**MINUTES OF THE STEERING COMMITTEE MEETING**

**VIDEOCONFERENCE, November 14, 2018**

**PRESENT AT THE MEETING**

**SC members**

1. Daniel Boyce (World Bank - Practice Manager, ECA EAST, Governance Global Practice, Steering Committee Chair)
2. Elena Nikulina (World Bank – PEMPAL Team Leader)
3. Irene Frei (SECO – Donor)
4. Daria Kirillova on behalf of Anna Valkova (Ministry of Finance of the Russian Federation – Donor)
5. Anna Belenchuk (Ministry of Finance of the Russian Federation - BCOP Chair)
6. Angela Voronin (Ministry of Finance of Moldova – TCOP Chair)
7. Ilyas Tufan (Ministry of Finance of Turkey – TCOP Deputy Chair)
8. Edit Nemeth (Ministry of Finance of Hungary – IACOP Deputy Chair)

Observers

1. Arman Vatyan (World Bank – IACOP Resource Team Coordinator)
2. Maya Gusarova (World Bank – BCOP Resource Team Coordinator)
3. Iryna Shcherbyna (World Bank – BCOP Resource Team Member)
4. Naida Carsimamovic (World Bank – BCOP Resource Team Member)
5. Yelena Slizhevskaya (World Bank – TCOP Resource Team Member)
6. Ksenia Galantsova (World Bank – PEMPAL Secretariat)
7. Ekaterina Zaleeva (World Bank – PEMPAL Secretariat)
8. Kristina Zaytuna, (World Bank – PEMPAL Secretariat)

**AGENDA ITEMS**

* + - 1. **Opening of the meeting –** Mr. Daniel Boyce, SC Chair, World Bank
      2. **Progress of implementation of the Action Plan 2012-2017** (including proposed revisions to the Operational Guidelines to incorporate requirements for the hosting countries and draft proposal on prioritization of the savings measures) **–** Elena Nikulina, Irene Frei, Naida Carsimamovic.*SC to decide on proposed revisions to Operational Guidelines and review the proposal on prioritization of the savings measures.*
      3. **Annual reporting** (update on distribution of “PEMPAL in 2012-2017” report and confirming the timeline and process for FY18 Annual Report) **-** Elena Nikulina and the Secretariat team. *SC to decide on the format and timeline of distribution of FY18 Annual Report.*
      4. **Progress of implementation of the FY19 COP action plans –** update by the COP Chairs. *SC to take note of the implementation progress*
      5. **PEMPAL finances** (update on the budget outlook for the current FY and beyond) -Elena Nikulina and Ekaterina Zaleeva (PEMPAL Secretariat). *SC to take note of the budget outcome for FY18 and confirm budget allocations for FY19.*
      6. **Closing of the meeting**

**MINUTES OF THE DISCUSSION**

**1. Opening of the meeting**

Mr. Boyce welcomed the members to the PEMPAL Steering Committee meeting and asked the participants to provide comments on the minutes of the previous SC meeting, if any.

**Conclusions:**

* Steering Committee (SC) approved the minutes of the previous SC meeting that took place on July 6, 2018 in Budapest.

**2. Progress of implementation of the Action Plan 2012-2017**

Mr. Boyce reminded that, as usual, update on implementation progress of the PEMPAL Strategy 2017-2022 Activity Plan has been circulated to the SC members ahead of this meeting.

Ms. Nikulina explained that the update on implementation progress of the PEMPAL Strategy 2017-2022 Activity Plan mainly reflects decisions made in the cross-COP executive meeting and SC meeting held in July 2018 in Budapest, under various action items, including a way forward on induction kits, on surveys related to usefulness of knowledge products, and on paper on experience of similar networks in achieving financial sustainability. Moreover, two additional documents were circulated - a proposed text for the amendments of the PEMPAL Operational Guidelines regarding requirements for the hosting countries requirements and analysis of potential savings measures identified during the July cross-COP executive meeting. These documents were prepared based on outcomes of work and correspondence of a small sub-group formed in July 2018 comprising of Ms. Nikulina, Ms. Irene Frei, and Ms. Naida Carsimamovic.

