**MINUTES OF THE STEERING COMMITTEE MEETING**

**WebEx, 14 June, 2017**

**PRESENT AT THE MEETING**

**SC members**

1. Irene Frei (SECO – Donor, Steering Committee Chair)
2. Daria Kirillova on behalf of Anna Valkova (Ministry of Finance of the Russian Federation – Donor)
3. Anna Belenchuk (Ministry of Finance of Russian Federation- BCOP Chair)
4. Mikhail Prokhorik (Ministry of Finance of Belarus, BCOP Deputy Chair)
5. Vugar Abdullayev(Ministry of Finance of Azerbaijan – TCOP Chair)
6. Edgar Mkrtchyan (Ministry of Finance of Armenia – IACOP Chair)
7. Elena Nikulina (World Bank – PEMPAL Team Leader)
8. Marius Koen (World Bank)

**Observers**

1. Ion Chicu (World Bank – PEMPAL Operations Advisor, TCOP Resource Team)
2. Arman Vatyan (World Bank – IACOP Resource Team)
3. Maya Gusarova (World Bank – BCOP Resource Team Coordinator)
4. Deanna Aubrey (World Bank – PEMPAL Strategic Advisor, BCOP Resource Team)
5. Ksenia Galantsova (World Bank – PEMPAL Secretariat)
6. Ekaterina Zaleeva (World Bank – PEMPAL Secretariat)
7. Kristina Zaituna (World Bank – PEMPAL Secretariat)

**AGENDA ITEMS**

1. Opening of the meeting
2. Update on the readiness for the launch of the new Strategy and the progress with fund raising
3. Update on implementation of the FY17 action plans and development of action plans for FY18-19
4. 2016 Annual Report
5. PEMPAL finances - update on the status of execution of FY17 budgets, savings achieved and to be transferred to FY18, budget outlook for FY18
6. Update on improvements to PEMPAL web site
7. Closing of the meeting

**1. Opening of the meeting**

Ms. Frei welcomed all participants to the second Steering Committee (SC) meeting of the year, noting that key decisions were required to launch the new strategy, in addition to the SC’s regular review of PEMPAL’s finances and activities.

**2**. **Update on the readiness for the launch of the new Strategy and the progress with fund raising**

It was clarified that the Strategy was finalized after the November 2016 SC meeting, after receiving final minor updates from the COPs. However, no formal approval had been given to the document, so the SC approved the Strategy noting it had already closely reviewed it towards the end of last year.

The COP Chairs provided their COP inputs to the new Strategy’s draft implementation activity plan, which had been circulated for consultation after the last SC meeting (refer below**)**. An overview of other inputs was also provided, largely clarifying and establishing more concrete and feasible deadlines (received from SECO and the World Bank team). (Refer **Annex 1**)

* As advised by the Chair of TCOP, Mr Abdullayey, TCOP support the idea of conducting periodic surveys (in 2017, at the MTR and at the end of Strategy period) among the high-level officials from the member countries in order to assess the impact of PEMPAL activities on their PFM systems. However, TCOP suggests conducting joint surveys for all three COPs, so avoiding multiple interactions with the MoF top-management. Thus, TCOP suggest that a cross-COP working group comprising representatives from the three COPs be established to develop this joint questionnaire for 2017.  Given the need to develop a joint questionnaire, TCOP suggest conducting the survey in September 2017. **TCOP nominations for this working group are: Zaifun Ernazarova from Kazakhstan, Angela Voronin from Moldova, and Ion Chicu from the TCOP resource team.**
* As advised by the Chair of BCOP, Ms Belenchuk, BCOP support the suggestion from TCOP that a cross-COP working group be formed to develop an approach to survey high-level officials, to be conducted in September 2017. This working group could also be tasked with developing a standardized approach to review usefulness of knowledge products to member countries as required under Action 6b.  **BCOP nominations for this working group are Ms Mladenka Karacic from Croatia, Mr Kanat Asangulov from Kyrgyz Republic, Anna Belenchuk from Russia, and Naida Carsarmamovic from the BCOP Resource team.** BCOP also support the survey of members to measure the COP impact as IACOP have done in the past.  In fact BCOP advised that it has released such a survey for its members just recently and it has provided the SC with the results circulated for this meeting (**Annex 3**). BCOP support the piloting of the per diem initiative as outlined in the plan, and BCOP will actively implement other initiatives included in the plan, within the final timelines agreed.
* As advised by the Chair of IACOP, Mr Mkrtchyan, IACOP confirmed that it would reissue its impact survey this year in June, to collect information from members on the progress and perceived impact of IACOP. On the issue of a different survey (the one proposed for Deputy Ministers), IACOP are happy to join the cross-COP working group to develop a survey of high level officials (as suggested by TCOP) and to develop an approach to review usefulness of knowledge products (as suggested by BCOP). **IACOP nominations for this working group are Edgar Mkrtchyan from Armenia, Edit Nemeth from Hungary, Petru Babuci from Moldova and Zamira Omorova from Kyrgyz Republic**. As for the proposed per diem initiative, IACOP noted that while this may be a worthy initiative, it should not be implemented at the expense of networking. For the IACOP, networking is an important element for team spirit development and its operation and performance. Thus, any initiative would need to be balanced, including considering options of partial per diem, to ensure the positive benefits of networking and team spirit were not adversely affected.

