer assist
Project/after-action reviews
Broadcast inquiry
2
Case clinics
Exploring ideas

Documenting practice
Collections

With

Problem solving
4
Learning projects
Warranting
5
Models of practice
Boundary collaboration
Joint events
Joint response
Reading group
3
Polls
Debates
Hot topic discussions

Formal

Q&A
Simulated practice
Help desk
Challenge
6
Case studies
Systematic scan
Formal practice transfer
Training and workshops
Invited speaker

Mutual benchmark
External benchmark

Guests

7
Follow practitioner
Visits
Field trips
Practice fairs

Annex 4

A review of the network activities
by the critical friends

ANNUAL PROJECT REVIEW MEETING BETWEEN SADCOPAC/ EAAPAC / GIZ / WBI GAUTENG, SOUTH AFRICA 3RD - 5TH FEBRUARY 2014

Critical Friends

#	Activities	What Should be improved?	What is good?	Comments — What we should keep in mind?	1	2	3	4	
1	Mock Hearing (Role Play)	It should be relevant to an audit query and include making of observation and possible recommendation - actions for implementation	People Act together; play the role and see from different point of view, interactive, not boring, involving/participatory and inclusive It was good to have experienced PAC chairs in the region to serve as resource persons "It portrayed a Parliamentary Committee setting with all required actors in PAC public hearing"	Time consuming Preparation and theme should be choosen in advance roles must be clearly defined person who will discribe the role play Focus should be on ensuring value for money and finding capable persons for causing loss in any government financial transaction	1	8			**35**
2	Case clinic	Mechanism for follow-up	interesting, involving and not boring	Good Preparation value creation story add on wiki sellection of themes of case clinic Idea: set as and regular approach, to give host country opportunity each time come up with relevant topics for Case clinic and discuss it, it could raise the motivation to be a hosting country (Exp: Seychelle : SAI and PAC relationship) (Nini)	1	4	5		**33**
3	Group discussion	Clear tasks written on paper	exchange experience is effectively done when group is small; stay awake: they are focused and actively involved	Set effective, diverse groups; groups should have clear and understandable Tasks group must have coordinator and reporteur take notes	3	2	1		**16**
4	Presentation	generally I don't like PPT, They seem to encourage people to look either preach or talk in the abstract. I prefer things are grounded in practice (Bev) luck of preliminary assessement of country situation (nini)	bringing expert, which will deliver information. Exchange experience using PPT, will stay on wiki as memory (Nini)	people should have clear guidelines and specific questions to answer if they are going to give a presentations (Bev) after review draft report and introduce reviewee, disagreements should be take into account/or written in the report;		6			**12**
5	Peer Review	Luck of information exchange: Select institutions and inform them timely, that they are prepared Risk of canceling the participation on review should mitigated	Subjecting a PAC to peer review exposes the shortcommings of the PAC and strengthens the PAC's oversight role it excists templates of report, use benchmark, practice guide	Idea : reviewee should develop realistic action plan of implementation of recommendation, which will show the outcome of peer review and DP could measure success of network (Nini)				4	**16**
6	Clerk Community	More People (Bev) Modality of asking question (members are assigned to ask question)	My Fav! (bev) "confidence of duractions and to introduce best approach"	"It is not so easy MPs or superiors to see the benefit although I think there is more learning. What to do about this? How would we know?"			2	2	**14**

#	Activity	for Activities	For Network Members:					
7	**Clerk training**	at least one training in Portuguese Language a year		it requires experts who are well experienced and have the knowledge on a particular issues	2	2	2	**14**
		The topics that are presented clerk trainings should be improved	It is interactive and involving					
			Good practice experiences are shared among the Clerks					
		An expert should always be present during the Clerk training to clarify further	Risk: of canceling the attendance					
8	**Attachments**	In the Future devise an attachment programme like the one for peer review	Good for best practice benchmarking processes	It requires commitment and cooperation between all those who are involved in the programme		2	2	**14**
			Enables the clerks to acquire first hand experience of how things are done					
9	**Fish Bowl discussion**							
10	**PAC training**	One training in portugees language a year	It is interactive and involving					
		manage Risk: of canceling the participation						
11	**Project Review**	The directions and scope of such reviews should be **clear** and better managed	interaction and exchange	Continuity and consistency				

