



AFRICAN CENTRE FOR
PARLIAMENTARY AFFAIRS

2014

Annual Report



AFRICAN CENTRE FOR
PARLIAMENTARY AFFAIRS

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ABOUT ACEPA

The African Centre for Parliamentary Affairs (ACEPA) is an African not-for-profit organization registered in Ghana. It is dedicated to building the capacity of African Parliaments and elected representative bodies at all levels of governance. ACEPA supports African countries in ensuring effective performance throughout the governance chain - from local to national representative institutions.

ACEPA has excellent working relationships with more than 20 African countries/Parliaments. Its dedicated staff have more than 20 years combined work experience with Parliaments and Legislative institutions in Africa. ACEPA is the first African institution that is dedicated to supporting national and sub-national Legislatures across the continent and was created to respond to the urgent need for an indigenous African institution that truly understands the needs and demands of African Legislatures.

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The main objective of ACEPA is to provide capacity building support to elected representative institutions at all levels of governance in Africa as well as Civil Society Organizations.

WHAT WE DO

Specifically, ACEPA provides:

- 1 Technical support for institutional reforms within representative institutions.
- 2 Capacity building for elected representatives through training and the development training

- 3 A forum for peer-to-peer learning and skills acquisition facilitated by leading African experts in the area of representation, legislation and oversight and a Center of Excellence for improving parliamentary practice on the African continent.
- 4 A platform for knowledge exchange and institutional memory: serves as a forum for experience and knowledge sharing between current and former MPs (national and sub-national) from Africa and other regions of the world.
- 5 Leadership training in all aspects of Parliamentary development on the continent - from law-making to oversight, representation and constituency work.
- 6 Cutting-edge research informed by extensive field experience on Parliaments and their role in consolidating democratic governance in Africa.

VISION

Effective parliaments for greater development.

MISSION

ACEPA's mission is to enable representative institutions in Africa to achieve excellence in law-making, oversight and representation for development.

MESSAGE FROM EXECUTIVE DIRECTOR



In the last two decades, the African continent has seen a significant growth and deepening of its political the political landscape. At the same time, there have been serious concerns about the lack of transparency and accountability in the use of the continent's resources.

Parliaments around the continent have been slowly rising to the challenge of ensuring that citizens of the continent benefit from the growth of democracy through their activism in the area of holding Executives to account for their mandate.

The African Centre for Parliamentary Affairs (ACEPA) is pleased to be a partner of a number of African Parliaments as they strive to provide the dividends of democracy to their citizens.

During the year under review, ACEPA's work has focussed on institutional reform of a number of Parliaments - Ghana, Swaziland, The Gambia, Trinidad and Tobago; building the capacity of Members of Parliament and their staff to effectively perform their oversight functions - mostly West African Parliaments

(Anglophone and Francophone alike); building a sub-regional community network of Public Accounts Committees/Finance Committees through our work to support and nurture the West African Association of Public Accounts Committees (WAAPAC); equipping Parliaments with the needed tools perform their Constitutionally mandated duties - the National Assembly of Nigeria, Parliament of Ghana, and the RAMSAR Secretariat in Gland, Switzerland; research - Parliamentary Monitoring Organizations program with the Centre for Democratic Development/OSIWA, the ECOWAS Parliament; and legislative reform - through our Legislative Watch Series program in Ghana.

In addition to strengthening the capacity of Parliaments, as a young institution, ACEPA has, during the year under review, focussed some of its efforts to putting in place the needed structures and capacities to ensure the sustainability of the Centre and its programs.

Furthermore, in order to enhance ACEPA's visibility, the Executive Director and staff have represented ACEPA at a number of international parliamentary development programs - in Nigeria, at the Pan-African Parliament in Midrand, South Africa, in Canada (McGill University), in Myanmar, to name a few. Through these representations, a number of significant relationships have been built with a potential to enhance the sustainability of the work of ACEPA.

I am extremely grateful to all our partners and donors, particularly the Work Bank Group, the RAMSAR Secretariat and STAR Ghana for their immense support and the confidence reposed in ACEPA in 2014. We look forward to continuing our partnership in the years ahead.

Rasheed Draman, Ph.D

2014 IN PERSPECTIVE

In keeping with its vision, in 2014, ACEPA's work has focussed on strengthening our partner parliaments with tools and knowledge in order that they carry out their constitutionally mandated duties of oversight, lawmaking and representation much more effectively. Against this background, activities and interventions undertaken by ACEPA revolved around six major themes:

1. Institutional Reform;
2. Training and Capacity Building of Members of Parliament and their Staff;
3. Building Strong Regional and Sub-Regional Parliamentary Networks;
4. Developing Tools to increase the effectiveness of Parliaments;
5. Legislative Reform; and
6. Parliamentary Research.

