



Results of the CMFA Training Needs Assessment

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Executive Summary

In the context of the African Union-wide “Programme to Support the African Governance Architecture”, the Pan-African Parliament (PAP) and its Committee on Monetary and Financial Affairs (CMFA) have solicited support from the German international cooperation agency GIZ to conceive, organize and implement a tailor-made training programme for members of the CMFA aiming to strengthen the capacities of this Committee and contribute to enhancing the overall performance of the PAP. With a view to aligning the proposed training programme to the existing needs and challenges of the CMFA and its members, a **training needs assessment** was carried out prior to and during execution of the first workshop the CMFA training programme, held on July 30th and 31st, 2015. The results of this needs assessment are described in the present report. The objectives of this assessment were (a) to identify and prioritize the main thematic areas of training activities to be carried out in the near future to the benefit of all Committee members, and (b) to produce a snapshot of the Committee’s current capacities to fulfil its mandate and, with that, to help ensure that all training activities are closely aligned to the Committee’s real needs and challenges. The methodological approach comprised (a) an anonymous questionnaire-based survey and (b) a series of telephone interviews providing Committee members opportunities for individual and Committee-wide self-assessment. A total of 17 completed questionnaires (57% response rate) were returned, and 6 telephone interviews (20% response rate) were carried out.

Based on the results of the CMFA training needs assessment, the following recommendations have been put forward for further review and subsequent action:

- (1) Future training and other capacity building measures should draw on the Committee’s own competence and professional experience. Committee members can act as co-trainers, and other knowledge management and skill transfer mechanisms might also be introduced (e.g. peer-to-peer mentoring of new Committee members by more experienced members).
- (2) The Committee should tap into the competence and professional experience of similar structures promoting Good Financial Governance on the African continent and elsewhere. This requires more regular and systematic exchange of information and best practices with continental and international networks such as AFROSAI / INTOSAI and AFROPAC, for instance.
- (3) Future CMFA training activities should place strong emphasis on PAP budget processes and controls, PAP internal audit, PAP accounting for expenditure, PAP budget variance calculation methodology, PAP expense budget estimation assumptions, PAP external audit, Budget Law, evaluation, monitoring, general budget cycle (basic training) and PAP revenue budget estimation assumptions.
- (4) Claims that the function of the CMFA overlaps with that of the CAFE should be investigated further and measures to eliminate such overlap should be agreed upon and implemented by both Committees.

1 Background information

The African Union (AU) cooperates with the German government, among others, to ensure that the African Governance Architecture (AGA) effectively promotes the realisation of the AU's objectives in the areas of democracy and human rights. This cooperation is part of the AU-wide "Programme to Support the African Governance Architecture", based in Addis Ababa (Ethiopia), which provides support to the African Union Commission (AUC) in Addis Ababa, the African Court on Human and Peoples' Rights (AfCHPR) in Arusha (Tanzania), the African Commission on Human and Peoples' Rights (ACHPR) in Banjul (The Gambia) and the Pan-African Parliament (PAP) in Midrand (South Africa).

The German government has mandated the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to support the PAP through the above-mentioned Programme in various areas, including fulfilment of **Strategic Objective 3** of PAP's Strategic Results Framework 2014-2017 focusing on human rights and democracy, enhancement of the PAP's oversight in fostering human rights and democracy on the continent, and demonstrating the PAP's added value to the AGA and AU system.

One key actor in the enhancement of the PAP's oversight function is its Committee on Monetary and Financial Affairs (CMFA, also referred to here as "the Committee"). The CMFA aims to strengthen the legislative functions and institutional capacities of the PAP, thereby contributing to the promotion of human rights, democracy and good governance in Africa. However, in its efforts to fulfil its planning, review, monitoring and reporting mandate the CMFA is faced with many challenges, including the complexity the PAP budgetary cycle, comprising a multitude of interrelated financial procedures and processes; human resource constraints within the CMFA, including insufficient understanding of the budgetary cycle and related processes such as internal and external audit in theory and practice; lack of appropriate working documents and institutional and organizational aspects that may hamper the work of the Committee. PAP and CMFA have solicited support from the GIZ to conceive, organize and implement a tailor-made training programme for members of the CMFA aiming to strengthen the capacities of this Committee and contribute to enhancing the overall performance of the PAP.

