



**PEMPAL EXECUTIVE MEETING  
SHARING AND IMPROVING OUR PROGRESS  
July 1-4, 2013  
Bohinj, Slovenia**

**Background**

This concept notes provides the background and rationale for bringing the executive of PEMPAL together in a face-to-face meeting on July 1-3, 2013 followed by a meeting of the PEMPAL Steering Committee on July 4, 2013 in Bohinj, Slovenia.

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 and other central coordinating agencies across 22 European and Central Asia countries. These practitioners meet within three thematic based Communities of Practice (CoP) called Budget CoP (BCOP), Treasury CoP (TCOP) and Internal Audit CoP (IACOP).

The executive of PEMPAL consists of approximately 45 people who guide and steer the network. This group comprises a Steering Committee and three COP Leadership Teams/Executive Committees<sup>1</sup> (and their Resource Teams).

There are 25 members in total comprising 8 in BCOP, 8 in TCOP and 8 in IACOP.<sup>2</sup> There are currently 12 Resource Team members in total, 4 assigned to each COP.<sup>3</sup> Additional assistance is also sourced for specific events to meet more specialized requests from members and to showcase specific country case studies or research and analysis on PFM reform from international organizations.

The Steering Committee, with 9 official members, comprises representatives from the major financial and in-kind donors and the Chairs of the COP Executive Committees. This group meets quarterly to provide strategic oversight to the network with membership currently held by the World Bank, the Swiss Government's State Secretariat of Economic Affairs (SECO), the Russian Federation, OECD Sigma, the Chair of BCOP (Gelardina Prodani from Albania), the Chair of TCoP (Angela Voronin from Moldova), and the Chair of IACOP (Diana Grosu-Axenti from Moldova). There are also two observers to the Steering Committee, Robert Bauchmüller, from the Center of Excellence in Finance, Slovenia who leads a team who provides the Secretariat services to the network and a PFM Adviser, Deanna Aubrey, who

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<sup>1</sup> BCOP and IACOP use the terminology Executive Committee whereas TCOP uses Leadership Team. For the purpose of this document, the term Executive Committee will be used.

<sup>2</sup> BCOP members are from Albania, Armenia, Belarus, Bosnia and Herzegovina, Croatia, Russian Federation and Turkey. TCOP members are from Albania, Azerbaijan, Georgia, Kazakhstan, Moldova, Russian Federation, Tajikistan and Ukraine. IACOP members are from Armenia, Croatia, Georgia, Kyrgyz Republic, Moldova, Russian Federation, and Ukraine.

<sup>3</sup> For BCOP there is Maya Gusarova, Deanna Aubrey and Naida Carsimamovic from the World Bank and Klas Klaas from OECD Sigma. For TCOP there is Elena Nikulina, Ion Chicu and Mark Silins from the World Bank and Brian Finn from OECD Sigma. For IACOP there is Arman Vatyan from the World Bank and Joop Vrolijk from OECD Sigma.



provides strategic cross-COP services to the Steering Committee and who is also a member of the BCOP Resource Team. Other Resource Team representatives also act as observers as required. The Steering Committee was chaired effectively by Salome Steib from SECO until recently. With her departure from this position, Marius Koen from the World Bank will act as interim Chair, until the Russian Federation takes over the position in 2014.

### **Rationale and Approach**

The meeting has the overall theme of **sharing and improving our progress**.

**Sharing our Progress:** This aspect of the theme will be discussed during Day 1.

Periodic face-to-face meetings are essential to enable learnings and achievements of each COP to be shared and network wide initiatives and events to be progressed. For the PEMPAL executive, it aims to have such meetings once a year with the last two being held in Bern, Switzerland on July 5-8, 2011 (hosted by SECO) and in Paris, France on September 3-6, 2012 (hosted by OECD Sigma/World Bank). Both meetings were primarily held to develop and finalize the PEMPAL Strategy 2012-17 and its results framework which has since been instrumental in securing additional funding to ensure the network can effectively continue over the next 5 year period. After one year of the new Strategy launch, it is important to start sharing achievements and lessons learnt by each COP, and to monitor the Strategy implementation.

Other initiatives aimed at facilitating cross-COP cooperation and initiatives are the Cross-COP plenary meetings. These are held every 2-3 years on a topic of interest to the three COPs. The last such meeting was held in early 2011 in Zagreb which addressed managerial accountability and budget execution. This event attracted over 150 members across the three COPs and the next such meeting is scheduled for mid-May in 2014. Thus, it is essential to begin preliminary planning of potential topics, format and approach which will be included as part of the agenda on Day 1.

The 'sharing our progress' theme will be discussed through a mixture of presentations and group work exercises. The results of a recent World Bank study on PFM reform will also be presented to gain a shared understanding of progress in this area across the Europe and Central Asia region.