During general discussion, it was clarified that the only time Deputy Ministers and other high level officials had been formally contacted to provide their perceptions of the impact of PEMPAL was as part of an external, independent evaluation conducted in 2012 whereby select officials were interviewed. Thus, the cross-COP working group would need to consider how to establish this new internal process, including determining who to contact in each member country; what form that contact would take (e.g., e-survey, interview); and what questions would be posed.

Ms Aubrey noted that as part of the new Strategy’s implementation plan, the standardized post-event survey would need to be amended to include agreed additions relating to seeking feedback on the member government promotional activities related to PEMPAL and also on the performance of event speakers, COP resource teams, and COP Executive Committees (which currently was only sought during strategy periodic evaluations).

Ms Nikulina provided an update on fund raising activities noting no additional communication with the Dutch Academy took place since the last meeting regarding its proposed expansion of assistance to PEMPAL. Decisions were also pending from the two main donors to the program: the Ministry of Finance (MoF) of the Russian Federation and SECO. Ms Kirillova advised that the Russian Federation MoF was working towards the required approvals and she hoped to provide information on amounts and dates by the next SC meeting. Ms. Frei advised that SECO was working on preparation of documentation for the internal approval discussion, which is expected to take place by end-August. Ms Nikulina advised that information on the timing and schedule of future contributions was required to formally establish the new trust fund in support of the next phase of the program. In addition, for the program to utilize the remaining balance of funds in the current trust fund, it was necessary to seek a (no-cost) extension of its closing date. The Bank team proposal is to extend the closing date of the existing trust fund for 12 months, and confirmation of this extension was needed from both donors to complete the necessary administrative arrangements.

**Conclusions**

* The SC confirmed the decision to launch the Strategy and its implementation plan from July 1st, and noted the progress and update related to fund raising. The SC thanked the COPs for their input to the implementation plan in particular, and noted the concerns raised by IACOP regarding the proposed piloting of the per diem initiative, and that the mechanics of such an initiative would need to be carefully considered as part of the pilot approach.
* The SC agreed that the new Strategy and its implementation plan would be placed on the PEMPAL website. The Strategy would also be provided with the annual Thank you letters that accompany the distribution of the Annual Report.
* The SC agreed that changes would be made to the standardized post-event survey, as part of the new Strategy implementation, and would be piloted for events being held after the start of the new strategy next month. The proposed changes would be circulated to the SC, and a time period would be set for any comments (to be approved on a non-objection basis).
* The SC noted the support of TCOP’s proposal to establish a cross-COP working group to design a survey for high-level officials to be issued in the fall, to assess the impact of PEMPAL. It also noted support for BCOP’s proposal that the same working group develop a survey to assess the usefulness of PEMPAL knowledge products. The Secretariat would contact the COP nominations for this working group, to determine the best date to meet during July before the summer break.
* The SC noted the urgency of approving the extension of the current trust fund to access the balance of funds to cover most of the costs of the first 12 months of the new strategy. SECO and the MoF Russian Federation agreed they would facilitate the necessary approvals as soon as feasible. They also agreed to confirm the schedule and timing of new contributions required to establish the new trust fund as soon as the necessary approvals were gained.

