



WHAT IS PEMPAL?



PEMPAL is a regional network that facilitates the exchange of professional experience among PFM practitioners across governments of 23 countries in the ECA region.

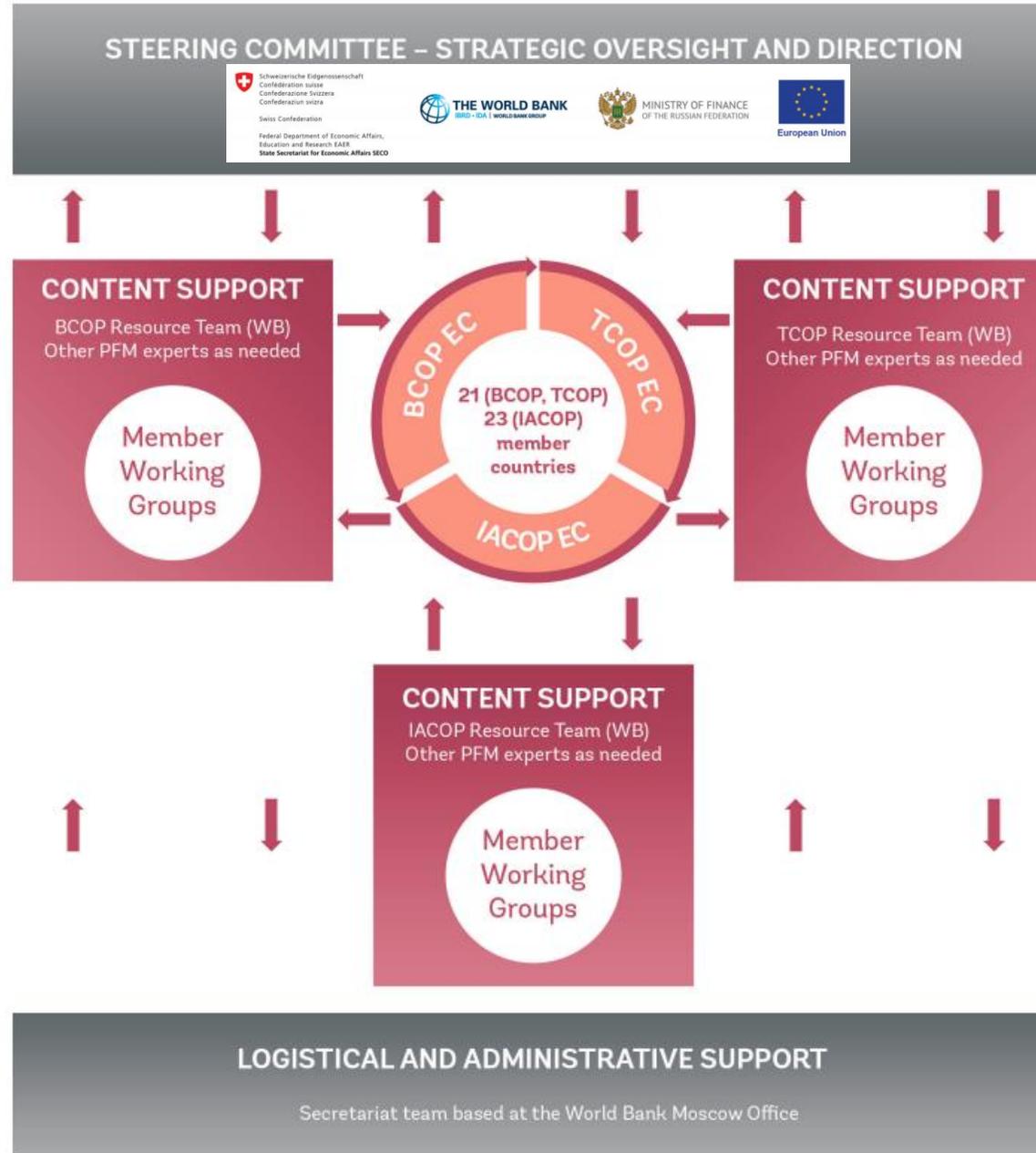
The PEMPAL goal is for member country governments to use public resources more efficiently and effectively.

PEMPAL members come from Ministries of Finance and National Treasuries.

