



DRAFT PEMPAL 2026-2030 STRATEGY

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What is PEMPAL?

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- ❑ **OBJECTIVE:** A demand-driven peer-learning network **for public finance officials in ECA region connect, collaborate, and engage in mutual learning and problem-solving to drive PFM reform design and implementation.**



- ❑ **RECOGNITION:** Established as a **unique and globally esteemed peer-learning platform for budget, internal audit, and treasury practitioners, via 3 communities of practice** – BCOP, IACOP, and TCOP.



- ❑ **MEMBERSHIP:** **Central ministries and agencies responsible for budget planning, preparation, execution, monitoring, and internal audit harmonization.** As of 2024, PEMPAL active membership includes **1,000+ officials** from **21 ECA countries**, mostly mid to high-level managers.



- ❑ **GOVERNANCE:** **A strong and unique COP-centric governance structure.** The World Bank provides technical content and coordination - Resource Team, administrative/logistical support - Secretariat. **Strategic oversight** is provided by the **Steering Committee** comprising donors, the Bank, and COP leadership from member countries.

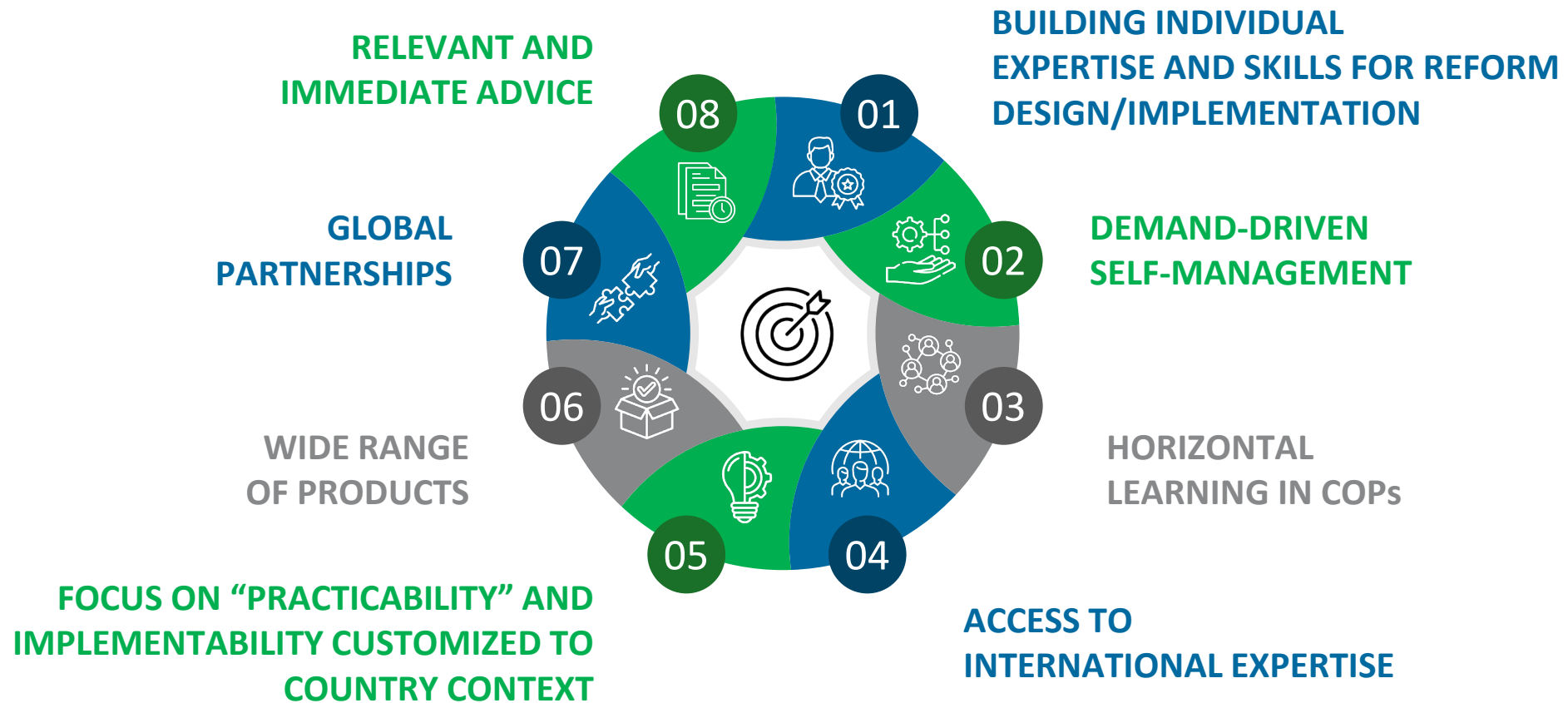
What does PEMPAL offer?