1. **Update on implementation of the FY17 action plans and development of action plans for FY18-19**

The COP Chairs provided an overview of the progress in implementation of the FY17 plans and the proposed FY18 plans. IACOP and BCOP also provided a copy of their updated plans for Fy18-19 (**Annex 2**). The COP Chairs provided their talking points used to support their input to the meeting, which provides a comprehensive overview of activities and results since the last SC meeting (refer to the **Attachment**)

**Conclusions**

* The SC thanked the COPs for providing an update on their current plans and noted it had received updated plans for FY18 and FY19 from BCOP and IACOP. TCOP advised that it had just conducted a survey of its members in its face-to-face plenary meeting held only ten days ago, so it is currently revising its plan accordingly and will submit its plan to the SC for consideration in its next meeting
* The SC praised TCOP and IACOP for their recent cross-COP collaboration in the area of risk management. TCOP expressed gratitude to Edit Nemeth, Deputy Chair of IACOP, who had joined TCOP in its event on risk management. IACOP also praised the Ministry of National Economy of Hungary for its significant contributions to the IACOP event that was held in Hungary in March.
* The SC noted the good results from the BCOP impact survey and the examples from member countries of the positive impact that PEMPAL was having on their PFM systems.
* The SC noted that IACOP has a new Chair from Armenia, Mr Edgar Mkrtchyan and that the BCOP Executive Committee has a new member, Emil Nurgaliev joining from Bulgaria (who was invited to join given he has been very active in meetings). The SC also noted that BCOP has developed a new policy related to membership to address the issue of inactive Executive Committee members and it would like future updates on how effective this policy proves in addressing this issue.[[1]](#footnote-1) The SC also noted that other COPs have not had such an issue, and the approach by IACOP of assigning key roles and responsibilities for each member may be useful to consider.
* The SC commended the new cooperation agreement with the Russian IIA institute that IACOP recently agreed. The SC also noted the positive feedback IACOP had received from a representative from the European Commission regarding the value of its network approach and quality of its knowledge products. The SC also noted the positive feedback received from international organizations on the BCOP knowledge product on Citizens Budgets and also the good feedback about PEMPAL from the Minister of Finance of the Kyrgyz Republic and the Deputy Minister of Belarus. It was noted that such positive feedback on PEMPAL is currently included in the event reports, but could be collated by the Secretariat into a central location to facilitate reporting.

1. **2016 Annual Report**

The SC thanked the authors of the 2016 Annual Report, noting it was a rich document with additional information about the program to reflect the ending of the current strategy period. Activities and results from the three COPs were also presented more clearly.

**Conclusions**

* The SC agreed that comments from Ms Frei and Mr Koen would be incorporated into the final draft, which included the addition of the donor logos, and then the document could be sent to the designer.
* The SC agreed that the Annual Report would be distributed with the final Strategy and Thank you letters to member countries and other stakeholders. The Chair agreed to provide an electronic signature for the letters as in previous years.

1. **PEMPAL finances - update on the status of execution of FY17 budgets, savings achieved and to be transferred to FY18, budget outlook for FY18**

Ms Nikulina provided an overview of the PEMPAL budget and COP budgets for FY17 (**Annex 4**) noting that actual expenses for some recent events were still being finalized so some of the figures remain estimates and are subject to minor changes.

**Conclusions**

The following key points were made:

* A surplus of 1.48 million USD is expected by the end of the current strategy, which can cover a significant proportion of the approximate 2 million USD annual costs to the program for the first year of the new strategy, until the new donor contributions are confirmed.
* In line with the earlier SC decision, the savings achieved by the COPs in FY17 will be transferred to FY18 to top up the initial partial allocations for FY18 agreed in the last SC meeting. Thus, the new estimated allocations for FY18 are 303,000 for BCOP, 350,000 for IACOP and 192,000 for TCOP (final amounts to be confirmed by the Secretariat after final data on all FY17 events is received).
* It was noted that the SC made an earlier decision that any unspent COP funds from FY17 will be made available to the COPs in FY18 without having to seek additional approval.
* It was drawn to the attention of the COPs that until the closing date of the existing trust fund is extended, the COPs can procced with concrete preparations only for the events planned for the first six months of FY18 (July – December 2017).
* Subject to confirmation by the donors of the amounts and schedule of contributions in support of the new Strategy, the Steering Committee plans to revisit the budget allocations for FY18 in the fall

1. **Update on improvements to PEMPAL web site**

Mr Chicu illustrated the website’s new improved functionality and design, which includes easy access to success stories, COP knowledge products, annual/quarterly reports, as well as designated space on the COP pages to post information on the COP objectives, values, etc. Google Analytics had also been activated to facilitate monitoring of the use of the website for reporting purposes in the Annual Report. Monitoring of download data for individual knowledge products was not feasible, according to IT experts, so such feedback will be sought through the cross-COP working group tasked with this issue.

