



GUIDELINES FOR THE PEM PAL EVENTS

1. OBJECTIVES

PEM PAL events are an essential component of the PEM PAL network. These events can range from large and formal events, such as plenary meetings (PEM PAL or Community of Practice, COP), to less formal small-group discussions focusing on specific topics.

The **main objective of a PEM PAL event** is to involve all participants in an active exchange of ideas and information. This facilitates the process of learning from other countries' experience, successes and mistakes. This also promotes benchmarking and comparing the reform processes, and providing an incentive for change.

The PEM PAL events are aimed to (i) contribute to the value and development of the network, its growth and sustainability; (ii) encourage generating and sharing ideas within the COPs and across the PEM PAL community; (iii) allow countries to learn from each other; (iv) reinforce the sense of ownership; (v) help establish knowledge and information base; (vi) assist sharing analytical and operational tools and materials; and, (vii) build inter-personal relationships that connect peers and facilitate the exchange of information.

Participants are encouraged to (i) play an active part throughout the program; (ii) present and share the experiences of their country; (iii) disseminate to their peers (across domestic and international networks) knowledge and information acquired during the event; and, (iv) establish professional contacts that would facilitate follow up activities and exchange of information.

Participants are selected/ nominated by their institution(s) based on their eligibility, relevance and expected impact.

2. EXPECTED OUTPUTS

2.1. Preliminary agenda

COP Executive Committee(s) involved in preparation of the event define(s) the objectives of the event and topics to be discussed, and appoint(s) a person, who will be, in consultation with the resource team (including the WB Task Team Leader, Community Facilitator, donors, external experts and the PEM PAL Secretariat) in charge of coordination/preparation of the event (hereinafter: **Coordinator**). The Coordinator designs a Preliminary agenda.

Preliminary agenda should contribute to the network development, and should take into account strategic directions incorporated in the PEM PAL Annual Action Plans and Budgets. The resources made available for the events should support achievement of the members' goals and priorities. Donors and other stakeholders may provide a guiding role for discussions.

2.2. Report

Coordinator prepares a report on the event. The report should (i) summarize the learning experience; (ii) evaluate the quality and effectiveness of the discussions and their outcomes; (iii) give an idea of

how well the event went and provide food for reflection on the issues addressed; and, (iv) discuss options for follow up activities.

Within two weeks following the completion of the event, the Coordinator sends the report to the PEM PAL Secretariat for posting on the PEM PAL website, and to the COP Executive Committee(s) for endorsement at the next meeting.

In addition, the Coordinator disseminates the information/report about the event to interested peers, national authorities and other stakeholders.

2.3. Evaluation

The PEM PAL Secretariat collects participants' assessments following the completion of each event, and carries out periodic surveys regarding logistics, distribution of time and other elements, and reports to the Steering Committee.

3. PROCEDURE

PEM PAL events must be planned as part of the PEM PAL Annual Action Plans and Budgets, and approved by the Steering Committee. In line with the directions of the Executive Committee of each COP, or the Steering Committee, and in consultations with the COP Chair, the World Bank Task Team Leader, Community Facilitator, donors and external experts, the PEM PAL Secretariat undertakes all necessary activities related to the organization of the PEM PAL events (invitation letter, communication with host institution(s), draft budget, thank-you letters, evaluation, etc.).

Detailed description of tasks related to the organization of an event is shown in the Attachment 1.

Detailed recommendations on how to make PEM PAL events efficient and effective are discussed in the item 4 below.

4. MAKING EVENTS EFFICIENT AND EFFECTIVE: RECOMMENDATIONS

Agenda design

- Start from thinking about the objectives of an event rather than from topics; develop objectives and outputs first and then decide on the topics and experts. Clearly define some outputs (from »low-hanging fruit« and longer-term more strategic output) that can be achieved at the event, and others that can be achieved over a longer period.
- Focus on a few achievable goals for the event, and have topics and activities that will support the achievement of those goals.
- If possible, include the moderator/facilitator right from the beginning of the process.
- Have only limited number of topics/themes per day to leave time for discussions, including on recent developments. It is essential to allocate time for group discussions and question-answer session.
- Develop the agenda based on the priority list made by the participants of the previous event (through surveys, evaluation forms).
- Invite external experts (including the WB host country team) and high level officials to participate in the discussion.
- Build time into agenda for members of country groups to produce a work plan at the end of the event and briefly report back on their progress at the next.
- Use the results of the questionnaires – present them and start a discussion about them.