- ❑ PEMPAL creates and shares practical knowledge through collaboration, events, and the development of knowledge products (KPs):
 - ❑ **Learning and collaborating events** - annual and smaller thematic meetings. **Almost 150 PEMPAL events were held since 2018, 2/3 in virtual format.** Over 5,000 officials.
 - ❑ **KPs** are in various formats. **A total of 28 KPs have been published since 2018.**
 - ❑ **Members formulate their activity plans** and they are both: **receivers and providers of technical assistance.**



What are PEMPAL's Success Factors?

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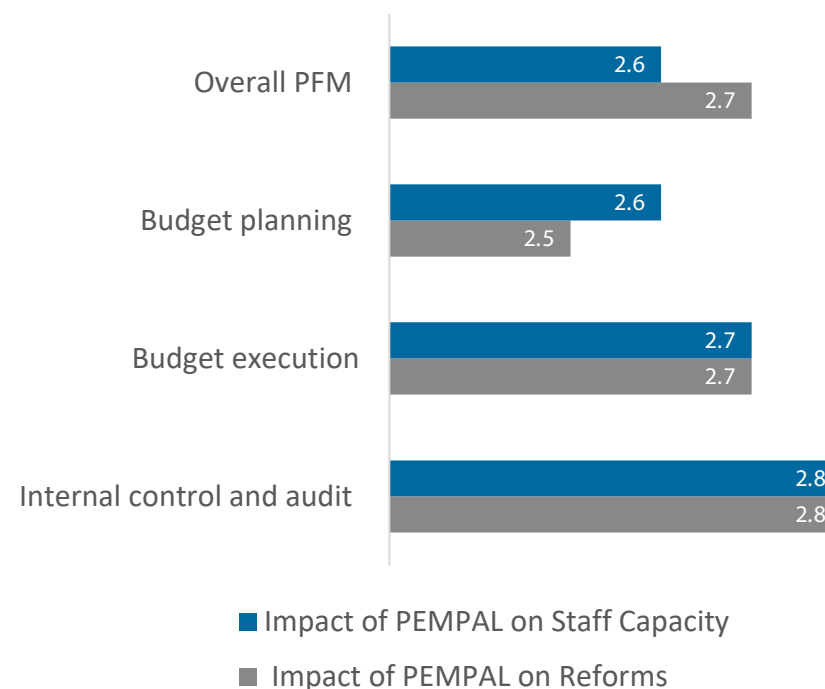


PEMPAL achievements

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- ❑ **Member satisfaction with PEMPAL resources and products is exceptionally high**, based on surveys and interviews.
- ❑ **Significant impact on staff capabilities and PFM improvements in member countries**, as confirmed by the Ministers.
- ❑ **Member countries enhanced their PFM substantially**, for example:
 - ❑ a **25% improvement** in average PEMPAL countries' **PEFA scores** for the assessed elements related to budget, treasury, and internal audit;
 - ❑ a **45% improvement** in average PEMPAL countries' score on the **transparency** dimension of the Open Budget Index;
 - ❑ **11 countries fully implement program budgeting with performance targets**, with others plan to;
 - ❑ **almost ALL member countries now have most of the key 13 internal audit elements in place**, with major broadening of coverage; and
 - ❑ **11 countries have expanded the TSA scope or upgraded the TSA** - the coverage expansion led to significant government interest revenue.

Average Impact of PEMPAL on Member Countries' PFM Staff Capacity and Reforms
(based on responses from 21 member countries in the 2024 Survey of Ministers of Finance)