This Annual Report elaborates on the major interventions and initiatives implemented around the themes outlined above.

1. INSTITUTIONAL REFORM

Parliament of Ghana

Scrutiny Office

In 2014, the Parliament of Ghana identified strengthening the ability of Parliament to scrutinize the budget as well as other policy proposals brought before it as one of its priority areas. To support this effort, ACEPA received support from STAR Ghana to provide technical support to the Parliament of Ghana to realize this vision. The purpose of the Scrutiny Office, when established, will be to provide high quality research that is independent of the Executive to assist Members of Parliament and Committees of the House.

This independent unit will assist parliamentary committees by undertaking research that would potentially address Executive bias in policy making;

enhance fiscal discipline, raise the quality of debate and promote transparency and accountability in governance. It will also enable MP's have access to quality information and sufficient knowledge about the often-complex financial issues and international loan agreements that are brought to the House for approval.

ACEPA worked with a technical team from the Parliament of Ghana, led by the Deputy Clerk to develop a concept note, project implementation plan, as well other key technical documents for the establishment of the Office.

Standing Orders

Standing Orders are the written rules under which a Parliament conducts its business. They regulate the way Members behave, Bills are processed and debates are organised. The Standing Orders typically provide a detailed description of the legislative process, the election and role of the Speaker, the parliamentary calendar, how committees will be organized and function, etc.

However, not all rules observed in the House are found in the Standing Orders. Much of parliamentary procedure is not written into the Standing Orders but exist as the custom and practice of Parliament. Some stem from Speaker's rulings in the legislative chamber, other procedures are followed because that's the way things have been done in the past, so a precedent has been set.

The continuing or "standing" nature of rules means that they do not lapse at the end of a session or a Parliament; they remain in effect until the House itself decides to suspend, change or repeal them.

In 2014, the Parliament of Ghana decided to amend its Standing Orders to reflect the current realities and challenges faced by the Legislature.. ACEPA was contracted by STAR-Ghana to support this very important reform agenda by participating in the meetings of the technical working group set up by the Speaker and headed by the First Deputy Speaker. ACEPA's role is simply to provide advice and share perspectives from other Parliaments, particularly around the continent.

Parliamentary Training Institute

Ghana has continuously had a Parliament since 1993 - one of the longest periods the country has had a Parliament uninterrupted. Over the years, the Parliament has witnessed significant capacity enhancement both at the institutional level as well as the level of individual MPs. To this day, most interventions to build the capacity of MPs and the institution in a structured manner have been supported by various donor agencies as well as Non-Governmental Organizations.

This effort at filling the knowledge and skill gap of MPs and staff continues to be done on short-term basis in the form of conferences, seminars and workshops. While these have contributed in some measure to improving the performance of MPs and staff, it could be suggested that such short-term training have not enabled Parliament to properly align its human resource capacity to the strategic goals and objectives of the institution.

Against this background, the Parliamentary Service Board approved, in 2014, the set up of a Parliamentary Training Institute to address the sustainability of capacity building. This effort is consistent with emerging trends around the globe. In recent years, several Parliaments have set up their own Training Institutes. In Africa, three such Institutes exist - in Nigeria, Kenya and Uganda.

ACEPA received funding from STAR-Ghana to provide technical support to the Parliament of Ghana in its efforts to establish a Training Institute. When established, the Institute will, among other things:

- Provide a concentrated and relevant orientation program for new legislators and staff;
- Provide legislative leadership training to MPs and Staff;
- Provide training and continuing parliamentary education that will equip MPs and staff with the knowledge and skills required to meet the changing trends in parliamentary democracy, and management of legislative business;

- Undertake and promote research, and disseminate information relating to parliamentary democracy and good governance;

ACEPA worked with a team from the Parliament of Ghana headed by the Deputy Clerk to develop all the necessary documentation to facilitate the establishment of the Institute.

Parliament of Swaziland

Development of a Strategic Plan for the Parliament of Swaziland for the period 2014-2018

ACEPA developed a strategic plan for the Parliament of Swaziland during the course of the year, with funding from the United Nations Development Programme (UNDP) in Swaziland. The strategic plan which spans 2014 to 2018, provides a framework that prescribes a number of measures that will enable the Parliament achieve its desired growth and results.

