



AFRICAN ASSOCIATION OF ACCOUNTANTS - GENERAL
ASSOCIATION AFRICAINE DESOMPTABLES - GÉNÉRAUX
ASSOCIAÇÃO AFRICANA DE CONTADORES GERAIS

Collaborating for Prosperity

AFRICAN ASSOCIATION OF ACCOUNTANTS GENERAL (AAAG) STRATEGIC PLAN

2024 – 2028



FOREWORD

It is with great pleasure that we present the African Association of Accountants General (AAAG) Strategic Plan for 2024-2028. This document represents a comprehensive blueprint for the future of our organization, meticulously crafted to address the dynamic challenges and opportunities that lie ahead in the realm of public finance management in Africa.

Over the past year, the AAAG has made significant strides in enhancing fiscal governance, transparency, and accountability across the continent. Our achievements are a testament to the unwavering commitment of our members, stakeholders, and partners who have tirelessly worked to advance our shared vision of a financially sustainable and transparent Africa.

The development of this strategic plan has been a collaborative effort, incorporating insights and feedback from a wide array of stakeholders, including government officials, development partners, and finance professionals. We have conducted thorough analyses of the internal and external environments, identified key areas of focus, and outlined clear, actionable strategies to achieve our objectives.

As we navigate the complexities of the 21st-century financial landscape, our focus remains steadfast on several core areas: strengthening institutional capacities, fostering innovative financial solutions, enhancing regional and international partnerships, and promoting the adoption of cutting-edge technologies in public finance management. These pillars will guide our efforts to build resilient and responsive financial systems capable of meeting the diverse needs of our member states.

Our strategic plan is not merely a document but a call to action. It embodies our collective resolve to drive meaningful change and contribute to the socio-economic development of Africa. We are confident that through our concerted efforts, we will achieve the ambitious goals set forth in this plan and create a legacy of excellence in public financial management.

We extend our heartfelt gratitude to everyone who has contributed to the creation of this strategic plan. Your insights, expertise, and dedication have been invaluable. We look forward to your continued support and active participation as we embark on this transformative journey.

Together, let us build a prosperous and accountable future for Africa.



Mrs. Malehlohonolo Mahase

Chairperson

African Association of Accountants General (AAAG)

ACKNOWLEDGEMENTS

The African Association of Accountants General (AAAG) would like to express our deepest gratitude to everyone who contributed to the development of this Strategic Plan for 2024-2028. This comprehensive document is a product of collective effort, dedication, and insightful contributions from a diverse group of stakeholders committed to advancing public financial management across Africa.

First and foremost, we extend our heartfelt thanks to our member countries. Your unwavering support and active participation have been instrumental in shaping this strategic direction. The insights and experiences shared by the Accountants General of various countries have enriched our understanding and approach, ensuring that the plan addresses the unique challenges and opportunities across the continent.

We are deeply grateful to our development partners and international collaborators, whose expertise and resources have significantly bolstered our capacity to deliver on our mandate. Your continuous support and collaboration have been invaluable in driving our initiatives forward.

Special appreciation goes to the strategic planning committee, whose tireless efforts and meticulous planning have been the backbone of this document. Your commitment to excellence, from conducting thorough analyses to facilitating stakeholder consultations, has ensured that the strategic plan is both comprehensive and actionable.

We would also like to acknowledge the contributions of our technical experts from PAFA, AFROSAI-E and API. Your professional insights and recommendations have been crucial in refining our strategic objectives and formulating robust implementation frameworks.

Furthermore, we recognize the vital role played by our Secretariat staff. Your hard work, coordination, and administrative support have been pivotal in the successful completion of this strategic plan.

Lastly, we extend our sincere thanks to all stakeholders who participated in the consultations, workshops, and feedback sessions. Your diverse perspectives and constructive feedback have enriched the strategic plan, making it a more holistic and representative document.

As we move forward, we count on your continued support and collaboration to achieve the goals outlined in this strategic plan. Together, we will enhance public financial management and contribute to the socio-economic development of Africa.



Fredrick Riaga

Chief Executive Officer

African Association of Accountants General (AAAG)

EXECUTIVE SUMMARY

The African Association of Accountants General (AAAG) is committed to enhancing public financial management (PFM) across Africa. Established from the lessons learned from the East & Southern Association of Accountants General (ESAAG) and the collaborative efforts of the five African regions, AAAG serves as a unified organization to promote transparency, accountability, and efficiency in financial management.



Vision

Accountable, Integrated, and Prosperous Africa.

01



Mission

The mission of the African Association of Accountants General (AAAG) is to build trust in public financial management by fostering continental synergies for integrated and sustainable development across Africa. We are committed to creating a robust platform for collaboration, knowledge sharing, and professional development among Accountants General from African Union member countries. Through our initiatives, we aim to promote transparency, accountability, and efficiency in public financial management, ultimately contributing to the prosperity and well-being of African nations.

02



Core Values

03

The African Association of Accountants General (AAAG) is guided by a set of core values that underpin its mission to enhance public financial management across Africa. These values serve as the foundation for all our activities and interactions, ensuring that we uphold the highest standards of integrity, collaboration, and innovation. By embodying these principles, AAAG strives to build trust, foster inclusivity, and drive sustainable development across the continent. Our core values are as follows:

1. Accountable: Ensuring transparency and integrity.
2. Collaborative: Promoting timely achievement of results.
3. Innovative: Embracing forward-thinking solutions.
4. Respectful: Valuing diversity and dignity.
5. Transparent: Conducting operations with openness.

KEY RESULT AREAS (KRA)

The African Association of Accountants General (AAAG) Strategic Plan 2024-2028 is structured around four key result areas that drive our efforts to enhance public financial management across Africa. These areas are:

1. Effective Accounting and Reporting
2. Impact-driven Training and Capacity Building
3. Collaboration and Partnership for Co-Creation
4. Institutional Strengthening and Sustainability



STRATEGIC OBJECTIVES

The strategic objectives of the African Association of Accountants General (AAAG) for the 2024-2028 period are designed to advance public financial management across Africa, focusing on promoting transparency, accountability, and efficiency through targeted initiatives. These objectives include:



- 1. Effective Accounting and Reporting:**
- a. Establish clear financial policies and guidelines.
 - b. Develop standardized financial reporting templates.
 - c. Promote IPSAS adoption across Africa.
 - d. Enhance capacity to detect illicit financial flows.



- 2. Impact-driven Training and Capacity Building:**
- a. Organize comprehensive training programs.
 - b. Facilitate peer-to-peer knowledge sharing.



- 3. Collaboration and Partnership for Co-Creation:**
- a. Develop strategies for stakeholder engagement.
 - b. Conduct research on critical public finance issues.



- 4. Institutional Strengthening and Sustainability:**
- a. Strengthen internal governance structures.
 - b. Ensure financial sustainability and brand visibility.

IMPLEMENTATION PLAN

The strategic plan will be implemented through annual work plans and budgets, with a focus on achieving specific, measurable, achievable, realistic, and time-bound (SMART) objectives. Regular monitoring and evaluation will be conducted to ensure progress and address challenges promptly.



RESOURCE REQUIREMENTS

The estimated financial requirement for the five-year plan is approximately \$10.4 million, with funding sourced from member subscriptions, workshops, grants, and investment income. Efficient resource utilization will be sought through comprehensive budgeting and financial management practices.

In summary, by implementing this strategic plan, AAAG aims to lead the transformation of public financial management across Africa, promoting sustainable development, good governance, and accountability.



CHAPTER

01

INTRODUCTION



The African Association of Accountants General (AAAG) is a premier organization committed to enhancing public financial management (PFM) across the African continent. AAAG was conceptualized from lessons learned from its predecessor, the East & Southern Association of Accountants General (ESAAG). Thus, AAAG emerged from the collaborative efforts of the five regions of Africa, which recognized the need for a unified organization to serve as a single voice and contact point for PFM governance.

Consequently, the main objective is to unify and strengthen PFM practices by fostering transparency, accountability, and efficiency across Africa's financial management ecosystem. Thus, the Association which represents the Offices of Accountants General from AU member countries, creates a robust platform for collaboration, knowledge sharing, and professional development among the Accountants General.

AAAG operates through a well-defined governance framework that promotes diverse and inclusive leadership, ensuring the representation and participation of all member states. The Association has fully transitioned and operates within the framework of an approved governance structure. AAAG is hosted in Lusaka by the Ministry of Finance of the Republic of Zambia.

PARTNER ORGANIZATIONS

AAAG has been working in collaboration with partners in the field of public financial management. These includes:



African Union (AU):

Provides overarching support and endorsement for AAAG's initiatives.



AFROSAI-E:

A sister organization with similar aspirations and supporting the Supreme Audit Institutions in the English-speaking countries of Africa.



PAFA:

A professional body that represent national accountancy organizations across Africa, aiming to enhance the influence and capacity of the accountancy profession in the continent.



API:

An independent non-profit organization with the primary objective to strengthen the capacity and knowledge base of accounting and audit professionals in the African public sector to enhance accounting and auditing service delivery to the citizens of Africa.



CREFIAF: A member-based organisation for Supreme Audit Institutions (SAIs) in French-speaking Sub-Saharan Africa. The objective of CREFIAF is to promote existence of independent and professional SAIs capable of contributing to transparency, to entrench a culture of accountability and the performance of public actions for the well-being of citizens of member countries.

OBJECTIVES OF THE ASSOCIATION

Overview

The Accountants General of African Union Member States met in Addis Ababa, Ethiopia in October 2019 and in Mombasa, Kenya in July 2023 with a view to forming AAAG. On 7th July 2023, thirteen member states signed the Constitution and thereby acceded into the membership of the Association.

Main Objective

The main objective of the Association is to provide a forum for collaboration among Accountants General for the further advancement of public financial management as a driver of Africa's sustainable development and prosperity.

The Specific Objectives

The activities of the Association are presented against the following set of Specific Objectives:

- a. To promote professionalism, ethical conduct and technical understanding of public financial management.
- b. To promote and maintain relations among Accountants General and their keystakeholders in the furtherance of effective public financial management.
- c. To keep members informed of developments and best practices in public financial management.
- d. To promote research and thought leadership in public financial management.
- e. To exchange techniques, knowledge and experience.
- f. To do all such things that will further the objectives of the Association.

LINKAGE TO THE UN SUSTAINABLE DEVELOPMENT GOALS



The United Nations (UN) development blueprint sets out 17 Sustainable Development Goals (SDGs) with a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. AAAG strives to align its strategic aspirations to ensure goals convergence with the SDGs. The Association has prioritized its strategic orientation to promote the need for African countries to uphold the rule of law, protect human rights, and promote equality, ensuring transparency and accountability in governance structures.

RELEVANT SDGS



AAAG STRATEGIC INTERVENTION

The Association aims to support the efforts of Accountants General in promoting prudent budgeting, budget implementation, and monitoring. The facilitative role will be strengthened by the Accountants General establishing and implementing robust public financial management systems to ensure efficient budget implementation. Additionally, achieving shared prosperity requires timely and comprehensive financial reporting to measure the efficiency and effectiveness of government interventions towards attaining the SDGs.

