BACKGROUND PAPER FOR

BERN MEETING, 6-8 July 2011

DEVELOPMENT OF STRATEGY FOR PEMPAL

2012-17

PEMPAL Community Facilitator

Deanna Aubrey

Contents

EXECUTIVE SUMMARY

Public Expenditure Management Peer Assisted Learning (PEMPAL) began just five years ago in 2006, as a joint World Bank and Department for International Development (DFID) initiative, and currently has active participation from 21 of the 30 World Bank classified Europe and Central Asia countries.[1] It provides learning events, study tours and resource materials in accordance with member driven action plans in the thematic areas of budget, treasury and internal audit. The purpose of the network is to improve the efficiency, effectiveness and transparency of public finance management (PFM) in ECA countries through sharing experiences on reform implementation in key PFM areas.[2] Learning is undertaken within three Communities of Practice (COP) currently referred to as budget COP (BCOP), treasury COP (TCOP) and internal audit COP (IACOP). The official languages of the network are English, Russian and Serb-Croat.

The purpose of this paper is to provide background information to the PEMPAL Steering Committee and CoP Leadership Groups for their proposed discussions in Bern, Switzerland from 6-8 July 2011. The overall purpose of the meeting is to bring PEMPAL's executive together to provide input to the preparation of a strategy for PEMPAL 2012-2017, which is currently under development. This strategy will aim to improve the network's effectiveness and sustainability.

To ensure all meeting participants have a common knowledge about the network, the paper describes the current characteristics of PEMPAL including a preliminary assessment of the network's strengths, weaknesses, opportunities and threats (SWOT).[3] A SWOT analysis must first start with defining a desired end state or objective so discussions on what are the potential attributes of a sustainable and effective network will also be held during the meeting. This will ensure PEMPAL's vision and end goal are considered and articulated. To facilitate this task, a preliminary listing of such attributes is included at **Attachment A**. Attributes identified will then be compared to the network's current characteristics and any gaps and challenges identified to form the basis of strategies to:

- enhance the network's effectiveness, relevance and impact;
- strengthen the network's sustainability;
- ensure the benefits of PEMPAL are disseminated among PEMPAL member Governments, and
- foster a more committed membership and ownership of the network by its members.

Issues to consider when developing such strategies are included at **Table 2**.

---

[1] Countries represented includes Albania, Azerbaijan, Armenia, Belarus, Bosnia and Herzegovina, Bulgaria Croatia, Georgia, Kazakhstan, Kosovo, Kyrgyz Republic, Macedonia, Moldova, Montenegro, Romania, Russian Federation, Serbia, Tajikistan, Turkey, Ukraine and Uzbekistan.

[2] Source: Terms of Reference for Secretariat Support for PEMPAL program, World Bank, 2011

[3] The SWOT analysis tool was chosen from a number of possible strategic assessment tools. A balanced scorecard type approach was also introduced by undertaking the analysis in the categories of people, information, processes, and systems to facilitate a comprehenisve coverage of potenital issues. Where there were any doubts as to which category an issue should be categorized, it was placed within the predominant influencing category. Refer to **Table 1, Attachment C**.

Currently the Secretariat measures the network's performance with a set of indicators (see: 2010 Annual Report, Report for Q1 2011), taking into account recommendations of the Mokoro 2008 evaluation report, and based on regular event surveys and web page analytical tools. Under preparation for the Bern discussion is a set of additional indicators for measuring the impact of the PEM PAL activities in its member countries. . The current performance information is provided at **Attachment B** and a session will be held in agenda to outline current and possible future approaches and come to an agreed understanding of how performance should be measured and monitored.

An environmental scan of the public finance management learning institutes and networks currently operating in or near the European and Central Asia region is also provided to identify any opportunities (to share resources for example) and to identify any potential threats.

A draft action plan containing initiatives to improve the network's effectiveness and sustainability has also been prepared (refer **Attachment E**) and will be supplemented with additional initiatives as a result of the meeting's discussions.

A Steering Committee meeting is scheduled for the meeting's last day i.e. Friday, but it is hoped that Steering Committee members will attend the full event, subject to their availability. **Attachment F** provides a summary of the key sessions, objectives and outputs of the meeting which will also be included as part of the meeting's agenda.

INTRODUCTION

This meeting will bring together the executive members of the Public Expenditure Management Peer Assisted Learning (PEMPAL) network which joins budget, treasury and internal audit practitioners from Ministries of Finance across 21 European and Central Asia countries. These practitioners meet within three thematic based Communities of Practice (COP) called Budget COP, Treasury COP and Internal Audit COP. The program of learning, information exchange and public financial management reform work are supported by events, study tours and workshops which are directed by each COP's Leadership Team, comprising approximately 23 members in total. Each Leadership Team is headed by a Chair which is currently held by Maksim Yermalovich (Belarus) for BCOP, Anila Cili (Albania) for TCOP and Tomislav Mičetić (Croatia) for IA CoP. Other members of the PEMPAL executive include the Steering Committee (15 members including the CoP Chairs) which is currently chaired by the Swiss Government's State Secretariat of Economic Affairs (SECO) and has membership from the World Bank, the Russian Federation, GIZ and OECD Sigma. The chair of the Steering Committee (Salome Steib from SECO) is hosting this meeting in Bern, Switzerland.

The overall purpose of the Bern meeting is to bring the PEMPAL's executive together as part of a consultation strategy to prepare the network's strategy for 2012-2017, which is currently under development. This strategy will aim to improve the network's effectiveness and sustainability and it is envisaged to be developed over the coming months in preparation for the next five years, and to coincide with the completion of the network's current funding round in June 2012. Thus this paper provides the background on the

network's current characteristics and environment to enable the executive to effectively engage in discussions and to input to the network's future strategy.

The Bern meeting will aim to:
- Develop and discuss medium term strategies to improve the effectiveness and sustainability of the PEM PAL network;
- Identify and share good communication and management practices within and between CoPs and develop strategies to address any challenges and problems;
- Develop an agreed set of indicators and monitoring approach to measure the performance of the network;
- Provide the Community Facilitator with information to finalize a strategy for the future for PEMPAL for the period June 2012-2017; and
- Learn better practices in budget, treasury and audit processes from the Government of Switzerland.

WHAT ARE THE OBJECTIVES OF THE NETWORK AND ARE THEY BEING MET?

During the 2008 baseline evaluation of the network, members identified the following objectives in order of priority: peer learning, improved PFM outcomes, building networking arrangements and the impact on the quality of spending (Source Fölscher, Mokoro, 2008, p. ii). In response to the evaluation, Mokoro put forward an evaluation framework consisting of the following:

Outcome objective: Improved PFM systems relevant to each CoP
Network purpose: CoP members learn from each other
Output objective: Productive, well-functioning and sustainable CoPs are established
Input objectives: Each CoP has a functioning secretariat, a committed membership and ownership by members, sufficient resources and good governance

Currently the Secretariat measures the network's performance with a set of indicators (see: 2010 Annual Report, Report for Q1 2011), taking into account recommendations of the Mokoro 2008 evaluation report, and based on regular event surveys and web page analytical tools. Under preparation for the Bern discussion is a set of additional indicators for measuring the impact of the PEM PAL activities in its member countries. Each COP was given the responsibility of developing their own set of performance indicators, and progress has been made by both TCOP and IACOP. For example, IACOP collects and reports on a number of key indicators for each of its member countries to monitor development in reforms and evaluate performance of the community. A recent quantitative assessment has also shown an improvement of internal audit systems since the establishment of PEMPAL five years ago. However, without a clear agreement on monitoring arrangements and specific resources assigned to this task, further progress may stall.

A proposed set of indicators developed as part of Mokoro's evaluation framework are outlined in **Attachment B, Part One**. Summary tables for the Secretariat reporting are

provided in **Attachment B, Part Two**. The information in Attachment B should be examined and discussions will be facilitated in Bern to gain agreement to indicators to measure the network's performance at the network and individual COP levels.

World Bank has also contracted Ms Alta Fölscher from Mokoro Ltd to do a further evaluation of the network similar to the initial one she undertook in 2008. This will provide information on the network's progress and will provide data to compare to baseline data collected as part of the earlier evaluation.

CHARACTERISTICS OF PEMPAL

Member composition and commitment
Currently the PEMPAL network members are from 21 countries with 150 members in total. This comprises around 50 people in TCOP, 60 people in IACOP and 40 people in BCOP.[4] A rough estimate of the language composition of these members is 70 percent Russian speaking, 20 percent Serb-Croat speaking and 10 percent English speaking.[5] The target group for membership is the Ministries of Finance or other related central ministries or agencies that are responsible for government budget planning, preparation, execution, monitoring and coordination/harmonization of the internal audit function.

Visits to the PEMPAL website are increasing with figures for the period January 1 to May 24 in 2011 compared to figures in the previous period showing the following growth:

- Visits: 1571/3995 an increase of over 154%
- Page views: 7607/15036 an increase of almost 98%
- Wiki visits: 10,368 visits in total on the IACOP from 1 January to 27 June 2011, from 28 countries.

Post event evaluations consistently rate the benefits of the network highly. In particular, the evaluation conducted after the last plenary meeting of all COPs held in Zagreb in January 2011, showed high interest, engagement and usefulness of the learnings gained through the network.