To ensure that there is some standardization of information sharing, each COP will be asked to prepare a 20 minute presentation on past and future COP activities, initiatives, learnings and progress. As a general guideline, these presentations should include the following:

- Number of members and member countries in COP
- Size, countries represented, and core function of COP Executive Committee (use photos)
- PFM reform themes discussed in last year and planned for next year
- Formats of discussions (ie plenary, study visits)
- Communication tools used to connect members (VC, wiki, facebook, email)



- Key knowledge products produced (eg manuals, library postings of documents, OECD surveys reform status information collection through pre-event surveys)
- Mechanisms used to collect member feedback
- Membership strategies
- Key learnings and success factors
- Invite Questions from other COPs and stakeholders

This presentation will be delivered in plenary on Day 1 and will enable COPs to identify synergies and share approaches.

**Improving our Progress:** This aspect of the theme will be discussed during Day 2.

To improve our progress, it is essential that we look at what information we collect about our performance and how we react to it. The Steering Committee has raised this as an issue and has been working with the PEMPAL Secretariat over the last few years to improve the quality of performance reporting. Recent attention has now focused on how PEMPAL captures and reacts to feedback.

Firstly PEMPAL collects feedback through periodic in-depth external evaluations. Two such evaluations have been undertaken in PEMPAL's five year life. The first was conducted in 2008 to provide baseline data with a subsequent evaluation being completed in 2012 which examined the period from 2009 to 2011.<sup>4</sup> These evaluations include surveys and interviews with key network actors including senior officials and political representatives from PEMPAL countries. These periodic evaluations focus on: membership and ownership, governance, financial resource availability, Secretariat effectiveness, the quality of learning resources, the quality of connections within the COPs, the learning impact and value of the network, and the views of senior officials on the value of PEMPAL. The Steering Committee and Executive Committees have all considered the recommendations of the most recent evaluation and are currently in the process of implementing improvements through the PEMPAL Strategic Plan. This will only be briefly touched on in the meeting, given work is continuing in this area and has been the subject of earlier meetings. However, systematic reporting of progress of implementing the recommendations could be strengthened and will be considered in the discussions on how to improve feedback mechanisms.

Secondly, PEMPAL collects information on both quantitative and qualitative performance indicators. The PEMPAL Secretariat captures information on a range of indicators and reports quarterly to the Steering Committee. The main source of qualitative information is from 'post-event surveys' which are electronically distributed to PEMPAL members after each meeting or event using an online tool called 'survey monkey'.<sup>5</sup> The post-event surveys were originally designed by the World Bank Institute but over time COPs have added or deleted certain questions depending on the type of event or feedback they are seeking. The

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<sup>4</sup> Source 'Fölsher, Alta, 2012, '2nd Evaluation of the PEMPAL network – Final Report, January 2012' Commissioned by the World Bank on behalf of the PEMPAL Steering Committee, Mokoro Ltd p. ii

<sup>5</sup> This tool is also used by COPs to gain feedback on the status of PFM reforms in each country through pre-event thematic surveys.



results of the surveys are captured in reports produced by Nina Duduchava (World Bank) and are provided to the Executive Committees and their Resource Teams for information and action. Each COP is then responsible for implementing suggestions for improvements as raised by members in the surveys. Other mechanisms to capture feedback are also used within each COP such as collecting feedback during meetings through specific facilitated exercises or through using wiki and other communication tools.

However, to effectively report our progress and to ensure suggestions from members are acted on, it is essential that collection of such feedback is done in a systematic way, and standardized to some extent across all COPs. It is also important that suggestions for improvement that may apply to all COPs are shared between COPs. Thus, the World Bank PEMPAL Team Leader, Elena Nikulina, commissioned an in-house review of the current post-event survey tool and its results to determine the effectiveness of this approach. The scope of the analysis included determining if the current questions within the survey are still applicable or could be improved. An analysis of the differences between how each COP used the surveys was also undertaken (ie number of times such surveys were used in last two years by each COP, and for what type of event, and the key differences in the set of questions used, and the overall response rate for each survey). The results of this analysis will be presented and how feedback collection mechanisms are being used will be discussed.

**Day 3** has been allocated to **COP specific Executive Committee meetings** with departure in the afternoon scheduled for those members not in the Steering Committee. On **Day 4, the Steering Committee will meet** to make decisions on the recommendations made by the COP Executive Committees throughout the previous days. Also, in its last quarterly meeting, the Steering Committee made a decision that the 2014 Cross-COP plenary meeting would be held in mid-May in Russia, after reviewing submissions of interest from Russia, Georgia and Ukraine. Further, BCOP submitted 'budget transparency' as a potential topic of interest to all three COPs which was a result of recent consultations at its plenary meeting of members held in late February. The Russian Federation has also submitted this as a potential topic of interest across the three COPs. Thus a background paper will be distributed on this topic to assist COPs in their discussions on potential topics for the 2014 Cross-COP plenary being held on Day 1.