With a view to aligning the proposed training programme to the existing needs and challenges of the CMFA and its members, a training needs assessment was carried out prior to and during execution of the first workshop the CMFA training programme, held on June 30th and 31st, 2015. The results of this needs assessment are described in the present report. ¹

2 Objectives and methodological approach of the CMFA training needs assessment

The **objectives** of the CMFA training needs assessment were as follows:

- To identify and prioritize the main thematic areas of training activities to be carried out in the near future to the benefit of all Committee members, and
- To produce a snapshot of the Committee's current capacities to fulfil its mandate and, with that, to help ensure that all training activities are closely aligned to the Committee's real needs and challenges.

The **methodological approach** comprised (a) an anonymous questionnaire-based survey and (b) a series of telephone interviews providing Committee members opportunities for individual and Committee-wide self-assessment. Committee members were requested to submit their self-assessments per questionnaire, either by hard copy or online (see Annexes A1 and A2), and more in-depth inquiries were carried out with selected CMFA members per telephone interview. Both questionnaire-based survey and telephone interviews aimed to establish a balanced mix of

¹ Special thanks go to Peter Hillen, Liliane Ntibahezwa and Nomsa Lobelo of GIZ AGA and Mohammed Bhamjee of AuditPro South Africa for their support during preparation and completion of this report.

quantitative and qualitative (perception-based) questions, and a balanced mix of open, multiple choice and closed questions.

An attempt was made to generate a representative view of all Committee members' assessments. Some members' limited access to means of communication (Internet, telephone) during the period of execution of the needs assessment, however, may have induced a systematic bias in favour of technologically well-connected members. Given the possibility of this bias, the views expressed by the respondents to the needs assessment are not clearly representative of all views that might exist within the Committee.

In line with PAP procedures, the English survey questionnaire was translated into French, Portuguese and Arabic. In addition, online questionnaires were made available in English and French.

During implementation of the questionnaire-based survey and telephone interviews, some notable difficulties were encountered:

- (a) The available list of CMFA members' contact information lacked email addresses and telephone numbers in some cases. In the meantime, however, this list has been updated and improved (see Annex A3)
- (b) In the cover letter of June 18th, 2015, the CMFA members were requested to submit their completed questionnaires before the deadline of June 25th, 2015. Due to administrative delays, however, the cover letter and questionnaires were only sent to the members on the day of the deadline.
- (c) In the French cover letter, the Internet link (URL) to the French online version of the questionnaire not communicated to the recipients; instead the cover letter contained the URL of the English online version.
- (d) On June 25th, the cover letter was sent without including the Arabic version of the questionnaire, which - unlike the other language versions - was not available at the time.
- (e) Many CMFA members could not be reached by telephone for in-depth interviews.
- (f) Some telephone interviews were cut short due poor telephone line connections and conflicting obligations on the part of the interview partners.
- (g) Some CMFA members completed the questionnaires during the training workshop of June 30th and 31st, 2015 (see list of participants in Annex A4).
- (h) One submitted questionnaire suggested that the respondent was a not a Parliamentarian, and with that could not be a member of the CMFA.
- (i) Three questionnaires were returned from Mauritanian members of the CMFA, although the CMFA includes only 2 members from that country. It may be assumed that one Mauritanian CMFA member submitted an online response as well as a written response.

Despite these difficulties and discounting the two erroneous questionnaires mentioned under (h) and (i), a total of 17 completed questionnaires (57% response rate) were returned, and 6 telephone interviews (20% response rate) were carried out. The results of these exchanges are summarized in the sections that follow.²

² Given the possibility of overlap between questionnaire-based survey and telephone interview respondents, a total response rate cannot be derived from the sum of these two rates.

3 Results of the CMFA training needs assessment

3.1 Information gathered by questionnaire

3.1.1 Background information on the questionnaire respondents

With regard to the **gender distribution** of the 30 CMFA members, there are 4 female members (13%). Among the 17 questionnaire respondents, 2 female respondents (12%) were identified. Hence, we may claim that the gender distribution of our sample is quite representative of the whole.

The **age** of the questionnaire respondents was fairly evenly distributed between four groups:

- From 31 to 40 years: 5 respondents,
- From 41 to 50 years: 4 respondents,
- From 51 to 60 years: 4 respondents, and
- 61 years or more: 4 respondents.

Unfortunately, no information is available describing the age of all the CMFA members. Hence, we cannot assess whether this age distribution is representative of the Committee as a whole.