Participants were invited to provide comments on the circulated material. Mr. Boyce asked for correction of the wording related to the next cross-COP plenary meeting in the update on implementation progress of the PEMPAL Strategy 2017-2022 Activity Plan within Action 4 (to make it clear that Budapest is not the location of the next cross-COP plenary meeting). In terms of analysis of potential savings measures, Mr. Boyce noted that most of the identified measures are proposed to be implemented, in full or partially. Ms. Frei thanked the World Bank team for preparing the analysis, noting that it is very helpful and that it summarizes well what was discussed. She asked for clarification on why impact of measures 5 (cutting down on finger food with coffee breaks) and 6 (discontinue providing meals on the days of arrival and departure and cutting down on dinners during the days of the events) is estimated as low. On measure 7 (taking into account airplane connections and ticket costs when choosing locations of events), she proposed to include a recommendation that COPs also monitor and take these costs into account when deciding on hosting countries, along with other considerations that will now be included in the Operational Guidelines. Mr. Vatyan added that IACOP already takes this into account when choosing hosting countries.

Ms. Nikulina explained that the Secretariat already monitors the flight costs and tries to optimize the flight reservations from the cost standpoint, however, for many of the PEMPAL countries this is difficult as not many flight options exist. On measures 5 and 6, Ms. Nikulina explained that the exact financial figures on these costs are not available currently, but that overall these costs are a small fraction of event costs. Ms. Frei suggested that for the upcoming several events, the Secretariat tracks these costs, after which the SC should reconsider whether these measures should be implemented. If the financial savings for these two measures are negligible, the SC should consider not recommending the implementation, given that some members expressed strong concerns about these measures during the cross-COP leadership meeting in Budapest.

Ms. Daria Kirillova stated that all of the proposals are acceptable and have been discussed in detail. She noted that the implementation should start now and that it should be closely monitored and based on that reconsidered and reevaluated by the SC based on implementation. Individual COPs should monitor implementation of proposed savings measures and new requirements for hosting countries and report to SC.

**Conclusions:**

* SC has taken note of the update on the 2017-2022 Activity Plan implementation progress.
* SC has approved the following additional text for of PEMPAL Operational guidelines (Article III - Activities, Section 1. Events):
  + “*Institutions from the member countries willing to host PEMPAL events are expected to contribute to the content of the event agendas through presentations on relevant aspects of their current PFM practices and ongoing / planned reforms.  They are also expected to provide help / advice to PEMPAL Secretariat on logistical aspects of event organization, including through facilitation of the visa process, advice on suitable venues and local service providers, with a view to ensure cost efficiency. Hosting institutions are expected to lead organization of the social program in line with PEMPAL policy on social activities.  Other forms of in kind and financial contributions from the hosting countries are encouraged.  Ability of the hosting country to provide financial contribution to the event should be considered by the COP Executive Committee when deciding on the event location.*”
* SC has endorsed the proposed savings measures along with the recommendation on whether to implement (yes/no) and when, as well as actions to be taken, as presented in the document Analysis of Potential Savings Measures, with the following additional notes:
  + On saving measures 5 and 6, the Secretariat will track these costs for the upcoming several events and report to SC, after which the SC should reconsider whether these measures should be implemented.
  + On saving measure 7, COPs should specifically monitor and take these costs into account when deciding on hosting countries, along with other considerations specified in the Operational Guidelines, including hosts’ financial contribution .
* SC instructs the COPs to start with the implementation of saving measures and Operational Guidelines amendments as specified above, to closely monitor the implementation and report to the SC on it.