LINKAGE TO AGENDA 2063



AAAG acknowledges the endorsement by the African Union and, as a pan African association, strives to align its key policy priorities with the African Union’s key strategic direction. Accordingly, the Strategy has been crafted and benchmarked against the goals outlined in the African Union’s Agenda 2063 – The Africa We Want. To achieve this alignment, AAAG recognizes the need to work closely with the African Union Commission (AUC) to foster collaboration and leverage the Commission’s legitimate authority and collective expertise and resources.

AAAG has prioritized the following key objectives of the AU Agenda 2063 and plans to implement a collective set of actions to support Accountants General in actualizing the continent’s growth and development aspirations.

1

A High Standard of Living, Quality of Life, and Well-Being for All Citizens

2

Transformed Economies

3

Modern Agriculture for Increased Productivity and Production

4

Environmentally Sustainable and Climate-Resilient Economies and Communities

5

Blue/Ocean Economy for Accelerated Economic Growth

6

Healthy and Well-Nourished Citizens

7

World-Class Infrastructure Criss-crosses Africa

8

Africa Takes Full Responsibility for Financing Her Development

SDGS



AAAG PRIORITIZED ACTIONS

- » Engaged in policy advocacy to achieve prioritized resource allocation that facilitates industrialization and economic diversification of the nations of Africa and prioritizing Africa's development agenda by effectively leveraging its natural resources as a primary financing foundation.
- » Promote the process to develop and implement a risk-based control framework to minimize leakages of public finances and promote transparency in government spending and public projects.
- » Promote the adoption of innovative funding for African budgets by exploring emerging financing opportunities in the green economy.
- » Promote harmonization of financial regulations and standards across Africa.
- » Project the unified voice of Africa in global fora on development of policies that guide public financial management.
- » Support the incorporation of comprehensive Environmental, Social, and Governance (ESG) disclosures in the annual reports and financial statements presented by the respective Accountants General.

By working together within this framework, AAAG and its Accountant General members can drive the financial and economic transformations needed to realize the goals of AU Agenda 2063.



CHAPTER

02

STRATEGIC
DIRECTION



Vision

Accountable, Integrated, and Prosperous Africa.

01



Mission

Building trust in public financial management by creating and strengthening continental synergies for the integrated and sustainable development of Africa.

02



Core Values

Accountable, Collaborative, Innovative, Respectful, Transparent.

03



1. Accountable – AAAG takes full responsibility for our actions, ensuring that our commitments are fulfilled with the highest standards of transparency and integrity.



2. Collaborative - AAAG is dedicated to fostering an environment that promotes timely achievement of results. We are committed to a participatory approach and maintain a strong focus on stakeholder satisfaction in delivering our mandate.



3. Innovative - AAAG embraces creativity and forward-thinking, ensuring that our approaches and solutions are at the forefront of progress and excellence.



4. Respectful - AAAG fosters a culture of respect, valuing diversity and treating all individuals with dignity and consideration in every interaction.



5. Transparent - AAAG is committed to operating with openness, ensuring all business activities and services are conducted in a clear and transparent manner for the benefit of our stakeholders.

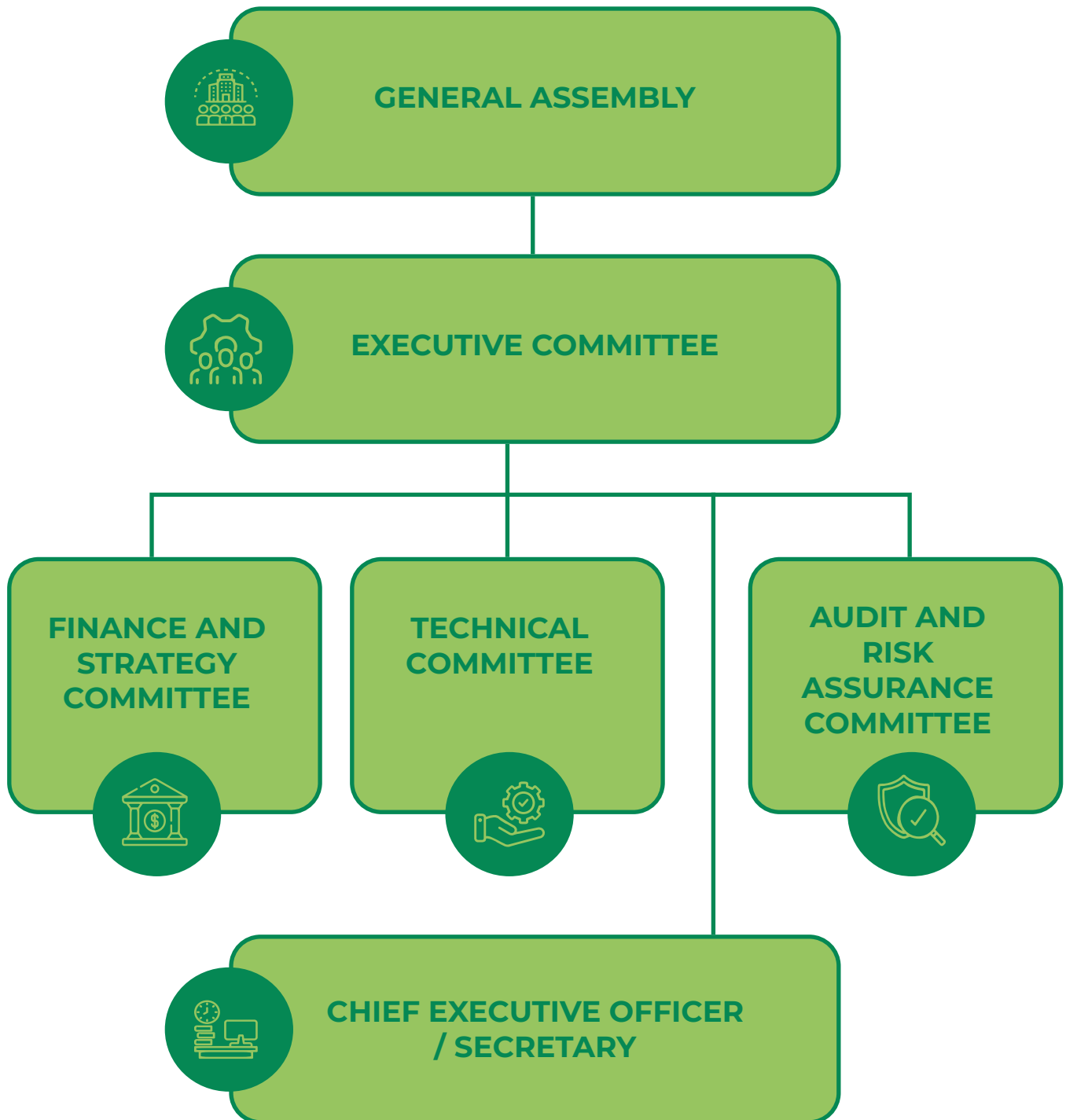


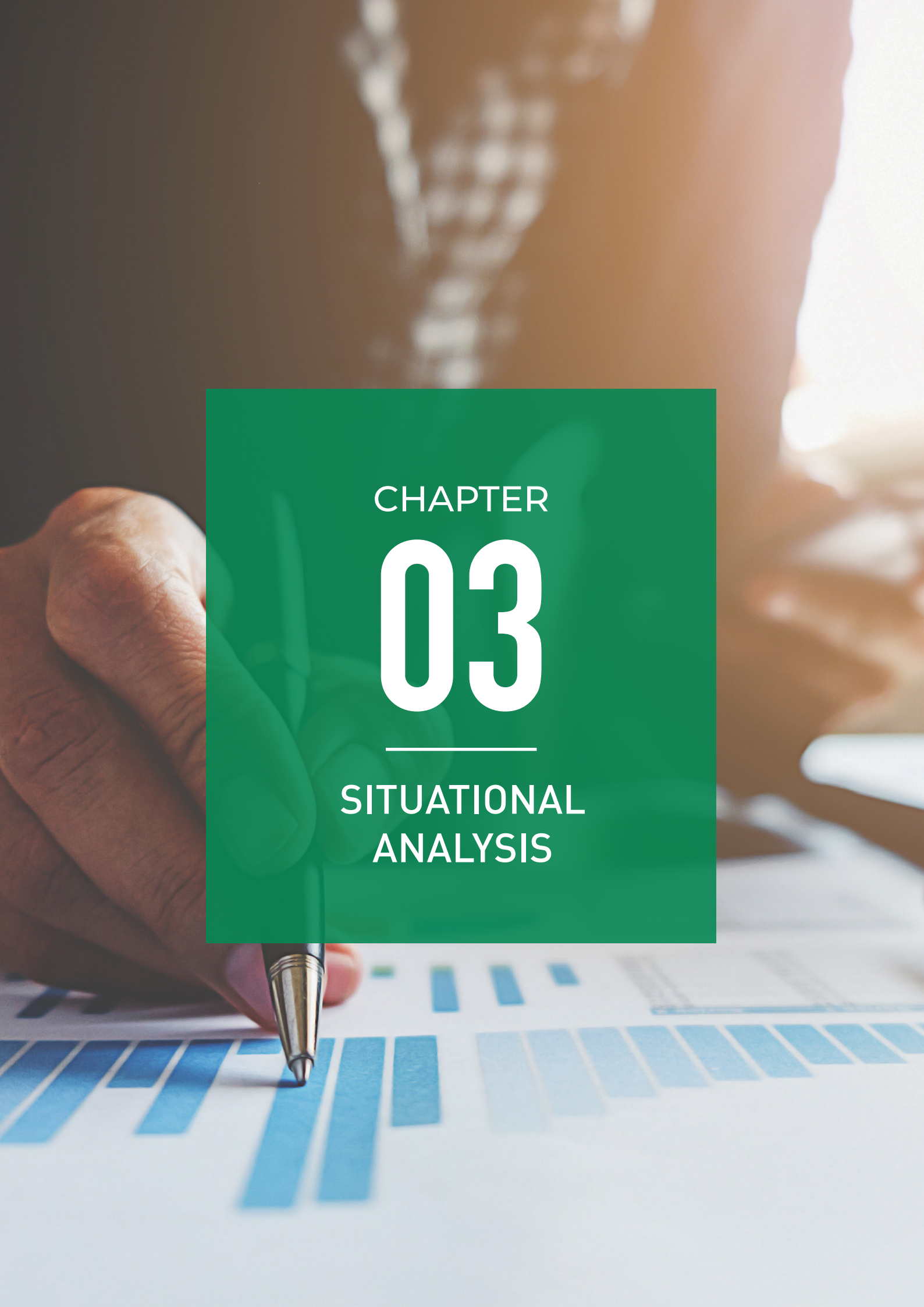
Credo

Collaboration for Prosperity

04

GOVERNANCE STRUCTURE



A hand holding a pen points at a bar chart. A green rectangular overlay is centered on the image, containing the chapter title. The background is a blurred office setting with warm lighting.