Governance
Currently the executive of the network, referred to as Leadership Teams, total 23 people comprising six members in BCOP, nine members in TCOP, and eight members in IA COP. In addition, there are 15 members on the Steering Committee including representatives from SECO Switzerland (Chair), World Bank, Center of Excellence in Finance (Secretariat), GIZ (Germany), OECD/Sigma (donor), Russian Federation MoF (donor), and the head of each

---

[4] These figures are taken from the Plenary 2011 registrations as a proxy for current active members. However, the network confines attendance to events to two members per country. Should this be increased? If so, the World Bank has suggested that the expansion of secretariat services required to meet such an increase (assuming demand), could be met through the establishment of a secretariat branch in a Russian speaking member country, in light of the network's member language composition.

[5] This estimate is based on first language preference. Some Russian and Serb-Croat members can also speak English so this estimate may be somewhat higher, if second language preferences are considered.

CoP (who is elected from COP members and is known as the COP Chair). This latter position is changed periodically and rotated around the members of the Leadership Team.

Logistical Support

The network Secretariat is located within the Center of Excellence in Finance (CEF), in Slovenia. Currently there are up to seven staff working to support the network comprising the Team Leader Senka Maver, BCOP support Bojana Crnadak, TCOP support Tina Žagar, IACOP support Nataša Verbnik, Tina Živanič, Maja Tomšič¸and Gregor Šekoranja(IT). These resources are shared between PEMPAL and the CEF Permanent Program. The contract between the World Bank and the PEM PAL Secretariat currently provides for 2 full time staff remuneration of EUR 9,200 per month, which translates to EUR 110,400 per year. This amount includes (i) organization of one plenary meeting, 6 COP workshops, 2 study visits, one Cross-COP meeting, Steering Committee and leadership meetings (in site and audio/video), (ii) reporting on meetings, quarterly and annual reporting on PEM PAL activities, and (iii) regular updates of and support to the PEM PAL webpage.

Through the PEMPAL Secretariat, a pool of twelve translators is engaged part time in addition to a Slovenian company who is engaged to undertake web based translations. Given the technical nature of PFM terminology, the Secretariat aims to keep the same pool of translators where possible, so they can build and maintain their content knowledge to enable higher quality translations. The six Russian translators are based in Moldova (five people) and Ukraine (one person) and the six Serb-Croat translators are based in Serbia (four people) and Croatia (two people). The size of the pool also ensures the availability of translators at peak times and the entire pool is required to meet the needs of the biennial plenary meetings, which bring together all three CoPs. The network's current translation needs are estimated at 8 full time equivalent staff with six of those being Russian and two being Serb-Croat.

The Secretariat has prepared procedural guidelines for the network that cover study tours, event preparation and management and the network's rules of operation.[6] It also maintains other information to meet the logistical needs of the network such as invitation letter templates, and member contact registries.

The Secretariat's Terms of Reference covers a number of phases with the first phase from May 15 to October 15, 2011 and the second until June 30, 2012. The TOR includes the following deliverables:

- Records of all members and participants in PEMPAL events;
- An accessible archive of PEMPAL documents;
- An operational and regularly updated PEMPAL website;
- Schedule of PEMPAL activities regularly updated and available at the PEMPAL website;
- Video, audio, web conferences organized on demand;

---

6 Refer to the Rules of Operation of the PEMPAL Network, CEF, December 2010; Guidelines for PEMPAL Events, and Guidelines for PEMPAL Study Visits which have been provided as background information.

- PEMPAL events (workshops, meetings and study visits) organized in conformity with the COP activity plans approved by the Steering Committee and following the procedures defined in PEMPAL rules of operation;
- Steering Committee meetings organized in conformity with the schedule agreed by the Steering Committee members;
- Reports for all PEMPAL events available at PEMPAL website in PEMPAL languages;
- Quarterly progress reports and annual program performance reports for the network as a whole and each of the COPs, delivered to the World Bank and SC and available on the PEMPAL website;
- Other deliverables as required by the PEMPAL Team Leader or approved by the PEMPAL Steering Committee.

Source: Terms of Reference for Secretariat Support for PEMPAL program, World Bank, 2011

The TOR also states that the Secretariat is responsible for facilitating communication between the members, preparation of event agendas, preparation and distribution of invitation letters, identification and invitation of speakers and presenters, maintaining collaborative web based tools for the development of event agendas and materials (e.g. wiki page), and conducting event evaluation surveys and processing of survey results. In practice, some of these tasks are undertaken by the COPs themselves, World Bank, or by the relevant resource team. There might be a need to further articulate the roles and responsibilities of the Secretariat vis-à-vis the resource teams and to also develop key performance indicators to enable the effective monitoring and reporting of performance against the contract and the TOR.

Member countries that host events and study tours also provide significant time and resources e.g. accommodation and visa arrangements.

The amount of work for the PEM PAL Secretariat has been increasing with intensified activities. Because of this and in light of many new initiatives (virtual library, glossary of terms, wiki, additional set of indicators), the scope of the contract between the World Bank and the PEM PAL Secretariat will have to be adjusted to allow for more full time positions to be allocated to the Secretariat.

Technical Support for Content Development
Technical support for content development is provided through resource teams assigned to each COP. These teams are technical experts in the relevant thematic areas of each COP and are drawn largely from the World Bank, with input as needed from OECD/Sigma, GIZ and independent consultants or professionals in practice from countries with advanced systems. A shared strategic resource (the Community Facilitator) has also been engaged part time since October and full time since April 2011 to assist with content development and improve coordination between CoPs and effectiveness of PEMPAL overall. This position is funded through a Multi-Donor Trust Fund for the period to June 2012, which is administered through the World Bank. The original budget for the position was foreseen for three years from 2010 to 2012. The person currently filling this position, Deanna Aubrey, comes from a MoF budget background so she has also been actively engaged as a resource person for BCOP.

Currently the resource teams consist of 12 people in total (five for TCOP, up to eight for IACOP and three for BCOP).[7] For TCOP, an independent consultant, Michael Parry is also contracted by the World Bank to assist with preparation of events where needed. Other independent consultants are also contracted when required.

Usually the event or plenary meeting agendas are discussed within the Leadership Team meetings and regular meetings are subsequently held between Leadership and resource team representatives for up to four months before a planned event to develop the agenda, identify possible speakers, review draft presentations and plan discussion topics. Resource teams also get involved in logistical support where required, although this support is largely being undertaken by the Secretariat. During events, resource teams also contribute global knowledge, assist with facilitating discussions, and provide guidance (if needed).

Professional facilitators are also sometimes engaged through the Secretariat for certain events to provide expert input in regards to facilitation techniques and how to maximize the benefits and results of discussions.[8]

Preparation for events is generally undertaken by the relevant resource team and COP Leadership Team with logistical and administrative support provided by the CEF PEM PAL Secretariat. However, for IACOP and TCOP, members now take the lead for content development, and for the B COP, a motivated leadership team has been created at the meeting in Minsk, Belarus on June 14-17, 2011 to take the agenda of the COP further.[9] With the assistance of the resource teams, the Secretariat is also currently compiling a technical virtual resource library (e.g. member country budget laws, PIFC laws, and budget execution reports) and a glossary of PFM technical terms in the official languages of the network. These initiatives have been included in the Action Plan at **Attachment E**.

The World Bank also provides resources to assist in survey design and implementation, both in-house and on a contract basis. Pre-event surveys[10] are an important approach to

---

[7] For BCOP, this includes the Community Facilitator and two World Bank representatives (Salamat Kussainova and Sebastian Eckardt). However, it would be beneficial if an additional person was allocated who could dedicate their time fully to BCOP when required (eg a retired PFM expert). If BCOP chooses this option,a competitive selection process would have to be undertaken by the World Bank. Possible consideration could also be given to a representative from one of the supporting donors such as OECD Sigma, subject to resouce availability.

[8] These facilitators are Beverly Trayner (IACOP) and Florence Beraud (BCOP). IACOP are using Ms Trayner less frequently as she has built internal capacity for self-facilitation within the community, and now largely use her for the larger plenary meetings of all members. The facilitation of working group meetings is usually done by the IACOP Chair and World Bank staff. TCOP largely uses World Bank staff to assist with any facilitation and BCOP has only recently engaged Ms Beraud (after the community became reengaged towards the end of 2010 after a period of 12 months inactivity).

[9] BCOP Leadership Team was inactive through most of 2010 due to a small Leadership Team whose work commitments did not allow consistent engagement. However, this team has since implemented strategies to expand the number and engagement of this team (eg the functions of the Chair are undertaken by a team of three people which has enabled consistent leadership during peak times during the budget process; and the team has recently been expanded to share the leadership responsibilities across more members).

[10] Surveys are also done during the event for IACOP, to improve the response rate and timeliness of turnaround.

gathering information from member countries about the progress of various PFM reform aspects and to enable member countries to undertake benchmarking, identify synergies and assist each other with these reforms. Thus, the design, implementation and analysis of these surveys should be an important component of the network's knowledge management strategy.

Currently a plenary meeting is intended to be held approximately every two years, in a topic that is of interest to all three COPs (i.e. budget, treasury and internal audit). The 2011 plenary was about managerial accountability and budget execution.

Further each COP aims to hold an estimated 1-3 event during the year according to an agreed learning agenda. These events range from full COP meetings also known as plenaries, to smaller working group meetings, and study visits between specific member countries.[11] Study visits are arranged and funded through a demand led grant program whereby members nominate up to 10 participants to visit a country for a maximum time of 4 days. COP plenary meetings are also sometimes combined with a study visit and hosted by one of the member countries.

Combined meetings with key training events and conferences are also occasionally held (e.g. BCOP has combined its meeting with the OECD Senior Budget Officer's annual conference, and TCOP has recently combined its meeting with a conference on international accounting reforms organized through the Center of Excellence in Finance, Slovenia).

