

PEMPAL BERN CROSS CoP MEETING 5TH – 8TH OF JULY 2011

BACKGROUND

This meeting will bring together the executive members of the Public Expenditure Management Peer Assisted Learning (PEMPAL) network which joins budget, treasury and internal audit practitioners from Ministries of Finance across 21 European and Central Asia countries. These practitioners meet within three thematic based Communities of Practice (CoP) called Budget CoP, Treasury CoP and Internal Audit CoP. The program of learning, information exchange and public financial management reform work are supported by events, study tours and workshops which are directed by each CoP's Leadership Team, comprising approximately 25 members in total. Each Leadership Team is headed by a Chair which is currently held by Maksim Yermalovich (Belarus) for BCoP, Anila Cili (Albania) for TCoP and Tomislav Mičetić (Croatia) for IA CoP. Other members of the PEMPAL executive include the Steering Committee (14 members including the CoP Chairs) which is currently chaired by the Swiss Government's State Secretariat of Economic Affairs (SECO) and has membership from the World Bank, the Russian Federation, and OECD Sigma. The chair of the Steering Committee (Salome Steib) from SECO is hosting this meeting in Bern, Switzerland.

Within the agenda, the 'network executive' refers to members of the three Leadership Teams who provide leadership and guidance to the PEMPAL CoPs and also to the members of the PEMPAL Steering Committee, who provide strategic oversight to the overall network. 'Cross-CoP' refers to discussions between a mixture of participants from each CoP.

Florence Beraud, a professional facilitator and moderator, is providing facilitation services during the meeting to ensure the latest methods are used to maximise the outputs expected from the discussions. Deanna Aubrey, the PEMPAL Community Facilitator, is providing policy secretariat support including preparing the background documentation to support the meeting's discussions and gathering information during the meeting to assist her in drafting the PEMPAL Strategy 2012-2017. The Center of Excellence in Finance (Slovenia), as PEMPAL Secretariat, is providing a semi-annual report on the COPs activities for the first half of 2011 and a plan of COP activities until end-2011, to be discussed by the COPs and approved by the Steering Committee. It is also providing the logistical and administrative support with the assistance of SECO, as the meeting's host.

OBJECTIVES OF MEETING

The overall purpose of the meeting is to bring PEMPAL's executive together as part of a consultation strategy to prepare the PEMPAL strategy for 2012-2017, which is currently under development. This strategy will aim to improve the network's effectiveness and sustainability.

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The Cross-Cop Leadership Group meeting will aim to:

- Develop and discuss medium term strategies to improve the effectiveness and sustainability of the PEMPAL network;
- Identify and share good communication and management practices within and between CoPs and develop strategies to address any challenges and problems;
- Develop an agreed set of indicators and monitoring approach to measure the performance of the network;
- Provide the Community Facilitator with information to finalize a strategy for the future for PEMPAL for the period June 2012-2017;
- Discuss progress report on COPs activities in the first half of 2011 to prepare for the upcoming COP activities; and,
- Learn better practices in budget, treasury and audit processes from the Government of Switzerland.

Before the event, participants will be required to read a document (prepared by the PEMPAL Community Facilitator) that provides background information for the proposed discussions. This document describes the current characteristics of PEMPAL including a preliminary assessment of the network's strengths, weaknesses, opportunities and threats. Further it provides information on the potential attributes of a sustainable and effective network and provides an environmental scan of the public finance management learning institutes and networks currently operating in or near the European and Central Asia region. A draft action plan containing initiatives to improve the network's effectiveness and sustainability is also provided and will be supplemented with additional initiatives as a result of the meeting's discussions. A Steering Committee meeting is scheduled for the meeting's last day i.e. Friday, but it is hoped that Steering Committee members will attend the full event, subject to their availability.

PRE AND POST-EVENT MEETINGS

TCOP plan to have a pre-event meeting on Tuesday afternoon 17.00 to 19.00 of 5 June 2011 to review progress with its learning agenda and ensure past and future progress are in line with agreed 2010-2012 plans. Similarly, BCoP plan to meet on Friday July 8th at 15.30 to 16.30 after the Steering Committee meeting. IA COP has chosen not to hold such a meeting as it has met recently and will also be meeting in plenary in October.

