



1



### **PEMPAL independent 2012 evaluation recommended:**

- More top down input – engage political level
- Explore sustainability options – eg member country contributions
- Improve membership quality – membership definition, strategies
- More knowledge products – engage between meetings
- Increased and more dependable, longer term sources of financing
- A stronger shared vision – acknowledge value of fostering individual professional competency
  - The PEMPAL Strategy 2012-17 was developed in response to the independent evaluation, to ensure we implemented these recommendations.

2



## Objectives of the mid-term review of the PEMPAL Strategy 2012-17:

- Review the implementation progress at mid-point
  - Whether objectives remain achievable within target timeframes and existing resource constraints
  - To formulate proposals for adjustments, which could include adjustments to the Strategy and its results framework
  - Manage risk of possible insufficient funding to fully implement strategy

3



### Inputs needed:

- Each COP will make a submission based on information required to measure the key performance indicators included in the strategy's results framework (refer concept note and **BCOP's draft submission on wiki**).
- All members can input by participating in the **online survey** (released this month) and/or providing input to draft BCOP submission by end February.
- **MTR report** will be prepared summarizing the results, and the COP Executive Committees and PEMPAL Steering Committee will meet in July, to make final decisions and recommendations.

4



## ***PEMPAL STRATEGY 2012-17***

- **Goal:** PEMPAL member Governments from Europe and Central Asia more efficiently and effectively use public monies resulting from applying new PFM practices
  - *Difficult to measure this level, but we asking for **country level success stories** and/or **quotes from senior officials** on how involvement in PEMPAL has led to new and improved skills, and/or improvements in country PFM systems, practices or assessments.*

5



## ***PEMPAL STRATEGY 2012-17***

- **Outcome:** A sustainable, professional public financial management platform through which individual members are networked to strengthen their capacities and to enable them to share learnings and benchmarking between countries
  - *To be measured by monitoring implementation of the results framework's 4 output objectives (and 15 actions).*

6



## PEMPAL Output Objectives

### IMPACT

- Objective 4: Awareness of high government and political levels is raised regarding the benefits and value of engaging through PEMPAL

### QUALITY

- Objective 3: A financially-viable network of public financial management professionals, committed to improving PFM practices, is built and maintained
- Objective 2: Quality resources and network services, supporting relevant PFM practices, are provided to members

### DEPTH AND RELEVANCE

- Objective 1: PFM priorities of member governments are addressed by the PFM network platform



## PEMPAL Output Objectives

### DEPTH AND RELEVANCE

- Objective 1: PFM priorities of member governments are addressed by the PFM network platform

## **Objective 1: PFM PRIORITIES OF MEMBER GOVERNMENTS ARE ADDRESSED BY THE PFM NETWORK PLATFORM**

### **Action 1: Develop two year, rolling COP action plans, aligned with COP specific strategic plans and the PEMPAL Strategy 2012-17 Results Framework**

- BCOP Action plans:
  - are developed by resource team in close consultation with the BCOP Executive Committee
  - are developed within the budget parameters approved by the Steering Committee and submitted within the deadlines prescribed.
  - are aligned to the PEMPAL strategy
- **However, BCOP does not have its own strategic plan**
- As a recommendation to the review, we will acknowledge this and provide plans to develop our own strategic plan in the future, to ensure we are growing in the direction you want us to.



## **Objective 1: PFM PRIORITIES OF MEMBER GOVERNMENTS ARE ADDRESSED BY THE PFM NETWORK PLATFORM (cont)**

### **Action 2: Implement COP Action Plans, in accordance with budget management guidelines, that address PFM priorities**

- All members are consulted on their priorities during plenary meetings each year.
- Those priorities most common amongst countries are chosen for plenary meeting. Final topic is put to the vote/chosen by the Executive Committee.
- Those priorities common to groupings of countries, are chosen for study visit or working group meetings.
  - **Is the approach BCOP use to consult you during the plenary the best way? Do you have other ideas/approaches you would like us to try?**
- The Secretariat advise on budget verses actuals and assist the Executive Committee and resource team to comply with budget management guidelines.