The respondents possessed for the most part significant **experience as Parliamentarians**. The average period of time spent as representatives in their own home Parliaments (including National Assemblies, Senates and the like) was 9.4 years. 13 out of 17 respondents (76%) reported that they have participated as members in national Parliamentary committees dealing with monetary and/or financial affairs. Among these 13 members, the average amount of time spent in such committees was 9.2 years.³

The respondents' **professional background** was for the most part in the public sector, as reported by 10 out of 17 respondents (59%). Six respondents (35%) hailed from the private sector, two from secular civil society (12%), two from universities (12%) and one from a faith-based organisation (6%).⁴

The respondents' **level of academic achievement** was quite high: Four respondents had attained the doctoral level (24%), 7 out of 17 respondents reported a master's level of achievement (41%), four had achieved the bachelor's level (24%), while the remaining 3 respondents placed themselves at secondary, college and technical / vocational levels, respectively. The main areas of **academic specialization** of the respondents are finance, economics, business, accounting and/or taxation (59%). Other areas of academic specialization included journalism, media, political science, advocacy, computer engineering, education, sociology and pharmacy.

Assuming the representativeness of our sample, we can conclude that the CMFA disposes of **up to 30 highly competent and professionally experienced Parliamentarians** from a wide variety of professional and academic backgrounds that are, for the most part, directly relevant to the work of the CMFA.

³ Length of time spent in Parliament is not necessarily a good indicator of professional experience. In one case, for example, the CMFA member had been a member of his home Parliament for less than 2 years. Before this, however, he had worked many years as Minister of Finance in his home country. Other CMFA may have spent many years in their home Parliament, but never worked in committees dealing with monetary and/or financial affairs.

⁴ The figures add up to more than 100% because some respondents reported more than one professional background.

3.1.2 Self-assessment of Committee capacity to fulfil its mandate

The CMFA members participating in the questionnaire-based survey were asked for their assessment of the current capacity of their Committee to fulfil its mandate in the areas that are defined in the Constitutive Act of the African Union (2000, p. 26.). The results are presented in Table 1 (below). Current capacities in all four areas are rated as largely sufficient, but capacities in some areas of the Committee's mandate appear to be stronger than in others. On a scale from one to four, with four as the highest rating, the capacity to examine and report to Parliament on the problems involved in the implementation of the annual budget received the highest average score (3.1), while the capacity to assist Parliament to execute its role of establishing sound economic, monetary and investment policies received the lowest average score (2.6).

Table 1 Assessment of level of current Committee capacities, by area of mandate

Level of capacity	4	3	2	1		
Area of mandate	Highly sufficient	Sufficient	Weak	Very weak	No opinion	Average score * (4-1)
(i) To examine the draft estimates of the Parliamentary budget and submit to Parliament	5	7	5	0	0	3.0
(ii) To discuss the budget of the Union and make appropriate recommendations	3	9	3	1	1	2.9
(iii) To examine and report to Parliament on the problems involved in the implementation of the annual budget	5	9	3	0	0	3.1
(iv) To assist Parliament to execute its role of establishing sound economic, monetary and investment policies	3	6	6	2	0	2.6

* Scores on a scale from 4 (highly sufficient capacity) to 1 (very weak capacity)

Asked to describe the **main challenges / obstacles** that inhibit the Committee's ability to fulfill its mandate, the responding Committee members provided the following responses:

- Inability of the Committee to meet at the right time; some members lack good knowledge of finance; insufficient finances for capacity building; budget cycle for budget preparation; poor presentation of management report; insufficient time for the Committee.
- The inability to influence the African Union on budgetary matters due to non-understanding by the African Union inclusive of the PRC, Ministers Council and Summit of the role that PAP is supposed to play in budgetary affairs. We are taken as a committee with no influence whatsoever.
- Inadequate documentation; translation of documents; dissemination of information not timely; insufficient funding for participation of members of Committee.
- Lack of adequate information.
- The problem of the Committee is the general structural problem as to where the Committee lies and its mandate.
- Proper understanding of the role of Committee; in-depth capacity building of mandate of the Committee is lacking; role of the AU's PRC.
- Lack of capacity building for the members of the Committee.
- The manner in which organs of PAP and AU are structured.
- Resources and time for CMFA to carry out its mandate.
- Weak legislation; low staffing.

- The Committee members have diverse backgrounds. The group needs to be brought together in terms of knowledge and skills in financial matters e.g. budgeting, auditing.
- Manque de moyens.
- Le temps imparti à la Commission n'est pas suffisant pour remplir son mandat et les documents ne sont pas disponibles à temps.
- Le PAP donne peu de temps à la CMFA en raison souvent du problème de coût, pour se pencher sérieusement sur l'examen du budget et son exécution; niveau de formation faible de certains membres.
- Les obstacles sont: renouvellement des membres de la Commission; la faiblesse de tenue des réunions.