National Assembly of Gambia

Strengthening the Oversight Capacity of Parliament through the Finance and Public Accounts Committee (FPAC)

In December 2014, ACEPA signed an agreement with the African Development Bank and the Ministry of Finance of the Gambia to contribute to efforts to support and strengthen the Public Financial Management systems and accountability processes in the Gambia. The main objective of the project "To contribute to strengthening capacities in key institutions engaged in economic management and governance" and specifically, greater scrutiny, transparency and accountability for the use of public funds. Within this context, ACEPA's role is to support the Finance and Public Accounts Committee (FPAC) to strengthen scrutiny, assessment, transparency and accountability in public financial management, particularly external audit capacity. Project activities will be rolled out in 2015.

2. TRAINING AND CAPACITY BUILDING

Parliament of Trinidad and Tobago

Supporting Standing Orders Reform through the Strengthening of Parliament's Financial Oversight Capacity and Development of Oversight templates

The Parliament of Trinidad and Tobago, in its efforts to enhance transparency, accountability and the wise use of public resources, reformed its Standing Orders with the goal of improving the Legislature's scrutiny of the annual budget. One key feature of this reform is the creation of the Standing Finance Committee.

As part of the reform process and in order to strengthen the Parliament's role in the budget process, ACEPA was contracted by the UNDP and the Parliament of Trinidad to work with the Standing Finance and the Public Administration and Appropriation Committees responsible for budget execution and audit and provide strategic consultations useful for work within the Parliament of Trinidad and Tobago. ACEPA was also to assist the Standing Finance and the Public Administration and Appropriation Committees develop required templates, guidelines and tools for further use.



ACEPA Executive Director, Dr Rasheed Draman (right) with Rt. Hon. Rt. Hon. Wade Mark (middle) Speaker of the Parliament of Trinidad & Tobago & Franklin De Vrieze (left), a Consultant to the Parliament of Trinidad and Tobago in a shot.

Training on the Community Score Card for the Education Committee of the Parliament of Ghana

A training on Community Score Cards (CSC) was organized for the Committee on Education of the Parliament of Ghana in April 2014. The training was to equip the Members of the Committee with the needed skills ahead of a monitoring visit to the three Northern regions of Ghana, where the Committee hopes to monitor the provision of education services. The three day training enabled afforded Members of the Committee the opportunity to:

- Familiarize themselves with the guiding principles of the Community Score Card (CSC)
- Simulate Field testing of the Community Score Card Tool with a view to ensuring that they get a handle over the application of the tool in evaluating service delivery at the community level and
- Conduct a field test to apply the CSC

The Committee would go on to use the CSC for its monitoring visit to selected Districts in the three Northern regions of Ghana.

Training and Pilot of a Monitoring and Evaluation Tool (the Community Score Card) with the Staff of the Research Department of the Parliament of Ghana

As part of its parliamentary strengthening efforts to the Parliament of Ghana, STAR-Ghana sponsored a Parliamentary Outreach Programme for over thirty (30) Research Officers and Parliamentary Committee Staff of the parliament of Ghana, spearheaded by ACEPA. The officers undertook a study in two (2) communities in the Eastern Region of Ghana. One of the communities was Kyebi, where the study was on access to quality education with specific focus on the impact of illegal mining on basic education. The other community was Kponwunor in the Lower Manya District, where the study was on health - ascertaining the extent to which citizens are able to access quality health care with the functional CHPS Zone concept.

The outreach was preceded by a one-day training workshop for all the participants on using the Community Score Card to assess the performance of public services.

The outreach programme sought to achieve the following objectives:

- Increase awareness and familiarity of Research Officers and Committee Clerks on using participatory tools to engage citizens in performance monitoring of public services;
- Enhance capacity in participatory monitoring & evaluation of Parliamentary Staff to support MPs to effectively exercise their oversight mandate; and
- Create a better understanding of strategies for influencing policy reform through citizen engagement.

In addition to the training and field visit, ACEPA produced a Short Guide on Assessing Service Delivery at the Community Level using the Community Score Card. This Short Guide will help the Research department further train its staff and conduct assessments on their own.



Citizens at a focus group discussion to assess health delivery in Kponwunor, Lower Manya District, Ghana

WAAPAC Staff trainings

The World Bank Group through ACEPA has been supporting the West Africa Association of Public Accounts Committees (WAAPAC). Under this initiative, a number of activities were carried out in 2014 to improve the effectiveness of member Public Accounts Committees (PAC) in performing their oversight role. These activities have targeted both Members of Parliament and Staff of PACs.