CHAPTER

03

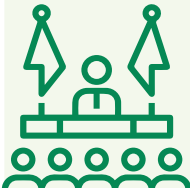
SITUATIONAL
ANALYSIS

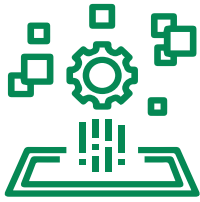
OVERVIEW

We analyse the factors that potentially impact the daily operations of the Association. We conduct both a macro/external and micro/internal assessment of the environment in which AAAG operates and develop our strategic response accordingly.

ASSESSMENT OF MACRO/EXTERNAL ENVIRONMENT

The analysis of the macro/external environment entails the review of external factors and conditions that are expected to impact AAAG’s operations, performance, and decision-making processes on a broad scale. These include elements such as economic conditions, political and legal frameworks, societal trends, technological advancements, and environmental considerations, all of which are analysed using the PESTEL technique below:

CATEGORY	DESCRIPTION	STRATEGIC RESPONSE
Political 	AAAG must anticipate changes in government policies, regulations, and administration, leading to fluidity and volatility in government priorities and plans. Political will influences the effectiveness of the AG’s office in enforcing transparency and accountability. Lack of political will undermines the AG’s efforts. Political influence in the appointment of AGs can affect the independence and effectiveness of the office. Merit-based appointments ensure professionalism and integrity. The above present a significant challenge to PFM, a critical area in which the Association shall have to address to enable Accountants General to play their role well.	AAAG should maintain a flexible and multi-faceted strategy to capacity build AGs and position them as effective advisors of their respective governments on policies that will achieve stability of PFM systems. Advocacy for independence for the office of the AGs as government advisors on financial matters.

CATEGORY	DESCRIPTION	STRATEGIC RESPONSE
Economic 	The current economic landscape is characterized by vulnerabilities, uncertainties, complexities, and ambiguities (VUCA), making the effective implementation of government policies a challenge. This situation is further complicated by the diverse economic models adopted across Africa. Each African country or collection of countries has implemented distinct economic models, leading to varied approaches and outcomes in different regions. The landscape presents a challenge for AAAG to effectively advocate within the context of diverse economic models and growth trends.	AAAG prioritizes actions to enable Accountants General to be responsive and forward-looking, providing relevant advice on managing uncertainties that may affect service delivery in Africa, with the aim of mitigating the impacts of such vulnerabilities. Our aim is to promote shared growth prospects across member countries despite these variations through information sharing, standardized accounting policies and procedures.
Social 	Africa is characterized a young and youthful population beset with unemployment, insecurity, and social evils that permeate her collective society.	AAAG engages in policy advocacy to develop robust PFM and governance systems that deliver quality education and expand the economy to create sufficient jobs, addressing the pervasive and negative effects of unemployment across Africa.
Technological 	We live in an era of digital transformation where data is paramount. Technology continually disrupts the business environment and service delivery for governments. The advent of big data and necessity for data-enabled decision-making present both opportunities and challenges.	AAAG aims to position Accountants General to lead in change management as we adapt to the technology and data-driven decision-making landscape, particularly in the automation and digitization of PFM.
Environmental 	In light of critical climate change and environmental issues, Accountants General should be positioned to lead and advocate for climate change mitigation and adaptation. This involves integrating sustainable practices into PFM, ensuring transparent reporting on environmental impacts, and advising on policies that promote environmental stewardship and resilience.	AAAG aims to provide access to frameworks for natural resource reporting and guidelines for comprehensive ESG disclosures in annual reports and financial statements.

CATEGORY	DESCRIPTION	STRATEGIC RESPONSE
Legal 	The legal and regulatory environment across the continent is diverse and varied. It is critical to anticipate that this diversity will impact AAAG's engagement plans with AU member states. The legislative environment determines the extent of the AG's authority and independence. Strong regulatory frameworks support effective financial oversight and accountability as supported by functionally independent offices of Accountants General.	Foster collaboration between offices of the AGs and respective regulatory bodies in the development of legal and regulatory frameworks. Engage in policy advocacy on Financial management laws and regulations. Promote the establishment of strong legislative frameworks that enhance authority and independence of the offices of the AGs across Africa.

ASSESSMENT OF MICRO/INTERNAL ENVIRONMENT

In the evaluation of its internal environment, the Association employed a functional analysis model to assess its suitability for the Strategic Plan implementation. This assessment encompasses various key aspects.

GOVERNANCE AND ADMINISTRATION STRUCTURES

AAAG is governed by a elective Executive Committee from across the five regions of Africa. The governance structure has three committees to oversight the specific activities of the Association, with periodic reporting to the Executive Committee. The Committees include the Audit and Risk Assurance Committee, Technical Committee, Finance and Strategy Committee. The day-to-day operations is led by the Chief Executive Officer.

The Association is in its formative years and it is acknowledged that there will be follow up steps to cement the governance structures to facilitate good corporate governance practices, against the backdrop of clearly defined strategies and policies, robust control environment and risk-based approach to management. The Association's culture shall be created and established on excellence.

INTERNAL BUSINESS PROCESS

An evaluation of AAAG's systems, processes, and standard operating procedures reveal gaps which this strategy will seek to address. It is projected that the activities of the Association will be onboarded on the platform of technology with an aim to automation of the Association's internal business processes to enhance overall efficiency.

RESOURCES AND CAPABILITIES

An analysis of AAAG resource capability has observed that the Association does not have adequate skilled human capital to meet the stakeholder expectations efficiently and effectively. The limitation however presents an opportunity for collaboration for co-creation.



SUMMARY OF STRENGTH AND WEAKNESSES

Based on the analysis of the internal environment for AAAG, the summary of strengths, weaknesses, opportunities and threats is as shown in Table below:

SWOT ANALYSIS



Strengths

- Experienced leadership in the AGs offices and within the secretariat.
- Collaborative approach to leadership.
- Flexibility to adjust facilitation styles to different countries.
- Strong brand identity.
- Existing networks inherited from the predecessor Association.
- Diverse membership base with representation from all AU regions.
- Focused and shared objective
- Cultural diversity and inclusivity.



Weaknesses

- Limited initial funding and resources.
- Challenges in standardizing practices across diverse political and economic environments.
- Inadequate commitment of AGs in supporting the activities of the Association.
- Weak secretariat support leading to capacity constraints.
- Infrastructure deficiency.
- Inadequate policies and procedures to guide the operations of the Association.
- Unclear status of the Association due to lack of formal recognition in the host country.



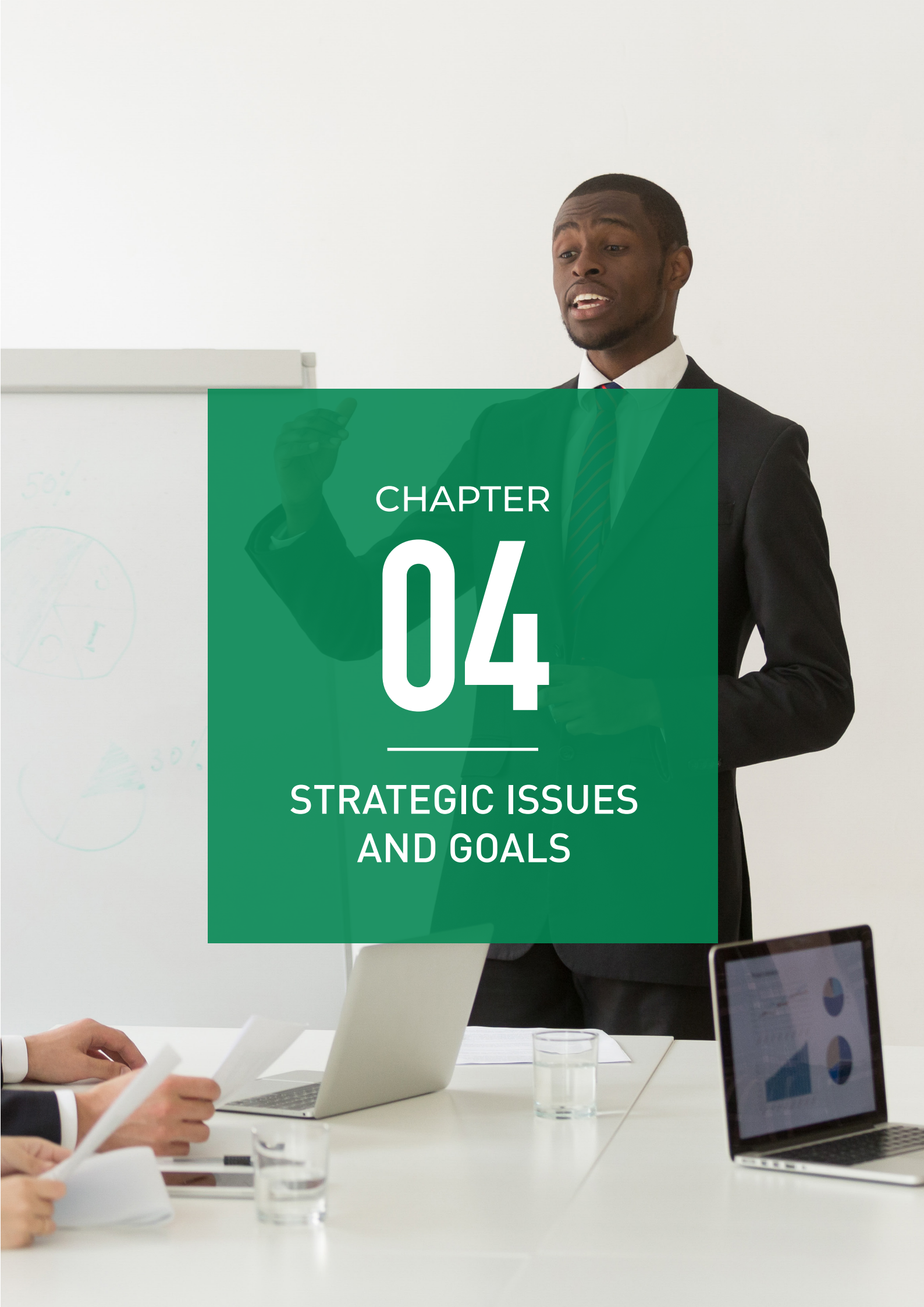
Opportunities

- Endorsement by the AU and strong institutional support.
- Growing interest in PFM reforms and digital transformation.
- Potential for partnerships with development partners and other players in the PFM space.
- Increasing demand for transparency and accountability in public finance.
- Diverse membership base with representation from all AU regions.
- Varying levels of PFM maturity among member countries.



Threats

- Political instability in some member countries.
- Cybersecurity risks associated with digital transformation.
- Resistance to change and entrenched interests within some government structures.
- Economic downturn that has a potential for scaling down patronage of the Association programme.
- Cultural and social barriers
- Pandemics
- Sudden changes in regulatory frameworks could pose challenges to maintaining standardized accounting practices.
- Lack of legal personality for the Association in the host country.

A man in a dark suit and tie is standing and presenting in a meeting room. He is gesturing with his right hand. In the background, a whiteboard shows a pie chart with segments labeled '50%', '30%', and '20%'. In the foreground, a conference table has two laptops, two glasses of water, and some papers. One laptop screen displays a bar chart and pie charts.