## **Objective 1: PFM PRIORITIES OF MEMBER GOVERNMENTS ARE ADDRESSED BY THE PFM NETWORK PLATFORM (cont)**

### **Action 3. Identify synergies and working projects between COPs**

- Main cross-COP exchanges are during annual meeting of COP Executive Committees, and every 3-4 years cross-COP meeting of all members.
- We also share COP Action Plans, documents on library/website, and invite representatives from other COPs to any relevant meetings.
- Should we be doing more?



## **AGENDA ACTIVIST IN MOSCOW**



## PEMPAL Output Objectives

- Objective 2: Quality resources and network services, supporting relevant PFM practices, are provided to members

13

### **Objective 2: QUALITY RESOURCES AND NETWORK SERVICES, SUPPORTING RELEVANT PFM PRACTICES, ARE PROVIDED TO MEMBERS**

#### **Action 4: Ensure the Secretariat addresses members' needs in an efficient and effective way.**

- The member survey requests your rating on Secretariat services. Post-event surveys also assess performance.
- These ratings will be collated and included in the final mid-term review report.

#### **Action 5: Develop and share knowledge resources and products.**

- The 2012 independent evaluation recommended BCOP focus on this. We now have more working groups and have built our own library of knowledge products (eg OECD PEMPAL budget practices and procedures survey and report, technical documents being translated and shared in library/wiki).
- A listing has been prepared as part of the BCOP submission to the review.

14



## **Objective 2: QUALITY RESOURCES AND NETWORK SERVICES, SUPPORTING RELEVANT PFM PRACTICES, ARE PROVIDED TO MEMBERS (cont)**

### **Action 6a: Facilitate access to PFM experts.**

- PFM experts are identified from within and outside Ministries of Finance where required in accordance with the priority PFM themes identified by COPS.
- Evidence of facilitating access to PFM experts has been provided in BCOP's draft submission to the review.

### **Action 6b: Provide the Executive Committees with sufficient and effective support (COP technical Resource Teams).**

- In BCOP's submission to the review, the BCOP Executive Committee will provide a rating of the service currently provided by the resource team, and will identify any areas of possible improvement.

15



## **Objective 2: QUALITY RESOURCES AND NETWORK SERVICES, SUPPORTING RELEVANT PFM PRACTICES, ARE PROVIDED TO MEMBERS (cont)**

### **Action 7: Differentiated services to cater for needs of countries at different levels of reform progress.**

- More advanced countries in PEMPAL share their reform progress with those less advanced.
- Countries from outside PEMPAL region are invited to showcase international trends and approaches in PFM reform.
- Discussion group questions are designed to ensure all can contribute.
- Summary of all links to information translated and shared in past meetings for the benefit of new members are distributed (see background documents).
- Are there other approaches we could use?

### **Action 8: Roles and responsibilities of key network actors as specified in the Rules of Operation are understood and followed.**

- During the strategy period, the rules of operation have been improved and clarified.

16





## **Objective 2: QUALITY RESOURCES AND NETWORK SERVICES, SUPPORTING RELEVANT PFM PRACTICES, ARE PROVIDED TO MEMBERS (cont)**

### **Action 9: Facilitate access to PFM training institutes**

- a) showcasing institutes at COP plenaries (e.g. Slovenia, Armenia, Kazakhstan, Russian Federation, Poland, Lithuania, UK) and
- b) support study tours for those countries interested in establishing such institutes.

At the time of the strategy, a high priority need was identified to access training and capacity building opportunities for government finance officials in existing regional PFM training institutes, and to also understand the procedural and legislative framework if countries were considering establishing their own such institutes.

- Funds were made available to visit established PFM institutes but have not been accessed by any BCOP members.
- No progress has been made on this action. Is it still a priority to members?