1= low impact; 2 = medium impact; 3 = significant impact

Draft 2026-2030 Strategy

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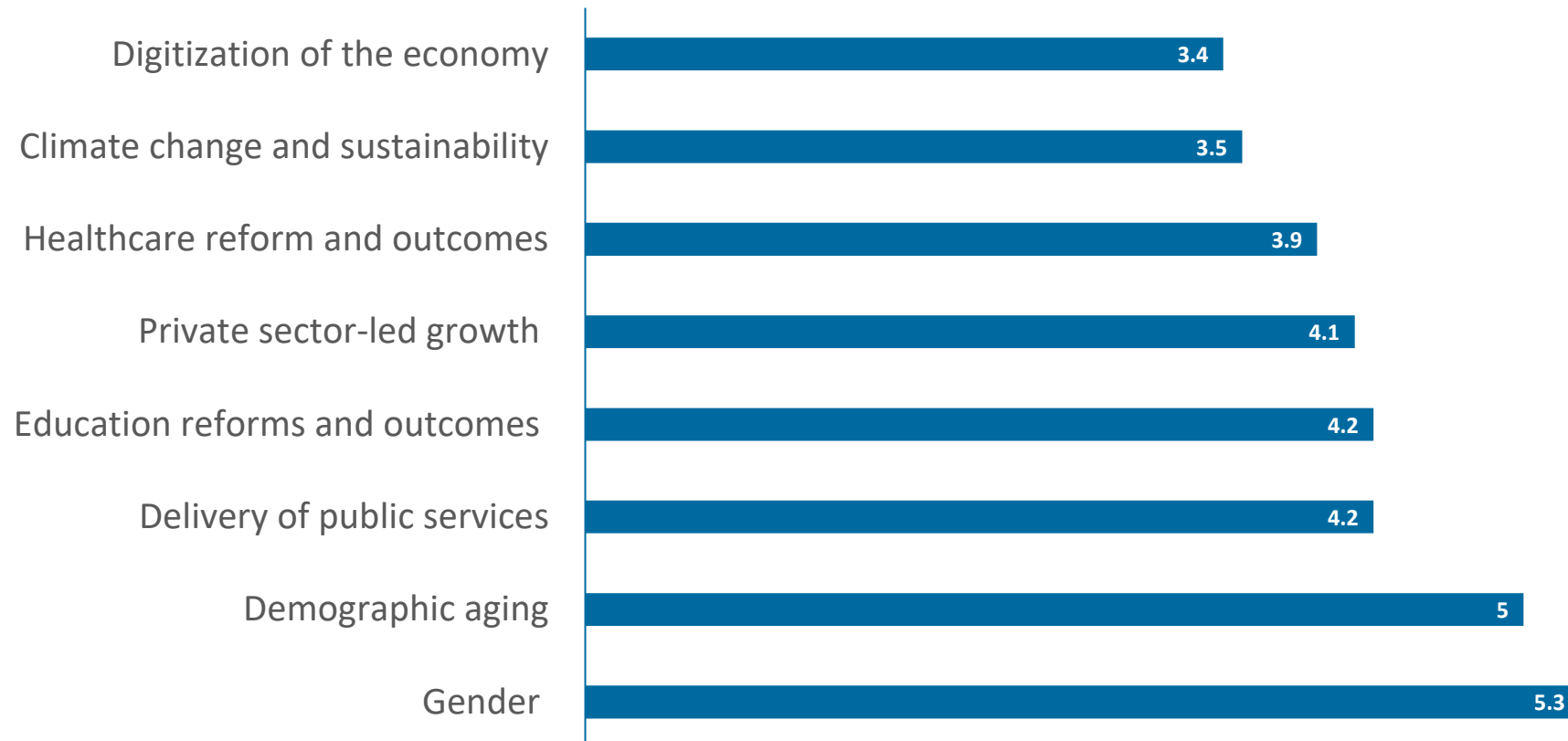
- ❑ **Reflects:**
 - ❑ the priorities of the PEMPAL Ministers of Finance
 - ❑ the **views of the COPs' leadership** expressed at July 2024 meeting
 - ❑ **lessons learned** from the implementation of the 2017-2025 Strategy, and independent external evaluation.
- ❑ Brings out the **new upgraded PEMPAL** to support **modernization and enhancement of PFM to address development challenges.**
- ❑ Elevates the network's **impact orientation and the thematic focus** for more advanced and **cross-cutting PFM reforms.**
- ❑ Strengthens **PEMPAL visibility and communication.**



What are the National Development Priorities?

