

**PEM-PAL workshop:**  
**Internal auditors' community of practice**  
**Ljubljana, Slovenia**  
**December 12-14**  
**Agenda**

***What we are trying to achieve:***

Learning activities

- To learn from and with each other through community-oriented learning activities
- To hear about the experience of countries that have established internal audit
- To use two frameworks for assessing country conditions and internal audit maturity
- To work on plans for each country to move forward

Community-building

- To get to know each other and our respective projects, issues, and needs
- To understand what community of practice is and how the idea is relevant
- To produce a design for a community and develop a shared vision
- To commit to key next steps
- To have some fun together

***Principles:***

- To maximize focus on learning about the practice of internal audit reform while still working on building a community
- To be very interactive all the time
- To have time to network and interact informally
- To put as much as possible of the design of the community into the hands of participants

## Day one: morning

Time	Activity	Format	Speakers / presenters
8:30	<b>Registration</b>		
9:00	<p><b>1. Opening remarks, introductions</b></p> <ul style="list-style-type: none"> <li>a) Welcome</li> <li>b) Who is here?</li> <li>c) Review agenda and expectations</li> </ul> <p><b>2. Introduction by tables</b></p> <ul style="list-style-type: none"> <li>a) Moderators introduce tables</li> <li>b) Members introduce themselves at each table</li> </ul>		<p>Introduction and welcome by</p> <p>Mr. John Hegarty, Manager, Core Services Department, Europe and Central Asia Region, the World Bank</p> <p>Mrs. Mira Dobovisek, Director CEF</p> <p>Mr Miran Gostisa, Head of Public Internal Financial Control Sector at the Budget Supervision Office of the Republic of Slovenia</p>
9:30	<p><b>Learning activity: country experiences</b></p> <p><b>3. Panel : Lithuania, and EU perspective</b></p> <ul style="list-style-type: none"> <li>a) The Lithuania experience</li> <li>b) What not to do when setting up internal audit (IA) - an EU perspective</li> </ul>	<p>Narrative presentation of the experiences of two countries that have joined the EU.</p> <p>The EU perspective</p>	<p>Presenters:</p> <p>Mr. Darius Matusevicius, Director Financial Control Methodology Department, Ministry of Finance of the Republic of Lithuania</p> <p>Mr. Robert de Koning, Team Leader - PIFC and Enlargement, DG BUDG.B.3</p>
10:30	<b>Break</b>		
11:00	<p><b>4. Panel discussion</b></p> <ul style="list-style-type: none"> <li>a) Questions from the audience</li> <li>b) Discussion and comments on the experiences</li> <li>c) Reflection on applicability to other countries</li> </ul>	<p>Discussions at the tables, questions to the panelists, discussions amongst the panelists</p>	<p>Panel members</p> <p>Mr. Miran Gostisa, Mr. Darius Matusevicius, Mr. Robert de Koning,</p>
12:30	<b>Lunch</b>		

## Day one: afternoon

Time	Activity	Format	Speakers / presenters
14:00	<p><b>Learning activity: framework</b></p> <p><b>5. Introduction: Rationale for undertaking the study and potential uses</b></p> <p><b>6. Methodology for self-assessment</b></p> <ul style="list-style-type: none"> <li>a) The environment for IA</li> <li>b) Maturity of IA processes</li> </ul>	<p>Presentation of a World Bank-financed study on the development of internal audit in transition economies, including a framework for self-assessment.</p> <p>Questions and overall discussion</p>	<p>Mrs. Pascale Kervyn, Senior Public Sector Management Specialist, World Bank</p> <p>Mr. Gareth Evans, consultant</p>
15:00	<p><b>7. Interactive self-assessment</b></p> <ul style="list-style-type: none"> <li>a) Presentation of cases at each table</li> <li>b) Reflection and discussion</li> <li>c) Presentation of key issues, discussion whole group</li> </ul>	<p>Countries work at each table with the lead country of the group. Lead country walks through the questionnaire, identifies his/her own key issues, and seeks feedback from table participants on these issues</p>	<p>Each table has its own facilitator.</p>
16:00	<b>Break</b>		
16:30	<b>Interactive self-assessment</b>	<p>All members discuss how the issues affect themselves, in preparation for completing/amending/ updating their own self-assessment by the end of the workshop</p> <p>Each table has until the end of the day to try to identify key issues to present to the whole group the next day (max 1-2 per country)</p>	<p>Continued as above</p>
17:50	<p><b>8. Reflection on the day</b></p> <ul style="list-style-type: none"> <li>a) Group discussion <ul style="list-style-type: none"> <li>▪ What are you learning?</li> <li>▪ What are you looking for?</li> </ul> </li> </ul>	<p>Group reflection</p>	<p>Facilitator: Mr. Etienne Wenger</p>
18:00	<b>Break (or finish work on self-assessment)</b>		
19:00	<b>Dinner</b>		

