



# A Look Back on **PEMNA 2018**

Public Expenditure Management Network in Asia

A Look Back on PEMNA 2018 is a compilation of the PEMNA newsletters published in 2018. The booklet offers a glimpse of the four learning events held last year: Budget CoP Meeting in Kuala Lumpur, 2018 PEMNA Plenary Conference, Treasury CoP Webinar, and Budget CoP Meeting in Bangkok. For more comprehensive report on the PEMNA activities, including its achievements and financial performance in the year 2018, please refer to the Annual Report for PEMNA 2017-2018, which will soon be published.

# A Look Back on PEMNA 2018

Over 600 PFM officials and experts joined our learning events, studying topics such as the management of performance information, development of an effective government revenue system, implementation of fiscal rules, oversight of subnational spending, etc. 66 country-specific case studies were reviewed, each offering practical experiences and knowledge. Participants took advantage of 92 hours of knowledge sharing and rigorously exchanged professional experiences to further support PFM improvements in their countries. Besides such face-to-face interaction, PEMNA saw an increase in the number of followers in social media as well; in 2018, the number of followers doubled that of the year 2017.

## PEMNA 2018 in Numbers



Take a closer look at this booklet and learn more about PEMNA, the vibrant peer-to-peer network driven by public finance professionals in the region.

# Takeaways from PEMNA 2018

## Budget CoP at the 2018 PEMNA Plenary Conference

**Date:** May 2-4, 2018

**Location:** Siem Reap, Cambodia

### Topics:

1. Linking National Strategic Plans to Annual Budget Programs
2. Converting Policy Action in Program Budgets – Strategies and Challenges
3. Addressing the Challenges of Vertical and Horizontal Alignment and Integration
4. Integrated Budgeting for Comprehensive and Effective Budget Policy Linkage

### How to strengthen budget-policy linkages to improve public sector performance:

- Set clear policy guidance for line ministries to implement strategic plans and programs that are fiscally sustainable and supportive of development priorities
- Ensure an efficient and productive conversion of policy to action in program budgets by undertaking of evaluation and reviews
- Encourage collaboration between multiple parties in planning and implementation to prevent program overlaps, and establish clear accountability for outcomes

Based on the Summary of Discussions for the Budget CoP Sessions at the 2018 PEMNA Plenary Conference, May 3, 2018.

## Treasury CoP at the 2018 PEMNA Plenary Conference

**Date:** May 2-4, 2018

**Location:** Siem Reap, Cambodia

### Topics:

1. Developing Collaboration with Banking/Non-Banking Institution in Accelerating Revenue Collection
2. Developing Approval System of Revenue Transactions Electronically
3. Improving the Cash Forecasting Quality for Government Revenue
4. Developing Control and Accountability of the Spending Unit that Has Flexibility/Authority to Use Non-Tax Revenue

### How to develop an effective government revenue and management system:

- Implement TSA to gather the floating cash into a single place
- Use FMIS mechanisms to follow standards of control inherent in accounting and to adopt optimal international practices while supporting the acceleration of revenue collections to the TSA
- Record, monitor and project accurate short-term inflows and outflows in the TSA for effective cash management
- Give some flexibility to spending units to use non-tax revenues while ensuring the flow of revenues to the TSA, to allow for the efficient use of cash

Based on the Summary of Discussions for the Treasury CoP Sessions at the 2018 PEMNA Plenary Conference, May 3, 2018.

## Budget CoP in Kuala Lumpur

**Date:** March 6-8, 2018

**Location:** KL, Malaysia

**Topics:**

1. Rethinking Performance Budgeting: Applying the Lessons from Global Experience
2. Managing Performance Information for Different Stakeholders
3. Budget Transparency/ Reporting Portals

**The main lessons from the OECD experiences with performance budgeting (PB) are:**

- Set realistic objectives for PB by making sure that the goals reflect national circumstances and practical realities such as capacity and culture
- Strengthen PB links to strategic policy goals
- Align planning and budgeting processes
- Put in place the right training and infrastructure support
- Feedback loop by having a deep understanding of why programs are or are not delivering results and how to act upon it

Based on the Summary of Discussions for the 2018 PEMNA Budget CoP Kuala Lumpur Meeting, Mar. 6-8, 2018.