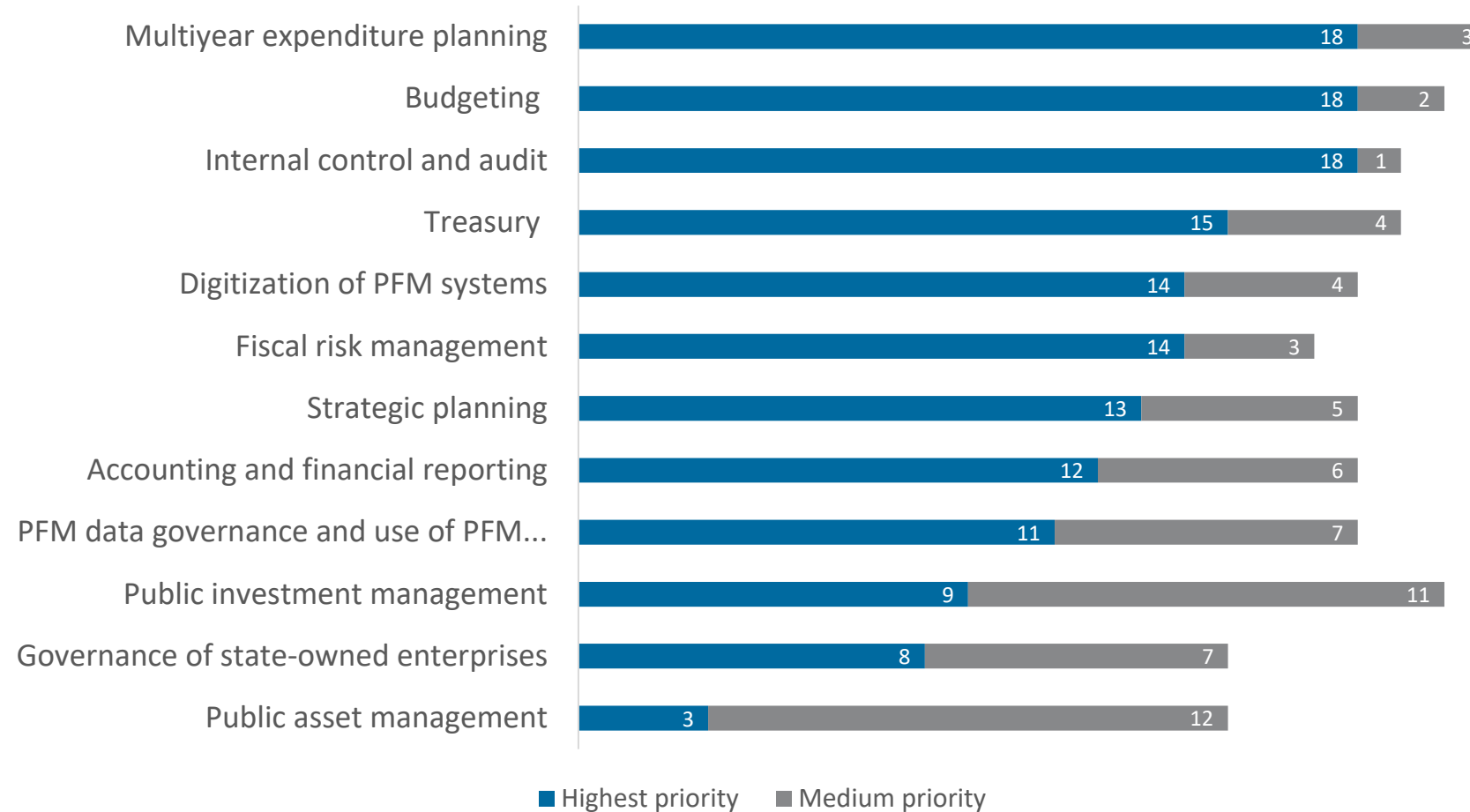
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Average points for all countries (1 marks the highest priority)



What are the PFM Priorities of Ministers?

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Strategy's Guiding Principles

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FOCUS ON DEVELOPMENT AND TECHNICAL CHALLENGES

Support the **achievement of development goals**

Promote **innovations** across the PFM cycle

Focus on country-level **impacts**

Engage with a **wider range** of country-level institutions



LEVERAGE PEER LEARNING

Harness the power of PEMPAL's unique network to facilitate peer advice and **support PFM practitioners to drive reforms through COP and cross-COP peer learning**

Continue to facilitate **country-to-country peer advice**



MULTIPLY KNOWLEDGE EXCHANGE THROUGH TARGETED PARTNERSHIPS

Strengthen partnerships with international organizations, providing opportunities for members to access and contribute to global PFM knowledge (EC, NAFE, The IIA, OECD SBO networks, IBP, GIFT, OECD SIGMA, PEFA, CIGAR, CONACI, PEMNA).



ACHIEVE FINANCIAL SUSTAINABILITY

Set a clear path to **significant self-financing by the member countries**.

The contribution of member countries is targeted to increase from **8% to 25%**. External fundraising efforts will include **previous** and **potential new donors**.