Community Learning Workshop for WAAPAC Committee Clerks: March 2014

This training brought together PAC/Finance Committee Clerks from nine West African Parliaments (namely Benin, Burkina Faso, Ghana, Liberia, Niger, Nigeria, Senegal, The Gambia and Togo) to interact and find common ways to cooperate and support each other in their work. The "WAAPAC Community of Clerks" was developed at this meeting and sort to rally



Citizens at a focus group discussion to assess health delivery in Kponwunor, Lower Manya District, Ghana



Participants at WAAPAC Community of Clerks Training, Ouagadougou, Burkina Faso 2014

Clerks to develop common objectives aimed at developing a framework of cooperation to enhance the sharing of knowledge and experiences among WAAPAC Clerks. A framework document was produced and adopted by the Executive Committee of WAAPAC in April 2014 in Accra. The framework reflects the mission, vision, shared values, roles, competencies and training needs of the community.

Community Learning Workshop for WAAPAC Committee Clerks: July 2014

The second gathering of the Community of Clerks took place at the end of the WAAPAC Annual Conference in Burkina Faso in July 2014. At this meeting, Clerks deliberated on their mandated roles as PAC Clerks and ways to go about performing those roles. Through the sharing of experiences, participants learned new and better approaches to performing some of their duties.

Community Learning Workshop for WAAPAC Committee Clerks: November 2014

The final meeting of the Community of Clerks for the year under review took place in Accra, Ghana in November, 2014. This training equipped participants with Analytical and Research tools and skills especially as it relates to research to support the work of PACs and Finance Committees. Another key outcome of this training is the commencement of processes to develop a Research Guide for PACS.

Training of MPs at WAAPAC Accountability Conference, Burkina Faso, July 2014

The 2014 WAAPAC Annual Conference and General Assembly took place in Burkina Faso from July 14-18,

2014 and was on the theme "Accountability and Transparency: Vital Tools for National Development". Representatives from PACs and Supreme Audit Institutions from 16 countries within and outside West Africa participated in the conference. The annual conference provided a platform where Parliamentarians, Auditors and parliamentary subject matter experts among other things;

- Discussed issues germane to the effective functioning of PACs,
- Discussed how to increase parliaments' oversight over the executive,
- Shared experiences and best practices from various jurisdictions, and
- Strategized and set benchmarks for participating WAAPAC countries by way of country action plans and conference resolutions and
- Developed collaborations between WAAPAC member countries and other similar regional groupings

The conference which precedes the General Assembly serves as a training platform for participating MPs who are the key players when it comes to holding the Executive to account for public funds.



Participants at WAAPAC Clerks Training in Accra, Ghana 2014



Participants at the 5th WAAPAC Accountability Conference & General Assembly, Ouagadougou, Burkina Faso 2014

3. BUILDING SUB-REGIONAL AND REGIONAL NETWORKS

Work with the West Africa Association of Public Accounts Committees (WAAPAC)

Annual General Assembly

With support from the World Bank Group and in close collaboration with the Executive Committee of WAAPAC, ACEPA coordinated the organisation of the 2014 Annual General Assembly of WAAPAC in Burkina Faso from July 14-18, 2014. The General Assembly which is an annual feature on the calendar of WAAPAC follows immediately after the WAAPAC Accountability Conference.

The 2014 General Assembly was used to put key organisational instruments in place to ensure the smooth running of the association. A new Executive Committee was elected for a two-year term. The General Assembly also adopted the amended Constitution as well as the Financial and Operational Manuals of the association.

Developing Institutional Structures (Financial/Operational Manuals and Constitution)

ACEPA serving as the secretariat for WAAPAC, undertook the development of two important documents - Financial Manual and Operational Manual for the Association.

These regulations are to streamline the day to day running of the association, ensure that its operations are backed by some rules and procedure and ultimately to make the association more effective. Additionally, the WAAPAC Constitution was reviewed and revised with suggested amendments. This review process was led by ACEPA, working in close collaboration with the Executive Committee. These three organisational documents were adopted by the General Assembly at its July 2014 meeting.

WAAPAC Executive Committee Meeting

ACEPA coordinated/organised a meeting for the Executive Committee of WAAPAC in Accra in April

2014, to plan for the association's annual conference and general assembly. The meeting was also for the Executive Committee to discuss, review and approve key operational documents - the draft Constitution, the Financial and Operational Regulations of WAAPAC. The work of the Executive Committee ensured that these documents were presented for ratification at the General Assembly held later in the year.