## Day two: morning

Time	Activity	Format	Speakers / presenters
9:00	<b>9. Reflection on the self-assessment process and results</b> a) What are the key issues? b) How should they be dealt with, based on the experience put forward by the table members?	Each table presents key problems (identified day before) to the whole group— each presentation is max 10 minutes (assuming 5 tables)  Group-wide discussion follows	At least two members to present (to be identified by facilitator)
10:30	<b>Break</b>		
11:00	<b>Learning activity: case work</b> <b>10. Moving forward</b> a) What stage of internal audit development do you wish to reach in the next year? b) What is your plan for achieving this? c) What are the obstacles to meeting your plan? d) What do you need from others to help you succeed with your plan?	Each country delegation works on developing an action plan for its own country, filling out the planning template. Delegations are encouraged to help each other and discuss proposed steps.	Each table has its own facilitator
12:30	<b>Lunch</b>		

## Day two: afternoon

Time	Activity	Format	Speakers / presenters
14:00	<b>11. Discussion of plans for the way forward</b> <ul style="list-style-type: none"> <li>a) Presentation of the cases</li> <li>b) Key issues that surfaced</li> <li>c) Discussion and analysis</li> <li>d) Next steps</li> </ul>	Each table presents its set of plans with comments and discussions from the audience	Facilitator: Mr. Etienne Wenger
16:00	<b>Break</b>		
16:30	<b>Community design: introduction</b> <b>12. Mini-introduction to community of practice</b> <ul style="list-style-type: none"> <li>a) Interactive presentation Group discussion: How does the idea of community of practice apply to our case?</li> </ul>	PPT presentation in the form of a guided conversation	Mr. Etienne Wenger leads the discussion
	<b>13. Our learning agenda</b> <ul style="list-style-type: none"> <li>a) What issues and challenges are emerging?</li> <li>b) Can we agree on which are the most burning?</li> <li>c) Is there a community here? More than one?</li> </ul>	Brainstorming and prioritizing a list of issues to learn about	Facilitator: Mr. Etienne Wenger
17:50	<b>14. Reflection on the day</b>		Facilitator: Mr. Etienne Wenger
18:00	<b>Break</b>		
19:00	<b>Night tour of Ljubljana</b>		Facilitated by Mrs. Helena Jagodic, Program Manager, Center of Excellence in Finance
20:30	<b>Dinner</b>		

## Day three: morning

Time	Activity	Format	Speakers / presenters
9:00	<b>Learning activity: input</b> <b>15. The Institute of Internal Auditors</b> <ul style="list-style-type: none"> <li>a) What are the IIA standards? What does it mean to abide by them?</li> <li>b) What can the IIA do for countries at all four stages?</li> </ul>	Interactive presentation with questions and group reflection	Member of the IIA (TBD)
9:30	<b>16. Questions and reflection</b> <ul style="list-style-type: none"> <li>a) Relevance to each country</li> <li>b) What does this suggest for the community as a whole?</li> </ul>		
10:00	<b>Break</b>		
10:30	<b>Community design</b> <b>17. Moving forward</b> <ul style="list-style-type: none"> <li>a) How to address prioritized issues and challenges? What activities?</li> <li>b) What can the community do?</li> <li>c) Who has something to offer?</li> </ul>	Open-space format with people taking up issues and inviting discussion groups	Topic leaders emerge
11:30	<b>18. Our community of practice: what is the vision?</b> <ul style="list-style-type: none"> <li>a) Activities, projects, and products</li> <li>b) Rhythm</li> <li>c) Membership, groups and roles</li> <li>d) Values and commitments</li> <li>e) Aspirations, effects, and indicators of success</li> </ul>	Coming back together to report and use the results to build a vision of the community through guided self-design	Facilitator: Mr. Etienne Wenger  Capture: decisions, requests for outside contributions, and open questions
12:30	<b>Lunch</b>		

## Day three: afternoon

Time	Activity	Format	Speakers / presenters
13:30	<b>19. Next steps</b> <ul style="list-style-type: none"> <li>a) How do we get to the vision of our community?</li> <li>b) Where do we want to be in 6, 12, 24 months?</li> <li>c) Who is going to do what by when?</li> </ul>	Panel format with World Bank representatives: guided construction of a plan of action, with timeline and commitments	Facilitator: Mr. Etienne Wenger This involves both community members and the PEM-PAL team
14:30	<b>20. Reflection on the workshop</b> <ul style="list-style-type: none"> <li>a) What did we expect?</li> <li>b) What happened?</li> <li>c) What are our hopes now?</li> </ul>	A reflection on the event and the group with a focus on the future	Everyone
15:00	<b>Evaluation, adjourn, and coffee</b>	<b>Fill out evaluation forms</b>	Everyone