The Committee members were also asked **what needs to be done** to enable the Committee to fulfill its mandate. The responses were as follows:

- We need finances to enable the Committee to meet at its regular time; members need capacity building in finance and management; constant training to familiarize members of financial management and budgeting.
- To get the PAP bureau to engage the African Union to make sure that the committee plays its proper oversight role.
- Provision of adequate documents; provision of translation of documents for easy understanding; prompt and timely dissemination of information; adequate funding to facilitate members' participation.
- Improve capacity; frequent meetings.
- Accord the PAP the role of the legislative arm of the AU so that it plays its oversight role through this Committee.
- A joint training workshop of Committee and AU's PRC for full understanding of the mandate of the Committee; funding for the Committee.
- Members need to be drilled deeply on what is expected of them. This is because each member has their own background.
- Proper structuring of organs, proper accountability lines. Some structures are referees and players all in one.
- Resources to the secretariat; targeted training for MPs and staff.
- Strengthen the legislation by amending or introducing new sections to strengthen the Committee. Recruit more professional staff.
- Training in various aspects of financing, planning and management.
- Doter la Commission des outils nécessaires.
- Présenter le budget à temps; donner à la Commission le temps suffisant, et à temps.
- Renforcement des capacités des membres sur la question budgétaire et respect des recommandations énoncées; respect de la tenue de 2 réunions ordinaires (janvier et juillet); respect du budget programme de la CMFA.
- Réunions périodiques; renforcement des capacités des membres; définir clairement des attributions.

In the context of the questionnaire survey, the Committee members were confronted with eight (8) statements relating to factors that may affect the fulfillment of the Committee's mandate, and asked the extent to which they agree or disagree with the given statement. The results of this inquiry are presented in Table 2 below.

Table 2 Level of agreement with mandate-related statements, by statement

Level of agreement	4	3	2	1		
Statement	Strongly agree	Agree	Disagree	Strongly disagree	No opinion	Average score * (4-1)
1. The Committee is given adequate time to analyse and process information that it has to present to Parliament.	1	2	9	3	2	2.1
2. The Committee is given reports and information with adequate detail and explanation, so that it can meet its mandate with regard to the PAP budget analysis and presentation.	0	2	7	6	2	1.7
3. The Committee is given reports and information with adequate detail and explanation, so that it can meet its mandate with regard to the PAP budget implementation and its related problems.	0	2	6	7	2	1.7
4. The skills and professionalism of the PAP administration & finance function providing budget reports that the Committee must comment on are fully adequate.	1	6	5	2	3	2.4
5. The accuracy and reliability of the reports that the PAP administration compiles for use by the Committee are fully adequate.	1	2	9	2	3	2.1
6. I have a complete understanding of the budget process, methodology and assumptions that are used by the PAP to prepare and report on the PAP budget.	5	5	2	2	3	2.9
7. The majority of the Committee members dispose of adequate skills and professionalism to contribute efficiently and effectively to the work of the Committee.	5	5	4	1	2	2.9
8. PAP's current internal and external audit functions ensure adequate identification of mismanagement and wastage as well as timely application of appropriate mitigating measures.	2	4	4	4	3	2.3

* Scores on scale from 4 strongly agree) to 1 (strongly disagree)

The results indicate that the respondents tended to **agree** with the following two statements:

- I have a complete understanding of the budget process, methodology and assumptions that are used by the PAP to prepare and report on the PAP budget, and
- The majority of the Committee members dispose of adequate skills and professionalism to contribute efficiently and effectively to the work of the Committee.

The respondents tended to **disagree** with all the other statements. They disagreed most, however, with the following two statements:

- The Committee is given reports and information with adequate detail and explanation, so that it can meet its mandate with regard to the PAP budget analysis and presentation, and
- The Committee is given reports and information with adequate detail and explanation, so that it can meet its mandate with regard to the PAP budget implementation and its related problems.

These results tend to confirm the overall impression that the levels of knowledge and professional skills within the Committee are largely adequate. At the same, the results of this self-assessment point to numerous external factors that prevent the Committee from fulfilling its mandate, most notably inadequate information and documentation (reports), inadequate time, poor timing (irregularity of meetings), the weak definition and understanding of the Committee's role and mandate, and the inadequate structuring of the concerned organs (accountability lines). Needs in the areas of staffing, training and funding are also mentioned, albeit with less frequency and emphasis than needs related to contextual factors and the management of the Committee's activities.