CHAPTER

04

STRATEGIC ISSUES
AND GOALS

INTRODUCTION

Based on the identified themes/key result areas, this array of strategic objectives and corresponding strategies have been delineated to achieve the overall Vision and Mission of the Association.

STRATEGIC OBJECTIVES AND STRATEGIES

The Strategic Objectives and Strategies of the African Association of Accountants General (AAAG) are meticulously crafted to guide our efforts in improving public financial management across Africa. These objectives and strategies are aimed at fostering transparency, accountability, and efficiency, ensuring that our initiatives align with our vision and mission for sustainable development and prosperity on the continent.

KRA	Strategic Objective(s)	Strategies
KRA 1: Effective Accounting and Reporting	SO1: Promote accuracy and effectiveness of financial reporting process to build confidence and public trust in PFM systems.	S.1 Establish clear financial policies, procedures, and guidelines to ensure consistency, comparability and reliability of the reported financial information to result in enhanced compliance and transparency.
		S.2 Develop standardized financial reporting templates and guidelines that maybe adopted and adapted by Accountants General to ensure consistency and clarity of reported financial information.
	SO2: Ensure adequacy of laws and other legal frameworks informing Public Financial Management across Africa.	S.3 Conduct research and comparative analyses on PFM practices and regulatory frameworks in different African countries and globally to identify best practices and thereafter develop and disseminate policy briefs and position papers that highlight the benefits of robust PFM architecture and propose specific legislative changes.
		S.4 Create guidelines and toolkits for drafting and implementing PFM laws, tailored to the specific needs and contexts of African countries.

KRA	Strategic Objective(s)	Strategies
	SO3: Promote and provide technical expertise in adoption and implementation of IPSAS reporting framework across Africa.	S.5 Develop and disseminate standardized implementation guides and manuals tailored to the African context.
		S.6 Develop harmonized policies and legal frameworks across African countries to facilitate a uniform approach to IPSAS adoption.
		S.7 Foster partnerships between countries and regional organizations to share best practices and experiences in adoption and implementation of IPSAS.
	SO4: Provide technical expertise in the development and applicability of Government information systems including IFMIS and other networked systems.	S.8 Evaluate the current state of ICT infrastructure, capabilities, and digital literacy in different regions of Africa to recommend best practices and models from leading African countries that can be adopted and adapted by other African countries.
	SO5: Enhance capacity within the AGs departments to detect illicit financial flows.	S.9 Establish robust risk governance framework to help AGs to identify and mitigate illicit financial flows and other corruption related risks.
		S.10 Collaborate with tech firms to develop and data analytics tools to help AGs identify suspicious transactions within jurisdictions.
		S.11 Promote awareness and build capacity within the Offices of AGs on detection of illicit financial flows in Africa through webinars, fora, and knowledge-sharing platforms for AGs.
		S.12 Collaborate with the AU to develop a public awareness and reporting tool to facilitate citizen involvement in monitoring and reporting suspected IFFs in Africa.

KRA	Strategic Objective(s)	Strategies
KRA 2: Impact driven Training and capacity building	SO6. Roll out training and capacity building for AGs and the technical staff in Offices of AGs to institutionalise competence to create public value.	S.14 Organise Conferences, workshops, webinars that bring together experts, practitioners, and policymakers to discuss the identified skills gaps.
		S.15 Provide mechanisms to guide inter jurisdictional twinning and peer to peer arrangements that will facilitate knowledge sharing on emerging trends, best practices, and debate key challenges that AGs may face.
KRA 3: Collaboration and Partnership for Co-Creation of Public Value	SO7. Establish collaborative engagement and partnerships for efficacy in co-creation.	S.16 Develop a collaboration and partnership strategy that entrenches synergistic and co-creation approaches for greater efficiency.
		S.17 Undertake stakeholder mapping and prioritization in a manner that takes cognisance of AAAGs strategic agenda.
	SO8. Position AAAG as preferred repository on matters Public Financial Management especially on Accounting and Financial reporting.	S.18 Conduct and disseminate cutting-edge research on critical issues in public finance, such as fiscal policy, budgeting, auditing, and financial reporting
		S.19 Establish an African Centre of Excellence and knowledge hub on public accountability and governance.
KRA 4: Institutional strengthening and Sustainability	SO9. Institutionalize internal capacity to drive and facilitate creation of public goods that support governance across Africa.	S.20 Strengthen internal governance structures, policies and procedures to guide its operations.
		S.21 Invest in high-performing team and onboard the right skills to deliver on strategic priorities.
	SO10 Position AAAG's brand for visibility and relevance.	S.22 Develop a strong brand identity by creating a professional logo, tagline, and consistent branding materials that convey the mission and vision of AAAG.
		S.23 Develop an informative, interactive and user-friendly website.

KRA	Strategic Objective(s)	Strategies
		S.24 Establish awards to recognize excellence in public financial management across Africa.
		S.25 Active use of social media platforms to share thought leadership and opinions, updates, achievements, and relevant content.
		S.26 Showcase African success stories and case studies of effective governance and accountability practices by way of documentaries and newsletter publications.
	SO11 – Broaden the membership of the Association across all regions of Africa.	S27. Develop a membership outreach plan to secure diversity and representation of all regions of Africa.
		S28 Create a Multilingual Communication Strategy.
	SO12 - Ensure the long-term financial stability and growth.	S29 Develop and Implement a Comprehensive Revenue Generation Plan.
		S30 Strengthen Grant and Funding Acquisition Efforts by building and maintaining relationships with key development partners and other stakeholders to secure consistent funding.

A blurred background image of a business meeting. Several people are seated around a wooden conference table. A woman with glasses and a brown blazer is visible on the right, smiling. Another person in a light blue blazer is visible in the center. Papers and a smartphone are on the table in the foreground.

CHAPTER

05

STRATEGIC
OBJECTIVES AND
INITIATIVES

The Strategic Initiatives of the African Association of Accountants General (AAAG) are designed to translate our strategic objectives into actionable plans. These initiatives outline specific projects and activities that will drive our mission forward, ensuring effective implementation and measurable progress in enhancing public financial management across Africa.

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
SO1: Promote accuracy and effectiveness of financial reporting process to build confidence and public trust in PFM systems.	S.1 Establish clear financial policies, procedures, and guidelines to ensure consistency, comparability and reliability of the reported financial information to result in enhanced compliance and transparency.	Higher Quality Financial Information that is reliable and comparable and supports better decision-making by providing accurate and consistent data over time.	Number of policies and procedures developed, disseminated which would enhance quality of financial reports to be measured by issued audit opinions.	- Establish a baseline on the quality of audit reports across the membership of AAAG. - To develop and promote adoption of financial policies, procedures, and guidelines. - Conduct training sessions for AGs and technical staff responsible for reporting.	- Baseline study/ report - At least one manual and /or guidelines. - Annual Conferences Quarterly Workshops Six Webinars	- Q4 2024 - Q1 2025 - Annually Quarterly Once every two months.
	S.2 Develop standardised financial reporting templates and guidelines that may be adopted and adapted by AGs to ensure consistency and clarity of reported financial information.	Countries will use consistent and clear financial reporting templates and guidelines, leading to more reliable and comparable financial information across Africa.	Number of countries adopting the standardised reporting templates and guidelines.	- Establish the baseline using the current or most recent data on the current reporting practices and basis. - Develop standardized templates and guidelines. - Hold sensitization workshops on the developed templates and guidelines.	- Baseline study / report - At least one template/ guideline - Three regional workshops.	- Q3 2024 - Q2 2025 - Q3 2025

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
SO2: Ensure adequacy of laws and other legal frameworks informing Public Financial Management across Africa.	S.3 Conduct research and comparative analyses on PFM practices and regulatory frameworks in different African countries and globally to identify best practices and thereafter develop and disseminate policy briefs and position papers that highlight the benefits of robust PFM architecture and propose specific legislative changes.	Improved budget management and strengthened fiscal discipline, which lead to more efficient public spending and better use of resources, Enhanced financial transparency and robust audit.	Research Report coupled with policy briefs and position papers	- Undertake one research on PFM practices across Africa. - Number of Policy Briefs and Position Papers Disseminated	- One research paper. - Four policy briefs.	- Annually - Quarterly
	S.4 Create guidelines and toolkits for drafting and implementing PFM laws, tailored to the specific needs and contexts of African countries	Robust PFM laws that address the unique challenges and requirements of each country, leading to more effective legal frameworks while promoting standardisation yet providing an allowance for in-country customization.	Number of Guidelines and Toolkits Developed, disseminated and adopted by members of the Association.	To develop and disseminate a toolkit/guideline.	One toolkit developed	Q4 2025

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
SO3: Promote and provide technical expertise in adoption and implementation of IPSAS reporting framework across Africa.	S.5 Develop and disseminate standardised IPSAS implementation guides and manuals tailored to the African context.	Tailored implementation guidelines and manuals that promote uniform application of IPSAS, leading to greater consistency in financial practices and reporting within and across countries of Africa.	Number of implementation guidelines and manuals developed, disseminated and adopted by members of AAAAG	To develop and disseminate a specified number of IPSAS implementation guides and manuals annually.	Four guidelines	Annually
	S.6 Develop harmonised policies and legal frameworks across African countries to facilitate a uniform approach to IPSAS adoption.	A uniform approach to IPSAS adoption across Africa, resulting in consistent financial reporting, strengthened public sector accountability, improved governance, and enhanced regional cooperation, driving economic growth and investor confidence.	Number of policies and legal frameworks developed, disseminated and adopted by the members of the Association.	Develop AAAAG roadmap on the adoption of IPSAS	Comprehensive roadmap	Q4 2024
	S.7 Foster partnerships between countries and regional organizations to share best practices and experiences in adoption and implementation of IPSAS.	Enhanced Pan African public sector accounting through improved financial reporting, harmonized standards, capacity building, increased transparency, and strengthened regional cooperation, fostering economic stability and growth.	Number of partnerships established, and stakeholders engaged.	Establish a specified number of new partnerships annually.	Two partnerships	Annually

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
SO4: Provide technical expertise in the development and applicability of Government information systems including IFMIS and other networked systems.	S.8 Evaluate the current state of ICT infrastructure, capabilities, and digital literacy in different regions of Africa to recommend best practices and models from leading African countries that can be adopted and adapted by other African countries.	Regions quickly adopting proven technologies and practices, thereby reducing the time and cost associated with trial-and-error approaches.	Number of evaluations conducted, number of best practices identified, models developed and disseminated.	- Conduct a specified number of evaluations annually. - Identify and disseminate a specified number of best practices and models each year.	- Annual evaluation - One report disseminated.	- Annually - Annually
SO5: Enhance capacity within the AGs departments to detect illicit financial flows.	S.9 Establish robust risk governance framework to help AGs to identify and mitigate illicit financial flows and other corruption related risks.	Enhanced Detection and Prevention: A strong risk governance framework that enables early detection and prevention of illicit financial flows and corruption, thereby protecting public resources and consequently enhancing accountability among public officers.	Risk governance framework developed, disseminated and adopted by Accountants General.	- Develop a risk governance framework. - Sensitize Accountants General on risk governance framework.	- Risk governance framework - One forum held.	- Q1 2026 - Q2 2026
	S.10 Collaborate with tech firms to develop data analytics tools to help AGs identify suspicious transactions within jurisdictions.	Advanced data analytics tools that enable quick identification of patterns and anomalies in financial transactions, improving the detection of suspicious activities and forestalling potential fraud.	Data analytic tool identified and disseminated to Accountants General.	Establish access to data analytics tools.	One data analytics tool	Q1 2025