## Budget CoP in Bangkok

**Date:** November 14-16, 2018

**Location:** Bangkok, Thailand

**Topics**

1. Fiscal Responsibility
2. Role of the Central Budget Office in Oversight of Subnational Spending
3. Program Monitoring and Evaluation for Social Programs

**Some of the advantages of having a fiscal responsibility law include:**

- Increased fiscal discipline, transparency, accountability, and the institutionalization of good fiscal practices
- Better enforcement and monitoring of practices and strategies
- Creation of a perception of predictability of available funds, and thus
- Increased public trust and confidence in the government's fiscal planning

Based on the Summary of Discussions for the 2018 PEMNA Budget CoP Bangkok Meeting, Nov.14-16, 2018.

# Treasury CoP Webinar

**Date:** October 16, 2018

**Location:** Videoconference

**Topic:**

1. Improving Efficiency, Effectiveness and Accountability of Foreign Currency Transactions through the Role of the Selected Central Banks as the Treasury Agent

## Some of highlights from Indonesia's experience:

- Dispersion of funds will now take only a day to complete
- Spending units will no longer bear transaction fees
- Real-time monitoring of the bank balance will now be available through the Cash Management System (CMS) facility

Based on the presentation from the 2018 PEMNA Treasury CoP Webinar, Oct. 16, 2018.



## 2018 PEMNA Newsletters

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- Issue 7** Welcome to PEMNA 2018
- Issue 8** A Closer Look at the 2018 PEMNA Plenary Conference
- Issue 9** PEMNA Community Continues to Grow in 2018



## Welcome to PEMNA 2018

Issue 7, the first issue of the 2018 PEMNA e-Newsletter, focuses on the recent stories and updates on the PEMNA community. This issue is especially notable for contributions from our members: **Mr. Heru Wibowo**, Deputy Director of the Ministry of Finance of Indonesia, walks us through *Indonesia's 2018 State Budget*. You'll be able to learn more about the country's fiscal goals, strategies, and targets for revenues and expenditures for the year.

Next to the PFM News, **Ms. Amelita Castillo**, PEMNA Budget CoP Chairperson/Assistant Secretary of the Department of Budget and Management of the Philippines (DBM), introduces *the DBM's eUpdates*, which informs everyone in the Department of the key lessons learned from the recent PEMNA event. Read more about the DBM's eUpdates and tell us how you're sharing the learnings from PEMNA with your colleagues back home.

## Recent Events

### Budget CoP Kuala Lumpur Meeting



Building on its discussions from 2015, the members of the Budget CoP gathered once again in Malaysia to share their progress and challenges in pursuing performance budgeting (PB). From global experiences to sector-specific examples of PB application, participants brushed up on their knowledge of PB through a great array of country case studies with emphases on managing the performance information, and ways to motivate and reward the performance of different line ministries. Each offering unique lessons for the member countries, these presentations were followed by a group role-playing exercise wherein the participants prepared policy proposals on the next phase of PB implementation to the Budget Directors, the Finance Ministers, and the members of the Parliamentary Budget Committee.

**Date:** March 6-8, 2018

**Location:** Kuala Lumpur, Malaysia

**Topic:** Rethinking Performance Budgeting – Applying the Lessons from Global Experience

## Upcoming Events

### 2018 PEMNA Plenary Conference



Save the Date!

The 2018 PEMNA Plenary Conference is now only a month away. Hosted by the Ministry of Economy and Finance of Cambodia, this year's plenary conference invites you all to the Kingdom of Wonder to discuss *ways to strengthen revenue and budget management to undergird national policy priorities*.

Join us for the upcoming plenary conference and immerse yourself in the PEMNA experience! For more information on the upcoming event and registration, reach out to the PEMNA point of contact in your ministry!