Suggested new Actions:

Implementation of Recommendations

Development of Good Practice Guidelines

Use preliminary assessment for find out country status-quo; questionmare (Nini)

Leadership Groups

Peer Mentoring

Main Conclusions:	for Activities	For Network Members:
	Defining roles clearly for each activity	Commitment and cooperation
	enhance preliminary plenning of activities and meetings, and involve more PACs and Clerks in it	to be more careful with accepting participation on a certain event

Annex 5

Analysis of network challenges
by the agenda activists

AA Group Feedback

South Africa, 4 February 2014

Final Draft

Task Group	Framing Question	Is it still a challenge?	Initial Recommendations
Agenda Activists (AA)	What are the key challenges we have addressed during the project?	What are the priority challenges we still need to address and when?	

Project Challenges	Activities Developed	Is it still a challenge?	Recommendations

1. Establish a successful and strong network in response to the capacity constrains pre identified:
 (i) Peer Learning: MPs and Clerks
 (ii) Networking: exchange of information and resources between countries
	▪ Activities: 1 to 21
	 ▪ Capacity support to Secretariat
		▪ Activities yet to be completed: 22 to 25
		 ▪ Quantity and quality of membership
		 ▪ Some countries are left
		  ○ Budgetary issues
		  ○ Language issue
		 ▪ Institutional Memory
		 ▪ Active and regular and sustainable Secretariat
			▪ Approach the absent countries in SADCOPAC and EAAPAC: Angola, DRC, Mauritius, Madagascar and Burundi
			 ▪ Engage with other networks – start to built the foundations for AFROPAC
			 ▪ Membership identifies the value in the network so as to encourage to participate
			 ▪ Make resources and documents available in other language and of quality translations
			 ▪ Wiki chapter in Portuguese
			 ▪ Make more resources available to the Secretariat after the end of the grant; Expect the secretariat to use skills and competences gained during the grant to manage peer learning
			 ▪ Need to establish and secure the Community of Clerks
			 ▪ Peer Learning Programme took longer to roll out and therefore needs to gain traction

2. Strengthened the relation between PACs and SALs	▪ Inviting SALs to the Accountability Conferences and other	▪ Yes, in a selection of countries like Malawi and Angola	▪ Continue to invite SALs to events and meetings and to give them an active role on contents ▪ Disseminate good reports being produced within countries

Project Challenges	Activities Developed	Is it still a challenge?	Recommendations
	• events • Included in the training and discussion contents • SAIs training being rolled out: communications strategy	• New developments in audit practices and audit outputs (changes in audit landscape) • SAIs need to write better and more comprehensive reports • SAIs need to improve their aggregate level analysis • User friendly information is needed for CSO and Media	• (user friendly reports) • Improve SAIs understanding of PACs expectations and needs • PACs need to increase their relationship with CSO and Media: there is need to create the capacity within PACs and SADCOPAC to be able to dialogue and interact with these groups
3. Increase level of knowledge on Procurement	• Activity 2, 4, 6, 11 and 15 • One session on Procurement in each Accountability Conference	• Low level of knowledge by MPs on Procurement issues and its relationship with PFM and Audit Findings • Procurement Audit Reports to be produced by SAIs and submitted to PACs • Issues of jurisdictions by PACs to look into Procurement Audits • High rotation of MPs and PACs clerks	• Produce Guidelines: (i) to read audit reports considering procurement related issues and (ii) to read procurement audits and to make good recommendations based on them • Create a pool of experts to sustain the knowledge at Secretariat level • Make other resources available: manuals, knowledge products, etc • Wiki • Increase relationship with SAIs and Government Procurement Agencies • More knowledge of PEFA and other methodologies for PFM systems assessment is needed (some of the SADCOPAC countries have never undergone a PEFA Assessment) • Specific training and capacity building actions and case clinics (with countries examples) • Set out frameworks for analysis and perform cross countries analysis and comparisons