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.11 Promote awareness and build capacity within the Offices of AGs on detection of illicit financial flows in Africa through webinars, fora, and knowledge-sharing platforms for AGs.	Improved ability of AGs to identify and stall illicit financial flows and thereby increasing public resources available for development and provision of public services.	Number of Webinars and Fora Conducted, number of Accountants General and staff sensitized.	- Establish the baseline using the current or most recent data on the adopted practices around and impact on illicit financial flow detection. - To conduct a specified number of webinars and fora annually. - To establish and maintain active knowledge-sharing platforms.	- Baseline reports - One Webinar - Database	- Q2 2025 - Annually - Updated Annually
	S.12 Collaborate with the AU to develop a public awareness and reporting tool to facilitate citizen involvement in monitoring and reporting suspected IFFs in Africa.	Increased Citizen Engagement in identification and reporting of suspicious financial activities through crowd-sourced intelligence thereby enhancing public trust due to active involvement in governance and anti-corruption measures. Deterrence of potential illicit financial activities due to increased surveillance.	Number of tools deployed, campaigns undertaken, and reports obtained from the public.	- Establish a baseline on the public involvement in IFFs detection and reporting. - To conduct a specified number of public awareness campaigns.	- Baseline report - One campaign	- Q1 2027 - Annually

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
SO8. Roll out training and capacity building for AGs and the technical staff in Offices of AGs to institutionalise competence to create public value.	S.13 Organise Conferences, workshops, webinars that bring together experts, practitioners, and policymakers to discuss the identified skills gaps.	Organised conferences that facilitate exchange of knowledge and experiences, and enable the AGs and their staff to learn from each other's jurisdictional best practices and innovative solutions.	Number of Conferences, webinars or workshop organized, number of delegates attending each training event and the next contribution to the Association's bottom line.	Organize conference, workshops and webinars.	- One Conference annually - Six Webinars and four Workshops. - Annually	Annually
	S.14 Provide mechanisms to guide inter jurisdictional twinning and peer to peer arrangements that will facilitate knowledge sharing on emerging trends, best practices, and debate key challenges that AGs may face.	Facilitated peer-to-peer arrangements that help AGs to adopt proven best practices from other regions, improving financial management and governance.	Number of twinning or peer to peer engagements facilitated.	To establish a specified number of twinning and/or peer-to-peer arrangements annually.	At least two twinning arrangements.	Annually
	S.15 Develop a collaboration and partnership strategy that entrenches synergistic and co-creation approaches for greater efficiency.	Established synergistic and co-creation approaches that foster a collaborative environment where diverse ideas and perspectives come together, leading to more efficient and effective use of the limited resources.	Number of collaborations or partnerships established	- To establish a specified number of collaborative partnerships annually. - To initiate a specified number of co-creation projects.	At least one partner annually	Annually

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.16 Undertake stakeholder mapping and prioritisation in a manner that takes cognisance of AAAGs strategic agenda.	Targeted Engagement with stakeholders aligned with AAAG's strategic goals by building and strengthening relationships that foster trust and collaboration, hence improving the clarity and impact of AAAG's messaging.	Stakeholder mapping matrix and engagement report	- To map and prioritize a specified number of stakeholders annually. - To conduct a specified number of engagement sessions. - To measure the influence of the mapping and prioritization on strategic initiatives.	- Stakeholder engagement plan - Quarterly stakeholder engagement - Annual stakeholder satisfaction survey report	- Q4 2024 - Quarterly - Annually
SO10. Position AAAG as preferred repository on matters Public Financial Management especially on Accounting and Financial reporting.	S.17 Conduct and disseminate cutting-edge research on critical issues in public finance, such as fiscal policy, budgeting, auditing, and financial reporting and produce informative publications that offer insights and recommendations on how to improve public financial management practices in Africa	High-quality research that provides evidence-based insights that help AGs advise policymakers on more effective and informed fiscal policies and budgetary decisions.	Number of research studies conducted, findings disseminated, and stakeholders reached.	- To conduct and disseminate a specified number of research studies annually. - To increase the number of stakeholders reached through dissemination efforts.	- One research report - Dissemination workshops	- Annually - Annually

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.18 Establish an African Centre of Excellence and knowledge hub on public accountability and governance.	An established centre of excellence that provides specialised training and resources, building the expertise and capacity of public officers and stakeholders on matters related to governance and accountability. The centre will position Africa as a leader in public accountability and governance while influencing global standards and practices.	A resourced Centre of Excellence established	- To establish a well resourced AAAG Centre of Excellence. - To develop and maintain a specified number of resources in the knowledge hub annually. - To increase the number of users accessing the Centre's resources. - To measure the influence of the Centre's work on public accountability and governance improvements.	- Functional resource centre - Perception survey report	- Q4 2025 - Q4 2026
SOTI. Institutionalise internal capacity to drive and facilitate creation of public goods that support governance across Africa.	S.19 Strengthen internal governance structures, policies and procedures to guide its operations.	Enhanced Organisational Efficiency through defined structures, policies and procedures that streamline operations, reduce redundancies, and improve overall efficiency within the Association and ensuring that decisions are made based on sound principles and reliable information.	Number of policies and procedures developed, and operational plans established to implement the policy guidance and an annual assessment report	- To develop and implement the governance structures, specified number of policies, and procedures. - Evaluate operational efficiency, compliance, and decision-making.	- Approved governance charter. - Quarterly Strategic Plan tracking.	- Q2 2024 - Quarterly

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.20 Invest in a high-performing team to onboard the right skills to deliver on strategic priorities.	Enhanced Productivity and Efficiency through a skilled and high-performing team that executes tasks more efficiently, leading to increased productivity and the timely achievement of strategic goals.	Approved org. structure and documented performance system and number of staff meeting a set performance target.	- Undertake competitive recruitment. - Implement a robust performance management system. - Implement skills development programme.	- Number of staff in post. - Bi-annual performance management report. - Approved and implemented training programme.	- Q4 2024 - Annually - Annually
	S.21 Undertake resource mobilisation to secure its financial sustainability by exploring innovative revenue models that will bring about diversified funding streams. Equally, it is proposed to entrench prudence in utilisation of the limited resources.	Increased Resilience through a diversified revenue model that enhances the Association's ability to withstand financial shocks and uncertainties, ensuring continuity of operations even in challenging times.	Percentage Increase in Total Funding and efficiency in of Budget Utilization	Develop a resource mobilization Strategy/Plan.	Approved resource mobilization plan.	Q4 2024
	S.22 Develop a strong brand identity by creating a professional logo, tagline, and consistent branding materials that convey the mission and vision of AAAG.	A well-defined brand identity which attracts and engages stakeholders, and increases trust and credibility, and distinctively positioning AAAG's as a trusted advisor.	Number of Branding Elements Developed, Publicised and Assessment of brand perception undertaken.	- Develop a Corporate Identity manual. - Maintain thought leadership on topical issues of relevance to the mandate and strategic focus of the AAAG.	- Approved CI manual - Brand perception reports	- Q4 2024 - Annually
SO12 Ensure AAAG's brand visibility for relevance.						

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.23 Develop an informative, interactive and user-friendly website.	An informative, interactive, and user-friendly website which significantly enhances the online presence of AAAG.	Number of website elements developed and rolled out, number of visitors visiting the site and growth in user satisfaction.	- Develop a interactive and user-friendly website. - Develop content that directs traffic to the Website. - Conduct visitor/User survey satisfaction rate.	- Functional website. 3000 visits per month. - At least 70% perception score	- Q2 2024 - Monthly - Continuous
	S.24 Establish awards to recognize excellence in public financial management across Africa.	Established awards scheme that recognizes excellence in public financial management across Africa and aimed at incentivizing and promoting high standards of professional practice within the public sector financial management realm in a manner that encourages innovation and the adoption of best practices by highlighting exemplary achievements and providing role models for others to emulate.	An annual accountability index rolled out across members of the Association.	Establish an Award scheme.	Published accountability index report.	Annually starting 2025.
	S.25 Active use of social media platforms to share thought leadership and opinions, updates, achievements, and relevant content.	Active use of social media platforms to share thought leadership, updates, achievements, and relevant content to enhance AAAG's visibility and reach and facilitate real-time engagement with a broader audience.	The percentage increase in the number of followers on AAAG's social media platforms	Increase in traffic on Social media handles.	- Functional social media handles. 5000 followers.	Continuous

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.26 Showcase African success stories and case studies of effective governance and accountability practices by way of documentaries and newsletter publications.	A showcase of Africa's success stories and its own effective governance through documentaries and newsletter publications.	Number of publications and documentaries produced and publicised.	Produce and distribute documentaries and newsletters annually.	One documentary and four Newsletters	Annually
SO13 Broaden the membership of the Association across all regions of Africa through a robust attraction and retention strategy.	S.27 Attract and retain membership recruitment and outreach strategy to secure diversity and representation of all regions of Africa.	Growth in membership through new enrolment and retention of old members to achieve growth in subscription income.	Number of new members enlisted, coupled with number of members renewing their membership with AAAG.	Increase the number of members from the unreached regions. - Retain older members on the active category. - Grow income from membership subscriptions.	25% growth in membership - Achieve 75% retention rate	- Annually - Annually
	S.28 Develop and implement a multi-lingual communication strategy.	All regions of Africa reached and adequately communicated to.	Adopt the AU official languages in all communication to facilitate engagement across Africa.	- To use the AU official languages in official communications. - To produce multi-lingual communication materials to ensure all member communication needs are met.	Translate and interpret all Association documents in relevant AU adopted languages.	Continuous
SO14 Ensure the long-term financial stability and growth.	S.29 Develop and Implement a Comprehensive Revenue Generation Plan.	Developed and implemented a comprehensive revenue mobilization/generation plan.	Steady and healthy financial position for the Association.	- Increase overall revenue year on. - Increase the number of income streams to at least two distinct sources. - Secure at least two new grants and ten sponsorships each year.	Achieve a 25% increase in overall revenue year on.	Annually

Strategic Objective	Strategies	Outcome	Outcome Indicator	Initiatives	Performance target	Timeline
	S.30 Build and maintain relationships with key development partners and other stakeholders to secure consistent funding.	By 2025, AAAG will have established and nurtured robust relationships with key donors and stakeholders	Robust engagement with donors and stakeholders	Attain growth in income from grants.	Achieve a 30% growth in grants by year on.	Annually



CHAPTER

06

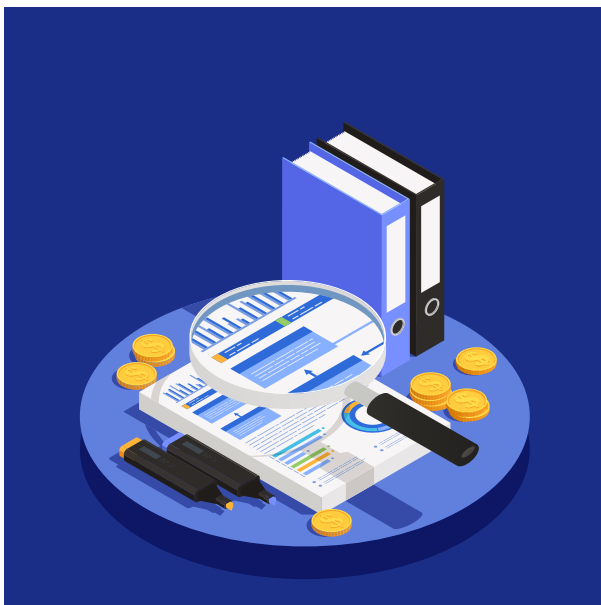
IMPLEMENTATION
PLAN

The Executive Committee is responsible for providing strategic direction for effective implementation this strategic plan. At Secretariat level, the CEO is responsible for providing leadership in the implementation of the Strategic Plan whereas the Technical Director will oversee its coordination and monitoring.