SWOT ANALYSIS

A preliminary assessment of the strengths, weaknesses, opportunities and threats is provided in **Table 1** in **Attachment C.**   However, this is meant to initiate discussion only and to assist the executive to consider possible strategies for network improvement. **Attachment D** supplements this information with a listing of potentially useful information from other PFM related networks and learning institutes currently operating or servicing in or near the ECA region to assess any potential opportunities for engagement or sharing of resources.

The possibility of additional COPs e.g. external audit will be addressed in a separate discussion paper being prepared by OECD/Sigma. The World Bank has also held discussions with Supreme Audit Institution chairs in several ECA countries and there appears to be a

---

[11] IA CoP holds up to 2 plenaries a year which brings together all IA COP members, in addition to a number of working group meetings to progress specific reform issues e.g. the development of a template for an internal audit manual (which included the collection of existing manuals across participating member countries and the examination of manual content and format from other countries). Work from these meetings is stored in a comprehensive wiki site that requires a password for access. These workshops are largely led by the IACOP Chair with content development and facilitation support provided by the World Bank and OECD/Sigma. The wiki site is regularly updated by the IA COP chair and a Facebook site has recently been established to encourage more social interaction between members.

strong interest to initiate an External Audit COP. In the long term, consideration might be given to the demand side of budget transparency and accountability i.e. budget advocacy and analysis (Non-Government Organizations, budget related parliamentary committees; parliamentary research units) with partnerships pursued with the IMF/NGO network and the Inter-Parliamentary Union for example. However, focus on ensuring the effective functioning of the existing network should be made a priority in the current period up to June 2012. Further, technical and logistical secretariat support required for any additional CoPs needs to be clearly articulated and costed in relation to any such plans.

STRATEGY DEVELOPMENT OPTIONS

As mentioned earlier, the overall purpose of the Bern meeting is to bring the PEMPAL's executive together as part of a consultation strategy to prepare the network's strategy for 2012-2017, which is currently under development. This strategy will aim to improve the network's effectiveness and sustainability and it is envisaged to be developed over the coming months in preparation for the next five years, and to coincide with the completion of the network's current funding round in June 2012. Thus this paper provides the background on the network's current characteristics and environment to enable the executive to effectively engage in discussions and input to the development of the PEMPAL strategy 2012-2017.

A draft action plan (refer **Attachment E**) containing initiatives to improve the network's effectiveness and sustainability has been provided and will be supplemented with additional initiatives as a result of the meeting's discussions. This Action Plan was initially developed in response to feedback provided from the Zagreb Plenary meeting but has been further developed in light of the preliminary SWOT analysis and informal consultations with key PEMPAL stakeholders. This Action Plan should be reviewed before attendance at the Bern meeting and any comments provided during the agenda session allocated to strategy development.

Table 2 below also provides possible issues and options for consideration when developing such strategies.   This table framework will be used for the development of strategies at Bern. Any agreed strategies coming from these Bern discussions will be added to the Action Plan included at **Attachment E**.

TABLE 2: Possible options and issues to consider when developing strategies to improve the effectiveness and sustainability of the network[12]

Enhance PEMPAL network's effectiveness, relevance and impact	Strengthen sustainability of network	Foster a committed membership and a sense of ownership
Requires an agreed set of performance measures to determine network impact. Information should be collected, monitored and reported regularly by the Secretariat.

Requires periodic evaluation which is in train with planned Mokoro evaluation. Currently World Bank arranges and funds these evaluations. Who should arrange and fund these in the future?

Requires periodic benchmarking against other network approaches to determine what works, what doesn't (e.g. OECD Senior Budget Officials Network, Africa's CABRI, Caribbean PFM network, WBIs Global Development Learning Network, Train4Dev Network). Is there a process to do this as part of an overall strategic plan for the network? Should this be part of the periodic evaluation?

Requires continuation and strengthening of partnerships and alliances to share ideas, gain support and share resources where appropriate e.g. other networks, key research organizations, and professional affiliations. Is there a strategy for maintaining and developing these partnerships? See **Attachment D** for a summary of other networks, learning institutes, and donors who could be a source of information or be targeted as potential partners/alliances.

Requires technical resources to be developed, identified, translated (where necessary), and shared. E.g. ODI (UK), IMF Technical Research Papers, World Bank, OECD, ICGFM, academia. Requires changes to international and national standards, guidelines, legislations to be | Requires quarterly identification and analysis of current and potential funding sources and trends. Requires current and forecast future expenditure sources and trends. Refer to PEM PAL Secretariat Annual Report 2010 or excerpts reproduced in **Attachment B, Part Two.** Can the executive make decisions on this information i.e. is the format acceptable?

Requires potential strategies for increasing funding sources and their predictability (e.g. Target donors already in ECA region; Examine feasibility of different levels of donor/private sector sponsorship with tiered benefits; individual/government membership fees?) Could/would member countries contribute to the costs of running the network?

Should we have tiered levels of membership (idea from IA CoP chair). E.g. Platinum level (leadership benefits, set strategic direction, participate in all events, access to all resources), Gold level (nominated by countries and participate in plenary and working group meetings).

How to provide incentives for more active participation in the events? Example through sponsoring more participants from the countries that take active part in the agenda (which is approach currently taken now)

Is it feasible to explore a branch of | Requires a shared vision and commitment.

Do we know where we are going? Have we got an overall strategic plan? How are the learning agendas currently being developed? Should we try a different approach e.g. log frame for network as whole with CoP plans developed within this context. Link more closely with PFM related assessment tools or periodic training needs analyses?

Requires current strategies that foster committed membership and a sense of ownership to be identified and built on (e.g. rotating chair and leadership; demand led grants for learning events and study tours; website resources; benchmarking tools).

Formal recognition for participation in the network can facilitate commitment. What do we do now?

- A Thank you letter to Ministries of Finance for member attendance. Group photo. Others?
- Could we investigate possible accreditation of training, seminars and study tours by relevant professional Institutes or home country related Government ministry (e.g. Civil Service Agencies) Could we offer PFM related scholarships to members through partnered academic institutions? What is IA CoP doing with its training and accreditation work? |

---

[12] The source of the three objectives heading Table 2 are from the network's Steering Committee. These were the questions asked during interviews for the Community Facilitator role by representatives of the Steering Committee and have been used to group issues and options when considering possible network improvements.

Enhance PEMPAL network's effectiveness, relevance and impact	Strengthen sustainability of network	Foster a committed membership and a sense of ownership
monitored and shared on a web based databank. Refer to the new PEMPAL virtual library being developed on the website. Requires a client focused Secretariat that anticipates and meets the needs of the executive; members; donors and financing partners. Is the Secretariat meeting the needs of the network? Should we have a dedicated Secretariat rather than a shared resource? How is performance currently monitored and reported? Requires the lessons learned and case study discussions to translate into improved PFM outcomes. Does this happen? Ownership and accountability facilitated by adopting resolutions and communiqués during and after events. Is this enough? Requires relevant and innovative learning agendas to be developed and implemented. How is this process being done now and can it be improved? (refer to ideas in opportunity section of SWOT analysis). Can the strategic and action plan development process be improved? E.g. compile all PFM related assessments from PEMPAL countries and use the results to assist in the development of a strategic plan and CoP action plans for 2012-14.	the Secretariat in a Russian speaking member country given the network's clients are predominantly Russian speaking?? Does the network need a marketing strategy, or is its membership growing without it? But we need to market benefits of current memberships to ensure continued support by member country governments. IA COP suggests a brochure to mark five years of PEMPAL. Do we want to position and brand the network as the key peer assisted learning provider in the ECA region. Is it that already? E.g. Target MoFs, Civil Service Agencies; use results from suggested research over ECA area, market benefits of network as part of PFM core training in govt;	Requires achievements to be celebrated both formally and informally. A database of success stories will require a defined process for their identification, collection and sharing. Refer to planned initiative in Attachment E. Requires multiple formal, informal and innovative communications and connections between members and countries. How do the members communicate now? What are the impediments to this and how can we overcome them? How can we improve within CoP and between CoP formal and informal communications? Is there any interest in a HELP desk and/or blog to ask questions, share approaches between meetings etc.? Is a multi-lingual environment a major impediment? How do we overcome this? What are other networks doing?

The following has also been provided as supplementary information to assist in discussions regarding strategy development:

- The PEMPAL Secretariat Annual Report for 2010,
- the rules of operation for the network,
- procedural guidelines for events and study tours, and
- the executive summary of the 2008 evaluation of the network.