There will be a welcome reception hosted by the State Secretariat for Economic Affairs (SECO) on Tuesday evening of 19.30 (pick up from hotel at 19.00).

Objectives, format and output for each specific day are outlined in the table below:

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MEETING DAY	OBJECTIVE	FORMAT	OUTPUTS
ONE: Wednesday PEMPAL STRATEGY DEVELOPMENT	To discuss progress on COP activities and to identify good communication and work practices. To discuss medium term strategies to improve the effectiveness and sustainability of the PEMPAL network.	Review of background documentation (jigsaw)	<ul style="list-style-type: none"> • Identification of attributes of an effective and sustainable network. • Discussions on the preparations for the upcoming COP events building on lessons learned and good practices in the past PEMPAL activities. • Identification of good communication and work practices within CoPs. Each CoP Chair will describe the current communication and working approaches used within their CoP (ie action plan development and implementation, Leadership Team meetings, connection between members, knowledge management). This will include information from the IACOP Chair about IACOP's use of wiki and its multi-tiered membership strategy, TCoP about its library development, and BCoP about its strategies related to having a team as Chair and also moves to increase numbers in leadership team. • Discussions of proposed strategies for improvements to maximise the network's effectiveness and sustainability. • Any proposed initiatives developed will be added to an Action Plan to be implemented over the next 12 months, a draft of which has been provided in the background documentation. The Community Facilitator will also use this information to develop a strategy for PEMPAL for the period June 2012-2017.
		Welcome and Introductions	
		Session One Attributes of an Effective and Sustainable Network and SWOT analysis (World Café, cross CoP discussions)	
		Session Two Identification of current communication and work practices within CoPs. Good practices and any challenges and issues should be identified. CoP Chairs to provide description (verbally or via powerpoint/live wiki demo) to all participants followed by discussions.	
TWO: Thursday SWISS GOVERNMENT STUDY TOUR AND NETWORKING EVENTS	To learn about practices in budget, treasury and internal audit from the Government of Switzerland. A city tour and formal dinner will also be held to provide networking opportunities between the 21 PEMPAL member countries.	Session Four Morning: Presentations by the Swiss Government to all participants. Early Afternoon: Three parallel discussions with relevant Swiss Government representatives in budget, treasury and internal audit. Format: Questions and answers. A brief description of potential questions will be provided in advance.	<ul style="list-style-type: none"> • Presentations about the Government of Switzerland's approach to budget, treasury and audit in a decentralized environment. Discussions with PEMPAL members on reform issues of direct relevance to their current challenges. • Provision of networking opportunities for 21 PEMPAL member countries to build and maintain relationships.
		Late Afternoon: City Tour Evening: Official dinner hosted by SECO	
		Session Five: Measuring the performance of the network 10 minute presentations from Mokoro, CEF, IACOP chair, PEFA representative to establish current and possible future evaluation framework. These presentations will be made to all participants followed by group work	
DAY 3: Friday PERFORMANCE MEASUREMENT AND FINAL REFLECTIONS	To determine how the current performance of the network is being measured. To clarify the information needs of the executive to enable it to make decisions on the effectiveness and sustainability of the network.	Session Six: Reflection on key meeting outputs and way forward	<ul style="list-style-type: none"> • Presentations from Mokoro (evaluation framework 2008 and proposed 2011 evaluation), CEF Secretariat (current and proposed new indicators reported), and IACoP (proposed strategic plan and indicators for measurement), PEFA. • Identification of network executive's information needs to make decisions on PEMPAL's effectiveness and sustainability. • A set of CoP and network level indicators that will enable the performance of PEMPAL to be measured. • An agreed understanding of the way forward • Approval by the Steering Committee of the initiatives and strategies developed during the meeting.
		Steering Committee Meeting	

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AGENDA

Tuesday, July 5th

Welcome reception 19.30 at Restaurant Casino hosted by Monica Rubiolo, Head Macroeconomic Support, Swiss State Secretariat for Economic Affairs (SECO)