**3. Annual reporting**

Ms. Nikuluna reported that the report PEMPAL in 2012-2017 has been distributed, reminding that the SC has previously agreed that this report would serve both as the completion report for the 2012-2017 PEMPAL Strategy and for CY2017. The report was circulated in both electronic and hard copies to members, donors, and partners. She informed the SC members that some extra hard copies are available and that they can contact the Secretariat if they would like the report to be send to additional addresses.

She next reminded that the SC has agreed to switch to fiscal year reporting in this new strategy period, thus the work on the FY2018 report needs to start. Since the report will cover the second half of calendar 2017, which has already been covered in the report PEMPAL in 2012-2017, the Secretariat suggests that a lighter version of annual report is prepared and distributed only electronically. It is proposed that this report is ready for the next SC meeting for the SC approval, after which it can immediately be distributed.

**Conclusions:**

* SC has approved Secretariat’s proposal to prepare a lighter version of annual report for FY2018. The report must be ready for the next SC meeting for the SC approval, after which it will be distributed only electronically.

**4. Progress of implementation of the FY19 COP action plans**

**BCOP**

Ms. Anna Belenchuk, BCOP Chair, gave an an update on BCOP FY2019 activities so far and plans for the upcoming months. Since the last SC meeting in July, BCOP held three events: participation at the Moscow Financial Forum and the International Conference on Citizen Engagement as a Resource for Development; learning visit on public participation and joint workshop with GIFT in Portugal; BCOP Executive meeting via VC. Furthermore, BCOP conducted the 2018 Performance Budgeting Survey. Finally, preparations for two upcoming events are on-going: participation in OECD Performance and Results meeting in late November 2018 and BCOP 2019 Annual Plenary meeting planned for March 2019. She next gave details on each of these activities.

On September 6-7, at the invitation of the Ministry of Finance of the Russian Federation, a small delegation of the BCOP Budget Literacy and Transparency Working Group (BLTWG) attended the 2018 Moscow Financial Forum, including the international conference on *Citizens’ Participation as a Development Resource: Russian and International Experience with Participatory Budgeting*. Participants also attended a workshop on participatory budgeting organized by the World Bank’s Russia Local Initiatives Support Program (LISP) team and the Ministry of Finance of the Russian Federation. The main results of BCOP’s participation in these events include shared information on different mechanisms and innovative approaches in participatory budgeting used in Russian Federation at regional level and gained knowledge on most current global best practices, as presented by renowned international experts in public participation.

On October 15-17, BLTWG held an event co-designed and co-organized with GIFT in Cascais. Participants from 10 BLTWG countries attended the event and received detailed information on a very successful model for public participation in Cascais municipality. One of the important conclusions from the discussions that took place in this event is that trust between government and citizens, and budget literacy are important pre-conditions for implementing mechanism of public participation. If these are in place, it is easier to engage citizens using technologies. As per usual practice of BCOP, an internal BLTWG meeting was also held to discuss lessons from the knowledge exchange with GIFT and Portuguese government. PEMPAL members appreciated the opportunity to be included into the global dialogue on public participation. In addition to a group discussion on lessons learnt from the visit, BLTWG members discussed and made decisions on further activities of this working group.

The BCOP Executive Committee met through videoconference on October 25 to discuss update on the activities of BCOP's two working groups, focusing on knowledge products being produced by each of the groups. In addition, the Executive Committee held discussions on the Concept Note and Agenda for BCOP 2019 plenary meeting.

BCOP also implemented activities related to participation of PEMPAL countries in the 2018 OECD Performance Budgeting Survey facilitated by the Program and Performance Budgeting Working Group (PPBWG). The survey questionnaire and accompanying glossary were translated into Russian and BCS languages, the invitation to all PEMPAL countries was sent, and PPBWG leadership coordinated further with individual countries and OECD during the process of completing the survey. Taking part in this Survey, which is simultaneously in the same exact format being filled out by the most advanced OECD countries, contributes to one of the three BCOP priorities in this PEMPAL Strategy period – expanding internationally available data on PEMPAL countries. Specifically, taking part in this survey will allow for extensive regional and international benchmarking, as well as identification of innovations and good practices in performance and program informed budgeting.