RECOMMENDATION

That the Steering Committee and CoP Leadership Teams take note of this paper as background to discussions at the Bern meeting. An outline of objectives and outputs expected from the Bern discussions is included in **Attachment F** and preliminary strategies to improve the effectiveness and sustainability of PEMPAL are included in **Attachment E.**

Deanna Aubrey
Community Facilitator
Center of Excellence in Finance - PEMPAL Secretariat
Slovenia
1 July 2011

List of Attachments

A: Possible Attributes of an Effective Network
B: How is network performance currently measured?
C: SWOT analysis of PEMPAL
D: Environmental Scan of networks, learning institutes and online PFM resources
E: Action Plan to ensure future effectiveness and sustainability of the network
F: Objectives and outputs expected from Bern discussions

List of background documents for circulation

PEM PAL secretariat Annual Report 2010
Executive Summary of Mokoro, Evaluation of the PEMPAL Initiative, 23 March 2009
Rules of Operation of the PEMPAL Network, CEF, December 2010
Guidelines for the PEMPAL Events
Guidelines for PEMPAL Study Visits

Simon Hearne and Enrique Mendizabel, May 2011, Overseas Development Institute Background
Note: Not everything that connects is a network, ODI

ATTACHMENT A: POSSIBLE ATTRIBUTES OF AN EFFECTIVE AND SUSTAINABLE NETWORK

PEOPLE

- The **brand name PEMPAL network is well recognized** within the ECA regions and with the wider PFM community.
- The network has a **committed membership** which displays a **sense of ownership** which is evident by the numerous formal and informal connections between members and the learning agendas being driven, developed and implemented by network members.
- The network is used regularly by Ministries of Finance and other relevant central agencies as a key **part of the Public Financial Management government training curriculum and is recognized** by governments' Civil Service Agencies (through certification).
- The network has **multiple formal and informal connections** between PFM practitioners including close affiliations with appropriate professional associations and international institutions.
- The network is fully **run by member countries** and is **funded by member contributions (where feasible with concessions given to poorer countries) and private sponsorship** and supplemented by donor contributions where necessary. Ongoing sustainability is assured through active and growing membership and multi-year funding commitments.
- A network **Secretariat is adequately resourced** and has the skills and capacity to provide both logistical and policy (i.e. content) support with minimum/no reliance on donor member resource teams.
- The Secretariat holds a **contact registry** of Ministry of Finance/Treasury contacts in a) OECD countries b) new and existing EU member countries in addition to a listing of contacts of World Bank, IMF and ECA country/regional offices. These registries are used by the Secretariat to contact potential speakers to invite to learning events on request from CoP members. Regular marketing information about the network is also sent to these contacts to ensure they are familiar with the network's achievements and learning agendas. This results in more positive responses to invitations and closer professional alliances.
- **Core resource teams** support each CoP and their roles are clearly defined and known to CoP leadership and members. These resource teams are PFM professionals who serve for a specified time in support of specific CoPs to provide advice and guidance on technical content. They are drawn from member countries (on an internship or rotation basis) and are supported by well-articulated terms of reference and supporting procedural guidance, with Ministerial support from MoF as part of an agreed capacity building plan (feasibility?).
- The relevance, impact and effectiveness of the network are regularly rated positively by the majority of its members.
- The Steering Committee and Leadership Groups provide the network with **strong leadership** and they regularly meet to review the direction and achievements of the network.

INFORMATION AND PROCESSES

- A network **strategic plan** exists which has been developed by the CoP Leadership Teams and approved by the Steering Committee. The CoP Leadership Teams meet on a regular basis to review the progress of this plan's implementation and it contains short, medium and long term strategies. The individual strategic plans for each CoP are developed and implemented in the context of this overarching strategic plan.
- A **knowledge management strategy** exists which covers the collection, monitoring, storage and distribution of information. Activities within this strategy are well documented and undertaken as part of the event preparations and implementation e.g. pre event survey

design, implementation, analysis, reporting and sharing. Dedicated resources exist for event preparation and follow up, preparatory surveys and analytical activities etc.)

- The PEMPAL website and/or associated wiki sites:
    - are regularly updated with a dedicated full time custodian
    - provides contact details for all members, including photographs and areas of expertise
    - Contains an indexed library of resource materials which is regularly updated and new materials translated on request.
    - Contains a glossary of terms in English, Russian and Serb Croat of appropriate PFM terminology. This glossary is regularly reviewed and updated.
    - Provides information on PEFA (and other PFM related) assessments and benchmarking tools for all ECA countries and these tools are used to guide the PEMPAL learning agendas where possible.
    - Good practices by countries are regularly disseminated via the website and through study tours, events etc. A database of successes exists and is regularly updated by member countries with coordination provided by the secretariat.
- Information on PEFA and other related PFM assessments are stored on the PEMPAL website and periodically used for benchmarking and identification of TA and peer assisted learning opportunities.
- An **electronic library** of legal, methodological, policy and research documents exists and is regularly reviewed and updated.
- A **training and capacity building plan** exists and any identified needs are met from the network's range of products including events, study visits, online self-paced induction programs, discussion forums, resource library, and linkages to PFM curriculum from regional training providers. This plan is developed through examination of PFM assessment and benchmarking tools and also through a periodic training needs analysis (TNA) that is undertaken via a survey questionnaire to inform the preparations of the CoP Learning Agendas and to also identify any synergies with regional training providers and donor technical assistance programs.
- A **marketing strategy** exists that ensure the benefits and services provided by the network are regularly marketed to member countries, finance and treasury related ministries in OECD and EC countries, and to IMF, World Bank and the EC. Products offered by the network are also regularly reviewed as part of the overall strategic plan and new activities, events and products are offered where appropriate and unpopular products are investigated and improved or abolished where necessary. This plan should also include strategizing connections between countries and individuals in the network.
- The performance of the network is regularly assessed by a **set of measurable and relevant performance indicators** and regularly reported to all stakeholders and members.
- In **benchmarking exercises against other networks**, the PEMPAL network is seen as a leader in its target region and in the world.
- PEMPAL provides an **umbrella for donor funded technical assistance funds** (e.g. SAFE) that member countries can use to further progress their learning agendas identified through participation in the network and linked where feasible to the TNA and PFM related benchmarking tools.

SYSTEMS
- An agreed approach to knowledge management exists which includes information storage, distribution and communication tools utilizing a number of system platforms including website, email, wiki, blogs, discussion forums, adobe connect, resource libraries, glossaries etc.

- At plenary events, a record of discussions is captured by software that facilitates the presentation and analysis of this information.
- Technology and system options are regularly monitored, trialed and implemented to enhance communication in a multi-lingual and geographically dispersed environment.

ATTACHMENT B: HOW IS NETWORK PERFORMANCE CURRENTLY MEASURED?

PART ONE: PROPOSED EVALUATION FRAMEWORK FROM MOKORO EVALUATION REPORT 2008

This except is taken direct from the 'Final Report Evaluation of the PEMPAL Initiative', 23 March 2009, Alta Fölscher, Mokoro Ltd, pages iii-v of the Executive Summary

Indicators related to the input objectives: At the bottom tier of the value chain the objectives detail a set of arrangements which are essential inputs towards a productive, sustainable and well-functioning network. The indicators listed below measure

- Whether the secretariat and steering committee are effective
  - i. More active contacts of COPs and Steering Committee rate PEMPAL secretariat support satisfactory or highly satisfactory
  - ii. An operational website (criteria: up to date, functioning links, representative of COP activities/outputs; hits)
  - iii. Regularity and attendance of Steering Committee Meetings
- Whether the network has sufficient resources
  - iv. Increase in real resources
  - v. Increase or no change in number of funders
  - vi. Increase in real resource contributions from members (for future implementation)
- Whether each COP has a committed membership who has ownership of the network
  - vii. Increase / no decline in number of target countries participating in COP activities on average per year
  - viii. Increase / no decline in number of active network individual contacts over period
  - ix. Percentage of active individual contacts who believe they are able to influence network priority setting and have a sense of belonging to network
- Whether the network has good governance
  - x. Existence of COP Strategy, annual activity plan and budget; degree of plan implementation
  - xi. Network reports available as scheduled and distributed
  - xii. Regularity and attendance of Leadership Group meetings
  - xiii. Active contacts of COPs rate COP leadership

Indicators related to output objectives: As a knowledge and peer learning network, for PEMPAL the output objective can however be broken down in two key dimensions in which achievement will contribute towards the network being judged as functioning well, being sustainable and being productive.

- A network (or COP) that connects well, in which information flows well and in which members collaborate:
  - i. No of formal network events / opportunities for professional learning on average per year
  - ii. Average attendance of events by countries as a percentage of countries invited

   iii. Percentage of participating countries and individual contacts attending events who have attended previous events
   iv. Network density, centrality and diameter
- A network with quality learning resources
   v. Percentage of network contacts reporting that they use website and/or other learning resources more than 6 times a year
   vi. Percentage of network contacts that rate network resources as of quality or high quality
   vii. Percentage of event participants from participating countries who rate inputs at events as satisfactory or highly satisfactory

Indicators that relate to the outcome network objective: The strategic outcome network objective has been defined as PEMPAL members learning from each other and building their capacity to improve their PFM systems. The evaluation framework measures whether learning has taken place, measured as

   i. No of COP participating countries and individual contacts reporting using COP experiences in designing and recommending or implementing PFM improvements in their own organisations
   ii. No of contributions from COP individual contacts to PEMPAL website, COP events and learning resources and no of technical assistance missions to other participating countries
   iii. Development (for Internal Auditors and Treasury COPs) and percentage of a sample of countries using developed COP or existing benchmarking tools.

Indicators that relate to the impact network objective: The evaluation framework does not assume that improvements in PFM outcomes, as measured by the Public Expenditure and Financial Accountability (PEFA) framework, can be attributed to the network's activities and outcomes. However, it does presuppose that its activities should contribute to improvements in PFM over time in a country. Therefore the network will track over time progress against key PFM outcomes within countries (rather than across) that relate directly to the subject areas of each of the COPs. These are

- For the Budget COP
   i. Classification of the budget (PEFA Indicator 5)
   ii. Comprehensiveness of information (PEFA indicator 6)
   iii. Orderliness and participation in the annual budget process (PEFA Indicator 11)
   iv. Multi-year perspective in fiscal planning, expenditure policy and budgeting (PEFA Indicator 12)
- For the Treasury COP
   i. Stock and monitoring of expenditure payment arrears (PEFA indicator 4)
   ii. Recording and management of cash balances, debt and guarantees (PEFA indicator 16)
   iii. Predictability in the availability of funds for commitment of expenditures (PEFA indicator 17)
   iv. Timeliness and regularity of accounts reconciliation (PEFA indicator 22)
- For the Internal Audit COP
   i. Effectiveness of payroll controls (PEFA indicator 18)
   ii. Effectiveness of internal controls for non-salary expenditure (PEFA indicator 20)
   iii. Effectiveness of internal audit (PEFA indicator 21)[13]
This evaluation did not yet research a baseline in this regard.