**Date:** May 2-4, 2018

**Location:** Siem Reap, Cambodia

### 2018 PEMNA Plenary Sneak Peek



The PEMNA logo is designed with Angkor Art for the letters “P”, “E”, and “N.” The letter “M” is made with two of the art motif “Hor-Jearng.” The letter “A” is designed with the art of Angkor with the style of Lotus Flower Layer. The palm tree in the letter “N” is the national tree of Cambodia. Take a closer look at the 2018 PEMNA Plenary Logo during the conference in Cambodia!

## PFM News

### Indonesia

Approved by both the Government of Indonesia and the Parliament on October 25, 2017, the 2018 Indonesia Budget has been ratified by Law No. 15 of 2017. Under the 2018 State Budget, the state budget revenues are set at Rp1,894.7 trillion, an increase of 9.1 percent compared to the 2017 Budget. For this, the Government has set the tax revenue target at Rp1,618.1 trillion. Meanwhile, the budget expenditures are projected to amount to Rp2,220.7 trillion – an increase of 4.1 percent from the 2017 State Budget – with a budget deficit of 2.19 percent of GDP.

In 2018, the Government seeks to pursue these three fiscal policy strategies: (1) revenue optimization while maintaining conducive investment climate, (2) efficiency of government expenditure and increasing productive expenditure to support national priority programs, (3) enhancing efficiency, innovation, and sustainable budget financing. It also focuses on reducing poverty and inequality to create justice and social protection for the people. This will be done through increasing the effectiveness of social protection programs and sharpening on education, health, and infrastructure spending.

The 2018 State Budget has also consistently maintained the fulfillment of mandatory spending for *education* (20 percent of budget expenditure) and *health* (5 percent of budget expenditure).

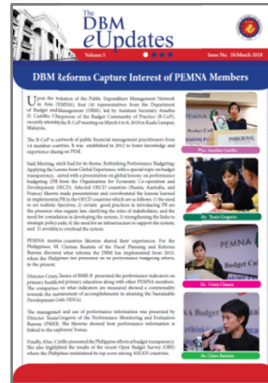
To learn more about Indonesia's State Budget, visit [www.kemenkeu.go.id/](http://www.kemenkeu.go.id/)



*Mr. Heru Wibowo, Deputy Director of the Ministry of Finance of Indonesia has contributed to the writing of this article.*

## Knowledge Sharing Back Home

### Philippines: The DBM eUpdates



How do you share key takeaways from PEMNA learning events with your colleagues back home? Here's what the Department of Budget and Management (DBM) of the Philippines is doing to capture and share the main lessons learned from PEMNA activities with their colleagues back home.

DBM issues *the DBM eUpdates*, which contains a brief summary of lessons learned from a particular meeting that they attended; and shares this report with everyone in their Department. This month's issue features the Philippines' participation in the recent Budget CoP meeting in Kuala Lumpur, Malaysia. Take a look at [the DBM eUpdates](#) and find out how the benefits of knowledge sharing can be amplified and extended to officials back home.



*Ms. Amelita Castillo, PEMNA B-CoP Chairperson and Assistant Secretary of the Department of Budget and Management of the Philippines has contributed to this article.*

## Introducing New SC Co-Chair

PEMNA would like to offer a warm welcome to the new PEMNA Steering Committee Co-Chair, **Mr. George Larbi**. He is a Practice Manager at the World Bank, overseeing the Bank's Financial Accountability and Reporting, as well as Public Sector and Institutions programs in the region. Join us in welcoming Mr. Larbi to the PEMNA community!

We would also like to thank **Mr. Robert Talierno**, a former PEMNA SC Co-Chair for his service to the community.

