



Public Expend. Managemnt Network in Asia (P149303)

EAST ASIA AND PACIFIC | East Asia and Pacific | Governance Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2014 | Seq No: 2 | DRAFT | ISR22999 |

Implementing Agencies: KIPF PEMNA Secretariat

Key Dates

Key Project Dates

Bank Approval Date:27-Nov-2013

Effectiveness Date:23-Dec-2013

Original Closing Date:31-Dec-2015

Revised Closing Date:31-Dec-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The objective of PEMNA is to support formation and operationalization of a sustainable peer learning networks for public financial management (PFM) practitioners from EAP countries, in which officials can share professional experiences and learn from each other, thereby improving own country PFM systems. More specifically, the program supports the operationalization of communities of practice (CoPs), a steering committee, and the PEMNA secretariat that facilitate member countries to: (a) exchange experience on specific, high priority PFM reforms and their implementation; (b) analyze common challenges faced; and (c) benchmark their own performance to one another. The program operationalizes the network where members have sense of belonging, with formal and informal contact, with positive results with regard to learning and the application of learning, and with a knowledge resource base for members.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Satisfactory	● Satisfactory
Overall Implementation Progress (IP)	● Satisfactory	● Moderately Satisfactory

Implementation Status and Key Decisions

PEMNA has organized a range of peer-learning activities in 2015-2016. The Annual Plenary Conference was held in Myanmar in May 2015. The



Budget CoP (B-CoP) organized meetings in Malaysia, Thailand and Cambodia with the topics on fiscal risks and management, performance budgeting, Medium-term Expenditure Framework (MTEF), and public financial management (PFM) reform programs. The Treasury CoP (T-CoP) organized meetings in Korea and Thailand focusing on financial information management system (FMIS) reforms and the Roles and Responsibilities of Central Bank and Treasury. Each CoP initiated a study visit as a new peer-learning program, and a number of member countries visited Philippines and Korea to learn from their budget and treasury reforms. The PEMNA also held 2016 Plenary Conference in the Philippines. Between the face-to-face CoP meetings, the CoP leadership teams met over videoconference and discussed agendas for the next meetings.

PEMNA has established a very strong foundation of peer-learning platform. PEMNA members have demonstrated leadership, ownership and commitment to the network, with the network facilitating formal and informal knowledge sharing and contact among members. PEMNA members are taking the lead in deciding the agenda and have actively learned from each other. Members are also deciding presentations, analyzing their challenges, discussing actively with other members, and learning from their experience.

The PEMNA Secretariat/Korea Institute of Public Finance (KIPF) has provided administrative support to PEMNA (by organizing PEMNA meetings, facilitating participants' travels, preparing necessary documents, and managing website) successfully to a very high standard. Exit survey shows high satisfactory ratings from the participants on the high quality of support they provide.

On the operational side, the task team restructured the project in August – November 2015. The AAs with Ministry of Strategy and Finance (MoSF) Korea and the Philippines Department of Budget and Management (DBM) were amended; (i) included a **retroactive financing clause** up to June 3, 2013 to enable KIPF to be reimbursed for funds used before signing the current Administrative Agreement; (ii) extended the **closing date** from June 30, 2016 to June 30, 2019 to allow PEMNA to encourage the member countries to contribute over a longer period of time; and (iii) changed to **eligible expenditures** to include expenditures related with PEMNA website management fees (i.e. IT server fees, hardware, software) to enable the KIPF to manage PEMNA website and expenses to be incurred. Subsequently, the task team amended the grant agreement with the KIPF to enable the changes made in AAs.

The DGF funds have completed the financing period, and the PEMNA Secretariat/KIPF is managing the Multi-Donor Trust Fund (Recipient Executed Trust Fund). MoSF Korea decided to provide US\$ 2.4 million in financing for 2016-2018, and Vietnam US\$ 6,000 for the same period. The task team is working with MoSF Korea and Vietnam MoF on the administration agreements (AA). Once AAs are signed, the Task team will amend grant agreement to PEMNA Secretariat/KIPF incorporating the funds from Korea, Vietnam, and the Philippines. In June 2016, the Bank and the MoSF will discuss the budget and work programs for 2016-2017.