DAY 1: WEDNESDAY, JULY 6TH –

INTRODUCTION

SESSION OBJECTIVE: Create a participative environment, get participants to know each other and explain the objectives, expected outcomes and the methodology of the workshop

TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
8.00 to 8.30 <i>Kursaal Bern Room Adagio 5</i>	Registration	CEF Participants	✓ To register attendance with CEF, to gather meeting materials and to familiarize with meeting location
8:30 to 9:00	Opening and welcome by the Ambassador, Beatrice Maser Mallor, Delegate of the Swiss Government for Trade Agreements (SECO), in addition to the Chair of PEMPAL Steering Committee (Salome Steib). Welcome by World Bank and CoP Chairs. The PEMPAL Community Facilitator will outline expected outputs from the meeting.	Ambassador Maser Mallor / Salome Steib/WB/CoP Chairs/CEF/ Deanna Aubrey	✓ Brief welcome, logistics and clarification of the expected meeting outputs

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9:00 to 9:30	Introduction of the participants (40/30 minute activity).	Florence Béraud	✓ Set the tone of the workshop towards active participation of all participants. Encouraging cross-COP interaction.
9:30 – 10:40	To ensure the network executive have read the supporting documentation for the meeting and to establish a common background knowledge related to the network as it operates now. This will be conducted through a Jigsaw activity (During a jigsaw activity, participants read and share with other participants background information provided for this event.)	Florence Béraud	✓ Participants share a common understanding of current situation and documents on which discussions will be based during the coming days
10.40 to 11.00	 COFFEE BREAK		
<h2>SESSION 1: ATTRIBUTES OF AN EFFECTIVE AND SUSTAINABLE NETWORK</h2> <p>SESSION OBJECTIVE: Come to an agreed understanding by the network executive of what attributes should be associated with an effective and sustainable network.</p>			
TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
11.00-12.30	<i>World Café discussion</i> on the characteristics of an effective as well as sustainable PEMPAL network and the potential attributes that such a network world possess. Strengths, weaknesses, opportunities and threats of the current network. Discussions to be held within a mixture of CoPs	Florence Béraud	✓ Stimulating thinking on a vision of a sustainable and effective network while identifying any gaps, obstacles, and issues related to achieving that vision

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12:30 to 13:30		LUNCH	
<p>SESSION 2: IDENTIFICATION OF GOOD PRACTICES IN COMMUNICATION AND WORK APPROACH</p> <p>SESSION OBJECTIVE: Share good practices of communication and work approach and identify any challenges and issues.</p>			
13.30-14.30	<p>CoP chairs to outline their CoP's current communication and work approach including that used for action plan development and implementation, Leadership Team meetings, connection between members and knowledge management. Good practices should be identified, and challenges and issues presented to enable solutions to be considered. After the three CoP Chairs have finished, all participants will be given an opportunity to identify any good practices, challenges and issues.</p>	<p>CoP Chairs (10 min each) Florence Béraud</p>	<p>✓ Identification of good practices within the network and identification of challenges and issues to be addressed</p>
<p>SESSION 3: STRATEGIES FOR IMPROVEMENT</p> <p>SESSION OBJECTIVE: To develop strategies to improve the effectiveness and sustainability of PEMPAL.</p>			
TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
14:30 to 18:00	<p>Based on the discussions of the morning session, participants will identify gaps in relation to the desirable attributes of an effective and sustainable PEMPAL network and consider the issues and challenges identified by each CoP Chair. Strategies should then be developed to build on identified strengths, address any weaknesses, manage any perceived threats and pursue any opportunities.</p> <p>At 16.30, each CoP will be asked to deliver/ sketch a simple strategy with the desired actions to address the following questions:</p>	<p>Salome Steib (SECO) CoP Chairs</p>	<p>✓ Identification and documentation of strategies to improve the effectiveness and sustainability of the network. These strategies which will be added to the draft action plan provided as part of meeting's background documentation</p>

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- How to enhance PEMPAL's effectiveness, relevance and impact?
- How to strengthen sustainability of the network?
- How to foster a committed membership and a sense of ownership?