Organizing discussion

- Discussion, debate, dialogue – it is important to give space and times for 3Ds. Participants appreciate interactive forms of work. Schedule interactive sessions after lunch rather than presentations.
- Make sure that the content discussion is result-oriented; decide who takes the lead for a day or a specific topic. Have a summary of main conclusion at the end of each day/ have a concluding session.
- Spread presentations over several days as having all presentations in one session can make it long and tiring. Keep presentations short (limit the number of slides to 5 slides per every 15 minutes presentation).
- Produce a summary at the beginning of each day of the highlights from activities that took place on the previous day. Distribute note-taking tasks.
- Due to language barriers, good translators are essential.
- Have an expert to explain, with practical examples, basic terminology, concepts etc..
- Everyone involved should be explained how the session should look like. Encourage newcomers to become more active and ask questions.
- Ask countries to prepare, in advance of the event, some informational background, including on the developments since the last event. This requirement should be mentioned in the invitation letter.
- Develop ways of sharing case studies and of offering case clinics. Define roles (e.g. as "summarizer", "instruction giver") for each executive committee member (e.g. welcome, introduction, fare well + thank you at the end).
- "Tick the box" at the end of the event whether objectives and output have been achieved.

Preparing for the next event

- »Collect« topics and prioritize them for the next event. Keep a record during the event of issues and challenges that could become future topics to address. Organize voting on the priority topics in the final session of the last event, and invite people to indicate whether they would be willing to take the lead with the topic.
- Frame the task of the people who have volunteered for leadership of topics as design team members who will help develop a strategy for outputs, milestones and activities to take the community forward in this topic area.
- Categorize different types of people to be invited to the next event in order to help shape the invitation, expectations and activities in which they are to be involved.

Guidelines for preparation of PEM PAL COP events

Responsible

CoP Chair:

CoP Leaders:

The World Bank:

CEF:

1. Content and Program

To-do's	Responsible	Consultation with:	Final decision by:	Status
• List of invitees ¹	COP/WB consultant	CEF, CF	COP	
• Preparation of invitation letter	CEF	COP/WB consultant, CF	CEF	
• Sending out invitation letter	CEF		CEF	
• Recruiting and contracting moderator ²	CEF	COP/WB consultant	CEF	
• Recruiting and contracting interpreters	CEF	COP/WB consultant	CEF	
• Developing the draft program/agenda	COP/WB consultant/ Moderator, CF		COP/Moderator/ CF	
• "Recruiting" members who give an input	COP/WB consultant, CF		COP	
• Support to contributors (e.g. shaping PPT, case clinics etc.)	COP/WB consultant, CF			
• Communication with host institution (e.g. opening ceremony, reception on the first evening...)	WB LO	CEF, CF	CEF	

2. Venue Organization

The venue for the event should be in a convenient location easily accessible and preferably within a walking distance of places where most participants are likely to stay (e.g. the premises of the host organisation and/or in a well established conference facility/hotel).

If for the event the host institution prefers to use a venue far away from hotel(s) where participants stay the transportation of both participants and resource persons to such a venue should be made available.

Room(s)

The main event room should be large enough to accommodate all participants seating in such format that has been agreed on. Where relevant and appropriate, arrangements should also be made for an additional 1-2 rooms for group work (break-out sessions). The room should be in a relatively quiet area, well ventilated and with adequate lighting and temperature control.

Equipment and other Resources for the event:

¹ As a rule, 2 members are sponsored by PEM PAL (if possible one newcomer and one "old" member). If the budget allows, more than 2 members can be sponsored. No need for further approval from sponsor's side. Additional sponsorship will be granted on demand-basis.

² An early involvement of the moderator is essential to guarantee that timing and objectives of the workshop can be met!

- (a) A beamer (video projector);
- (b) A computer/laptop with Microsoft Office Package (including PowerPoint);
- (c) Internet Access
- (d) A white screen for displaying presentations;
- (e) A laser pointer or similar device;
- (f) Flip chart(s) and markers of different colors;
- (g) White board;
- (h) Note pads, a pen and pencil for each participant;
- (i) Seminar binder for each participant, with copies of the agenda, names and contact details for both resource persons and participants, copies of all presentations organized sequentially as in the agenda and any accompanying reading materials; and
- (j) Cordless microphone for Resource person and one or two microphones for use by participants (where available);
- (k) Translation boot
- (l) Headphones for participants and resource persons
- (m) Xerox facilities (if available)
- (n) Announcements / indication board of the workshop room (in the hotel lobby, corridors, etc.)

To-do's	Responsible	Consultation with:	Final decision by:	Status
<ul style="list-style-type: none"> • Obtaining quotes for hotel from 'host institutions' and develop draft budget 	CEF	(as long as the price is within the budget, no further consultation needed!)	CEF	
<ul style="list-style-type: none"> • Develop draft budget 	CEF	COP/Sponsors	COP/Sponsors	
<ul style="list-style-type: none"> • Contracting venue provider / hotel 	CEF	WB LO/host institution	CEF	
<ul style="list-style-type: none"> • Contracting a translation equipment provider 	CEF	WB LO/host institution	CEF	
<ul style="list-style-type: none"> • Preliminary Rooming List 	CEF		CEF	
<ul style="list-style-type: none"> • Updating of Rooming List 	CEF		CEF	
<ul style="list-style-type: none"> • Coordination with Host Institution 	CEF	COP/WB consultant, CF	CEF	
<ul style="list-style-type: none"> • Checking delivery of services by the hotel 	CEF	host institution	CEF	
<ul style="list-style-type: none"> • Arrange meals for each day of the workshop (lunch/dinner/coffee breaks) • Arrange meals (lunch/dinner) for those arriving earlier/leaving later • Also a cocktail reception/informal dinner for participants, speakers, interpreters, facilitator - if not provided by host 	CEF		CEF	