17



## **Objective 2: QUALITY RESOURCES AND NETWORK SERVICES, SUPPORTING RELEVANT PFM PRACTICES, ARE PROVIDED TO MEMBERS (cont)**

### **Action 10: Facilitate members working together in a geographically dispersed environment by adopting suitable technology solutions.**

- World Bank video conference, PEMPAL website and library, Skype and wiki are key technology platforms that are used to facilitate communication and to work on reforms.
- However, these platforms sometimes face difficulties. Wiki is not used much – do we still want it?
  - All BCOP members should have received an invitation to join Wiki (which is for our internal use only so access is password-protected), but unfortunately only a few of you have registered.
- Options, solutions??

18

## PEMPAL Output Objectives

### QUALITY

- Objective 3: A financially-viable network of public financial management professionals, committed to improving PFM practices, is built and maintained

19



### **Objective 3: A FINANCIALLY-VIABLE NETWORK OF PFM PROFESSIONALS, COMMITTED TO IMPROVING PFM PRACTICES, IS BUILT AND MAINTAINED**

#### **Action 11: COPs to monitor and sustain quality membership**

- Analysis undertaken in 2012: target members were participating (maximizes member peer learning benefits and value for money from donor investments).
- Another **analysis is underway as part of the review.**

**Action 12: Seek co-financing and in-kind contributions** from members where possible. This will contribute to the financial sustainability of the network over time.

- More BCOP countries are volunteering to:
  - host events (providing in-kind assistance on advice on appropriate venues, cultural tour, visa procedures);
  - sending additional participants to meetings at their own costs; and
  - paying for specific dinners etc.
- More individual members are participating in surveys, presentations, and in executive leadership of BCOP.
  - **These will be included as examples in the submission to the review. Members will also be asked in the online survey, the willingness of their countries to contribute financially for PEMPAL services, and if so, what is feasible.**

20



**Objective 3: A FINANCIALLY-VIABLE NETWORK OF PFM PROFESSIONALS, COMMITTED TO IMPROVING PFM PRACTICES, IS BUILT AND MAINTAINED (cont)**

**Action 13: Implement targeted marketing of PEMPAL** to promote program to potential donors and professional associations. A communication and marketing plan will be developed to ensure that information and benefits facilitated by PEMPAL are shared.

- A new, improved newsletter was issued for PEMPAL in last quarter 2014.
- Are there any professional associations you are interested in?

21

*PEMPAL Output Objectives*

**IMPACT**

- Objective 4: Awareness of high government and political levels is raised regarding the benefits and value of engaging through PEMPAL

22



## **Objective 4: AWARENESS OF HIGH GOVERNMENT AND POLITICAL LEVELS IS RAISED REGARDING THE BENEFITS AND VALUE OF ENGAGING THROUGH PEMPAL**

**Action 14: Investigate the feasibility of transforming PEMPAL into a more formal network of national PFM institutions.**

- **No action taken as yet.** Investigations will be initiated on the feasibility of a more formal network of Ministries of Finance.

**Action 15: Implement a revised approach to marketing at the senior management level including to the Minister and Deputy Minister levels.**

- Thank you letters have been streamlined. **A revised marketing approach is under development.**
- **Evidence of high level awareness of the benefits of PEMPAL will be included in BCOP's submission** (eg Ministers/Deputy Ministers opening meetings and attending events).
- BCOP Executive Committee also suggest we hold a specific meeting on a common topic of interest and invite Ministers and Deputy Ministers to raise PEMPAL profile.

23



Please be active and provide your inputs:

1. Participate in the member on-line survey emailed to you in February
2. Provide any country success stories and/or quotes on the value of PEMPAL and provide any feedback to questions raised in this presentation.
3. The draft submission for BCOP is available on wiki. If you would like to participate, please review the submission and provide comments to the BCOP Executive Committee or [deanna\\_aubrey@hotmail.com](mailto:deanna_aubrey@hotmail.com) (PEMPAL Strategic Adviser/BCOP Resource Team member) before the end of February.
4. Those who did not register for Wiki and want to do so, please contact Naida from the Resource Team on [naidacar@gmail.com](mailto:naidacar@gmail.com), to receive another invitation.

*Thank you*

24