Risks

Overall Risk Rating

Risk Category	Rating at Approval	Previous Rating	Current Rating
Overall	● Low	--	● Low

Results

Project Development Objective Indicators

►Steering Committee is formed with sufficient members and operates a representative body to provide guidance to the network (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Steering Committee has been established but is not fully operational	Steering committee was formed and operational, but yet to be a strong guiding body.	Steering committee was formed with 14 member countries and operational, and has become the highest guiding body of PEMNA.	Steering Committee has been formed with sufficient members and is operating as a guiding body of the network
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016

►Two Communities of Practice (CoPs) in budget and treasury are formed, effectively implement activities that facilitate peer-learning, and responds to priority topics and issues of the member countries (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Two CoPs in budget and treasury have yet been operational	Two CoPs are formed and are effectively implementing activities	Two CoPs are formed and are effectively implementing activities	Two CoPs are formed and are effectively



		that facilitate peer-learning	that facilitate peer-learning and respond to priority topics and issues of the member countries	implementing activities that facilitate peer-learning and respond to priority topics and issues of the member countries
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016

►A PEMNA secretariat is formed with sufficient staffing and provides necessary support to Steering Committee and CoPs (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	A Secretariat has not yet been operational	The Korea Institute of Public Finance serves as the PEMNA Secretariat and providing support to Steering Committee and CoPs and the quality of support is gradually improving.	The Korea Institute of Public Finance serves as the PEMNA Secretariat with 4 program officers and one head of Secretariat and providing high quality support to Steering Committee and CoPs.	A Secretariat has been formed with adequate staffing and is providing necessary support to Steering Committee and CoPs
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016

Overall Comments

PEMNA was established, and operationalized.

Intermediate Results Indicators

►PEMNA's rules of operation is agreed among member countries and development partners and governance bodies effectively operates under its condition (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	PEMNA's rules of operation has not yet been developed	PEMNA's rules of operation has been adopted by Steering Committee represented by member countries and development partners, and governance bodies have been following the rules.	PEMNA's rules of operation is agreed and endorsed among member countries and development partners, and governance bodies operate effectively under the agreed rules	PEMNA's rules of operation is agreed and endorsed among member countries and development partners, and governance bodies operate effectively under the



				agreed rules
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016

►Steering Committee is operational, executes its oversight role effectively and meets on a regular basis (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Steering Committee has not yet been operational	Steering Committee has been formed, convened meetings, and has been gradually strengthening its oversight role	Steering Committee has been formed, convened annually at plenary conference, and has been gradually strengthening its oversight role	Steering Committee is launched with all support and meets on a regular basis and provides oversight
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016

►Two CoPs in budget and treasury meet on a regular basis and hold activities based on the agreed annual plan (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Two CoPs in budget and treasury have not yet been fully operational	Two CoPs have been operational, and have been meeting regularly. CoP annual workplans are still under discussion.	Two CoPs have been operational, and have been meeting regularly. CoP annual work plans are developed in advance and endorsed by the Steering Committee.	Two CoPs meet in a regular basis and hold activities based on the annual work plan agreed at a Steering Committee
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016



►The secretariat effectively supports Steering Committee, two CoPs and other activities of the network (Text, Custom)


	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	The Secretariat is established but not yet has been fully operational	The Secretariat provides administrative and logistical supports to Steering Committee, two CoPs and other activities of the network. The quality of support has been gradually improving.	The Secretariat manages the recipient-executed trust fund, and operates with sufficient financial and human resources and manages administrative and logistical work that supports Steering Committee, two CoPs and other activities of the network	The Secretariat is established, operates with sufficient financial and human resources and manages administrative and logistical work that supports Steering Committee, two CoPs and other activities of the network
Date	17-Dec-2013	31-Mar-2015	13-Jul-2016	30-Jun-2016

Overall Comments

PEMNA governance structure is established and operationalized.