3.1.3 Training needs

The respondents were requested to indicate the **main areas** in which they require **further training** in order to participate more effectively in the activities of the Committee. The results are presented in Table 3 (below), in order of frequency of mention.

Table 3 Proposed areas for further training, by frequency of mention

Area for further training	Frequency
PAP budget processes and controls	11
PAP internal audit	10
PAP accounting for expenditure	9
PAP budget variance calculation methodology	9
PAP expense budget estimation assumptions	7
PAP external audit	7
The Budget Law	7
Evaluation	7
Monitoring	7
General budget cycle (basic training)	6
PAP revenue budget estimation assumptions	6
Reporting	5
AU audit	4
General budget cycle (advanced training)	4
PAP variance limits	4
The responsibilities of your Committee	4
Funder audit	2
The standing orders of the PAP	2
Financial rules & regulations of AU	1
The AU constitution	1

The respondents were requested to indicate their level of **familiarity with the PAP's legal framework** i.e. standing orders etc. The responses to this inquiry were as follows:

- Very familiar: 4
- Familiar: 10
- A bit familiar: 2
- Not at all familiar: 1

The respondents were also asked to indicate their level of **familiarity with the PAP Committee on Administrative Financial Evaluation (CAFE)**, whose work is closely related to that of the CMFA. The responses to this inquiry were as follows:

- Very familiar: 1
- Familiar: 7
- A bit familiar: 7
- Not at all familiar: 2

Relating to the CAFE, the respondents were asked to describe in brief the **nature and the outcome of their interactions** to date with this structure. The responses were as follows:

- This Committee is an ad hoc Committee and is supposed to be dissolved immediately (after) it tables its report. It duplicates the function of the Finance Committee (CMFA).
- N/A do not understand the relevance of this committee.
- I served as Chairman of CAFE for two years.
- I have interacted with individual members and also had the opportunity to read some of their reports.
- Simple introduction of its function.
- Fruitful.
- Etant rapporteur du CAFE pendant 3 ans j'ai noté que cette Commission a aidé le PAP dans l'assainissement des finances administratives et le PAP a pu améliorer la bonne gouvernance.

Summarising the information obtained in this section of the questionnaire survey, it may be said that CMFA members assign highest priority to further training in the areas of PAP budget processes and controls, PAP internal audit, PAP accounting for expenditure, PAP budget variance calculation methodology, PAP expense budget estimation assumptions, PAP external audit, Budget Law, evaluation, monitoring, general budget cycle (basic training) and PAP revenue budget estimation assumptions.

To a certain extent, some of the above-mentioned training needs have already been addressed in the course of the Committee training workshop that was conducted in late June 2015.

CMFA members tend to be familiar (59%) or even very familiar (24%) with the PAP's legal framework. They are less familiar, however, with the work of the CAFE: More than half of the questionnaire-based survey respondents claim to be only a bit familiar or not familiar at all with the work of this structure. Among those who indicated familiarity with the CAFE, some positive observations were made, but a claim that this structure duplicates the function of the CMFA was also put forward. This claim may require further review by the members of both committees.

3.1.4 Other relevant observations and recommendations

In the concluding question, the questionnaire survey participants were prompted to put forward other relevant observations and recommendations. The responses were as follows:

- We will also need to be well knowledgeable on the oversight role of members of Parliament in financial monitoring, management and implementation.
- We also need to be well knowledgeable of procurement procedures of the organs.
- The Protocol should be expedited to ensure we become fully legislative so that our Committees are relevant and our work implementable.
- The Committee has to be helped to undertake its real mandate as specified in the PAP protocol but as currently undertaken by AU's PRC.

- The Committee should be helped to oversight all organs of the AU with respect to its mandate specified in the protocol.
- The Committee needs to be assisted to interact with financial and economic institutions of Africa as well as its donors and AU.
- My responses in section 2 are informed by the rich and wide spectrum of skill of current members.
- The PAP administration needs to be pro-active.
- The PAP bureau must take up the shortcomings and challenges with AU. It must also take a lead addressing challenges facing PAP and in general.
- Training in the Medium Term Expenditure Framework (MTEF) should be the basis of the budgeting process at PAP.
- There is a need for training in the alignment between the budget and strategic plan.
- There is need for training in resources mobilization and the accompanied investment priorities.
- Le PAP doit s'atteler à respecter scrupuleusement les règles applicables en matière des finances publiques en vigueur au sein de l'UA et respecter les recommandations pertinentes émises par la CMFA ou même la plénière.
- A l'avenir il sera souhaitable que le COREP assiste au prochain atelier.