WAAPAC Executive Committee Retreat

Following a successful annual conference in July 2014, the Executive Committee of WAAPAC met in Accra, Ghana in December 2014 to undertake a strategic planning exercise and work planning to guide the operations of the association for the next two years. The Executive Committee at the end of deliberations came up with some aspirations/goals and a number of activities to be carried out in the coming years, that will contribute to achieving its aspirations. The decisions or outcomes of this meeting will be guiding ACEPA's and the World Bank Group's interventions with WAAPAC in the ensuing year.

Work with the African Parliamentarians' Network Against Corruption (APNAC) - Ghana Chapter

Refining Strategic Plan and Development of Operational Manuals

The continental body of the African Parliamentarians' Network Against Corruption (APNAC) comprises a number of national APNAC chapters and operates with a five-year strategic plan. As part of efforts to streamline the activities of the Ghana chapter of APNAC, ACEPA was tasked to rework the strategic plan to suit the local needs of the Ghana Chapter. This scaled down strategic plan is what presently provides direction for the APNAC Ghana chapter's activities. Additionally, ACEPA developed an Operational Manual for the Ghana chapter. The operational manual provides guidance to the APNAC secretariat in regulating the Network's affairs/matters as it relates to Finance, Procurement, Human Resources and General matters.

4. MANUAL AND TOOLS

Oversight Guide for the National Assembly of Nigeria

ACEPA developed an Oversight Guide for the National Assembly of Nigeria under the auspices of the National Institute for Legislative Studies (NILS). The guide which contains an elaboration of various oversight tools and mechanisms, will serve as a standard for conducting oversight across committees of both the Senate and the House of Representatives.

This is going to serve as a reference material and will contribute to achieving some level of uniformity in how oversight is conducted in Nigeria.

Induction Certificate Course: Background Information on Selected Topics

As part of a number of activities to undertaken to prepare the new legislature to be elected in 2015 for work, the National Institute of Legislative Studies (NILS) plans to conduct an induction course.

Based on a proposed course outline, ACEPA was commissioned to prepare background information on the various topics to be taught during the induction course. This compilation will serve as course background material for new MPs who will be elected into the National Assembly come February 2015.

Development of a Course on Wetlands Goods and Services for African Parliamentarians and Parliamentary Staff

ACEPA during the year under review developed a course on Wetlands Goods and Services for African Parliamentarians and Parliamentary Staff. This assignment was commissioned by the RAMSAR Secretariat with funding from the Swiss Government.

The manual seeks to provide easy-to-understand training modules to respond to the need for informed cross-sectoral decision making to promote wetlands

wise use a tool for sustainable development. It also aims improve the understanding of the target audience on the Ramsar Convention, the Ramsar Conference of Parties resolutions as well as issues on wetlands and the values to be derived from development planning that takes into account the protection and wise use of wetlands.

Research Manual for the Parliament of Ghana

During the year, ACEPA developed a Research Manual for the Research department of the Parliament of Ghana. The Manual was in response to a self-assessed need of the Department to have a Manual that will serve as its blue print in an effort to provide support to Parliamentarians and Parliamentary Committees of the Parliament of Ghana.

A team from ACEPA worked with staff of the Research Department during a retreat to develop the Manual which is currently being published by the Parliament of Ghana.

Development of Social Accountability Manual and Trainer's Guide for Metropolitan, Municipal and District Assemblies in Ghana

ACEPA undertook the development of a Social Accountability Manual and Trainer's Guide for Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana - under the Local Government Capacity Support Project being implemented by the Local Government Service Secretariat (LGSS) and the Ministry of Local Government and Rural Development (MLGRD).

The manual and the trainer's guide provide information to MMDAs as well as other state and non-state actors for training local government officials, citizens, civic groups and community members in Social Accountability mechanisms and processes to improve democratic governance at the level.

5. LEGISLATIVE REFORM

Legislative Watch

ACEPA in collaboration with STAR-Ghana, instituted a programme known as Legislative Watch.

The aim of the program is to track and monitor legislation to determine the extent to which laws have been successfully implemented; the extent to which necessary resources have been made available for their implementation; the extent to which they are consistent with other laws; the extent to which they have met the needs and aspirations of the citizenry; and the extent to which they contribute to the nation's development trajectory. It is also ultimately to test the effectiveness of the Ghana Parliament's law-making function. The first in a series of many to come, took an in-depth look at the implementation of:

- I. The Petroleum Revenue Management Act, 2011 (Act 815);
- II. Public Procurement Act, 2003 (Act 663); and
- III. Intestate Succession Law (PNDC Law 111), 1985.