Data on Financial Performance

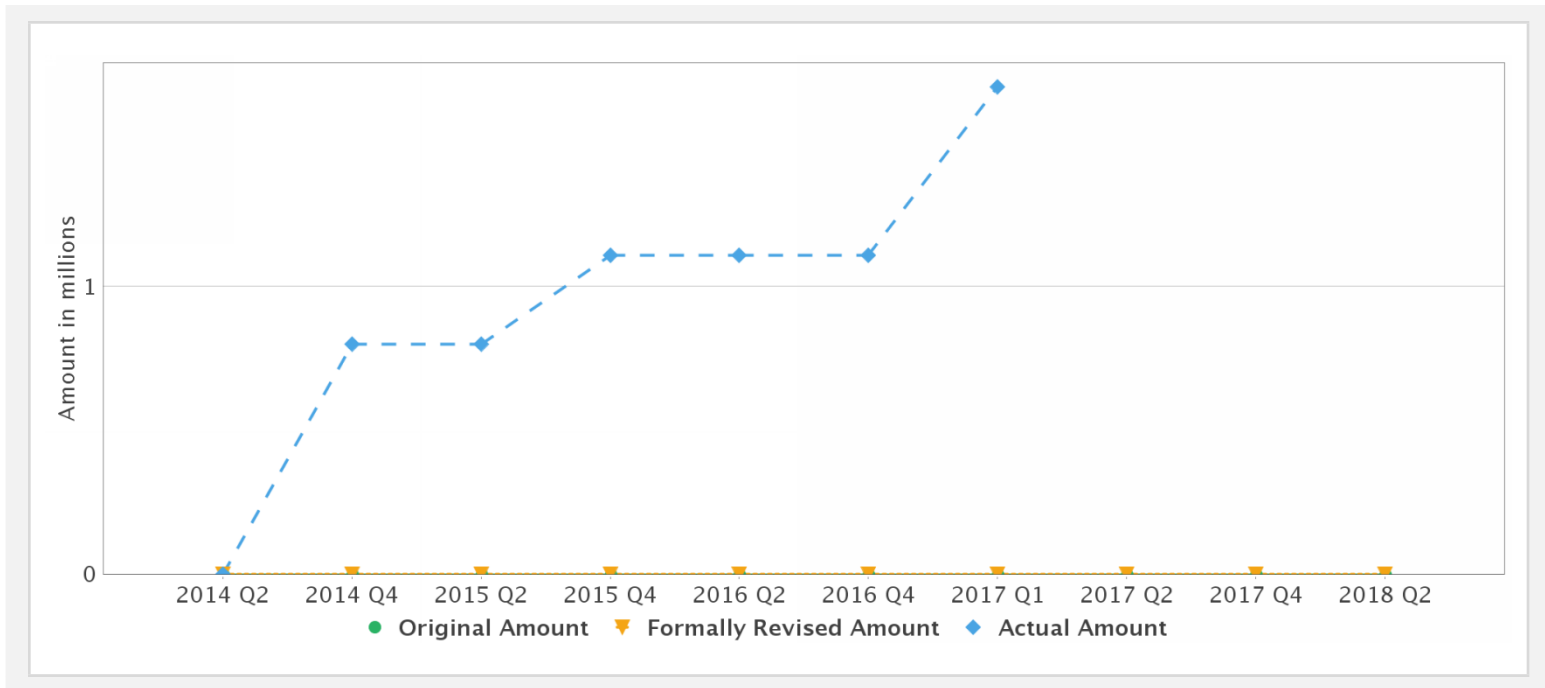
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P149303	TF-16153	Effective	USD	2.40	2.40	0.00	1.69	0.71	 71%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P149303	TF-16153	Effective	20-Dec-2013	23-Dec-2013	23-Dec-2013	31-Dec-2015	31-Dec-2018

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.