### Mr. George Larbi

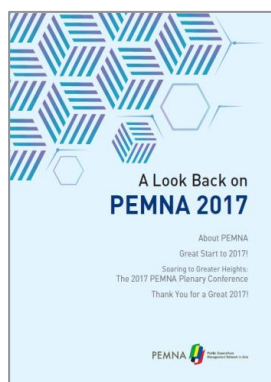


**PEMNA SC Co-chair**  
Practice Manager  
Governance Global Practice  
The World Bank Group

[Biography](#)

## Publications

### A Look Back on PEMNA 2017



The PEMNA Secretariat brings you its first publication of the year, *A Look Back on PEMNA 2017*. Featuring eight learning events, the booklet offers you the highlights of the PEMNA activities in 2017, an introduction of the network and much more.

Get your copy at the upcoming plenary conference!

## A Big Thank You to Our Followers!



PEMNA Secretariat's Facebook Page has surpassed 200 followers! The PEMNA Secretariat would like to thank all of you who have shown great support to our Facebook page. We appreciate your engagement with our contents. Our page is still growing and we hope to continue being a responsive communication platform for the PEMNA community. Stay tuned for more PEMNA news and posts! If you're still not with us on Facebook, follow us at:

[www.facebook.com/pemnasec](http://www.facebook.com/pemnasec)

*Your connection to PEMNA means that you'll be receiving this quarterly insiders' update on the latest CoP events, PFM news in the region and much more, all happening within our great community. [Subscribe](#) TODAY by sending us your email.*

### PEMNA Secretariat

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## A Closer Look at the 2018 PEMNA Plenary Conference

Issue 8 revisits **the 2018 PEMNA Plenary Conference** held in Siem Reap. The theme of this year's conference was *Strengthening Revenue and Budget Management to Support National Policy Priorities*. Not only was it the biggest event of the year, but also the largest plenary gathering in PEMNA history —with over 350 participants from 12 member countries and several international organizations.

The Secretariat would like to express our gratitude to the Ministry of Economy and Finance of the Kingdom of Cambodia for

graciously hosting the 2018 PEMNA Plenary Conference. We also thank all the member countries who contributed to this fruitful knowledge exchange.

In this issue, we would also like to highlight contributions from **the Lao PFM Reform Secretariat** team: Dr. Bounleua Sinxayvoravong, Ms. Sifong Oumavong, Mr. Chittakone Savathdy, and Mr. Vithanom Keokhounsy. Learn more about Lao PDR's Vision to 2030 and Public Finance Development Strategy to 2025 in the *PFM News* section.

## 2018 PEMNA Plenary Conference

### Opening Session



With a warm welcome from the Ministry of Economy and Finance, the 2018 PEMNA Plenary Conference kicked off on May 2<sup>nd</sup> in Siem Reap. More than 350 officials in the field of PFM, the largest plenary gathering in PEMNA history, participated in the Conference to discuss ways to strengthen revenue and budget management to support national policy priorities. Joining the host country, representatives from the Ministry of Strategy and Finance of Korea (MOSF), the World Bank (WB), and European Union (EU) wished a successful Conference in their welcoming remarks.

### Welcoming Remarks:

- HE Mr. Ros Seilava, Secretary General, General Secretariat of PFM Steering Committee, Cambodia
- Mr. Wansup Kim, PEMNA Steering Committee Co-chair / Director General, MOSF, Korea
- Mr. Lars M. Sondergaard, Program Leader, Myanmar, Cambodia, Lao PDR, WB
- HE Mr. George Edgar, Ambassador and Head of the EU Delegation to the Kingdom of Cambodia

### Keynote Speech



His Excellency Dr. AUN Pornmoniroth gave the keynote speech in which he provided a broad overview of Cambodia's PFM reform program (PFMRP). Highlighting the progress of Cambodia's PFMRP, the Senior Minister diagnosed that the country has now reached "a pivotal point of transformation." He said that the country seeks to learn from other PEMNA member countries' reform experiences and continue its progress. The Senior Minister concluded his keynote speech by wishing the fruit of this Conference can benefit both Cambodia and other PEMNA member countries.