---

[13] According to IA COP, PEFA indicator 21 is the most relevant to assess effectiveness of its community.

Source: Mokoro, 2008, page iii-iv

PART TWO: EXCERPTS FROM PEM PAL SECRETARIAT ANNUAL REPORT 2010

PERFORMANCE MEASURED AGAINST COSTS FOR LOGISTICS, DONOR COMITMENT AND SECRETARIAT COSTS

Performance indicators	2008	2009	2010
No. of activities/participants (COP, EC/SC members)			
• Events	1 event/110 people	10 events/160 people	6 events/156 people
• Study Visits	0	0	3 visits/22
• Exec and Steering Committee meetings	2 meetings/21 attendees	4/52	7/71
Spending on logistics (incl. Secret.), in USD	268,886	321,339	421,770
Secretariat cost, in %	30	24	18
No. of donors providing grants	1	2	5
No. of donors providing in-kind contribution	5	6	6
Cost per participant /events + study visits	2,444	2,008	2,369
Cost per participant /all activities	2,053	1,516	1,694

Source: Reproduced from Table 2, Section 5.1, of the PEMPAL Secretariat Annual Report 2010 prepared by CEF PEMPAL Secretariat (full report has been provided as background information)

AVAILABLE FINANCING AND COSTS OF LOGISTICS FOR THE PEMPAL INITIATIVE IN THE PERIOD 2008 TO 2010 (AMOUNTS IN USD)

2008		2009		2010	
Available		Available		Available	
Development Grant Facility (DGF) 2008		DGF2009	300,000	DGF2010	175,000
		DGF2008	74,320	DGF2009	111,302
		InWent	57,748	InWent	81,098
		Total	432,068	MDTF	53,663
				SIGMA	707
				Total	421,770
		MTDF*	242,214	MTDF*	395,406
Spent/logistics**	****268,886		321,339		421,770
o/w Secretariat	81,750		76,765		75,000
Secretariat/total	30%		24%		18%

Note: * Actual amounts of donor funds available at PEMPAL MDTF account with the World Bank as of the beginning of the respective calendar year. SECO pledged at the end of 2009 a contribution of USD 800.000 to PEMPAL MDTF to be provided in installments till end-June 2012. Russian authorities pledged a contribution of USD 2 million in 2010 to be provided in installments till end-June 2012. The MDTF balance available at the account as of January 2011 is USD 1.356.026. ** Spending amounts include Secretariat expenditures only (not the direct spending made by the WB from the MDTF account). *** End-calendar year exchange rates for USD/EUR apply. **** Amount includes an estimated accommodation cost for the plenary for USD75.000 settled directly by the WB.

Source: Reproduced from Table 1, Section 3.1, of the PEMPAL Secretariat Annual Report 2010 prepared by CEF PEMPAL Secretariat (full report has been provided as background information)

In addition to the above costs, the Secretariat also reports on the estimated costs of delivering each COP's action plan. As at October 20, 2010, the estimated budget to fund the COP Action Plans for 2010-2012 (i.e. 3 years) was:

BCOP 430,000
IACOP 347,120
TCOP 435,000

The total cost of implementing all three plans, is approximately 1,400,000 USD for a period of three years. The most current figures will be presented by CEF to the network executive at Bern. Audited financial statements of activities are also provided.

The Secretariat also reports on the survey results measuring participants' satisfaction with the content and organization of PEM PAL events, an example provided below:

1. Evaluation (scale 1 to 5)			
Will you be able to apply the knowledge you acquired?	4,61	Course participants had about equal levels of knowledge.	3,95
I learned from the experience of other participants.	4,37	The course devoted enough time to practical exercises.	4,53
The level of the course was appropriate.	4,74	The course covered appropriate number of topics.	4,74
It addressed the issues that are important to my work.	4,74	The organization of the seminar was:	4,94
The quality of pre-event administration was:	4,88	The overall quality of the event administration was:	4,82

Participants were enthusiastic about the workshop. They graded it 4,89/5, and for three of four the workshop exceeded expectation. The participants valued in particular a wealth of new tools and techniques of training, and their direct applicability in their daily work.

2. Cost*				3. Sources of financing		
Transport	Accommodation	Translator/Moderator	Other	Total	MDTF	
		USD8.741 (EUR6.193)		USD8.741 (EUR6.193)	USD8.741 (EUR6.193)	

4. Number of participants, countries, institutions			
COP members	11	5	Albania, Belarus, Croatia, Kyrgyz Republic, Moldova
Resource people	4	2	The World Bank, CF
CEF	4	1	
Total	19		

The PEM PAL Secretariat also reported on the web site evaluation in its 2010 Annual Report.

In order to analyze the PEM PAL members' views on the functionality of the PEM PAL site the PEM PAL Secretariat performed a short web-based exit survey in September 2010. The survey was sent to 264 PEM PAL members out of whom 65 responded. These were the findings of the survey:

(i)   Overall, the PEM PAL members are satisfied or very satisfied (73%) with their experience with the site.

(ii)   Most PEM PAL members use the website on a monthly basis (39%), followed by those who use it either weekly (30%), or less than once per month (25%). The percent of those who have for the first time visited the PEM PAL website only for the purpose of responding to the survey was low (5%), indicating that the majority of the PEM PAL members used the site and browsed through its contents.

(iii)   In general, PEM PAL members confirmed that they would likely or very likely return to the website (85%), and that they would recommend the site to their colleagues as well (77%).

(iv)   The main reason why members visit the site was to learn about the latest news on PEM PAL network activities and developments (85%), and to browse through the announcements of the forthcoming events (75%). Many of them also visited the site after the events to download the Power Point Presentations and other materials used during workshops (47%).

(v)   Based on the previous experience PEM PAL members have with other sites they in general rate the design, functionality, interactivity and available contents as satisfactory (22%, 28%, 17%, 18%, respectively).

(vi)   The biggest challenges identified with regard to the PEM PAL site include lengthy downloads (38%), followed by weaknesses in the organization of the site and complicated navigation through the contents (each 35%).

In response to the survey, the PEM PAL Secretariat reorganized the PEM PAL web site effective November 2010 to facilitate navigation and improve the site's design.

ATTACHMENT C: SWOT ANALYSIS OF PEMPAL

Table 1.	PEOPLE	INFORMATION	PROCESSES	SYSTEMS
Strengths	Despite only being in operation for 5 years, membership to the network has now grown to 21 out of a possible 30 ECA countries. An active and engaged Steering Committee and Secretariat are also in place. All CoPs have leadership teams in place and they are actively assisting in event preparation and strategy development. PFM professionals from the member countries regularly share reform strategies through the network's activities. The network has been referred to as a world leader and is supported by several sponsors through both monetary and in-kind contributions. The Russian Federation has become a key donor to the network. Member countries have supported PEMPAL and have hosted numerous events and study visits. The PEMPAL program is regularly evaluated positively in post event evaluations.	PFM related technical reference material is identified and translated for network events. New information is also collected through pre-event surveys. Information regarding the network is regularly distributed via a PEMPAL newsletter. IA CoP has collected information on its members audit manuals and training and certification processes for sharing through its wiki site. IA COP also has other information about its members and their countries on this site. A PEMPAL technical virtual library is currently under development by the secretariat and resource teams. It already contains some PFM related information from member countries (e.g. budget laws, PIFC laws).	Procedures are in place for event and study tour management. IA CoP (with initial targeted support from InWent) has undertaken knowledge management activities in the area of training and certification. Learning agendas are regularly developed and implemented. Meetings of the Steering Committee and Leadership Teams are held on a regular basis.	There is a website which houses PEMPAL information and the wiki site is used regularly by some CoPs. Testing of other possibilities has also been undertaken e.g. Skype, webinars
Weaknesses	Communication between members within could be strengthened. Currently, it varies from regular		There is no systematic approach to financing of the network, and it is dependent on the contributions of	Technical difficulties often experienced when using Adobe connect. WB video conference

