# PEMPAL Strategy 2017-22 Activity Plan[[1]](#footnote-2) - Update on Implementation Progress

| **Actions** | **Means and frequency of verification** | **Status as of June 25, 2018** |
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| **Action 1.** a) Conduct MTR of strategy including formal success story collection process. b) COPs to continue internal feedback processes to determine COP impact and report on results of these at MTR, and end of strategy review activities including sharing their learnings to strengthen future collection and reporting.  | 1. MTR to commence at 2.5 year mid-point of Strategy (ie after December 2019) with Terms of Reference (TOR) developed and approved by SC in last quarter meeting 2019. End of strategy review process to commence at end of strategy (ie after June 2022) with TOR developed and approved by SC in second quarter meeting 2022.
2. IACOP to continue implementation of periodic survey instrument that measures perceived impact of COP activities internally (ie views of members specific to each COP). TCOP and BCOP to use IACOP approach as model. COP survey activities to be coordinated so baseline is collected in 2017, with survey reissued as part of 2019 MTR, and at end of strategy.
 | a) Not the deadline yet. Action not started**b) All three COPs conducted internal surveys in 2017, results presented at SC meetings, data available.** Next round of surveys due by the time of the MTR. |
| **Action 2**. Invite feedback from high levels (e.g. Deputy Ministers) on impact of PEMPAL on a) PFM practices and b) PFM professionals’ capacities.  | To be undertaken in 2017, 2019 and 2022. A joint, coordinated survey will be conducted, which will be developed by a working group comprising representatives from the 3 COPs. The survey will be released for the first time in the fall of 2017. External evaluation of 2012 to be also reviewed to identify approach used by independent consultant to determine if applicable.  | **Survey conducted in the fall of 2017, survey report presented to the SC in February 2018.**  |
| **Action 3**: COP Chairs/Deputy Chairs to report to SC on process undertaken for identifying, prioritizing and addressing member country priorities including overview of key results of this process each year as part of reporting on COP Action Plan development. COPs to ensure other COP Action Plans are reviewed, and any cross-COP synergies identified. | COPs to report at SC meetings, once action plan processes are finalized. To be recorded in SC meeting minutes. | **All three COP Chairs presented COP activity plans for FY18-19 at SC meetings in the second half of 2017.****COP Chairs to present the updated plans for FY19 at the Executive meeting in Budapest.** |
| **Action 4**: Cross-COP Executive Committee meetings to be held annually from mid-2018. Cross-COP meetings of all members to be held FY19 and FY22.  | At the 2018 and 2021 cross-COP Executive meetings, preparations for cross-COP meetings of all members will be initiated. Also, the per diem initiative will be piloted for the mid-2018 meeting, and implemented across the network subject to feedback and learnings from this pilot (refer Action 12).  | **Cross-COP Executive meeting 2018 scheduled for July 4-6, 2018 in Budapest, Hungary. The meeting will be hosted by the Ministry of Finance of Hungary.**SC to discuss feasibility of organizing the whole network plenary meeting in FY19 in Budapest.  |
| **Action 5**: Standardized post-event survey to be amended to include questions on quality of services provided by event speakers; COP resource teams; and COP Executive Committees. | Template to be amended by July 2017, and results included in Annual Reports. (To supplement more periodic assessments currently undertaken as part of MTRs and periodic reviews). | **The standardized survey was amended, piloted by BCOP for the July 2017 meeting and is being applied for all events starting from January 2018.**  |
| **Action 6**: a) Investigate feasibility of strengthening monitoring of use of knowledge resources through website download data (ie. Individual knowledge products, library usage). b) When developing knowledge products, COPs to incorporate a review process on how useful the product was to member countries, to supplement existing survey data. | 1. Technical feasibility of website download data to be reported to SC in June 2017 and if feasible, reporting of this information to be included along with survey and success story data.
2. Standardized draft e-survey to be developed by joint working group of COP representatives (as formed to implement Action 2). Initial draft to be developed by September 2017.
 | 1. Not feasible.
2. **Initial draft of the questions available.** It is proposed that COPs include additional questions in their internal surveys. Issue to be discussed at the Executive meeting in Budapest.
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| **Action 7:** Investigate optimum location of PEMPAL Secretariat services. | Investigations undertaken as part of strategy MTR and final decisions implemented by end of strategy. | Not the deadline yet. SC to discuss the options in preparation for the MTR.  |
| **Action 8:** Establish a task-force to focus on identifying new development partners. | Task force established by Team Leader by start of strategy, with promotional activities held periodically thereafter, as needed. | **Task force established. Target list of development partners identified, fund raising approaches discussed with the World Bank management.****Potential new donors approached – Ministry of Finance of Austria, EU.**  |
| **Action 9**: a) Implement ‘Go Green’ initiative and investigate other program savings initiatives.  | Limited paper copies of materials to be provided for all events over strategy (eg. Agenda and Information Letter only). Targeted analysis of network expense components to be conducted by Secretariat to identify other program savings. Preliminary report on possible savings to be submitted to SC by first FY of strategy (ie by June 2018) for review and approval on what should be implemented over the strategy period. To be considered by PEMPAL Executive in its cross-COP meeting in mid-2018. | **‘Go green’ initiative implemented.**Expenditure analysis will be presented in Budapest.  |
| **Action 10:****a)** Attendance information about higher level officials opening events to be collected including capturing quotes in opening speeches, and at hosted welcome dinners. Information to be verified by host country.**b)** Attendance by high level officials at events to be collected via regular invitation registration process.  | 1. Secretariat (with assistance from COP Executive Committees and Resource Teams) to collect information on an ongoing basis at all relevant events and Secretariat to store it in a central location for reporting in Annual Reports, MTR reports, and other promotional documents. Event report templates to also include this information.
2. Membership analysis to be undertaken at MTR and end of strategy.
 | 1. **Secretariat established a mechanism for collecting this information. Data for CY 2017 and FY 18 collected.**