**Conclusions**

* The SC commended the Secretariat team for the improvements to the PEMPAL website which were showcased during the meeting.
* IACOP and TCOP will share their approach to cover design of the knowledge products with BCOP, given BCOP are in the process of finalizing its first formal knowledge product and would like to use a similar professional approach to the cover design.

1. **Closing of the meeting**

Before Ms Frei closed the meeting, an indicative date for the next SC meeting was set for Thursday 14 September.

**ANNEXES**

**Annex 1: PEMPAL Strategy 2017-22 and Strategy’s Implementation Activity Plan**

**Annex 2: Updated COP FY18 and FY19 plans for IACOP and BCOP**

**Annex 3: BCOP Impact Survey Results**

**Annex 4: COP budget status note and Program Budget Table**

**Attachment**

COP input for Agenda Item 3: Update on implementation of FY17 plans and development of action plans for FY18-19

***Treasury Community of Practice***

Since the last meeting of the PEMPAL Steering Committee held in February 2017, the PEMPAL TCOP has conducted three face-to-face meetings and one videoconference (meeting of the TCOP Executive Committee). Thus, all face-to-face events envisaged by the TCOP Activity Plan for the FY 2017 were successfully carried out.

1. TCOP Plenary meeting in Vienna – May 30 – June 1, 2017

The main objective of the TCOP 2017 annual plenary meeting was to deepen the understanding of the concepts and definitions related to risk management by the COP members and to share the ideas and experiences on how these could be applied to the core national treasury functions in the participating countries. The meeting was attended by 48 specialists from 16 TCOP countries. Risk Management became one of the topics of priority interest for TCOP members, since various categories of risks might occur in specific treasury functions (liquidity management, payments, use of IT, etc). There were many very interesting presentations delivered in Vienna on the topic, including those made by the expert and participating countries. TCOP are particularly pleased to thank Mrs. Edit Nemeth – deputy head of PEMPAL IACOP for her interesting presentations both on Risk Management and on IACOP approaches to organize its events.

The event in Vienna also served the forum to review the results of TCOP activities over the last year and to discuss the COP medium-term strategic plan for the future period. The results of the survey conducted among TCOP members in Vienna will be used by the Executive Committee to develop the TCOP Activity Plan for 2018-2019.

On June 2, the TCOP Executive Committee held its regular meeting, discussing various issues related to preparation of the community’s events scheduled for the next six months.

1. Workshop of the TCOP thematic group on Cash Management in Moscow, April 4-6, 2017

The main objective of the Moscow meeting of the TCOP thematic group on Cash Management and Forecasting was to offer an opportunity to its members to discuss selected issues of priority interest for the group based on the experience of the hosting country, the Russian Federation. Participants had an opportunity to hear first-hand from the hosts about how Russia manages and forecasts its cash balances, along with the strengths and the latest challenges confronting the country in optimizing its cash position. Presentations were also made by other group members and invited experts. The meeting was attended by 43 specialists representing 11 PEMPAL countries and facilitated by the World Bank resource team working with TCOP. Very interesting presentations were provided by representatives of the hosting country and TCOP are very grateful to the Treasury of Russian Federation for its valuable inputs both into the thematic part of the events and social program. Participants also appreciated very much presentations delivered by the experts working with TCOP (Mike Williams and Mark Silins).

1. Study visit of the TCOP thematic group on Use of IT in treasury operations to the Federal Ministry of finance of Austria, March 20-22, 2017

The main objective of the visit was to familiarize the participants with the main features and functionalities of the Austrian Financial Management Information System (FMIS) SAP R/3, including a detailed overview of the system modules used for budgeting, accounting, treasury operations, debt management, human resources management. The meeting was attended by 19 specialists representing eight PEMPAL countries.

All information related to the above mentioned events is posted on the PEMPAL website.