In this regard, Management will;

- i. iAdopt a strategy implementation programme that will create maximum awareness of the strategic plan to all staff for effective cascading of the Plan to annual operational plans.
- ii. Link the Strategic Plan to staff performance targets. This will require implementing activities in the Strategic Plan through annual performance contract for the CEO and secretariat staff to ensure compliance with the aspirations of the strategic plan.
- iii. Conduct quarterly and annual reviews of the Strategic Plan implementation against expected targets.
- iv. Undertake a mid-term review of the Strategic plan to seize opportunities presented by the rapidly changing business environment.
- v. Undertake end-of-term review to not only determine success but also lessons learnt.

ANNUAL WORK PLAN AND BUDGET



This strategic plan has defined the Key Results Areas, Strategic Objectives, Outputs, and Strategic initiatives along with the necessary resource requirements. Secretariat will develop the annual work plan and budget that are aligned to the strategic objectives and initiatives in the Strategic Plan as the basis for implementing the selected strategies during the plan period. This is done by the alignment of the crucial annual planning tools namely:

- i. The Annual Work Plan outlining key activities aligned to the Strategic Plan
- ii. The Annual Budget that provides the resourcing of the annual work plan.

ANNUAL WORK PLAN AND BUDGET

The annual Work Plan will form the basis for staff performance contracts. These will be evaluated semi-annually and annually against AAAG performance management guidelines.

In this regard, the association's scorecard below translates into the overall deliverables for the CEO cascaded to functional heads and their respective teams under their supervision.



IMPLEMENTATION LOG FRAMEWORK

Initiative	Year	Resource Person	Responsibility
Establish the Secretariat and formalize governance structures.	2024	1,953,900	Chairperson
Launch comprehensive training programs and the online learning platform.			Technical Director
Develop the tiered subscription model and secure initial external funding.			Chief Executive Officer
Expand training programs and conduct regional workshops.	2025	2,018,99	Technical Director
Launch the peer review mechanism for PFM practices.			Manager: Communication and Stakeholder Engagement
Review and update training programs based on feedback.	2026	2,086,536	Technical Director
Continue to secure and diversify funding sources.			Chief Executive Officer
Conduct annual governance reviews and implement improvements.			Chief Executive Officer
Enhance digital literacy and cybersecurity measures.			Manager: Finance and Administration
Consolidate training efforts and expand online resources.	2027	2,156,614	Technical Director
Strengthen the peer review mechanism and publish annual PFM reports.			Technical Director
Increase stakeholder engagement activities and partnerships.			Chief Executive Officer
Implement advanced data analytics tools for risk management.			Manager: Finance and Administration
Conduct a comprehensive review of the strategic plan and outcomes	2028	2,229,381	Technical Director
Plan and begin the next phase of strategic initiatives based on the review.			Technical Director
Continue to enhance governance, transparency, and accountability measures.			Chief Executive Officer
Ensure financial sustainability through diversified funding and efficient financial management.			Chief Executive Officer

A close-up photograph of a person's hand placing a wooden block on top of a tall, wobbly stack of wooden blocks, resembling a Jenga game. The background is blurred, showing a striped shirt. A green semi-transparent rectangle is overlaid on the left side of the image, containing the chapter title.

CHAPTER

07

STRATEGIC RISK
ASSESSMENT

To ensure effective implementation of the proposed strategies, the Association has developed and integrated into the plan, a robust strategic risk assessment. The assessment of the strategic risks shall guide the process to identify any strategic risk in time and apply mitigation measures promptly to minimize the negative impacts on implementation of the Strategic Plan. The identified strategic risks and the mitigation measures are as detailed in the table below:



Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
1. Operational risks	Weak secretariat support leading to capacity constraints	Lack of sufficient human resource to implement initiatives and projects.	• Strategic workforce planning • Effective talent acquisition and recruitment • Employee development and retention
	Infrastructure deficiency	Inadequate infrastructure to support collaborative activities across Africa.	• Undertake infrastructure assessment and planning • Investment in technology and connectivity • Establish regional hubs • Partnership with local government and organisations with demonstrated infrastructural capacity

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
	Project management challenges	Ineffective project management challenges leading to delays and inefficiencies.	• Undertake resource allocation based on project prioritisation. • Implement quality control processes to ensure deliverables meet defined standards and requirements. • Project documentation. • Undertake project post implementation review.
2. Financial risks	Inadequate funding	Insufficient financial resources to support initiatives and projects aimed at strengthening continental synergies.	• Develop and implement a strategy to diversify funding sources. • Develop strategic partnerships. • Cost efficiency and resource optimization.
	Budget constraint	Limited budget allocation leading to inability execute planned activities effectively.	• Undertake budget review and prioritization. • Diversification of funding sources. • Cost effective measures. • Regular financial monitoring and reporting. • Undertake capacity building to persons having fiduciary responsibilities.
	Dependency on development partner support	Over reliance on developing partner support which may not be sustainable in the long run.	• Form strategic alliances with local organisations, governments and other stake holders to share resources and expertise. • To create a comprehensive sustainability plan outlining strategies to achieve financial independence and long term viability. • Implement robust monitoring and evaluation systems to demonstrate the impact and value of programmes to potential funders.

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
3. Economic instability	Currency fluctuation	Volatile exchanges rates can affect financial planning and profitability.	• Hedging strategies. • Diversified currency accounts. • Flexible financial planning.
	Inflation and recession	High inflation and economic recession across member states can erode the associations spending power.	Cost control measures. • Financial reserves and contingency funds. • Diversification of income streams. • Inflation adjusted budgeting.
4. Stakeholder engagement risks	Lack of collaboration	Poor collaboration and communication among member countries and key stakeholders.	• Develop and implement communication strategy to ensure efficiency and transparency in communicating. • Clear outline the roles and responsibility of each member country and stakeholder in the communication process. • Form working groups or committees focused on specific issues or projects to encourage joint efforts and ownership.
	Divergent priorities	Conflicting priorities among stakeholders that hinder the alignment of efforts towards common goals.	• Establish a shared vision and mission. • Develop a matrix that provides for role clarity and responsibility. • Develop and implement conflict and resolution mechanisms. • Develop and implement flexible and adaptive strategies taking into account the varied stakeholder profile.
	Resistance to change	Resistance from stakeholders to adopt new practices and integrate synergies.	• Develop a comprehensive stakeholder engagement and communication plan to inform stakeholders about the benefits of the new practices. • Provide training and capacity building programmes to help stakeholders adapt. • Establish mechanisms to address stakeholder concerns.

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
	Inadequate communication	Loss of trust and credibility amongst stakeholders.	- Keep stakeholders informed of key decisions affecting them. - Organise events, conferences, workshops, networking sessions to build trust with stakeholders. - Foster a culture of integrity and ethical behaviour within AAAG. - Regular evaluate stakeholder relationship and trust level through feedback sessions.
5. Environmental and health risks	Natural disasters	Regions prone to natural disasters can face disruption in infrastructure and operations.	- Advise on necessity for disaster preparedness and emergency response plans. - Develop and implement business continuity and disaster recovery plans. - Transfer risks by way of insurance cover.
	Pandemics	Health crisis such as pandemics or outbreak of communicable disease can lead to lockdowns and travel restrictions.	- Develop and implement comprehensive safety protocols to protect staff, stakeholders and beneficiaries. - Invest in technology and infrastructure to enable remote work for staff and eventual engagement with stakeholders. - Provide training for staff on health crisis management, remote work tools and safety protocols.
6. Regulatory and compliance risk	Frequent changes in regulatory environment	Frequent changes in regulatory frameworks may impact public financial management practices.	- Implement a system to regularly track changes in regulatory framework across member states. - Create and update compliance policies and procedures. - Conduct regular risk assessment to identify potential regulatory risks and evaluate their impact on financial management practices.