ACEPA A validation meeting on the findings brought together various stakeholders from government and outside government including representatives from the Attorney General's department, Parliamentary Committees, Civil Society and the media.

6. RESEARCH

Parliamentary Monitoring Organizations in Anglophone West Africa and Francophone Africa

The Ghana Centre for Democratic Development (CDD-Ghana) with the collaboration and support of the Africa Regional Office of the Open Society Foundation is implementing the Enhancing

Transparency in African Parliaments project. The project seeks to identify and document the experiences of Parliamentary Monitoring Organizations (PMOs) in Africa. The objective is to create an opportunity for them to share experiences and exchange best practices, promote awareness of their activities; build their internal capacities and familiarize themselves with modern monitoring tools and techniques that could enhance their activities.

ACEPA was commissioned to investigate these issues and provide the needed information to guide PMO work on the continent of Africa. The research targeted PMOs in Anglophone West Africa (comprising The Gambia, Ghana, Liberia, Nigeria and Sierra Leone) and Francophone Africa (Burundi and Democratic Republic of Congo, out of an initial sample of 9 countries). The research unearthed a number of interesting findings around issues such as the nature of PMOs, work in relation to the roles of parliament, relationship with parliament, factors influencing PMO activities, funding, approaches to monitoring, dissemination of results from activities, access to information, challenges among others. This baseline information is going to inform strategies that will be adopted to bring PMOs together, improve their capacities to better monitor parliaments on the continent.

Examining the dynamics of the process of the enhancement of powers of ECOWAS Parliament

A study was conducted to examine the challenges of the proposed legal framework for the enhancement of the powers of the ECOWAS Parliament. An understanding into the political challenges in the ECOWAS parliament is to complement renewed efforts at pursuing the goal of making the parliament a co-decision making organ of ECOWAS. The study was commissioned by the National Institute of Legislative Studies (NILS) with funding from the African Capacity Building Foundation (ACBF).

Baseline Data for Measuring the Influence of the work of Parliamentary Committees in the Governance of Public Goods and Services Delivery

STAR-Ghana's support to the Parliament of Ghana in general and Parliamentary Committees in particular is to help them influence the governance of public goods and service delivery in Ghana. ACEPA was contracted to collect baseline data from within the Parliament of Ghana to help STAR-Ghana assess the impact of its parliamentary support/interventions. The baseline spanned two years (2011-2012) before the commencement of STAR-Ghana support to the Parliament and focuses on the activities of ten parliamentary committees (supported by STAR-Ghana).

Research on Allocation of Resources at the Local Government Level in Ghana

The Ghana Chapter of the African Parliamentarians' Network Against Corruption with contracted ACEPA to carry out a research into the allocation of resources at the Local Government level in Ghana. The research:

- Identified and defined the mechanism of allocation of resources to the local government administrations in Ghana;
- Described the responsibilities of persons involved and brought out the stake of corruption in the process;
- Analyzed the problems associated with the allocation of resources to local authorities in the decentralization process, highlighting avenues for possible corruption; and
- Made relevant recommendations to improve the mechanism and the process of allocating and managing resources at the local government level, to ensure that citizens benefit more decentralization

LOOKING FORWARD - 2015

In the last couple of years, ACEPA has demonstrably achieved quite a lot in terms of fulfilling its mission of helping Legislatures achieve excellence in the performance of their mandates.

ACEPA has also enjoyed the benefit of working with a number of parliaments in 2014. Looking ahead, we hope to increase the geographical coverage of our work, with the ultimate goal of getting more African parliaments to recognise the unique role of the Centre as an African institution. From an institutional perspective, ACEPA has developed solid partnerships with organizations who share similar interests of supporting parliaments - the World Bank Group, the Commonwealth Parliamentary Association and STAR Ghana. In the coming year, ACEPA expects to deepen and extend the level of collaboration with its current partners as well as forge new partnerships.

ACEPA has also enjoyed the benefit of working with a number of parliaments in 2014. Looking ahead, we hope to increase the geographical coverage of our work, with the ultimate goal of getting more African parliaments to recognise the unique role of the Centre as an African institution dedicated to the strengthening of parliaments.

Finally, efforts will be made for future programming to have a focus on the legislative function of parliament. ACEPA's work has so far been heavily tilted towards enhancing the oversight and representation functions of parliaments..

OUR TEAM

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Executive Director

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