PPBWG will for the fourth time participate in the meeting of the OECD’s Senior Budget Officials’ Network on Performance and Results, to be held on November 26-27 in Paris. This Network provides the members of the group with an opportunity to share and benchmark progress in program and performance budgeting with OECD countries and to learn and discuss new trends in program and performance budgeting in those countries. This year specifically, this meeting will include a session on newest developments and recommendations on spending reviews in OECD countries, which will be very beneficial to PPBWG leadership, as this is the subtopic that this WG will be working on in the next period. This year, a small delegation of PPBWG will deliver a presentation of preliminary results of the PEMPAL countries on the OECD’s 2018 Performance Budgeting Survey. Due to the tight budget situation, no translation will be provided at this event, so all the participants are required to speak English. Moreover, PEMPAL Secretariat member will not attend the event and will provide assistance from office.

BCOP has also been busy with planning of the plenary meeting scheduled for the week of March 18 in Tashkent. The Concept Note and Agenda have been drafted and discussed and approved by the Executive Committee in October. The Resource Team is working on final coordination to confirm all speakers. The plenary will follow the format of the two previous plenaries and will include one day dedicated to each of the two working groups and the third day dedicated to a new topic – capital budgeting and public investment. As always, the topics were selected based on country priorities which were collected during this year’s plenary meeting. BCOP is planning for financial contribution from the hosts (hopefully, similarly to Uzbeks’ contribution to a previously IACOP event), and the final confirmation from the hosts is expected in the next days.

Ms. Belenchuk next gave a brief overview of BCOP’s current financial position and plans for the remainder of this fiscal year. BCOP has been operating in continuous savings mode, given the standing instructions of the Steering Committee that the low budget scenario for FY2019 should be in force amidst continued financing uncertainties. BCOP thus projects that it will achieve around $30,000 in savings in the first half of FY2019, as a result of being able to get low hotel rates for Portugal event and somewhat smaller number of participants than planned in Moscow and Portugal event. BCOP plans to direct these savings to its spring activities, given that the low budget scenario has not envisaged participation of the Executive Committee at the meeting of the OECD Senior Budget Officials’ Network for Central Eastern and South Eastern Europe, which in the past representatives of the COP attended each and which is taking place this May or June in Belarus. Depending on the amount of savings and the final situation with the cost of plenary meeting and contribution of the hosts, BCOP will decide on a number of Executive Committee members to attend the event in Belarus. One event that BCOP will not be able to hold in spring due to higher budget scenario not being adopted is the learning visit on spending reviews for PPBWG, which will thus be moved to FY2020.

She concluded with informing the SC that BCOP is currently in the middle of the process of the Chair elections.

**IACOP**

Ms. Edit Nemeth, IACOP Deputy Chair, reported that IACOP held two very successful back-to-back events – meeting of the Internal Control Working Group (ICWG) and IACOP plenary meeting in Tbilisi, Georgia.

The ICWG held a two-day event, at which a new expert, Mr. Richard Maggs was introduced. Mr. Maggs will be working with IACOP and for this event he prepared an excellent discussion paper. This working group is currently focusing on developing an assessment tool for maturity level of internal control systems. This tool will first and foremost be useful for internal auditors, but also to others (e.g. managers and CHUs) as a self-assessment tool. The working group started with COSO model dealing with external environment, which is a basis of internal control systems and hardest to assess. This tool will be a unique product, as it will be set in a public sector context and the group will also collect good practice examples for other countries. It will be useful for CHUs to inform the way to implement reforms with specific steps. In Tbilisi, ICWG had thorough discussions and all participants enjoyed and valued the interactive way in which the criteria for internal control maturity were jointly developed during the meeting. Georgian hosts were very welcoming and Deputy Minister of Finance not only opened the event, but also actively participated.