‘ Openness of government is very important. It is a continuous process where governments can benefit from the new developments in other countries ‘

Mr. Anton Siluanov, Minister of Finance of the Russian Federation

PEMPAL Institutional and Governance Structure



IMPORTANT DESIGN ELEMENTS

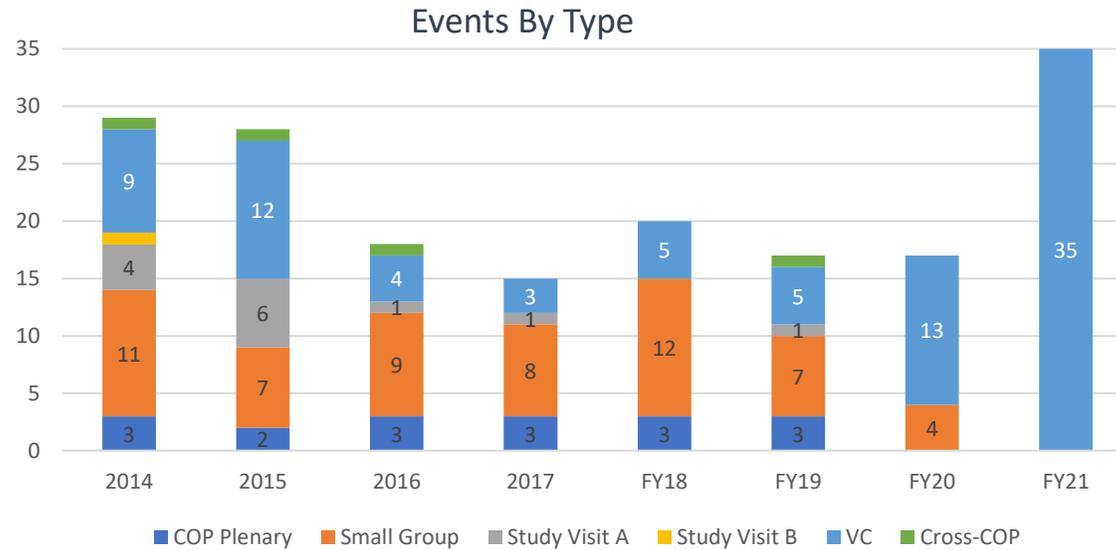
- **Agreed strategy** and results framework
- **Member driven action plans** – linked to country priorities
- **Strong governance structure**
- **Monitoring, reporting and evaluation framework** - annual and quarterly reports, post-event surveys, periodic in-depth evaluations
- **Technical support for work program implementation** - technical donor funded resource teams (PFM experts)
- **Support for logistical and administrative needs** - Secretariat
- **Language barrier removed**- three official languages – expert translation team
- **Knowledge managed** – website, library, event reports, knowledge products, youtube, etc.

It was very helpful and inspiring. I confirmed my understanding, broadened my knowledge, and got ideas for further research in this area. (IACOP Working Group meeting, Sochi)

I will apply the acquired knowledge in preparing the new organic budget legislation and in planned activities in my department. (BCOP meeting, Paris, November)

“The COVID-19 pandemic is an extraordinary event and collecting information about countries' reactions are very important”. “I liked the high interest of participants, their preparation for the event. This event was a good idea to be organized in this emergency situation” (TCOP Working Group meeting, April 2020)

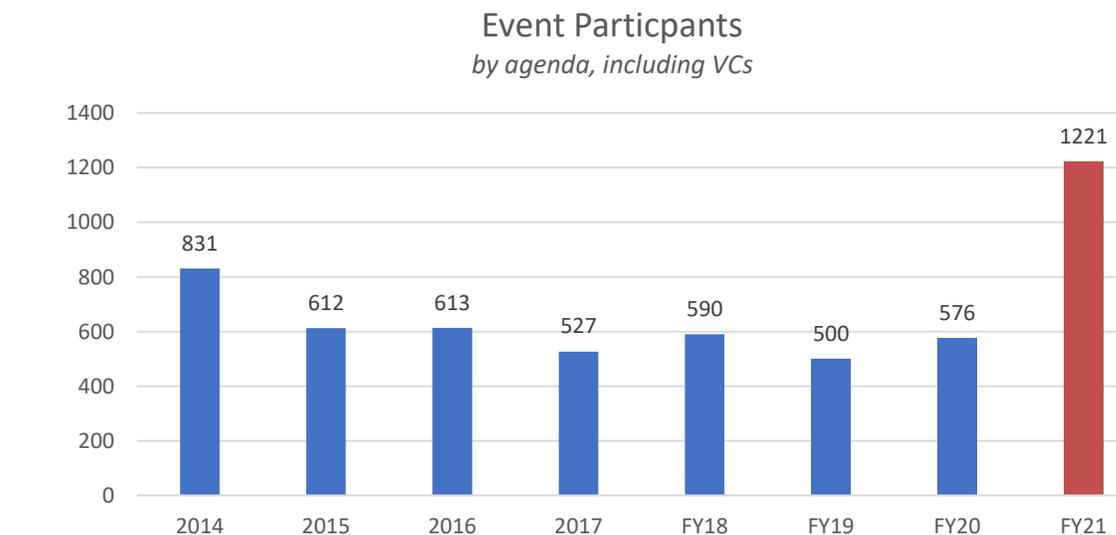
WHAT DOES PEMPAL DO?