Table 1.	PEOPLE	INFORMATION	PROCESSES	SYSTEMS
	informal contact occurring in IA COP to less regular in BCoP and T COP. There are no active mechanisms for cross CoP exchange, communication, and cooperation other than Cross COP (Bled, Bern), Steering Committee meetings (CoP chairs only), the development of articles for the IMF Blog (recent initiative) and ad hoc Plenary meetings/events. Too many key roles are vested in donors, in particular in content development and support although IA CoP is the strongest in regards to being driven by its members. No dedicated resource team exists for BCoP. Only active members are the Community Facilitator and ad hoc support from various World Bank members. BCoP Leadership Team has suffered due to lack of members although the executive have addressed this recently by nominating and approving additional members.	There is a variable approach to knowledge management with some COPs depending more on wiki while others use more traditional forms of information sharing. No overall strategic plan for the network exists. Action plans from CoPs are not developed within an overall agreed strategic plan. No knowledge management plan or marketing plan exists. It is not clear the extent the knowledge obtained by members of the network is shared at the country level and whether the program has a positive impact on PFM reforms in the member countries. Difficulties also exist on how to measure the impact of the network at this outcome level.	donors which can change without much warning from year to year. Although resources have tripled over last 3 years, the Multi Donor Trust Fund closes June 30, 2012 and there is no process established in regards to future financing.	facilitates have to be organized weeks in advance and are costly to provide. IT systems don't support regular contact in some countries.
Opportunities	Given the majority of the network's client group are Russian speakers, there could be an opportunity to have a PEMPAL Secretariat branch in one of the member countries, particularly if sponsored membership is to increase from 2 members per country. The Community Facilitator role	The Secretariat and resource teams are currently developing a virtual resource library of PFM related materials from member countries and a glossary of PFM technical terms. The network could also utilize existing information from other networks (refer **Attachment D**) to	Closer linkage between PFM assessments, identification of TA needs, and PEMPAL learning agendas. For example, could the process of developing Learning Agendas be improved or supplemented with a periodic Training Needs Analysis (via survey) or closer linkages between benchmarking and PFM related assessment tools (e.g. PEFA)? Should a	As technology improves, tools such as Adobe Connect, Skype conferencing etc. will provide better platforms for meetings and discussions. Translation tools such as Google translate are making multi lingual environments easier. Software is also available that allows ideas to be gathered from large groups quickly and presented back

Table 1.	PEOPLE	INFORMATION	PROCESSES	SYSTEMS
	could be undertaken by a rotation of Ministry of Finance staff from member countries into the Secretariat. This would be assisted by the development of detailed procedural manuals on content development and the coaching of rotating staff by the Community Facilitator initially and then subsequently by the person holding the position.	inform content development and network approach (e.g. network knowledge management guidelines, PFM online training resources, and e-learning PFM approaches). To engage academia to undertake a study of PFM related assessments (similar to one conducted for Africa by Matt Andrews from Harvard Kennedy School, in March 2010). PFM experts are currently being investigated by the World Bank who will initiate contact. Refer to further information under Process opportunities.	study be commissioned to analyze PFM related assessments in all ECA countries (where available) to highlight strengths, weaknesses, commonalities? Government and private sponsorship could be pursued with clear, articulated service delivery agreements outlining PFM related peer assisted learning deliverables.[14] Also the idea of tiered membership could be investigated.	for discussion and analysis. E.g. refer to http://en.wikipedia.org/wiki/Zing_Technologies. Refer to **Attachment D** for other networks which have knowledge management guidelines and procedures and information on the latest e-learning approaches.
Threats	Membership and commitment may decline if donor time and funding support reduce. It may also decline if ECA country governments stop supporting member attendance. If other similar peer assisted learning providers target the ECA region, membership and support may decline.	If PFM related technical information is not regularly identified and shared, the impact of the network may significantly reduce.	If a strategic planning process is not established, the network may not reach its maximum potential.	

---

[14] Letters to all Ministers of Finance copied to the relevant Civil Service Agencies could be prepared offering a program of peer assisted learning linked to PFM assessment tools and offering a minimum of say 1 study visit a year, 2 learning events, and access to resource library and other website learning tools. In return, a cost sharing arrangement or nominal annual country membership fee could be established depending on level of assistance requested. Induction training manuals could also be developed on principles and processes in budget, treasury and internal audit for new and existing staff. Private sponsorship could also be pursued through professional affiliations and/or private sector consulting companies.

ATTACHMENT D: ENVIRONMENTAL SCAN

NETWORKS, LEARNING INSTITUTES AND ONLINE PFM RESOURCES

Particular items of interest to the PEMPAL network are highlighted in red.

The Center of Excellence in Finance, Slovenia: The Center of Excellence in Finance (CEF) was established in January 2001 by the Slovene Government on the initiative of Slovenian Ministry of Finance and in close cooperation with ministries of finance of other countries in South East Europe. The initiative to establish CEF was framed in the context of the Stability Pact for South East Europe.

In designing programs and activities, the CEF closely follows reform developments and the related needs of member countries (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, and Slovenia - the South East Europe region) as well as the latest trends and standards in public financial management and central banking.

With extensive knowledge of the region's training needs, the CEF has become a leading training institution for capacity building in public financial management and central banking in South East Europe.

As a PEMPAL Secretariat, the CEF also provides a platform to exchange experience and peer-assisted learning in a number of other East European and Central Asian countries.

The IMF Regional Technical Assistance and Training Centers: Seven regional technical assistance centers exist in the Pacific, the Caribbean, Africa, the Middle East, and Central America to help countries strengthen human and institutional capacity to design and implement policies that promote growth and reduce poverty. Work is progressing on establishing three new regional centers. Seven regional training centers also provide courses, workshops, and seminars for officials.

According to the website, the IMF plans to open a Regional Technical Assistance Center for Central Asia (CASTAC), which would provide technical assistance to Azerbaijan, Kazakhstan, the Kyrgyz Republic, Mongolia, Tajikistan, Turkmenistan, and Uzbekistan. However the timing for establishment of this Center and its exact location would need to be confirmed by IMF.

In addition to training offered at the IMF Institute in Washington, D.C., the IMF also offers policy-oriented training in economics and related operational fields through courses, workshops, and seminars for country officials through a network of seven regional training programs. Each program is operated in collaboration with and co-financed by a cosponsor, with substantial contributions also from Australia and Japan for the centers in India and Singapore.

The regional training program for countries in Europe and Asia is held through the Joint Vienna Institute in Austria which was established in 1992 and co-sponsored by the Austrian authorities.

The Regional Centre for Public Administration Reform (RCPAR) in Bratislava: covers Eastern Europe and the Commonwealth of Independent States and is a five-year Regional Project implemented under the auspices of the [United Nations Development Program Bratislava Regional Centre (UNDP BRC)](). Through multi-country initiatives generated by network members and implemented in cooperation with UNDP country offices, the Project aims at facilitating professional networking and cooperation between the countries in the region of Central and Eastern Europe and the Commonwealth of Independent States. Thematically, the Project focuses on strengthening capacities for policy making and coordination; improving public finance management; enhancing public sector organization and staffing and promoting public service delivery. **UNDP sees the project as a major anchor for regional programming on public administration reform in the region in the coming years.**

The Agency for Civil Service Affairs of the Republic of Kazakhstan: offers through the Academy of Public Finances courses in public financial management and public administration   http://www.kyzmet.kz The Kazakhstan Government has been very proactive in e-government and also in ensuring the training of its civil servants through the academy.   There could be a potential opportunity for partnership with the Academy of Public Finance, Kazakhstan; particularly given the network's members are predominantly Russian speaking.

United Nations Institute for Training and Research (UNITAR): The Public Finance and Trade Program (PFT) aims at enhancing the capacity of United Nations Member States and other stakeholders to address international challenges in the areas of public financial management, international trade, and intellectual property issues. Public Finance training activities strive to actively promote knowledge and understanding of financial governance, poverty reduction, debt management and prudent financial management among public officials and financial practitioners. A specific focus has been placed on the legal aspects of debt management and negotiation of financial transactions in order to assist Member States in addressing challenges relating to the achievement of the Millennium Development Goals (MDGs) as well as meeting their respective priorities in relation to Financing for Development.

Unitar's Public Finance and Trade Program supports developing countries, including Least Developed Countries (LDCs), and economies in transition through developing the capacities of senior and middle level official, networking and fostering of best practices among government and private sector officials, and strengthening the capacity of selected local and regional institutions to provide training to their stakeholders.

While traditional training and networking activities continue, the Public Finance and Trade Program has progressively introduced new ICT-based methodologies, such as e-Learning (online training), to offer its

training to a wider audience of senior and middle level officials. To further enhance training outreach and effectiveness, the Program has established strategic partnerships with several institutions working in relevant thematic areas, including other UN Agencies and Programs.

Global Development Learning Network: Coordinated by the World Bank, the Global Development Learning Network (GDLN) is a partnership of over 120 recognized global institutions (Affiliates) in over 80 countries that collaborates in the design of customized learning solutions for individuals and organizations working in development. Affiliates are as diverse as the Asian Institute of Management, the Ethiopian Civil Service College, the Islamic Development Bank, and Pontifícia Universidad Católica of Peru.

Collectively, Affiliates put on 1000+ learning sessions a year that range from training courses and informal brainstorming sessions to multi-country dialogues and virtual conferences. GDLN learning specialists in these organizations collaborate in designing customized learning solutions for clients. With increasing links to in-country networks, GDLN's reach now extends to more than 500 access points around the world.

Train4Dev: The overall objective of Train4Dev is to promote improved aid effectiveness for poverty reduction through enhanced donor co-operation in the field of competence development and training. The Network uses the Paris Declaration and the Accra Action Agenda as starting points in defining its priorities.

Relevant subthemes being covered by Train4Dev are public finance and knowledge management.

The website provides information on all training courses in the field of PFM and Public Expenditure Financial Accountability (PEFA) offered to member organizations and open to others. Course outlines and other resources are provided on the website and could be used as a guide to content development.

Knowledge Management (KM) has to do with the creation, storage, and dissemination of knowledge resources in an organization. The Knowledge Management subgroup was established to support the Train4 Dev network with activities concerning knowledge management, in particular e-learning and the Train4Dev website. The subgroup works on the elaboration of guidelines on issues related to knowledge sharing and e-learning. The KM subgroup also works as an editorial committee and webmasters the Train4Dev website. Guidelines on KM and emerging technologies are available for download on the net. http://www.train4dev.net/ The website also has an extensive listing of PFM related links.