Strategy components and financing needs

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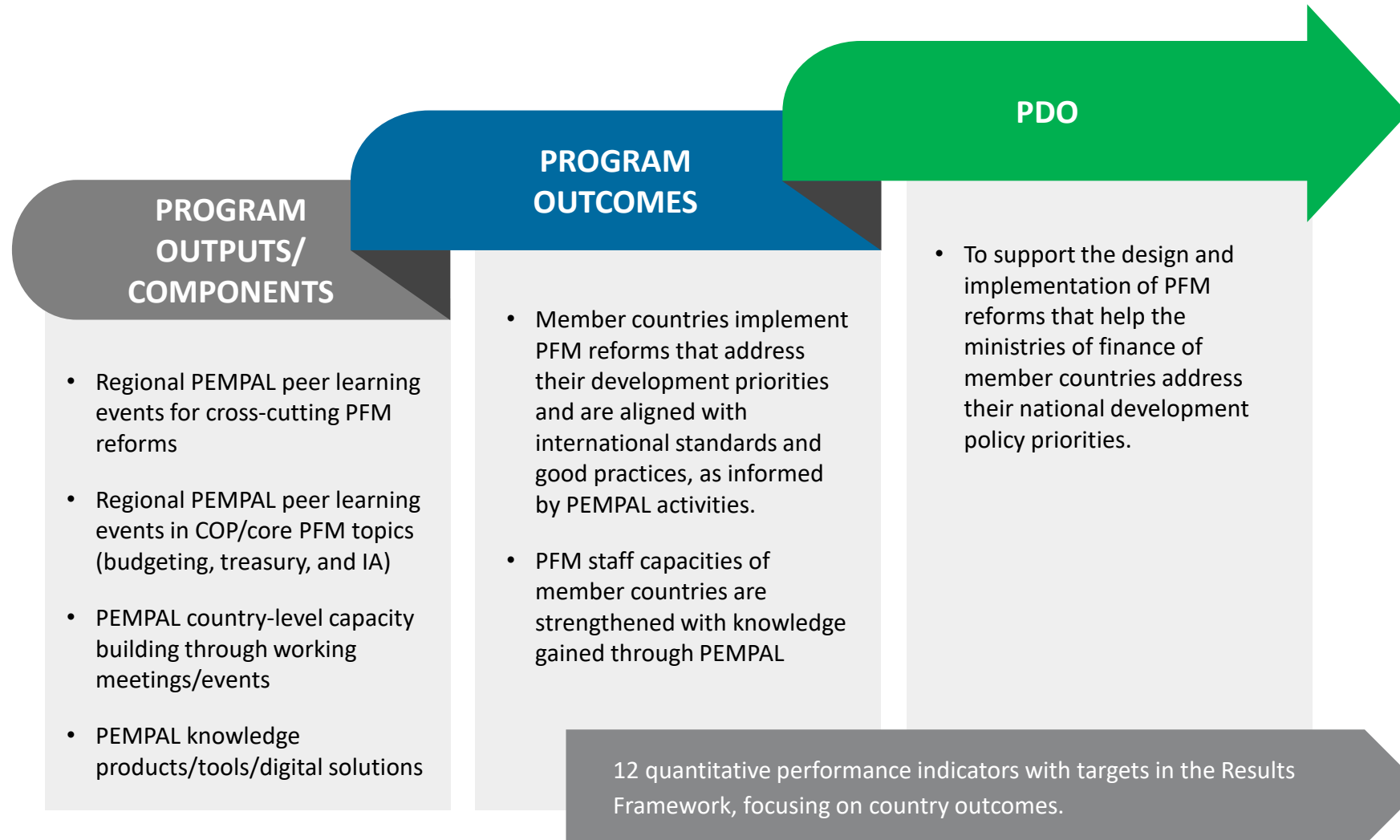
	FY26	FY27	FY28	FY29	FY30	Total
1.Cross-COP PFM reforms	550	700	670	670	710	3,300
2.COP-Specific PFM reforms	800	800	800	800	800	4,000
3.Country-level support	120	190	230	230	190	960
4.Knowledge products	190	400	400	400	400	1,790
5.Program Management	250	250	350	250	250	1,350
TOTAL	1,910	2,340	2,450	2,350	2,350	11,400
External Partners	1,433	1,755	1,838	1,763	1,763	8,550
Members	478	585	613	588	588	2,850

Budget allocations are subject to adjustments during implementation to reflect emerging priorities and funding availability

- Significant **expansion of cross-cutting PFM work and knowledge products.**
- The draft Strategy **seeks around US\$ 8.5 million of financing from external donors and around US\$ 2.9 million of financing from the member countries.**
- Expansion of the **donor network** is envisaged.

PEMPAL 2026-2030 results framework

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Continue Reform Journey with PEMPAL