### Objectives

Thus, within the overall theme of sharing and improving our progress, there are a number of objectives:

- a) To **share progress across the three COPs**, to identify synergies between the COPs, to learn from each other, and to promote achievements to key stakeholders.
- b) To **facilitate monitoring of the Strategy 2012-2017 implementation and oversight of the COP action plans and network activities** with a focus on **planning for the proposed Cross-COP plenary meeting** to be held in Russia in mid May 2014.



- c) To **examine the effectiveness of feedback collection mechanisms**, to ensure we are collecting the right information and using it effectively to improve future meetings/events.

In summary, the objectives will be met within the following format:

- **Day One: Sharing Our Progress** including identifying synergies across COPs and to begin preliminary planning for the 2014 Cross-COP plenary meeting.
- **Day Two: Improving our Progress:** to examine post meeting feedback and assessment mechanisms and to work together to improve them and their use.
- **Day Three: COP Executive Committee meetings:** To progress the implementation of the 2012-14 Action Plans. Those not in the Steering Committee will depart in the afternoon after these COP specific meetings.
- **Day Four: A Steering Committee meeting** will be held in Bohinj to consider the work done in the previous days and to take some decisions on the 2014 Cross-COP plenary meeting.

### Background reading

Materials to be distributed as background documentation before the meeting to assist COPs to consider feedback mechanisms include:

- A sample post event electronic survey
- A sample post event survey report (produced through survey monkey by Nina, World Bank)
- 'Distributing Leadership groups: distributing leadership in social learning' by Etienne and Beverly Wenger-Trayner (already translated). This document describes an approach used by IACOP to collect feedback within meetings. This approach has also recently been trialed by BCOP.
- Background briefing on 'budget transparency' to assist COPs to determine the potential usefulness of this as a cross-COP topic for the next plenary meeting.

### Key outputs

Key outputs to be produced before and during the meeting include:

- COP sharing of achievements, progress, lessons learnt and identification of synergies, improvements (to be prepared by COPs with Resource Team assistance).
- Recommendations on how to improve the effectiveness of feedback mechanisms (to be developed by cross-COP group work)
- COP Executive Committee planning for implementation of their action plans 2012-14 and cross COP work to progress preferences for the 2014 Cross-COP plenary meeting.
- Key messages to be captured from the meeting to be distributed to other COP members and stakeholders.
- Steering Committee consideration and approval of COP recommendations.





**DAY ZERO**

**Date Sunday 30 June**

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**Arrival and registration:** Bohinj Hotel

**Meeting of Organizational Committee:** 18.00 (includes Steering Committee and Resource Team members only)

**Welcome Drinks** in Hotel Lobby 19.30

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**DAY ONE**

**SHARING OUR PROGRESS**

**Date Monday 1 July**

**Venue:** Bohinj Hotel

**Seating:** Mixture of COPs at each table in plenary in morning. After lunch there will be two cross-COP break out groups which return to plenary at 16:00

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**08:30 – 08:40**

**Welcome**

Steering Committee Chair – Marius Koen

PEMPAL Secretariat Team Leader – Robert Bauchmüller

World Bank Team Leader – Elena Nikulina

**08:40 – 09:10**

**Getting to know each other again**

**09:10 – 09:40**

**Sharing our Progress – Findings of the World Bank’s PFM Study – Elena Nikulina**

**09:40 – 10:30**

**Sharing our Progress – COP presentations.** COP Chairs/Deputy Chairs. Twenty minute presentations with 10 minutes allocated for questions and answers. Refer to concept note for suggested outline.

- BCOP – 09:40 – 10:10
  - TCOP - 10:10 – 10.30
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10:30 – 11:00

Coffee Break

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**11:00 – 12:00**

**Sharing our Progress – COP presentations continued.**

- TCOP – 11:00 – 11:10 questions
  - IACOP – 11:10 – 11:40
  - 11:40 – 12:00 Discussion on all three presentations in terms of synergies, initiatives that may be applicable network wide, PFM topics that may be cross-COP. Introduction to break-out groups for afternoon.
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12:00 - 12:15

Group photo

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12:15 – 13:15

Lunch

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- 13:15 – 15:00 Working Together on our Progress** (1 hour and 45 minutes)– The plenary will be broken into two cross-COP groups to discuss potential topics, approach and format for the 2014 Cross-COP plenary meeting
- Each group should choose a scribe and reporter who will present the group discussions and recommendations at 16:00

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15:00 – 15:30 Coffee Break

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- 15.30 – 16.00 Working Together on our Progress** (30 minutes to prepare group reports, in powerpoint format)

- 16:00 – 17:00 Group Reports**
- Each group will have 10 minutes to outline the discussions and key recommendations made by their group
  - Wrap up of Day 1

19:00 – 21:00 Dinner in Hotel

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## **DAY TWO IMPROVING OUR PROGRESS**

**Date Tuesday 2 July**

**Venue:** Bohinj Hotel

**Seating:** Mixture of COPs at each table in plenary in morning. There will be two cross-COP break out groups required throughout the day.