3.2 Information gathered by telephone interview

In the context of the present CMFA training needs assessments, telephone interviews were conducted with six (6) CMFA members mainly during the week of July 13th, 2015. After some introductory questions relating to their personal background and the history of their membership in the PAP, the interview partners described how they became members of the CMFA and the nature of their motivation to participate in this body. The main statements to this affect are summarised in Table 4 below.

Table 4 Reasons for joining the CMFA and motivation for participating in its work

How I became a member of CMFA	My motivation to participate in the work of the CMFA
I was nominated by regional caucus and also expressed my interest in the position. I sent a letter to the chair of caucus offering my skills and experience.	I am interested in promoting accountability and transparency in Africa.
I was nominated by my country delegation and also expressed my interest. I am member of our national Committee on parastatal companies.	PAP can take the African continent to a next level, mainly through enhancing financial procedures and fiscal discipline. PAP can be an example for other parliaments to strengthen accountability and transparency. African Parliaments have to promote better financial management to get back the confidence of donors, and to earn their trust to invest in African countries.
I was nominated by my country. I was member of the Finance Committee in my home country before.	My motivation is due to my background. I wanted to become a member of the CMFA.
I submitted an application through the regional caucus.	My motivation is to allow and enhance good financial governance and to enhance the accountability of the PAP and the AU.
I was nominated by my country.	My motivation stems from my desires to improve the preparatory budget process. I want to achieve a fortified controlling function.
I was nominated by my country.	I want to better understand the financial management on the African level and to know the resources which are allocated to the AU.

The above responses suggest (a) that two main paths lead to becoming a member of the CFMA: nomination at the home (mandating) country level, and recommendation within the regional caucus. They also reveal (b) a number of important sources of motivation to work in this Committee. Clearly, the desire to contribute to Good Financial Governance, not only at the PAP and AU levels, but also at the continental level, is an important source of motivation for Committee members.

Given the limited number of telephone interviews conducted (with 6 persons representing 20% of Committee members), we can hardly assume that the above statements might be representative of the experiences and sources of motivation of the majority of the CMFA's members. Nevertheless the issue of motivation remains relevant, given the fact that the influence of the CMFA within the PAP and the AU is perceived by many Committee members as extremely limited.

The telephone interview partners proposed the following areas for future support to the Committee:

- Budget cycle
- Budget preparation
- Audit (control)
- Audit and financial management
- Analysing audit reports
- Analysing expenditures and also their political implications
- Basic tools to analyse the audit report with emphasis on the oversight function
- Verification of the audit reports of the PAP and other AU organs
- How to influence the AU and PAP budgets
- Roles and responsibilities of the CMFA and its members
- How to counteract the duplication of efforts between the CMFA and the CAFE
- Mobilisation of financial resources

Most of the above-mentioned propositions concur with the results of the questionnaire-based survey in the area of training needs, as presented in section 3.1.3 above. In both cases, there is strong emphasis on training needs in the areas of budget cycle and the analysis and verification of audit reports.

4 Conclusions and recommendations

Based on the results of the CMFA training needs assessment, the following **conclusions** may be drawn:

- (a) PAP's Committee on Monetary and Financial Affairs (CMFA) disposes of up to 30 highly competent and professionally experienced Parliamentarians from a wide variety of professional and academic backgrounds that are, for the most part, directly relevant to the work of the Committee.
- (b) Two main paths lead to becoming a member of the CFMA: nomination at the home (mandating) country level, and recommendation within the regional caucus. The desire to contribute to Good Financial Governance, not only at the PAP and AU levels, but also at the continental level, is an important source of motivation for Committee members.
- (c) Numerous external factors prevent the Committee from fulfilling its mandate, most notably inadequate information and documentation (reports), inadequate time, poor timing (irregularity of meetings), the weak definition and understanding of the Committee's role and mandate, and the inadequate structuring of the concerned organs (accountability lines). Needs in the areas of staffing, training and funding have also been identified.