3. Participant Logistics

To-do's	Responsible	Consultation with:	Final decision	Status
– Visa support for participants/speakers/facilitator/interpreter (sending letters of confirmation/invitation, letters of guarantee, support an application for an entry visa to the country)	CEF	LO WB / Host Ministry		
– Visa reimbursements to the sponsored participants (if required) based on original receipt	CEF			
*To be done on 1 st day of the workshop				
– Obtaining participant data (registration)	CEF			
– Send the suggested flight itinerary to participants, experts, interpreters, facilitator and obtain confirmation	CEF			
– Booking of flights & sending e-tickets to participants <ul style="list-style-type: none"> • Flights for sponsored participants, and Logistics facilitator. 	CEF			
– Booking of flights for experts (& external speakers & interpreters)	CEF if this is covered from PEM PAL budget			
– Arranging transport to and from the Airport for the participants, speakers, interpreters, facilitator	CEF			
– Arranging within the city transportation (if required)	CEF			
– Forwarding list with flight details to the Hotel (for pick-up) <ul style="list-style-type: none"> • Liaise with Hotel on updates. • Pick-up/drop-off of sponsored participants, expert, facilitator 	CEF			
– Forwarding the Hotel booking confirmation to the participants, speakers, interpreters, facilitator	CEF			
– Registration of Participants <ul style="list-style-type: none"> • Prepare Registration List (including names of participants) • Register participants and hand out of Document Kits • Participants sign next to their names • Logistics Facilitator forwards completed list to CEF • Logistics Facilitator revises List of Participants according to real participation & sends it to CEF (or informs of 'no changes') 	CEF			
– Preparation and distribution of the information letter prior to the workshop to all participants, speakers, interpreters, facilitator	CEF			
– Preparation of the welcome letter and deliver it to the Hotel rooms	CEF			

4. Document Kit & Other Materials

Document	Responsible	Status
– Agenda	<i>See above</i>	
– Presentation(s)	Expert, Peer-Review by ExeCom member+ Moderator + CF	
– Other Docs List of Documents, List of Participants, Information Letter, Welcome Letter	CEF	
– Distribution, printing, duplication, translation • All above documents!	CEF	
– Name tags & signs	CEF	
– Evaluation Q.	CEF	
– Evaluation Report	CEF	
– Workshop Report	COP / Coordinator	
– Certificate	CEF	

5. Additional Activities

To Do-s	Responsible	Status
<ul style="list-style-type: none"> • Group Picture * A copy of the photo should be given to each participant at the end of the seminar.	CEF	
<ul style="list-style-type: none"> • Social Activity *An excursion, city tour and/or other social activity may be arranged to places of interest in the city/country.	CEF	

6. Post- Event Activities

To Do-s	Responsible	Status
– Thank you letter to all the participants, speakers, interpreters, facilitator	CEF	
– Analysis of the Surveys and the preparation of the report	CEF	
– Final Report	COP / Coordinator	
Upload all the materials (agenda, PPTs, LoP, Workshop report, pics) on PEM PAL web	CEF	

Hotel Contract should include

- Venue Room (specify no. of participants & seating arrangement)
- Equipment needs (beamer, laptop, other)
- Presentation materials (flipcharts, whiteboard, metaplan cards, ...)
- Name tags (for shirt) and name signs (on the tables)
- Announcements / indication of meeting room (in the hotel lobby, corridors, etc.)
- Catering (coffee breaks and lunch)
- Dinner reception (first evening, if not provided by host; as a lump-sum per person)
- Dinner & Lunch for non-workshop time for sponsored participants (as a lump-sum per person)
- Rooms for sponsored participants, Expert(s) and Logistics Facilitator

- Pick-up & drop-off Airport service
- Group photo (if possible)
- Internet access for Facilitator
- *We can agree to an advance payment of up to 50% if required.*

Other positions:

- Phone, internet bills, mini-bar consumption, room service, additional services, etc.: Are "on personal account" of the participants and will not be paid by PEM PAL.
- Copying & printing facilities for duplication of Document Kits: To be decided on a case by case basis. Ideally, the Logistics Facilitator finds a copy shop one day ahead of the workshop, and orders the required no. of copies to be delivered in the afternoon/evening.

Visibility and Clarification of Responsibilities

- All parties involved in the organization of the events will communicate the character of the events and the roles of the involved parties in a shared and uniform way: The events are being characterized as:
 - o PEM PAL events on....
 - o ...organized by CEF
 - o ...with the support of (Sponsors name).
 - o ... and hosted by [host country].