PEM-PAL Idea Board

Governance

- Set up sub-regional advisory groups and the leaders of those will be part of the Steering Group – sub-regional representatives could be on a rotational basis
- Establish country-based PEM-PAL Advisory Groups that will maintain information sharing and access to government agencies
- Governance issues – advisory group should have political support = discuss with PMs and Ministers to ensure understanding and commitment
- Umbrella approach – need to get other donors involved (SIDA. GTZ, EC, SELO, and definitely the EC)
- Simplify governance – have just a Secretariat and Advisory/steering group (rather than complex structure proposed)

Website
- Sharing of best practice examples through the Internet
- Website also used for interactive discussions and feedback, resource sharing
- Use the Internet to learn from the experience outside of the region
- Expert lists by professional areas with contact details to allow for direct communication on identified problems/areas
- Q&A forum on the website
- Web page with basic information on status of countries n terms of public finance/expenditure management, PEFA indicators, etc. development, positive experience, reform status, etc. (to help identify potential counterparts in the region for peer learning/training activities)
- Set-up an e-mail discussion group for a specific Community of Practice
- Web should allow member countries to get feedback via interactive tools

Benchmarking/Better Country Information
- Prepare a report or review on indicators of development level and reform status for PEM-PAL network countries
- Add indicators to monitor compliance with EU standards and regulations
- Hold a workshop/conference on PEFA indicators; use PEFA as performance indicators for a PEM-PAL event
- Benchmark countries and make PEFA assessment information public (post on the web) and summarize cross-cutting comparisons
- PEFA database – by question (not by answer) and country
- Need to focus on better benchmarking
- Disclosure of PEFA results to know where to go for good experiences
- All activities listed in Cheryl's presentation, plus:
  - Diagnostic assessment (e.g. PEFA)

- o Achievements to-date
- o Weak areas
- o Reform management
- o Sequencing and prioritization
- o Future plans

Smaller, more focused groups/seminars
- Establish sub-groups based on criteria such as:
  - o Region – countries with a similar development level
  - o Public finance sub area – budgeting, public investment, etc.
  - o Sub-groups should comprise: IFIs; countries that have undergone reforms (and reached a certain level of PFM), countries at the initial stage of reform
- Series of seminars on some specific topics (mid-term budgeting, public investment)
- Executive-legislative process during budget approval
- Workshops on focused issues, selected via country-by-country needs assessments
- Smaller scale regional seminars for PEM-PAL (e.g. in South Caucasus, Central Asia, Eastern Europe) so that recommendations and best practices from a smaller region could be reported at the wider regional level at the annual conference
- The smaller scale seminars can have representation from each country (e.g. 1-2 people per country instead of 4-8, as at the regional conference)
- Organize small, focused workshops for specialists such as: relationship with parliament during budget formulation, program budgeting, etc.

Special Themes
- Organize events to discuss internal/external audit, chart of accounts, accounting standards
- Theme – PFM reform –assessing needs, planning, managing
- Exchange experience on SWAP-like operations (Kyrgyz)

Site Visits
- Site visits between a small group of countries to concentrate on global issues in PEM
- Role of World bank and other donors in "peering up" of countries based on their knowledge of best practice examples in each sphere in each country
- Bi-lateral and trilateral engagements, including an OECD country
- To establish an exchange between Azerbaijan and Kyrgyz Republic on treasury modernization
- Each country should share lessons with others when they visit a country, or host a country (i.e. if Italy goes to Albania)
- PEM-PAL could provide intermediary assistance for bi-lateral visits such as: lay out the process, help to narrow down the questions, simplify and focus the process (less burden on the host country)

Participation/Outreach
- Create incentives for institutions outside of MoF to participate; involve line ministries and the center of government
- To encourage governments to have proper representation in regional seminars (e.g. to send representative from budget formulation unit. Budget monitoring/audit unit)
- Create tangible incentives for participants of seminars (i.e. a prize for table, prize for each table to be distributed among the most active and productive participants) This is to stimulate more pro-activity of each participant to contribute more overall results of the seminar.
- Ensure broader dissemination within the country of seminar results/recommendations
- Donor assistance in organization of "back-to-country" dissemination of lessons learned (workshops/conferences)

Other
- Use annual conference to report back on the year's activity in PEM-PAL
- Report-back on achievements to-date, common challenges identified and follow-up activities to be presented in the next annual conference
- Develop guidelines/ a rulebook for public investment, including cost-benefit analysis
- Organization of mutual training events/workshops with donor assistance
- Join publications (e.g. joint articles, working papers, working paper series on selected issues, could be used in the framework of joint PER
- Effective use of local resources (e.g. local consultants) in training and bi-lateral exchange
- Meet more frequently (semi-annual or quarterly)
- Bi-lateral in-country internships of longer term (from one month up to one year) both in peer countries and in industrialized countries (EU, USA)
- More opportunities for learning best practices of ECA and OECD countries
- Videoconferences should be used for either logistical arrangements or follow-up on face-to-face events