***Budget Community of Practice***

Since the last Steering Committee meeting in February, BCOP has implemented a major plenary meeting of all members held on April 11-14, and is currently in the final preparations for a working group meeting to be held in late June, and an OECD Senior Budget Officials (SBO) meeting to be held in early July. The plenary meeting was held in Bishkek Kyrgyz Republic and was attended by 14 of our member countries. The meeting was on 'tools for fiscal management' with a half-day dedicated to fiscal risks management, and the other days hosted by the two working groups operating under BCOP.

The Minister for Finance of the Kyrgyz Republic opened the plenary meeting and the Deputy Minister also participated in parts of the agenda. The Deputy Minister of Belarus, also attended the event, and all praised PEMPAL as a valuable platform for knowledge exchange and for enabling sharing and benchmarking of reforms between countries. The half-day dedicated to fiscal risks management had speakers from IMF, World Bank with Latvia being the featured country case study. Fiscal risk management remains weak in the region, so the information proved useful to countries given most are at the early stages of reforms. However, IMF did identify some good practices from Russia, Georgia and Albania. The focus of the day hosted by the Budget Literacy and Transparency Working Group was to report on progress of finalizing the knowledge product on breaking challenges in the region in preparing Citizens Budgets and to initiate discussions on a new topic of public participation in the budget process. Speakers from the Global Initiative for Fiscal Transparency (GIFT) and the International Budget Partnership (IBP) presented the latest international developments, with Brazil and Kyrgyz Republic being country case studies in public participation, given their scores in the 2015 Open Budget Survey. The focus of the day hosted by the Program and Performance Budgeting Working Group was to report on the preliminary results of PEMPAL participation in the OECD Performance Budgeting survey (completed by 13 member countries over the last year), and to report on reform progress. Kyrgyz Republic and Ukraine reported on progress with implementation of program budgeting reforms, and Croatia and Bulgaria reported on progress with implementation of spending reviews (which remain rare in the region).  Moldova also reported on progress and lessons learnt with implementing FMIS to support reforms. A knowledge product is also underway with group members currently collating country level program structures, methodologies, and instructions to assist with reform progress.

The post-meeting survey results indicated that participants rated the event at a 4.7 out of a possible 5, with the quality of organization rated at 4.6 and administration rated at 4.8. Further over 73 percent of respondents advised that the event met their expectations with almost 27 percent advising that it exceeded their expectations. BCOP achieved savings with this meeting, with a final cost of 123,379 USD compared to the budget allocated of 170,000 USD. Positive feedback from the international organizations was also given on BCOP’s knowledge product on Citizen Budgets, which has led to a significant improvement in the availability of such documents in the region (as evidenced by comparing 2015 and preliminary 2017 Open Budget Survey results).

Before the plenary meeting, the BCOP Executive Committee met on April 11 to review the results of the pre-meeting survey on member country priorities to inform the finalization of the BCOP Action Plan. Given feedback on member country priorities focused on the scope of the two Working Groups, it was decided to continue the new format for next year's plenary meeting with a day to be dedicated to each working group, with a half a day for a new topic.  The most common topic after assessing effectiveness of spending based on performance information and related tools, and participatory budgeting with citizen inputs, was intergovernmental fiscal relations, which will be the new topic for the half day. The results of the survey can be seen in the updated BCOP Action Plan (**Annex 2**). This pre-meeting survey also asked member countries about the impact that BCOP was having on their PFM systems, as required to collect baseline information for the new PEMPAL strategy. The results were very positive (**Annex 3**) with the top areas of impact reported were in program and performance budgeting (reported by 16 countries), budget literacy (reported by 14 countries), and fiscal and budget transparency (reported by 14 countries). Eleven countries also reported that the opportunities provided by PEMPAL enabled creation of knowledge from the PEMPAL region to inform other countries which was having a high impact, and ten countries reported that opportunities provided by PEMPAL to discuss budget reform issues and challenges with MoF peers was having a significant impact. Overall 10 of the 18 countries that filled out the survey indicated BCOP was having a high impact, with 4 indicating a significant impact, and another 4 indicating a moderate impact. Countries also provided examples of this impact in their survey responses, which can be found in the report.