IACOP plenary meeting topic was increasing the value and impact of internal audit in the public sector. Excellent presenters spoke, including the Chief Audit Executive from the Federal Ministry of Finance of Austria. Participants showed great interest and held great discussions, which was expected given that most governments keep changing their strategies and reforms and it needs to be proved repeatedly how internal control is useful. Since such good feedback was collected during the event from the participants, IACOP decided to prepare a short knowledge product.

Ms. Nemeth also informed the SC that IACOP held Chair elections in July and Mr. Edgar Mkrtchyan from Armenia was reelected. Due to retirement of the IACOP Executive Committee Chair from Kyrgyz Republic, the Executive Committee extended an invitation to a new member from Georgia.

IACOP’s next event is planned for early April in Macedonia and it will be two working group meetings – ICWG and Internal Audit in Practice Working Group (IAIPWG). The ICWH will continue its work on the role of internal control, with the help of Mr. Maggs and focusing on two new components - risk management and control activities. IAIPWG will focus on developing a knowledge product – first part of this knowledge product was about planning of engagement, while the second part which will next be developed is on the field work stage. The basis of this knowledge product will be country case studies.

Mr. Arman Vatyan added that this has been a very active time for IACOP and that the plenary meeting included participation of 29 countries; in addition to PEMPAL countries, the participants from Turkmenistan, Poland, UK, Belgium, South Africa, Austria, and Netherlands attended. PEMPAL participants commented that having speakers from advanced countries elevates the level of group discussions in events.

**TCOP**

Ms. Angela Voronin, TCOP Chair, reported that TCOP held Chair elections in August and September. Ms Voronin remained the Chair and Mr. Ilyas Tufan and Ms. Ludmila Gurianova remain Deputy Chairs.

TCOP held two events since the last SC meeting: meeting of Cash Management Working Group (CMWG) via videoconference and a working group meeting of CMWG in Vienna.

The VC meeting was held on September 18and 22 participants from 12 countries attended. The purpose of the meeting was to hold discussions and make decision about the upcoming meeting of this working group. That meeting was held on November 5-7 in Vienna, Austria. The purpose of the meeting was to identify essential elements of soundly-based and high-performing cash flow forecasting and to share ideas and experiences on how these could be developed in the participating countries. Presentations from Hungary, Turkey, and Russian Federation were delivered. Two experts also delivered presentations: Mr. Michael Williams, expert in debt and cash management and Mr. Mark Silins, TCOP thematic advisor. The group also explored the links between cash flow forecasting and budget execution and discussed latest developments in the area of cash management in participating countries. Ms. Vornin next gave the floor to Mr. Tufan, who is the lead of CMWG, to present more details about this event.

Mr. Tufan reported that 35 participants from 17 countries attended the event in Vienna and that the topic – cash management - is highly demanded by the members, based on TCOP’s survey. The event started with the opening speeches and presentation of the CMWG activities over the last four years, as there were many newcomers. Next, a Hungarian county case was presented on the system of cash management and cash forecasting. After the introductory presentation provided by the Hungarian Treasury during the cross-COP leadership meeting this July, this provided additional details and completed the picture of the unique Hungarian system for TCOP members, especially having in mind that two institutions are involved, Treasury and Debt Management Agency (AKK), and that cash management in Hungary is very sophisticated. TCOP thus hopes to include Hungary in its future events. Next, a session was held on member country news, in which 8 countries shared their recent views related to cash management. TCOP started with these country news sessions last year and it showed to be very useful and efficient. The second day started with the expert presentation after which Turkey and Russian Federation presented their practices in cash forecasting in detail. In the afternoon, group discussions were held on challenges in cash forecasting and recommendations to overcome those challenges. Participants shared at the end of the event that this was one of the most helpful discussion sessions ever held by TCOP and was very useful to participants. The presentations by international experts were also very useful, as most TCOP countries are going from a cash control system to a cash forecasting system, and relevant issues and differences between these two were clearly explained. Finally, ideas for the topics of the future events were discussed, such as active cash management practices, liquidity buffer mechanisms, coordination with debt management function and the central banks. Although TCOP has already had some discussions on most of these topics, the interest expressed by the participants shows that there is still a need to examine them deeper, given that these topics are globally evolving. Representatives of the TCOP leadership and resource team also had a discussion in Vienna with the participants from Kazakhstan on the requirements for the hosting country of the TCOP 2019 plenary meeting, given that the Ministry of Finance of Kazakhstan expressed interest to host the meeting.