Where practicable, this strategy should identify members responsible to carry out the desired actions within a defined timeframe. Discussions will be held per CoP from 14.30 to 16.30 and then delivered and discussed with the whole group from 16.30 to 18.00.



COFFEE BREAKS WILL BE TAKEN SPONTANEOUSLY


19.30

DINNER AT ALTES TRAMDEPOT

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DAY 2: THURSDAY, JULY 7TH - SESSION 4: SWISS STUDY TOUR

OBJECTIVE: Learn current practices in budget, treasury and audit processes from the Government of Switzerland

TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
8.30 – 8.45 <i>Kursaal Bern, Room Adagio 5</i>	Welcome of SECO to Study Tour The institutional structure of the Government of Switzerland will be presented including the current role of budget, treasury and internal audit within such a decentralized structure.	Ms. Monica Rubiolo, Head Macroeconomic Support Division (SECO)	✓ Raised awareness of how budget, treasury and internal audit functions can be delivered in a decentralized environment
8.45 – 9.45	Fiscal Federalism in Switzerland	Prof. Stefan Pfäffli, Institute for Management and Regional Economics, Lucerne University	
9.45 – 10.45	Internal and External Audit in Switzerland	Mr. Kurt Grüter, Auditor General - Swiss Federal Audit Office	
 10:45 to 11:15	COFFEE BREAK		

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TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
<i>11.15 to 12.45</i>	Fiscal Policy with a Fiscal Rule on the Federal Level in Switzerland	Mr. Alain Geier, Federal Finance Administration	✓ Identification of good practices
<i>12.45 to 13.45</i>	LUNCH		
<i>13.45 to 15.00</i>	Discussions will be held with an internal audit representative from the Swiss Government. Case studies of audits will be presented and the session will be question and answer format.	Mr. Rudolf Enggist, Internal Auditor of the Federal Office for Agriculture	✓ Discussions of approaches by the Swiss Government on specific reform issues of relevance to PEMPAL
<i>16.00 to 19.00</i>	Pick-up at Hotel City for Walking City Tour, then bus to little train to travel to Restaurant Gurten (comfortable shoes required, no heels).		
<i>19.00 to 22.30</i>	Official Dinner hosted by Mr. Jean-Luc Bernasconi, Head of Operations, Economic Cooperation and Development, State Secretariat for Economic Affairs (SECO) at Gurten Restaurant		

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DAY 3: FRIDAY, JULY 8TH -

SESSION 5: MEASURING THE PERFORMANCE OF THE NETWORK

OBJECTIVE: Determine network and CoP level indicators to measure the performance of the network

TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
8:00 to 9.00	10 minute presentations by Ms Folsher from Mokoro (past and future evaluation), CEF PEMPAL Secretariat (on the existing and planned performance indicators), IACOP (on proposed strategic plan and IACOP indicators), PEFA SC representative	Alta Folsher Senka Maver Tomislav Mičetić Monica Rubiolo	✓ Gain knowledge of current performance measurement and reporting processes being conducted within the network.
9.00 to 10:15	Group work/ Fishbowl discussion to come up with agreed indicators and monitoring process	Florence Béraud	✓ A set of possible indicators to measure the level of performance of the network and of each CoP level.
10:15 to 10:30	 COFFEE BREAK		
10.30 to 11.00	Final agreement on indicators and monitoring	Florence Béraud	✓ Agreement on approach

SESSION 6: REFLECTIONS ON KEY OUTPUTS AND WAY FORWARD

OBJECTIVE: Review and summarise the learning and highlights of the last three days and discuss the way forward

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TIME	CONTENT	PERSON IN CHARGE	EXPECTED OUTPUTS
11:00 to 12:15	Reflection on key outputs and way forward. This will done on a cross-CoP basis and then reflections presented back to the wider group	Florence Béraud	✓ Shared understanding of the meeting outputs, way forward
12:15 to 13:15	LUNCH		
13.15 to 15.15	Steering Committee Meeting (Donors, supporters and COP chairs only). Other PEMPAL executive members also welcome.		
15.30 to 16.30	BCOP Executive Committee meeting		
19.30 to open end	DINNER AT RESTAURANT RINGGENBERG		