Final preparations are also currently underway for two upcoming events. Firstly, there is a meeting on 22-23 June that the Working Group for Budget Literacy and Transparency will participate in Moscow Russia. This includes a group meeting to examine preliminary results from the International Budget Partnership from its 2017 Open Budget Survey and to start discussions on the proposed knowledge product on public participation in the budget process. OECD will also attend the meeting to provide an overview of its new toolkit for budget transparency, which provides a self-assessment mechanism that countries can use. The working group members will also participate in the Budget Literacy Conference which will present the results of the joint project undertaken between the Russian Federation and the World Bank. BCOP is also currently cooperating with OECD to attend their annual Senior Budget Officials meeting for the Central, Eastern and South-Eastern European Countries (CESEE-SBO). This meeting will be held in Paris on 6-7 July and the BCOP Executive Committee members will attend and will also take the opportunity to have a face-to-face meeting to discuss their input to the proposed cross-COP working group on the survey for high-level officials.

***Internal Audit Community of Practice***

On March 29-31, IACOP members attended the workshops of the Internal Control and Audit in Practice working groups, which took place in Budapest, Hungary, with around 70 participants attended from 29 countries. The event was very productive and successful. It allowed the member countries to share knowledge and different type of experience, which in turn allowed the participants to grow professionally. The efforts of the Hungarian government played a great role including their provision of a major financial contribution in organizing the event (by providing conference facilities, equipment, lunches and coffee breaks). The Budapest event was unique in its kind because it was first time in the history of IACOP that the European commission took part in the event. The representative of the European Commission also highlighted that the IACOP is the kind of platform, which allows participants to grow professionally. The quality of IACOP products of its working groups have also began to serve as model documents for different member countries.

On March 30, the meeting of the Audit in Practice working group was held. The main goal of the meeting was to get a solid understanding of the theory and practice of applying the International Standards for the Professional Practice of Internal Auditing (ISPPIA) 2210-Engagement Objectives.

The objectives of working group were:

* To review the complete audit cycle;
* To discuss the experience in application of International Standards for the Professional Practice of Internal Auditing (ISPPIA) 2210- Engagement Objectives; and
* Understand the theory and practice in establishing audit objectives.

IACOP Audit in Practice working group meeting was followed by the Internal Control working group meeting on March 30-31.

The objectives of the meeting were:

* To learn the key recent developments on Public Internal Control (PIC) reforms in the ECA region and beyond;
* To understand the internal and external factors for establishment of sound accountability through the three line of defence model;
* To contrast the accountability concept applied in centralized vs. decentralized public administration systems, sharing member countries’ good practices in addressing implementation challenges;
* To elaborate the role of CHU and internal auditor in enhancing accountability; and
* To produce a first draft of the PIC glossary with emphasis on accountability.

The Russian IIA institute has also applied to IACOP to cooperate in the internal audit sphere. As a result of several negotiations with the Chairman of Council of the Institute and key responsible representatives of the Institute, it was agreed that:

1. Institute shares all the relevant Russian language free materials to be distributed to the IACOP members.

2. Institute shares free of charge the materials available for sale to restricted number of IACOP standing members.

3. Institute conducts a final review of the translation of IACOP Russian language materials to help to ensure consistency in terminology use in Russian.

4. IACOP shares all its materials with the Institute for distribution to members of the Institute free of charge.

5. The IACOP materials will not be used for a commercial purpose (copyright text could be used).

6. IACOP engages the Institute on its activities based on availability of the respective resource at the Institute (mainly to be considered for IACOP events organized in Russia).

For upcoming events, the planned meeting in Sarajevo, Bosnia and Herzegovina from 23-26 October 2017 to be held back-to-back with a plenary meeting has met some administrative obstacles with the difficulties in having to deal with three levels of Government. Thus, if event preparations cannot be progressed, alternative locations will be investigated such as Belgium, France, Uzbekistan, Armenia and Moldova, with a preference to conduct the meetings in a member country if feasible.

**Annex 1: PEMPAL 2017-22 Strategy Implementation Plan**

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**Annex 2: PEMPAL Strategy 2017-22**

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**Annex 3: BCOP Action Plan 2018-19**

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**Annex 4: IACOP Action Plan 2018-19**

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**Annex 5: BCOP Impact report 2017**

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**Annex 6: PEMPAL COPs Budget**

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**Annex 7: PEMPAL Program Budget note**

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1. If a member misses more than two Executive Committee meetings, without sending a delegated representative to replace them, the country will be automatically removed from the Committee. [↑](#footnote-ref-1)