OECD Senior Budget Officers Network: Since 1980, budget directors from OECD member countries have been meeting regularly in the Working Party of Senior Budget Officials, colloquially known as the SBO.

The SBO has launched five regional networks and five associated networks.

Regional SBO networks draw upon the successful format for the SBO and annually bring together budget directors and other senior officials from each region to address key budgeting concerns and relevant policy options. In some regions, reviews of budgeting systems have been conducted (peer review). There are five regional networks:

Africa: Collaborative Africa Budget Reform Initiative (CABRI)

Asia: OECD-Asian SBO network

Eastern Europe: Senior Budget Officials from Central, Eastern and South-Eastern European Countries (CESEE)

Latin America: Regional SBO network for Latin America

MiddleEast/North Africa (MENA): Regional SBO network for MENA

The **associated SBO networks** are each composed of the relevant senior officials from member countries. They convene regularly and operate in the same manner as the SBO.

The SBO Network on Financial Management is responsible for government accounting frameworks and focuses on the issues associated with the adoption of accruals.

The SBO Network on Performance and Results focuses on the use of performance information and measures in the budget process. In particular, the Network assists member countries to design and implement performance-based (results-based) budgeting and management reforms.

The SBO Network of Parliamentary Budget Officials focuses on the legislature's scrutiny of the budget and the relationship between the legislature and the budget office in the budget process.

The SBO Network on Public-Private Partnerships focuses on these contractual arrangements between a government and a private partner.

The SBO has also created the SBO Experts Group on Accountability and Control (SBO-A&C) and related topics.

The SBO also participates in the work of the wider OECD Network on Fiscal Relations across Levels of Government.

The **'PFM Board'** is an online community of PFM practitioners who discuss issues in real time. This PFM board could provide ideas for a similar discussion board for PEMPAL. http://www.pfmboard.com

----

The OECD Budget Practices and Procedures database that contains the results of the 2007 OECD survey of budget practices and procedures in OECD countries, the 2008 World Bank/OECD survey of budget practices and procedures in Asia and other regions, and the 2008 CABRI/OECD survey of budget practices and procedures in Africa. This database could provide ideas on information to collect from PEMPAL member countries for the network's virtual library and to also identify potential governments of interest to invite to events. http://webnet4.oecd.org/budgeting2/budgeting.aspx

----

The EC Platform Capacity4Dev - PFM site: The Platform aims at sharing information in terms of documents/case studies, but also through more interactive instruments such as discussion forums. http://capacity4dev.ec.europa.eu/

EuropeAid's Public Finance Website: EuropeAid's Public Finance Website supplies all EC-led PEFA reports and further resources on assessing public finance. The European Commission (EC) carries out assessments of public financial management issues in beneficiary countries when it prepares its country strategy papers and indicative programs. Such assessments are carried out regularly and built into individual program that use budget support as a means of providing aid.

Improvements in public financial management systems are seen as essential for the proper implementation of European Union aid policies and for the lasting achievement of development objectives. Improvements in public financial management are viewed by the Commission as both an eligibility criteria for – and objective of – budget support.

http://ec.europa.eu/europeaid/what/economic-support/public-finance/index_en.htm

----

The OECD Donor Assistance Coordination PFM Website: offers various resources, good practice guidelines, and a platform to share knowledge and experiences. http://www.oecd.org/document/36/0,3746,en_2649_3236398_43437604_1_1_1_1,00.html The OECD databases on aid are also useful http://stats.oecd.org/qwids/

The International Budget Project website: provides useful information on the budget of many countries. The IBP also assesses the transparency of budget documentation information for many countries including many ECA members. http://internationalbudget.org/ For the Open Budget Index see http://internationalbudget.org/what-we-do/open-budget-survey/

The World Bank's Financial Management Website: provides a lot of resources, including the PFM Reform Database. The following links provide access to additional technical FM-related resources on the WB's website:

PFM Reform Database
Current reference materials on Public Financial Management (PFM) reports, including country case studies, good practices and reference models, tips and guidance, academic studies, etc.
FM Notes
Latest experiences and lessons drawn by FM Sector specialists from practice inside and outside of the World Bank
FM Solutions
New series of case studies that shares knowledge on achievements and lessons learned of various governments in the area of PFM. The focus is on the experiences of middle and lower income countries.
International Technical Newsletters
Professional journals

ATTACHMENT E - ACTION PLAN TO ENSURE FUTURE EFFECTIVENESS AND SUSTAINABILITY OF NETWORK

Actions	Timeframes	Responsibility	Comments
PEMPAL STRATEGY			
1. Develop a PEMPAL network strategic plan including a marketing and knowledge management plan.	• Frist draft completed by January 2012 for consultation with key stakeholders. • Released by June 2012 to cover 2012-2017 time period.	Network executive	• Could be developed before the 2012 plenary meeting by a sub-set of the executive and the Community Facilitator. Train4Dev has knowledge management guidelines for networks which can be used. • The possibility of additional COPs (eg external audit) should also be considered as part of the strategy. SECO has also raised the possibility of establishing a new COP or sub-working group of TCOP to deal with debt management issues.
2. Provide a summary of progress made in PFM reforms over the course of the past five years of PEMPAL, using PEFA, PIFC and other data sources, including lessons of success or lack of progress (to be presented to PEMPAL member countries at the next plenary meeting).	• Study TOR developed by August/September 2011 • Study commissioned early October 2011 • Study completed early 2012	World Bank OECD Sigma PFM consultant	• A study will be commissioned on PFM reforms in ECA countries to highlight strengths, weaknesses, commonalities. • Results will feed into a paper providing recommendations for the focus of PEMPAL for the future after June 2012 for consideration by the network executive. • This study will also assist in providing information to enable certain countries to be connected in terms of reform priorities, issues and progress. It will also provide direction for an overall strategic plan of topics to be prepared to guide future development of action plans by CoPs.
3. Marketing: Post PEMPAL Success Stories regularly on the PEMPAL website and other sites (refer	• PEMPAL website page to be created for success stories by August 2011 with stories provided in Zagreb evaluation followed up and	CEF PEMPAL Secretariat Community Facilitator	• To be included in content development procedural manual.

Actions	Timeframes	Responsibility	Comments
below)	short articles posted with permission of relevant countries • Stories to be collected via all future post event evaluations, and periodic surveys conducted by CEF		
4. Marketing: Prepare articles on PEMPAL events/study tours for posting on the IMF's Public Financial Management Blog.	• To be implemented for all future events	Host country and/or Community Facilitator and/or CoP Chairs	• To be included in the content development procedural manual. • Article on Zagreb plenary meeting already posted http://blog-pfm.imf.org/pfmblog/2011/05/addressing-challenges-in-public-financial-management-reforms-in-the-pem-pal-network-january-2011-ple.html • Article on TCOP meeting on international accounting reforms also posted. http://blog-pfm.imf.org/pfmblog/2011/06/discussions-of-pem-pal-treasury-community-of-practice-on-public-sector-accounting-and-reporting-refo.html?utm_source=feedburner&utm_medium=email&utm_campaign=Feed%3A+pfmblog+%28PFM+blog%29 • Article on recent BCOP capital budgeting event currently being prepared.
5. Marketing: Prepare a brochure celebrating five years of PEMPAL.	• To be developed and distributed by June 2012 to coincide with release of the PEMPAL strategy 2012-2017. A video will also be prepared by CEF to promote PEMPAL by August 2011.	Community Facilitator Cop Chairs CEF	• Initiative came from IA COP who may also consider doing a separate brochure specific to their activities • Brochure should be sent to all members, Ministries of Finance and other target agencies, stakeholders, donors and supporters.
LEARNING RESOURCES			
6. Develop a comprehensive glossary of translated PFM terminology.	December 2011 October 2011	A dedicated resource to be allocated and assisted by resource	To be developed in English first, then concepts translated into Russian and Serb-Croat. The translations of the technical terminology will be quality assured by bi-lingual PFM practitioners and reviewed and approved by CoP Executive Committee/Leadership Groups

Actions	Timeframes	Responsibility	Comments
• Draft provided to PEMPAL Communities of Practice for comment • Glossary posted on PEMPAL website.	December 2011	teams, Community Facilitator, and CEF PEMPAL Secretariat where needed. Michael Parry has been suggested by TCOP.	TCOP has already developed a glossary of terms specific to their community and IACOP has developed one that covers internal audit, treasury and budget terminology (refer to wiki site). A resource should be assigned to review the existing lists, consolidate them, and move the information to the PEMPAL website.
7. Provide a range of international examples and case studies of a) program budgeting, and b) managerial accountability to assist countries in implementing these reforms.	• Program budgeting examples completed and posted on website by December 2011 • Managerial accountability examples completed and posted on website by June 2012	Community Facilitator CEF PEMPAL Secretariat World Bank OECD Sigma	These examples should give a range from countries just beginning reforms to those well advanced in reform implementation. NB. BCoP are planning an event on program budgeting and examples will be sourced and distributed as part of this event.
8. Develop virtual on-line library of technical reference material and PFM related information from members.	• Currently under development	A dedicated resource to be allocated.	• Refer to http://www.cef-see.org/pempal/pempal_library/ • IACOP has extensive information on its member countries on its wiki site. TCOP has also started developing its library. A resource needs to be dedicated to reviewing these lists, consolidating them and moving them to the website (depending on the overall membership strategy adopted and decision on what information should be placed where i.e. website verses wiki)
9. Keep a rolling calendar of PFM related events that are being held around the world e.g. PFM related international	• By December 2011, then ongoing	CEF Secretariat	• This will ensure a registry is maintained and regularly updated to assist in identifying synergies, potential speakers and resources for PEMPAL events.