b) Not the deadline yet, action to be implemented in preparation for the MTR. |
| **Action 11:** Promotional material and activities by member countries and high-level stakeholders to be collected (eg media presence, television news reports, releases on government websites and MOF journals generated by member countries, host countries, donors about PEMPAL work, events and impacts. | COP Executive Committees, host countries, donors, to report this information to Secretariat who will store information in central location for easy access. COP Executive Committees to regularly inform members to provide this information, if it exists. Standardized post-event template to be amended to collect this information from July 2017. | **Secretariat developed a template for collecting the data, data for CY 2017 and FY 18 collected. Specific question for collecting this information included in the standardized post-event survey.**  |
| **Action 12**: Develop a template to capture member country financial and non-financial contributions. Report results in Annual Reports (including identifying ‘PEMPAL Champions’). Strengthen monitoring of these contributions to ensure target % included in strategy is reached (including piloting strategies to meet any emerging gaps, if needed).  | Secretariat (with assistance from Resource Teams) to develop template ready for implementation from July 2017. If contribution target not being reached, Executive members to utilize government per diems to cover some expenses during the cross-COP Executive meeting to be held in mid-2018 and based on implementation experience, approach to be introduced for other meetings. Approaches used by other networks to be fully explored also to provide other potential options to pursue (refer Action 15). | **Secretariat developed the template. All relevant data for CY 2017 and FY 18 is captured. Based on 2017 data, target reached and exceeded** Target level for FY18 in the Strategy – 7% of total program spending or 7.9% of spending covered from the main donor contributions (USD 153,000 out of 1,945,000). Based on calculations for FY18, level achieved –13% of spending covered from the main donor contributions (USD 178,400 out of USD 1,367,700, including USD 82,419 in financial contributions and USD 96,000 as estimated in kind contributions) **.**  |
| **Action 13:** Inform member countries who host meetings of requirements to fund dinners and cultural events including providing member government training and accommodation facilities for events (where available).  | COP Executive Committees/Resource Teams/Secretariat to communicate requirement to host countries. Operational Guidelines to be amended by Secretariat by July 2017 to reflect requirements associated with hosting. | **Countries hosting events are informed about the requirements as part of regular event preparation process.** The need to amend the Guidelines is not obvious, to be discussed additionally at the Executive meeting in Budapest. |
| **Action 14:** Communication and marketing plan for new Strategy to be developed, including induction kit for new members. All new members should be identified at COP plenary meetings, and informed of the kit. The kit should provide website links to all key thematic resources collated or developed by the COP in the past. | Secretariat to prepare one page communication and marketing plan as part of strategy distribution. Induction kit to be prepared by Resource Teams by July 2018.  | **Strategy published, promoted through the Newsletter, posted on the web site and distributed together with 2017 Annual Thank you letters to all the member countries and partners.** Work on induction kit postponed. Approach to the development of the kit proposed to be discussed at the Executive meeting in Budapest.  |
| **Action 15:** Conduct research on other networks to ascertain how they have implemented strategies to address financial sustainability issues. | Provide information on similar networks such as PEMNA, CABRI to determine feasibility of adopting similar approaches. Meetings will be arranged with similar networks, with a TOR on who will be approached, what questions will be asked, and possible timings to be submitted to the SC for review by end of first CY of strategy (ie December 2017) with implementation in the first half of 2018, with results to be considered at PEMPAL cross-COP Executive meeting in 2018.  | Postponed following the departure of the Strategic Advisor. Approach to be discussed at the Executive meeting in Budapest. |

1. These actions (in green) have been agreed by the PEMPAL COP Executive Committees and Steering Committee. Source: PEMPAL Strategy 2017-22 document; Steering Committee minutes for July meeting 2016; and Strategy Development Working Group minutes for August 2016. [↑](#footnote-ref-2)