Project Challenges	Activities Developed	Is it still a challenge?	Recommendations
4. Review of Value for Money Audits and taking recommendations forward	▪ Activity 3, 4, 6, 11 ▪ One session on VfM in each Accountability Conference	▪ Some countries not yet reviewed their first audit reports ▪ In other countries the practices are still very recent ▪ Issues of jurisdiction to be clarified	▪ Create a pool of experts to sustain the knowledge at Secretariat level ▪ Produce Guidelines, Manuals and Knowledge Products, etc ▪ Wiki ▪ Increase relationship with SAIs and the understanding of methodological aspects ▪ More knowledge of PEFA and other methodologies for PFM systems assessment is needed (some of the SADCOPAC countries have never undergone a PEFA Assessment) ▪ Specific training and capacity building actions and case clinics (with countries examples) ▪ Set out frameworks for analysis and perform cross countries analysis and comparisons

5. Enhancing ways to implement the network resolutions			▪ For example:
			  o Legislation and Procedures for Executives to respond to PACs recommendations
			  o Role of PAC in pre audit
			  o Public Enterprises and State Owned Companies and related ventures
			  o Internal Audit
			  o (... to be identified after detailed resolutions analysis)

6. Implementation of the Communication Strategy	▪ Activity 6, 17, 18, 21	▪ Communication consultant came on at the end of programme (deliverables are still to be presented)	▪ Use consultants deliverables and follow up on respective recommendations ▪ Extend the use of Wiki to country level ▪ Open to CSO and Media

Annex 6

Analysis of network partnerships
by the community keepers

Reflections and Future of existing partnerships

◆ = # of people who placed the highest value on that relationship

	Individual PAC member	Individual Clerk member	EAAPAC network	SADCOPAC network	Development partners	Secretariat	SAI	Civil society / media
Individual PAC member	R: benefit from personal experience , exchanges. Need contact info on hand F: Exchanges will intensify, Should make available member directory (on wiki?)	◆◆◆◆◆◆◆◆◆◆	◆	◆		F: Better communication with Members	◆◆◆◆◆	Need to explore how CSOs can benefit PACs ◆
Individual Clerk member		R: Networking is helpful. Sharing experience, F2F + through wiki supports daily functions, including clerk attachments F: Use wiki to exchange info in between events; Expand number of clerks on an clerk attachment team *Share report formats and minutes, Share Ideas on recommendations *The network has has helped me to arrange foreign trips easily by contacting the clerk in ..country *ensure time is ok for the visit	◆	R: It helps me call the Secretariat promptly and get feedback promptly on clarifications ◆			F:Arrange joint trainings with SAI and Clerks ◆	
EAAPAC network		F: Training needed on drafting budgets and workplans	R: Lack of participation by some PACs due to budget constraints F: Networks participate in + share info with Speakers Forum F: Encourage PACs to develop budget & workplans at the beginning of the year to include network activities			F: Secretariat put on wiki work/activity plan		
SADCOPAC network		Clerks trainings to have technical experts for a skill improvement on our duties		R: Joint activities have been positive, including reinforcement of partnership through invitation process to respective activities F:Take on board other networks i.e. WAAPAC	R: Review mtg useful to get all partners on the same page *mutual reinforcement and williness to collaborate/ engage F: Strengthen harmonization of understanding of needs *Source resource persons outside of DP disciplines, eg local universities & experts. Secretariat to hold lists and suggest people. *More direct reporting and inclusion in discussions			
Development partners	F: Timely confirmation and participation on network activities (coverage includes PAC Members, PAC Clerks, EAAPAC, SADCOPAC, DPs)				R: Lusophone Parliaments excluded due to lack of interpretation and translation * Lack of communication and understanding of roles and responsibilities *Different expectations for project/building capacity of Secretariat F: Discuss arrangement with all partners on Lusophone issue and ensure available at every event *Future correspondence to be formalized through Secretariat *Clear understanding and agreement of project goals - roles and responsibilities * Clear needs of consultants articulated and agreed upon ◆◆◆◆◆	Between EAAPAC and SADCOPAC Secretariats: R: Unclear demarcation of roles and responsibilities of each Secretariat in the project F: Develop separate TORs for each Secretariat in next project design		F: Stronger collaboration - activities and in between *Increase interactions with the media/CSOs in network - activities (e.g. conferences and trainings)
Secretariat								
SAI								
Civil society / media								