Ms. Voronin added that TCOP also had an Executive Committee meeting in October via videoconference, at which preparations for November meeting were discussed, as well as plans of other working groups. The Working Group on Public Sector Accounting and Financial Reporting is planning a videoconference meeting for late January. One of the topics for discussion will be the update of the paper on integration of budget classification and chart of accounts being developed by Mr. Mark Silins on the request of the group. The cooperation with PULSAR will also be discussed.

The Working Group on Use of IT in Treasury System is also planning a VC meeting in spring 2019. Taking into consideration that the costs of the Vienna event exceeded the budget, the next face -to-face meeting of this working group meeting might be held back-to-back with the plenary meeting. The plenary meeting is planned for May 2019 and several locations are being considered, the final decision will be made at the January meeting of TCOP Executive Committee, when the topic and the concept of the meeting will also be decided.

Mr. Boyce inquired how certain is the plan to have TCOP plenary meeting in Kazakhstan. Ms. Nikulina clarified that there is no certainty at this stage. So far, only a discussion on the hosting requirements were communicated to the representatives of Kazakhstan, following their expression of interest to host the meeting. TCOP is currently waiting for their clarification on possible contribution as available amount under TCOP budget might be insufficient to have an event there (based on the past experience, Kazakhstan is an expensive destination). There is also no clarity yet on the main theme of the event. TCOP’s tradition is to offer the hosting country an opportunity to provide suggestions for a theme of event (which then the Executive Committee considers and makes the final decision). Kazakhstan will send their suggestions before the Executive Committee meeting in January.

**Conclusions:**

* The SC has taken note of COPs’ good progress on action plans for FY2019 and plans for remainder of the fiscal year.

**6. PEMPAL finances**

Ms. Nikulina explained that, as usual, two documents were circulated for this agenda item to the SC members: update on status of COP budgets and overall PEMPAL overall program budget table. The figures reflect all current information, including latest actuals on events held so far and current estimates for upcoming events. She noted that PEMPAL is still using the previous Multi-Donor Trust Fund (MDTF) from the previous PEMPAL strategy period. For all past events on which COPs reported in this meeting, funds from old MDTF were used and now a small balance is left in that fund, expected to be used up by end of December. The funds from the new MDTF started being used this month, for now only for Resource Team costs, some consultants, and some translation and printing costs. The new MDTF still includes only SECO funding.

Ms. Kirillova reported that the status of decision of the Ministry of Finance of the Russian Federation on financial contribution to PEMPAL is the same as at the time of the previous SC meetings - the decision is under consideration by the Government. She clarified that the Government is supposed to decide on three-year contributions to PEMPAL, starting with the current calendar year of 2018. The 2018 funds are set aside in budget for this purpose, but the decision needs to be made by mid-December in order for the funds to be transferred from this year’s budget.

Ms. Nikulina noted that receiving the funds can be done quickly, but that drafting and signing of administrative agreement between the World Bank and the Ministry of Finance of the Russian Federation takes longer. Ms. Krillova asked whether the World Bank team could already send the draft agreement text to the Ministry of Finance of the Russian Federation, so that the process of finalizing the text starts.