Actions	Timeframes	Responsibility	Comments
conferences, workshops etc.			
10. Develop an overall strategy for information provision for PEMPAL including a dedicated IT resource that ensures the website, wiki and other resources are maintained and updated.	• To be determined	A dedicated resource to be allocated	• Currently information is held in wiki and the internet. There needs to be an overall approach on what information should be easily accessible to all through the website and what should be member only through wiki. For example currently two Glossary of Terms exist and one is held in wiki and one is yet to be placed on the website. Two libraries also exist, one on wiki and one on the website. Decisions need to be made on what should go where in accordance with the overall membership strategy (i.e. if tiered membership is introduced). • However, an overall roadmap of this information should be advertised on the website to inform donors, supporters and others investigating PEMPAL, of the work being done and the PFM resources available in the network.
11. For future revisions or additions to the BCOP action plan, consideration could be given to topics that would enable more of a working meeting approach (as occurs in IA COP and to some extent TCOP)	• To be determined	Community Facilitator BCOP	• Events for BCoP have focused on broad reform topics that lend themselves more to presentation style learning with follow up discussions of key reform issues e.g. capital budgeting, program budgeting. A focus on more specific reform topics may facilitate more of a working group approach where members can document their current processes, formats etc. and compare these to each other and to other countries and identify potential improvements, (e.g. identification and documentation of budget process; budget reporting formats to Parliament; skills, and competencies needed of a budget analyst in MoF)
EVENT PREPARATION AND MANAGEMENT			
12. Provide clarification of roles and responsibilities of the Secretariat vis- à-vis those of the relevant resource teams.	• By August 2011	World Bank CEF PEMPAL Secretariat	• Once the allocation of tasks between the resource teams and the Secretariat has been clarified, key performance indicators should also be established to enable the effective monitoring and reporting of performance against the ToR and contract.
13. Develop a procedural manual to assist in content development and to ensure sustainability of this function into the future.	• Flow chart of process to be prepared by December 2011 • Manual to be prepared by June 2012	Community Facilitator Resource teams CEF PEMPAL Secretariat	• Much of the feedback regarding the Zagreb plenary meeting, could be articulated in a detailed procedural manual which builds on the study tour and event guidelines already in existence. • This manual should include detailed procedures and where appropriate templates on concept note, agenda, and survey preparation; identification of presenters, resource team, countries; sourcing materials for translation; and preparation of seating arrangements etc. More specific suggestions below.

Actions	Timeframes	Responsibility	Comments
			.
Event format should include where possible: • Discussion of issues currently being faced by countries (to be collected pre-event through mini survey or other methods) • Real case scenarios • Role playing around specific issues/problems • More specific examples including mistakes made and lessons learned.	• To be implemented in the preparations for all CoP events • Instructions to Presenters should include requirement to provide specific examples to illustrate concepts and where possible, to use PEMPAL member country issues/data	CoP Resource Teams CEF PEMPAL Secretariat Community Facilitator	• Pre-event surveys are a standard practice for most events to collect information on progress of reforms. • Facilitation approaches that encourage more participant driven learning and exchange are also being utilized by some communities e.g. open space technology. • To be included in proposed procedural manual for content development
15. More time should be given for country exchange of information	• To be implemented for all future events	CoP Resource Teams CEF PEMPAL Secretariat Community Facilitator	To be included in procedural manual for content development
16. Resource people to be briefed a day earlier on all technical definitions and intended learning outcomes of the event.	• To be implemented for all future events	CEF PEMPAL Secretariat Community Facilitator CoP Resource Teams	Guidelines for resource people are prepared before each event and resource people briefed. However, this approach could be improved by examining previous guidelines and developing a standardized template to ensure all relevant issues are covered. This template should be included in the content development procedural manual to ensure consistency, quality and sustainability of approach.
17. The opening session of	• To be implemented	CEF PEMPAL	• To be included in the content development procedural manual and advice

Actions	Timeframes	Responsibility	Comments
the event should provide detailed technical definitions of all concepts to be discussed.	for all future events	Secretariat Community Facilitator CoP Resource Teams	given to all key note and other relevant presenters/facilitators. • Note: For the Zagreb Plenary meeting the topic 'managerial accountability' was a difficult concept to grasp by some participants and the complexity of the topic provided a challenge to translators
18. As part of the opening session, benchmarks of where every member country participating in the event are in terms of the concepts being discussed	• To be implemented for all future events	CEF PEMPAL Secretariat Community Facilitator CoP Resource Teams	• This is usually done as part of a pre event survey where the results are presented back to countries. It was undertaken for the Zagreb Plenary meeting within the key note presentation. • To be included in the content development procedural manual and advice given to all key note and other relevant presenters/facilitators
19. A global review of issues should be presented where possible to set the overall context for the specific country cases.	• To be implemented for all future events	CEF PEMPAL Secretariat Community Facilitator CoP Resource Teams	• To be included in the content development procedural manual and advice given to all key note and other relevant presenters/facilitators
20. A listing of all participants, their job title, country and contact details should be distributed to all participants before events. Individual member profiles with photos should also be provided on the	• To be implemented for all future events. • Member profiles to be posted on website by December 2010	CEF PEMPAL Secretariat	• IA CoP currently has member profiles with photos on their wiki page. This approach should be expanded to other CoPs and a member's page created on the website. Currently the secretariat has a listing of members in excel format by CoP on the website only.

Actions	Timeframes	Responsibility	Comments
website.			
21. Planning for visa application should allow sufficient time for application process requirements.	• Ongoing	CEF PEMPAL Secretariat	• A minimum time period should be set to allow adequate time and this time period set within the context of other event preparation tasks. • To be included in existing study tour and event guidelines.

Sources: Zagreb Plenary 2011 evaluation results

ATTACHMENT F: OBJECTIVES AND OUTPUTS EXPECTED FROM BERN DISCUSSIONS

MEETING DAY	OBJECTIVE	FORMAT	OUTPUTS
ONE: Wednesday PEM PAL STRATEGY DEVELOPMENT	To discuss progress on COP activities and to identify good communication and work practices. To discuss medium term strategies to improve the effectiveness and sustainability of the PEMPAL network.	**Review of background documentation** (jigsaw) **Welcome and Introductions** **Session One** Attributes of an Effective and Sustainable Network and SWOT analysis (World Café, cross CoP discussions) **Session Two** Identification of current communication and work practices within CoPs. Good practices and any challenges and issues should be identified. CoP Chairs to provide description (verbally or via powerpoint/live wiki demo) to all participants followed by discussions. **Session Three** Strategies for Improvement. Discussions will be held within individual CoPs and then presentations will be made to full group with discussion.	• Identification of attributes of an effective and sustainable network. • Discussions on the preparations for the upcoming COP events building on lessons learned and good practices in the past PEM PAL activities. • Identification of good communication and work practices within CoPs. Each CoP Chair will describe the current communication and working approaches used within their CoP (i.e. action plan development and implementation, Leadership Team meetings, connection between members, knowledge management). This will include information from the IACOP Chair about IACOP's use of wiki and its multi-tiered membership strategy, TCoP about its library development, and BCoP about its strategies related to having a team as Chair and also moves to increase numbers in leadership team. • Discussions of proposed strategies for improvements to maximise the network's effectiveness and sustainability. • Any proposed initiatives developed will be added to an Action Plan to be implemented over the next 12 months, a draft of which has been provided in the background documentation. The Community Facilitator will also use this information to develop a strategy for PEMPAL for the period June 2012-2017.
TWO: Thursday SWISS GOVERNMENT STUDY TOUR AND NETWORKING EVENTS	To learn about practices in budget, treasury and internal audit from the Government of Switzerland. A city tour and formal dinner will also be held to provide networking opportunities between the 21 PEMPAL member countries.	**Session Four** **Morning:** Presentations by the Swiss Government to all participants. **Early Afternoon**: Three parallel discussions with relevant Swiss Government representatives in budget, treasury and internal audit. Format: Questions and answers. A brief description of potential questions will be provided in advance. **Late Afternoon**: City Tour **Evening**: Formal dinner	• Presentations about the Government of Switzerland's approach to budget, treasury and audit in a decentralized environment. Discussions with PEMPAL members on reform issues of direct relevance to their current challenges. • Provision of networking opportunities for 21 PEMPAL member countries to build and maintain relationships.
DAY 3: Friday PERFORMANCE MEASUREMENT AND FINAL REFLECTIONS	To determine how the current performance of the network is being measured. To clarify the information needs of the executive to enable it to make decisions on the effectiveness and sustainability of the network.	**Session Five:** Measuring the performance of the network 10 minute presentations from Mokoro, CEF, IACOP chair, PEFA representative to establish current and possible future evaluation framework. These presentations will be made to all participants followed by group work **Session Six**: Reflection on key meeting outputs and way forward **Steering Committee Meeting**	• Presentations from Mokoro (evaluation framework 2008 and proposed 2011 evaluation), CEF Secretariat (current and proposed new indicators reported), and IACoP (proposed strategic plan and indicators for measurement). • Identification of network executive's information needs to make decisions on PEMPAL's effectiveness and sustainability. • A set of CoP and network level indicators that will enable the performance of PEMPAL to be measured. • An agreed understanding of the way forward • Approval by the Steering Committee of the initiatives and strategies developed during the meeting.