Starting FY21 all activities are online.

PEMPAL confirmed its **success** with quick transfer to virtual work and **remained relevant** to its members (external evaluation).

The online format is more difficult for conducting the knowledge events and is less sustainable long term - the network thrives on interpersonal contacts and **would not be sustainable only virtually.**



The upside of the online format is the possibility of a much **large number** of participants to join at no extra cost.

PEMPAL Quality

(on 1-5 scale, where 5 is the best)



External Evaluation and MTR: Key Findings

1. PEMPAL has turned into **a valuable regional institution** that connects countries' PFM practitioners.
2. **Impact** assessed as **moderate or significant**
3. Develops high **quality contextualized materials** for the region.
4. Builds the **capacities** of country officials.
5. **Numerous impact** channels, with examples for most countries **used** PEMPAL knowledge to **initiate, design, implement, and modernize** their PFM reforms/practices.
6. **Evidence** of **spillover** on generating demand for Bank **lending**.
7. **Positioning** Bank as a **knowledge bank** in **ECA** - international organizations assess PEMPAL as relevant and useful in the region: EC, OECD SBO Networks, IIA, GIFT, IBP, others.

Evidence of Uniqueness from External Evaluation

Examples of quotes from interviews of high-level officials:

- ✓ *“Consistency is important – it is a kind of **accumulation**. It is not a once-off experience and information sharing platform. It is about ambience, the professionalism involved. This is the competitive advantage of PEMPAL. It is a very effective informal information-sharing mechanism.”*
- ✓ *“ In PEMPAL it is about exchanges between **experienced professionals**. Other training programs do not offer such officials the same amount of knowledge and range of knowledge.”*
- ✓ *“PEMPAL is not just about praise – not just about showcasing good examples. Members are **candid and open** when they discuss their outcomes.”*
- ✓ *PEMPAL has its specific features – we can have a lot of projects. But they are just projects and they come to an end, and we present our reports. PEMPAL is different. When you have questions, issues or challenges in the work, you can **easily call colleague from other countries**. This explains why PEMPAL is so **useable**.”*
- ✓ *“I think that PEMPAL biggest strength is not about the meetings. Its biggest strength is its peers – we are **peers at the same level**. There are **no barriers to our communication**. I can drop an email to any PEMPAL peer for a regulation or a clarification. PEMPAL after events is its biggest strength.”*
- ✓ *“It is this very difficult for a country to be on top of all areas of PFM – in some aspects, it would be ahead, in others it can learn. This is a two-way process. You **acquire knowledge and sometimes you share your knowledge**”*

Knowledge Products

Overall, the external evaluation found that the COPs knowledge products were appreciated, used and good quality.

About 80% or more of members reported that they have used different types of COPs resources at least once or more frequently.

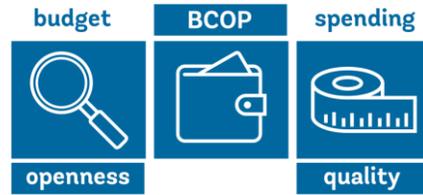
In all three resource categories (event background materials, event reports and knowledge products) more than 90% of respondents rated the resources as good or high quality.



Sample Knowledge Products



WB Resource Team



Arman Vatyán (TTL, IACOP Lead)



Iryna Shcherbyna (Lead)



Naida Carsimamovic Vukotic



Lusine Grigoryan



Diana Grosu-Axenti



Elena Nikulina (Lead)



Galina Kuznetsova



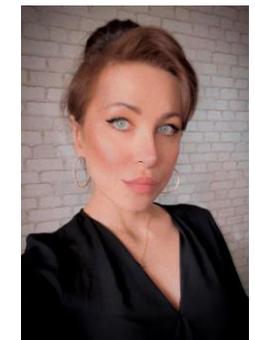
Yelena Slizhevskaya



Ksenia Malafeeva



Kristina Zaituna



Ekaterina Zaleeva

Thank you!