Mr. Boyce next announced that the EU has informed the World Bank that progress was made towards the final decision on EU’s contribution to PEMPAL. Ms. Nikulina added that EU Members States have endorsed the allocation for PEMPAL in the amount of US$ 3 million and that only one step remains in terms of internal EU decision-making process - decision of the European Commission, expected by December, after which the work on administrative agreement can commence. In terms of the timeline, the first disbursement is expected in CY2019, however the exact schedule and number of payments is not known yet.

Ms. Frei said that these good new on EU funding are very important to SECO. This is in particular important in light of technical limitation of new SECO funding, which has certain conditions attached. The restriction is that SECO’s funding is clearly distinguished between the EU and non-EU countries and the funds allocated to PEMPAL are to be used for non-EU countries only. Thus, during the time in which SECO is the only contributed to the new PEMPAL MDTF, the funds cannot be used to fund the costs of event participants coming from EU countries. She also mentioned that therefore the financial information provided in the budget needs to separate between the old and the new TF.

Ms. Nikulina added that, since the old MDTF will be closed in December 2018, this means that until new donor funds are received, the participation of representatives from EU member countries can not be funded from the new MDTF and that BCOP and IACOP plenary meetings scheduled for March and April of 2019 may be affected. If no new donor funds are received at the time invitations are issued for these events, the invitations will need to specify that participants from EU countries have to be self-payers, unless they will deliver presentations and be a part of the Resource Team during the event.

**Conclusions:**

* The SC has taken note of the PEMPAL FY19 budget update.
* The SC has reconfirmed that the initial COP FY2019 budget allocations adopted in the February 2018 SC meeting (US$180K for each COP, plus any carried over COP savings from FY18) are still valid.
* The SC has taken note that the status of decision on contribution of the Ministry of Finance of the Russian Federation to the new PEMPAL MDTF remains so far unchanged, and that disbursement of the funds for PEMPAL from the 2018 budget will only be possible if the Government decision is in place by mid-December at the latest. The World Bank team will forward to the MoF the draft text of administrative agreement for the new PEMPAL MDTF in the next weeks (without dates and disbursement schedule), to start the process of preparation of the agreement.
* The SC instructed the COPs that until new donor funds are received, the invitations to COP events will need to specify that participants from EU countries have to be self-payers, unless they will serve as members of the Resource Team during the event.

**7. Closing of the meeting**

Ms. Frei announced that this is her last SC meeting, as she is leaving SECO. Her successor will start the work in early December, thus there will be no gap on SECO’s involvement in PEMPAL SC activities. She noted that she worked on PEMPAL for 5.5 years and enjoyed it very much, as it is a unique and innovative program with obvious enthusiasm from members. Mr. Boyce and Ms. Nikulina thanked Ms. Frei for her active participation and for her advice and suggestions that resulted in further improvements of PEMPAL.

Ms. Maya Gusarova announced that she got a new assignment in a different department in the World Bank and is leaving BCOP Resource Team Coordinator position. She thanked everyone for support and experience in her 7 years of work for BCOP. Ms. Nikulina and Ms. Belenchuk thanked Ms. Gusarova for all of her work in leading PEMPAL BCOP. Ms. Nikulina announced that Ms. Iryna Shcherbyna will replace Ms. Gusarova as BCOP Resource Team Coordinator and that the transition process has already started.

Ms. Nikulina also reminded that Ms. Yelena Slizhevskaya has joined TCOP Resource Team earlier this year, after departure of previous Resource Team member.

**Conclusions:**

* The next SC meeting through videoconference is planned for February 2018, exact date is to be agreed through email correspondence. As the SC will need to decide on FY2020 budget envelopes at that meeting, any updates on additional donor funding as well as requirements for information to be prepared by the COPs for the meeting will be announced via email.

**Annexes:**

1. **SC minutes of the previous meeting held on July 7, 2018.**



1. **PEMPAL Strategy Action Plan Implementation**



1. **Draft Analysis of the potential savings**



1. **PEMPAL program budget**



1. **PEMPAL COPs budget**



1. **Amendments to PEMPAL Operational Guidelines**