- (d) CMFA members assign highest priority to further training in the areas of PAP budget processes and controls, PAP internal audit, PAP accounting for expenditure, PAP budget variance calculation methodology, PAP expense budget estimation assumptions, PAP external audit, Budget Law, evaluation, monitoring, general budget cycle (basic training) and PAP revenue budget estimation assumptions.
- (e) CMFA members tend to be familiar (59%) or even very familiar (24%) with the PAP's legal framework.
- (f) CMFA members are not very familiar with the work of the Committee on Administrative Financial Evaluation (CAFE): More than half of the questionnaire-based survey respondents claim to be only a bit familiar or not familiar at all with the work of this structure. Among those who indicated familiarity with the CAFE, some positive observations were made, but a claim that this structure duplicates the function of the CMFA was also put forward.

Against this background, the following **recommendations** may be put forward for further review and subsequent action:

- (1) Future training and other capacity building measures should draw on the Committee's own competence and professional experience. Committee members can act as co-trainers, and other knowledge management and skill transfer mechanisms might also be introduced (e.g. peer-to-peer mentoring of new Committee members by more experienced members).
- (2) The Committee should tap into the competence and professional experience of similar structures promoting Good Financial Governance on the African continent and elsewhere. This requires more regular and systematic exchange of information and best practices with continental and international networks such as AFROSAI / INTOSAI and AFROPAC, for instance.
- (3) Future CMFA training activities should place strong emphasis on PAP budget processes and controls, PAP internal audit, PAP accounting for expenditure, PAP budget variance calculation methodology, PAP expense budget estimation assumptions, PAP external audit, Budget Law, evaluation, monitoring, general budget cycle (basic training) and PAP revenue budget estimation assumptions.
- (4) Claims that the function of the CMFA overlaps with that of the CAFE should be investigated further and measures to eliminate such overlap should be agreed upon and implemented by both Committees.

A1 Draft cover letter to training needs assessment (June 18th, 2015)Midrand, June 18th, 2015Re.: Training Needs Assessment 2015

To all members of the PAP Committee on Monetary and Financial Affairs,

It is with honour and pleasure that I herewith invite all Committee members to participate in our first annual Training Needs Assessment.

This assessment aims not only to identify and prioritize the main thematic areas of training activities to be carried out in the near future to the benefit of all Committee members. It will also allow us to produce a snapshot of the Committee's current capacities to fulfil its mandate and, with that, help us to ensure that all training activities are closely aligned to the Committee's real needs and challenges.

Please complete the questionnaire and return it per Scan & Email or Fax **before June 25th, 2015** to:

Mr. Mohammed Bhamjee CA (SA)
Email: mbh@auditpro.co.za
Tel: +27 (11) 782 2064
Fax: +27 (11) 888 4649

Please note that the questionnaire may also be completed online using the following Internet link:

<http://goo.gl/forms/TAYlaTYQwf>

Thank you in advance for your valuable contributions to this effort.

L'Hon. Njingum Musa Mbutoh

President

PAP Committee on Monetary and Financial Affairs

Attachment: Questionnaire

A2 Survey questionnaire (English version)

PAP Committee on Monetary and Financial Affairs Training Needs Assessment 2015

Please provide the following information to be used for internal planning purposes only

(The online version of the present questionnaire is available at: <http://goo.gl/forms/TAYlaTYQwf>)

* Required information

1. Background Information

1.1 Your seconding country *

Please specify: _____

1.2 Your highest level of academic achievement *

- Doctorate level
- Masters level
- Bachelors level
- Secondary level
- Technical / vocational level
- Other (please specify): _____

1.3 Your area(s) of academic specialisation *

Please specify: _____

1.4 Your professional background (prior to becoming Member of Parliament) *

- Public administration
- Private sector
- Secular civil society organisation
- Faith-based organisation
- International organisation
- Other (please specify): _____

1.5 Number of years in your seconding country's Parliament to date *

Please specify: _____

1.6 Are you a member of the Parliamentary monetary and/or finance committee or a similar Parliamentary body in your seconding country? *

- Yes (please specify): _____
- No

1.7 Number of years to date in committee / body mentioned under 1.6 *

Please specify: _____

1.8 Your sex * Female Male

1.9 Your age group *

- 30 years or less
- From 31 to 40 years
- From 41 to 50 years
- From 51 to 60 years
- 61 years or more

2. Self-assessment of Committee capacity to fulfil its mandate

2.1 What is your assessment of the current capacity of the PAP Committee on Monetary and Financial Affairs to fulfil its mandate in the following areas?