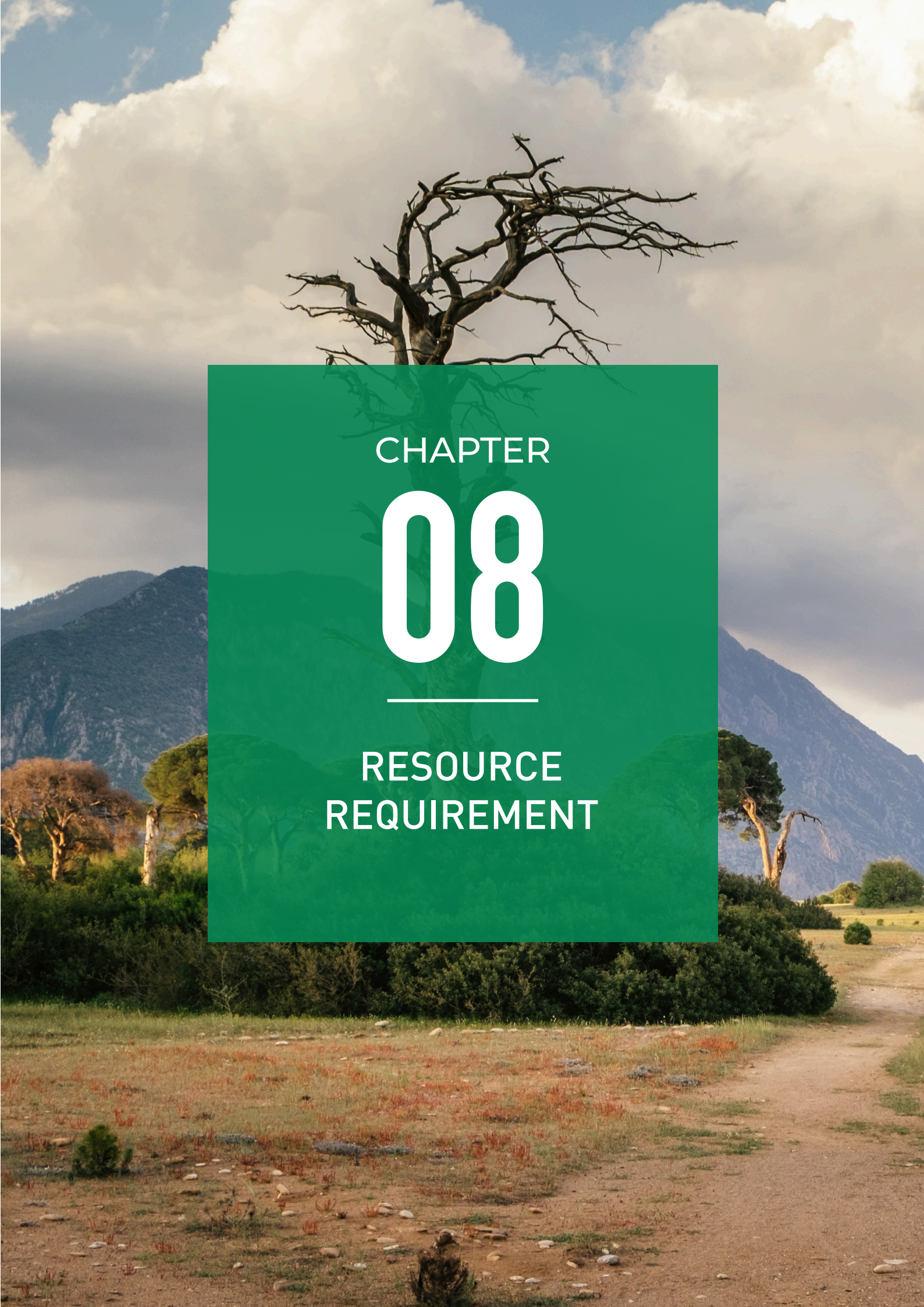
Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
	Non compliance	Non-compliance with national and international regulations may lead to legal and reputational issues.	- Promote a culture of compliance and ethics. - Develop and implement a comprehensive compliance plan. - Develop and implement a risk management plan. - Conduct regular audits and assessments.
	Policy misalignment	There may exist policy misalignment and regulation between member countries.	- Conduct a thorough assessment of policies and regulations in each member country to identify differences and areas of potential conflicts. - Organise workshops and forums with stakeholders from member countries to discuss and work towards harmonizing policies and regulations. - Implement technology solutions to manage, monitor and track policy compliance across member countries. - Provide training and capacity building programmes for staff and stakeholders on understanding and implementing the unified guidelines and regulatory requirements.
7. Reputational risk	Negative perception	Negative public perception and lack of trust in AAAG's efforts and public financial management in general.	- Address public concerns promptly and effectively. - Build partnerships with credible organisations. - Demonstrate tangible impact. - Recognition and awards

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
	Transparency issues	Lack of transparency in operations and reporting leading to mistrust among stakeholders.	• Develop and implement clear, consistent and transparent reporting practices for all operations and financial activities. • Adopt an open data policy to make relevant organisational data accessible to stakeholders. • Conduct regular internal and external audits and independent evaluation of financial and operational activities. • Provide regular updates to stakeholders through newsletters, reports and meetings.
	Conflict of interest	Lack of mandatory disclosure requirements for potential conflicts of interest may yield unethical behaviour.	• Develop and implement conflict of interest policies and ensure they are communicated and enforced across the Association. • Implement mandatory disclosure requirement for potential conflict of interest. • Establish independent oversight mechanisms such as ethics committees, or compliance officers to monitor and address conflict of interest. • Conduct regular reviews of decision making processes and transactions to identify potential for conflict of interest.
8. Technological risk	Cybersecurity threats	Cybersecurity threats and data breaches that would compromise on sensitive information.	• Establish a cyber security policy • Implement multi-factor authentication • Deploy advanced threat detection tools • Implement robust security measures such as firewalls and antivirus.

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
	Technological advancements	Rapid technological changes that the Association may struggle to keep up with.	• Conduct a thorough assessment of current technology and identify areas where upgrades on new technologies are needed. • Develop a technology roadmap that outlines the strategic implementation of new technologies and upgrades over 3 – 5 years. • Implement ongoing training programmes to keep staff updated on new technologies and best practices. • Establish partnerships with leading technology providers and consultants to gain access to the latest innovations and expert guidance.
	Digital divide	Variations in technological infrastructure and capabilities across Africa may hinder integration.	• Conduct baseline on technology uptake across member countries. • Develop roadmap to guide implementation of current technologies across member countries for ease of integration.
9. Strategic alignment risks	Mission drift	There's existence of potential to deviate from core mission due to changing priorities and external pressure.	• Develop a mission alignment framework to ensure all activities and initiatives are aligned with a core mission. • Conduct regular reviews of the organisations mission, vision and values to reaffirm commitment and ensure consistency.
	Ineffective monitoring	Inadequate monitoring and evaluation mechanisms to track progress and impact.	• Develop and implement M&E tools and technology. • Involve stakeholders in M&E process through regular feedback sessions.

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
	Misaligned interests with stakeholders	Misalignment of strategic objectives with member countries national priorities.	Conduct a thorough assessment of the national priorities of each member country and align AAAG's strategic objectives.
10. Cultural and social risks	Cultural and historical differences	Cultural difference and language barriers may hinder effective communication and collaboration.	• Develop and implement a multilingual communication strategy. • Provide for diversity and representation of all the regions.
11. Geopolitical risks	Economic sanctions and trade restrictions	Economic sanctions may be imposed by foreign governments to limit access to markets, resources and financial systems.	Undertake geopolitical risk assessment and mitigate against possible impacts on operations of AAAG.
	Government policies and regulations	Uncertainty of policies due to frequent changes of government.	• Develop political risk assessments and mitigation plans. • Established strong relations with leaders across the political divide.
	Diplomatic relations	Poor diplomatic relations between countries may affect cross border collaborations and partnerships.	• Monitor diplomatic relations and identify potential risk against cross-border collaboration. • Diversify partnerships across countries, regions to mitigate the impact of poor diplomatic relations.
12. Security risks	Terrorism	Threats of terrorism can pause safety risks to personnel and infrastructure.	• Develop a security risk assessment and mitigation plan. • Develop and implement comprehensive security protocols including access control, surveillance, emergency response and evacuation procedures

Broad Category of Risk	Risk	Brief Description of Risks	Mitigation Measures(s)
13. Weak governance arrangements	Inadequate policies, procedures and other internal regulatory frameworks.	Absence of policies, procedures to guide operations and decision making may result in loss of Associations assets.	Create, document, implement and monitor comprehensive policies and procedures to guide all aspects of operations and decision making within the organisation.
	Inadequate risk management	Lack of or poor identification, assessment and mitigation of risks.	Develop, implement and monitor enterprise risk management.



CHAPTER

08

RESOURCE
REQUIREMENT

Successful implementation of the African Association of Accountants General (AAAG) Strategic Plan 2024-2028 requires substantial financial resources. This section outlines the projected funding needs to achieve our key result areas and strategic objectives over the next five years. The estimated financial requirements are based on the specific interventions planned annually, with a total budget aimed at supporting initiatives in effective accounting and reporting, capacity building, collaboration, and institutional strengthening. Funding will be sourced through member subscriptions, workshops, grants, and investment income, ensuring efficient and effective utilization of resources to drive the strategic goals of AAAG.

The estimated five (5)-year financial requirements have been proposed on the basis of the key interventions lined up in each of its key result areas on a year-to-year basis. It is expected that costed annual operational plans shall provide clearer resource needs.

The table below shows the financial resources required for each key result area and the administrative costs.

Cost Driver: Projected Resource Requirements - US\$

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1. KRA 1: Effective Accounting and Reporting	168,000	172,200	176,505	180,918	185,441	883,064
2. KRA 2: Impact-driven Training and Capacity Building	975,000	999,375	1,024,360	1,049,968	1,076,218	5,124,921
3. KRA 3: Collaboration and Partnership for Co-creation	160,900	164,923	169,046	173,272	177,643	845,784
4. KRA 4: Institutional Strengthening and Sustainability	650,000	682,500	716,625	752,456	790,079	3,591,660
5. TOTAL	1,953,900	2,018,998	2,086,536	2,156,614	2,229,381	10,445,429

RESOURCE MOBILIZATION

Resource mobilization is a critical aspect of the African Association of Accountants General (AAAG) Strategic Plan 2024-2028. To achieve our ambitious goals and strategic objectives, AAAG will implement a comprehensive resource mobilization strategy aimed at securing diverse and sustainable funding sources. This strategy includes leveraging member subscriptions, organizing impactful workshops and conferences, securing grants and donations from development partners, and exploring investment opportunities. Effective resource mobilization will ensure that AAAG has the financial capacity to enhance public financial management across Africa, promoting transparency, accountability, and sustainable development.

AAAG will also apply necessary measures to ensure efficient and effective utilisation of available resources to facilitate the achievement of the strategic objectives. The association will utilise the annual budget as tool for financial resource management in combination with other techniques such as cash flow management and cost containment strategies.

A woman with braided hair, wearing a blue jumpsuit over a white turtleneck, is smiling and looking towards the right. She is standing next to a man who is wearing a yellow hard hat and a yellow and blue plaid shirt. They are both looking at a laptop screen that displays a financial spreadsheet. The laptop is on a wooden workbench. The background is a dark, industrial setting with some pipes visible.

CHAPTER

09

STAKEHOLDER
ENGAGEMENT PLAN

The Stakeholder Engagement Plan of the African Association of Accountants General (AAAG) is a critical component of our strategic framework, designed to foster meaningful and productive relationships with all our stakeholders. This plan outlines our approach to engaging with key partners, including government entities, development organizations, the private sector, and the general public. Through regular communication, collaborative initiatives, and transparent reporting, we aim to build trust, ensure alignment with our strategic objectives, and enhance the impact of our public financial management initiatives across Africa.

