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# STRATEGIC PLAN

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May 2018 – April 2023



## Our Mission

To deliver **One Voice** of African PACs, similar committees, and regional PAC networks through advocacy, synergies, capacity building, and research, to ensure accountability and good governance for the well-being of our people.

## Our Vision

A united, accountable, well-governed and proudly prosperous Africa.

## Our Core Values

- *Integrity*: Demonstrating strong moral principles.
- *Commitment*: Displaying willingness, dedication, and consistency.
- *Efficiency*: Ensuring optimal utilisation of resources for maximising results.
- *Equality*: Recognising the equality of all members of AFROPAC.
- *Teamwork*: Making united efforts towards common goals.
- *Transparency*: Exhibiting openness in our conduct.

## Strategic Priorities and Objectives

During this strategic plan period, AFROPAC will focus on four strategic priorities: *Advocacy*, *Human Capacity Development*, *Organisational Capacity Development*, and *Research*.

1. *Advocacy*: AFROPAC will employ strategies to positively influence and convince decision makers within economic, political and social systems and institutions. It will do this by focusing on the following objectives:
  - 1.1. Communicating strategically.
  - 1.2. Developing communication feedback mechanisms.
  - 1.3. Strengthening alliances with stakeholders.
  - 1.4. Increasing PACs' influences on public financial management systems.
2. *Human Capacity Development*: AFROPAC will take actions to enhance the knowledge and skills of individuals within its membership in order to enhance their performance. It will do this by focusing on the following objectives:
  - 2.1. Capacitating members for good financial governance.
  - 2.2. Synergising with stakeholders in human capacity development.
3. *Organisational Capacity Development*: AFROPAC will work on strengthening its organisational systems and processes. It will do this by focusing on the following objectives:
  - 3.1. Improving internal governance.
  - 3.2. Improving effectiveness of secretariat.
  - 3.3. Enhancing internal communications.

- 3.4. Strengthening revenue base.
- 3.5. Promoting visibility and outreach to raise AFROPAC's influence and effectiveness.
4. *Research*: AFROPAC will undertake a systematic process of information gathering and analysis to establish facts and good practices in order to reach well-informed conclusions. It will do this by focusing on the following objectives:
  - 4.1. Benchmarking.
  - 4.2. Knowledge pooling.
  - 4.3. Improving training concepts.

To effectively achieve the above priorities, alignment issues between AFROPAC and the regional PAC networks have to be resolved. For example, strategic priorities *Advocacy* and *Research* should be the focus of AFROPAC and not that of the regional PAC networks.

As stated in the Mission, an important strategy in this plan is building *synergies* with other organisations. This has not been stated as a separate strategic priority because it is an overarching approach that is implicit all the strategic priorities above.

## **Conclusion**

To achieve each of the above objectives, the AFROPAC will design, deliver, and monitor appropriate *strategic initiatives* over the plan period. Some of the initiatives identified at this stage under each strategic objective may be seen in the Annexe "*Implementation matrix*". The timelines in the implementation matrix are meant only to serve as guidelines; AFROPAC will review the suggested timelines as and when any of the initiatives are selected for execution. Based on this implementation matrix and the specific needs of changing circumstances, AFROPAC will develop *annual operational plans* to systematically implement the strategic plan. The intent is to remain flexible in operationalising the strategic plan, so that AFROPAC has the possibility to consider the fluctuating circumstances and needs over the next five years to identify the initiatives most appropriate to meet its strategic objectives.

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**Annexe:** Implementation matrix