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- 09:00 – 09:10 Overview of theme improving our progress**  
Quick reflection of rationale for this day and overview of the day's agenda- Elena Nikulina

- 09:10 – 10:30 How is feedback currently collected and used?**
- **Periodic evaluations** – overview, results, recommendations, progress – Deanna Aubrey, World Bank (15 minutes)
  - **Post meeting surveys** – Origin, content, effectiveness, use – Presentation of results of analysis of PEMPAL post-event surveys - Gregory Kisunko, Survey specialist, World Bank (35 minute presentation including questions)
  - **Use of Feedback Mechanisms** (eg post-meeting surveys)
    - **PEMPAL Secretariat** presentation on how it reports to Steering Committee on results of post-meeting surveys and other feedback mechanisms (15 minutes)



- **Using COP members in leadership roles during meetings to collect feedback**– Deanna Aubrey using example of IACOP and trial BCOP using Wenger-Tayner’s approach (15 minutes)

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10:30 – 11:00      Coffee Break

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- 11:00–11:30      How to improve feedback collection mechanisms?**
- **Pre and post event survey design**– What are the principles of a good survey? Gregory Kisunko, Survey Specialist, World Bank (30 minutes)

- 11:30 – 12.30      How to improve feedback collection mechanisms?**
- **Brainstorming solutions together in cross-COP working groups.**  
The plenary will break into two cross-COP groups to discuss ways to improve how feedback is being collected and used
    - Each group should choose a scribe and reporter who will present the discussions and recommendations of the group back to the plenary after the break at 14:00. Thirty minutes will be allocated after lunch to prepare this presentation

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12:30 – 13:30      Lunch

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- 13.30 –14.00      How to improve feedback collection mechanisms?**
- Preparation of group reports (in powerpoint format)

- 14:00 – 15:00      Reporting back to Plenary**
- Each group will have 10 minutes to outline the discussions and key recommendations made by their group
  - Plenary discussions and next steps

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15:00 – 15:30      Coffee

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- 15:30 -16:30      Wrap up and Key Messages to take back to COPs**
- Break out groups. Each group will have one hour to discuss key messages that should be captured and reported back to other COP members on the theme discussed during the last two days. A scribe and a representative should be chosen to present back to the plenary at 16.30. Powerpoint optional.

- 16:30 -17:00      Reporting back to Plenary**  
17:30 – 22:30      Cultural Program – Visit to Lake Bled





**DAY THREE COP EXECUTIVE COMMITTEE MEETINGS**

**Date Wednesday 3 July**

**Venue:** Bohinj

**Seating:** Three rooms to fit approximately 15 people each for COP Executive Committees and their Resource Teams.

**9:00 – 13.00 COP Executive Committee meetings**

- Agendas to be provided separately. Coffee break to be provided 10:30 to 11:00. Agendas must include discussions on how each COP plans to contribute to the cross-COP meeting in 2014. Chairs are required to report on these discussions in Steering Committee on 4 July.

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13:00 – 14:00 Lunch and Departures (for non-SC members)  
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**14:00 – 17:30 Cultural Program** for SC representatives.

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19:00 -21:00 Dinner in Bohinj Hotel  
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**DAY FOUR STEERING COMMITTEE MEETING**

**Date Thursday 4 July** Location: Bohinj

**Venue:** TBA

**Seating:** One room to accommodate up to 20 people for Steering Committee meeting and observers.

**9:00 - 11:00 Steering Committee meeting agenda**

09:00 – 9:10 Welcome by new Chair – Marius Koen  
09:10 – 9:20 Update on COP budgets – PEMPAL Secretariat  
09:20 – 9:30 Update on funding – Elena Nikulina World Bank  
09:30 – 9:50 Consideration of associate membership category in Rules of Procedure (related to Afghanistan’s membership request) – Gelardina Prodani BCOP  
  
09:50 – 10:00 PEMPAL Operational Guidelines – confirmation of approval  
10:00 – 10:15 Coffee  
10:15 – 10:45 2014 Cross-COP plenary next steps – All; Chair of each COP to report back on COP Executive Committee meeting discussions held on 3 July on proposed COP specific contribution  
  
10:45 – 11:00 Other business

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11:30 – Early Lunch and Departures  
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