Stakeholder	Stakeholder Priority	Contacts and Engagements	Engagements Objective	Planned Interactions	Responsibility
AAAG Members	High	Accountants General	Election of office bearers Approvals of Audited Financial Statements Special approvals	Annual general meetings and Special General Meetings, Strategic meetings, policy discussions	Chairperson/ Executive Committee Members/CEO
Governments- Ministers/ Permanent Secretaries/ Accountants Generals	High	Accountants General	Collaboration on policy development and implementation	Regular policy briefs, Strategic meetings, policy discussions	Chairperson/CEO
Development Partners – GIZ, Global Fund, World Bank, AfDB, IMF, USAID	High	Heads of Public Financial Management programmes	Transparency, accountability, and impact reporting Enhance Public Financial Management (PFM) practices.	Annual impact reports, recognition events, regular updates, Round Table Meetings audits.	Chairperson/CEO

Stakeholder	Stakeholder Priority	Contacts and Engagements	Engagements Objective	Planned Interactions	Responsibility
Accountant Generals Offices.	High	Country Representatives	Ensure alignment with national financial management practices. Support and resource provision	Regular technical updates	Technical Director
Staff	High	Head of HR	Staff benefits and welfare, employee relations, performance management, employee discipline,	Staff meetings, regular meetings, letters	CEO
CREFIAF	High	CEO CREFIAF	Enhance accountancy profession in strengthening the practice of audits across French-speaking African countries	Regular meetings, joint projects, conferences	CEO/Technical Director
Standards Setters - IPSASB	High	Programme Director	Enhance Public Sector Accountability through adoption and implementation of IPSASs	Training, Research, Regular meetings	Technical Director
API	Medium	CEO API	Strengthen the capacity and knowledge base of accounting professionals.	Bi-annual meetings, joint projects, training sessions	Technical Director.
PAFA/PAOs	Medium	CEO PAFA	Enhance the influence and capacity of the accountancy profession	Regular meetings, joint projects, annual conferences	CEO/Technical Director

Stakeholder	Stakeholder Priority	Contacts and Engagements	Engagements Objective	Planned Interactions	Responsibility
AU	High	Director Finance AUC	Overarching support and endorsement for AAAG's initiatives	Strategic alignment meetings, policy forums, annual reports	CEO
AFROSAI-E	Medium	CEO AFROSAI-E	Support Supreme Audit Institutions in Africa	Collaborative workshops, joint research initiatives, conferences	CEO/TD
Universities and Research Institutions	Medium	Heads of Research	Collaboration on research Research proposals	Regular consultative meetings, Trainings, Request for proposals and joint Research	Technical Director
Media	High	Editors	Share newsworthy updates on AAAG's activities	Regular press releases, media briefings, distribution of media kits	Corporate Communication
General Public	High	Social media and mainstream media outlets	Inform about AAAG's work and impact	Social media updates, public events, awareness campaigns	Corporate Communication
Sponsors	Medium	Marketing Directors, CFOs	Sponsorship and Co-creation	Regular meetings, letters, sponsorship packages	Corporate Communication

The background image shows a person from behind, wearing a patterned poncho and blue jeans, walking on a dirt path. To the left is a large, gnarled, leafless tree. In the distance, there are mountains and a body of water with a small boat. A large green rectangular box is overlaid in the center, containing the chapter title.

CHAPTER

10

MONITORING AND
EVALUATION

This chapter focuses on monitoring, evaluation, and reporting. The Monitoring, Evaluation (M&E) will review progress against the targets in this Strategic Plan (SP). To actualize this, the M&E framework has been developed. The framework will be used as a management tool to continuously track the implementation of the activities outlined in the implementation matrix. The tool will assist in the early detection of any deviations and identify where there is a need for adjustments. The M&E process will consider emerging issues that may affect the implementation of the SP.



MONITORING FRAMEWORK

The monitoring framework shall comprise two levels namely:

- a) Executive Committee Level
- b) Management Level



EXECUTIVE COMMITTEE LEVEL

The implementation of the SP will be closely monitored through quarterly review meetings, which will be held between the senior management and the Executive Committee. During these meetings, the Executive Committee will review and analyse progress reports from the Chief Executive Officer, indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- a. Progress made in implementation against what was planned.
- b. Causes of deviation from the SP, if any.
- c. Areas of difficulties and suggested solutions to challenges that may adversely affect implementation.
- d. Proposed corrective measures.



MANAGEMENT LEVELS

Monitoring at the management level will be done by the Management Team (MT). MT will meet quarterly, and review progress made in the implementation of the SP. Monitoring will involve routine quarterly data collection and analysis by respective functional units. The compiled report will be submitted to the Technical Director to be presented to the MT for analysis of the progress of the Strategic Plan Implementation. The Chief Executive Officer will appoint a management committee to assist the senior management team to monitor each functional area's performance.

The MT will be guided by the SP's implementation matrix in scheduling activities to be undertaken quarterly and annually. The recommendations will be factored in developing the work plan of the Executive Committee for the next financial year.



PERFORMANCE STANDARDS

To assess the performance of the Executive Committee in implementing this strategic plan, the performance implementation shall be developed with clear outcome indicators that are specific, measurable, achievable, realistic and time bound.



EVALUATION FRAMEWORK

The SP sets the course and direction for the Executive Committee's operations for the next five (5) years. It prioritizes the Executive Committee's forward programs through successive annual work plans and other delivery mechanisms. To assess whether the Executive Committee will have realized its vision, key performance indicators have been defined for each of the four (4) Key Result Areas. Progress will be monitored through annual targets emanating from the SP, which will be set out within the annual work plans, and achievements against which will be published in quarterly and annual reports. The Executive Committee will be deemed to be realizing its mandate when the strategic objectives have been achieved.

The following will be put in place to evaluate the implementation of the Strategic Plan:

- Annual Work Plans: These will be developed to guide the annual implementation of the Strategic Plan. The work plans will highlight the annual targets and resources required and will be linked to the Performance Contract of all staff.
- Annual Reports: Prepare and publish quarterly and annual progress reports on implementation of annual operational plans.
- Mid-Term Review: Conduct a review of the strategy at the end of Year 3 to assess progress and make appropriate adjustments.
- Stakeholder Feedback: Regularly gather feedback to ensure alignment with needs and expectations.
- Performance Metrics: Develop KPIs through annual operational plans to measure the success of each strategic initiative.



MID-TERM EVALUATION

The Executive Committee will require to be undertaken, a of the strategic plan in the third year of implementation by establishing the achievement so far against the baseline set at the beginning of the Strategic plan. In this case the cumulative annual performance of each performance indicator shall be evaluated by the end of the third year and remedial actions incorporated in the remaining term of the strategic plan.



END-TERM EVALUATION

The Executive Committee will require to be undertaken an end of term evaluation of the strategic plan in the third year of implementation by establishing the achievement so far against the baseline set at the beginning of the Strategic plan. In this case, each performance indicator's cumulative annual performance shall be evaluated by the strategic plan's end.



OUTCOME PERFORMANCE MATRIX

To achieve both mid-term and end term evaluation, an Outcome Performance Matrix is designed to measure and evaluate the success of our strategic objectives and initiatives. This matrix outlines specific outcomes, indicators, and targets, providing a clear framework for assessing progress and impact. By establishing baseline data and setting realistic targets, the Outcome Performance Matrix enables AAAG to monitor advancements, identify areas for improvement, and ensure accountability in achieving our mission to enhance public financial management across Africa.

			Baseline		Target	
Key Result Area	Outcome	Outcome Indicator	Value	Year	Mid-Term Period	End-Term Period
KRA 1: Effective accounting and reporting	Improved quality of accounting records and financial reports recorded by Offices of AGs across member countries.	% increase in the quality of financial, reports published		24	40%	70%
KRA 2: Impact-drive training capacity building.	Improved skills in financial reporting, among AGs and their technical staff.	% Increase in the rate of		24	30%	50%
KRA 3: Collaboration and Partnership for co-creation	Increased collaboration and partnership for efficiency and economy	% increase in efficiency levels		24	70%	90%
KRA 4: Institutional Strengthening and sustainability	Improved organization performance	% increase in organization performance index		24	90%	90%

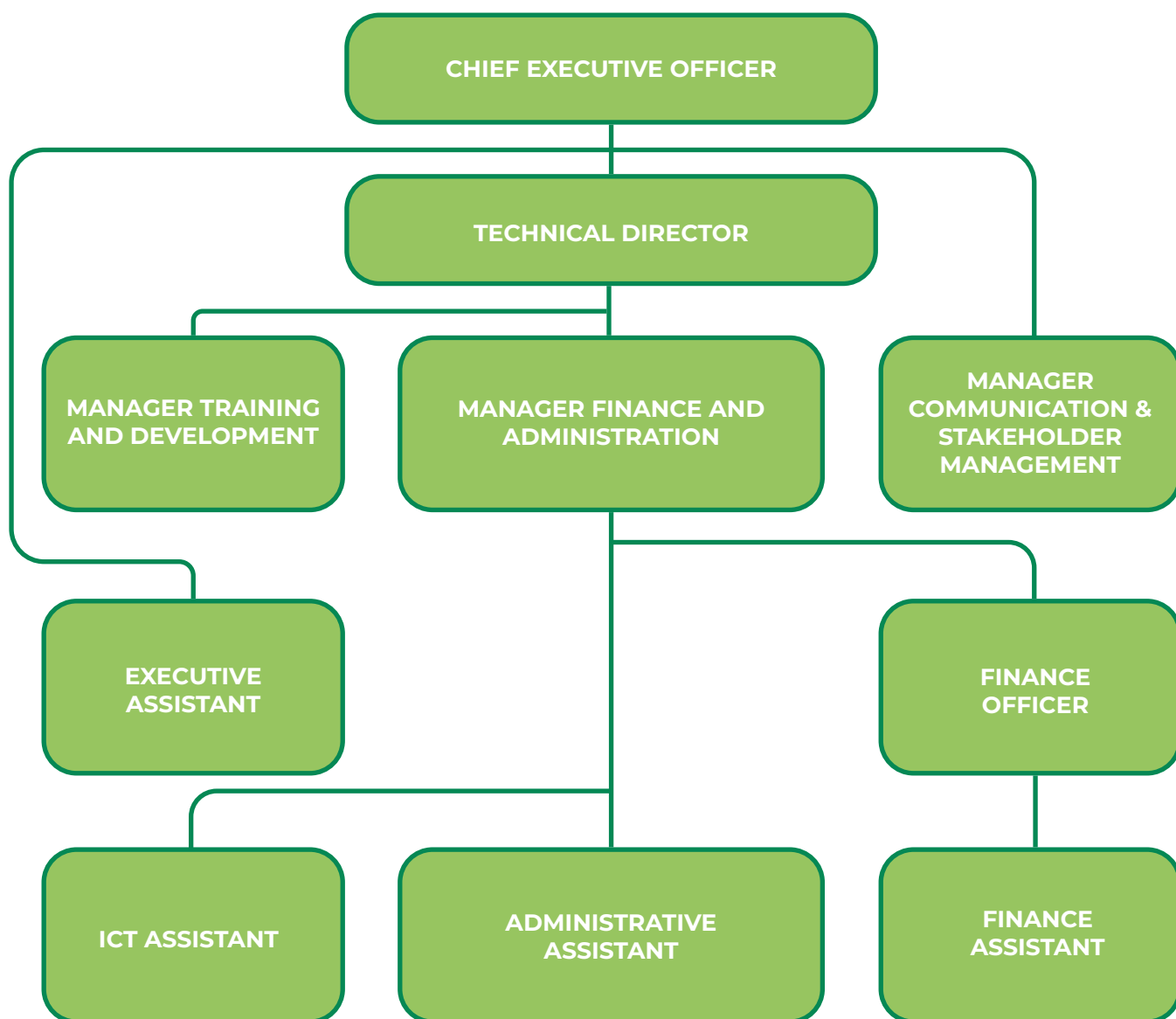


CONCLUSION

By this Strategic Plan, AAAG aims to enhance public financial management across Africa, ensuring good governance, transparency, and accountability for a prosperous and integrated continent.

**APPENDIX:
ORGANIZATION
STRUCTURE**

AAAG ORGANISATION STRUCTURE



PERSONNEL RESOURCE PLAN

Position/Level	Approved Structure	In post	Variance
AAAG 1	1	1	0
AAAG 2	1	1	0
AAAG 3	3	0	3
AAAG 4	2	1	1
AAAG 5	3	3	0





AFRICAN ASSOCIATION OF ACCOUNTANTS - GENERAL
ASSOCIATION AFRICAINE DESOMPTABLES - GÉNÉRAUX
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