(i) To examine the draft estimates of the Parliamentary budget and submit to Parliament

- Highly sufficient capacity
- Sufficient capacity
- Weak capacity
- Very weak capacity
- No opinion

(ii) To discuss the budget of the Union and make appropriate recommendations

- Highly sufficient capacity
- Sufficient capacity
- Weak capacity
- Very weak capacity
- No opinion

(iii) To examine and report to Parliament on the problems involved in the implementation of the annual budget

- Highly sufficient capacity
- Sufficient capacity
- Weak capacity
- Very weak capacity
- No opinion

(iv) To assist Parliament to execute its role of establishing sound economic, monetary and investment policies

- Highly sufficient capacity
- Sufficient capacity
- Weak capacity
- Very weak capacity
- No opinion

2.2 What are the main challenges / obstacles that inhibit the Committee's ability to fulfil its mandate?

Please specify:

2.3 What needs to be done to enable the Committee to fulfil its mandate?

Please specify:

2.4 To what extent do you agree with the following statements?

	Strongly agree	Agree	Dis-agree	Strongly disagree	No opinion
1. The Committee is given adequate time to analyse and process information that it has to present to Parliament	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The Committee is given reports and information with adequate detail and explanation, so that it can meet its mandate with regard to the PAP budget analysis and presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The Committee is given reports and information with adequate detail and explanation, so that it can meet its mandate with regard to the PAP budget implementation and its related problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The skills and professionalism of the PAP administration & finance function providing budget reports that the Committee must comment on are fully adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The accuracy and reliability of the reports that the PAP administration compiles for use by the Committee are fully adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I have a complete understanding of the budget process, methodology and assumptions that are used by the PAP to prepare and report on the PAP budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The majority of the Committee members dispose of adequate skills and professionalism to contribute efficiently and effectively to the work of the Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. PAP's current internal and external audit functions ensure adequate identification of mismanagement and wastage as well as timely application of appropriate mitigating measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Training needs

3.1 Please indicate the main areas in which you require further training in order to participate more effectively in the activities of the PAP Committee on Monetary and Financial Affairs *

Please provide no more than five (5) responses!

- General budget cycle (basic training)
- General budget cycle (advanced training)
- PAP budget processes and controls
- PAP accounting for expenditure
- PAP budget variance calculation methodology
- PAP variance limits
- PAP revenue budget estimation assumptions
- PAP expense budget estimation assumptions
- PAP internal audit
- PAP external audit
- AU audit
- Funder audit
- The standing orders of the PAP
- The Budget Law
- The AU constitution
- The responsibilities of your Committee
- Monitoring
- Evaluation
- Reporting
- Other (please specify) : _____

3.2 Are you familiar with the PAP's legal framework (standing orders etc.)? *

- Very familiar
- Familiar
- A bit familiar
- Not at all familiar
- I don't know

3.3 Are you familiar with the PAP Committee on Administrative Financial Evaluation? *

- Very familiar
- Familiar
- A bit familiar
- Not at all familiar
- I don't know

3.4 If you have interacted with the PAP Committee on Administrative Financial Evaluation in the past, please describe in brief the nature and the outcome of this interaction.

Please specify:

4. Space for any other relevant observations and recommendations:

Please submit the completed questionnaire per email or fax to the following address:

Mr. Mohammed Bhamjee CA (SA)

Email: mbh@auditpro.co.za

Tel: +27 (11) 782 2064

Fax: +27 (11) 888 4649

Thank you for your contribution!

Pan-African Parliament / GIZ

A3 CMFA Members and contact details (status: June 24th, 2015)

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A4 Participants of CMFA training (Midrand, July 30th – 31st, 2015)

No.	Surname	Name	Designation / Organisation	Email	Tag 1	Tag 2
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A5 List of abbreviations

ACHPR	African Commission on Human and Peoples' Rights
AfCHPR	African Court on Human and Peoples' Rights
AFROPAC	African Organisation of Public Accounts Committees
AFROSAI	African Organization of Supreme Audit Institutions
AGA	African Governance Architecture
AU	African Union
AUC	African Union Commission
CA	Certified Accountant
CAFE	Committee on Administrative Financial Evaluation
CMFA	Committee on Monetary and Financial Affairs
COREP	Comité des Représentants Permanents
DMME	D Millenium Multi Events (language translators)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
INTOSAI	International Organization of Supreme Audit Institutions
M&E	Monitoring and evaluation
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
PAP	Pan-African Parliament
PRC	Permanent Representatives' Committee
SA	South Africa
UA	Union Africaine
URL	Uniform Resource Locator