**Keynote Speaker:** HE Dr. AUN Pornmoniroth, Senior Minister, Minister of Economy and Finance, Cambodia

### *Stages of Cambodia's PFM Reform Program*

**Stage 1** (2005-2008): Budget Credibility

**Stage 2** (2009-2015): Financial Accountability

**Stage 3** (2016-2020): Budget-Policy Linkage

**Stage 4** (2021-2025): Performance Accountability

## Joint Sessions



Attaining national priorities requires the contribution of multiple ministries and programs. How can the finance ministry secure cooperation from line ministries to achieve targeted policy goals and objectives? Participants of joint sessions sought the answer by looking at the following set of questions: a) How are national priorities translated at sectoral and ministerial levels? b) How are resources mobilized to achieve sustainability? c) How is performance budgeting used to better allocate and execute resources?

### Topics:

1. Translating national development policies into strategic actions
2. Strengthening revenue mobilization with efficiency, equity, and sustainability
3. A paradigm shift towards linking formulation, execution, and strategic reviews
4. International experience in strengthening budget and revenue management

*Summary of Discussions will be available soon.*

## Budget CoP Sessions



B-CoP members convened for a full day to focus on the topic of enhancing public sector performance by strengthening linkages between budget and policy. Building on the discussions from the previous day's joint sessions, the participants studied how national strategic plans are translated into annual budget statements. They also discussed how these actions should be clearly and strategically identified so that policy objectives are achieved for the specific program beneficiaries. Review and/or evaluation of such links between program outputs and policy outcomes were also highlighted in the B-CoP sessions.

### ***Common Types of Review or Evaluation***

1. Program Implementation Review
2. Performance Audit
3. Program Evaluation (systematic or strategic)
4. Spending Review (narrow, broad)
5. Problem Driven Iterative Adaptation (PDIA)

Hawke, L. (2018, May) *International Experience with Evaluation and Review* presented at the Conference, Siem Reap.

*Summary of Discussions will be available soon.*

## Treasury CoP Sessions



At the T-CoP sessions, participants had a chance to discover how other member countries collaborate with banking and non-banking institutions to accelerate revenue collection, with special attention paid to service charges and IT arrangements. Further supporting the revenue collections to the Treasury Single Account (TSA), mechanisms used in Financial Management Information Systems (FMIS) were also discussed. In the following sessions, participants explored different cash forecasting techniques, especially focusing on forecasting sales tax revenues, and exchanged ideas on optimal practices for the establishment of accounting records of non-tax revenues deposited in the TSA.

### Forecasting Techniques

1. Single Exponential Smoothing
2. 12-Month Moving Average
3. Simple Trending
4. Time Series Regression

Tello, G. (2018, May) *Improving the Cash Forecasting Quality of Government Revenue* presented at the Conference, Siem Reap.

*Summary of Discussions will be available soon.*

## Winners of

### The 2018 PEMNA Photo Contest

Congratulations to **Mr. Batsukh Tumurtulga** from Mongolia! His photo entry garnered the most votes (see below), crowning him as the winner of this year's PEMNA photo contest. **Mr. Ratha Hak** from Cambodia was the runner-up, followed by **Ms. Thi Thuy Dang** from Vietnam.



1st place: Mr. Batsukh Tumurtulga (Mongolia)



2nd place: Mr. Ratha Hak (Cambodia)



3rd place: Ms. Thi Thuy Dang (Vietnam)

Once again, thank you to everyone who entered the 2018 PEMNA Photo Contest and helped make this contest a success! Look out for the next photo contest!

## Publications

### Issue & Talk: Cambodia's PFMRP



Introducing the newest addition to PEMNA's knowledge product! **Issue & Talk** looks into a specific issue in a PEMNA member country through the eyes of its members. For the first issue, Mr. Soksensan Meas from the General

Secretariat, Steering Committee of the Public Financial Management Reform of Cambodia joined us for an interview to introduce Cambodia's PFM reform program (PFMRP). [Read](#) his interview and learn more about Cambodia's PFMRP.

## Our SNS Community Continues to Grow



Our Facebook Page has recently surpassed 300 followers! After the 2018 PEMNA Plenary Conference, the number of likes, followers, and overall interactions on our Page has increased substantially. We truly appreciate your enthusiastic engagement on our SNS community. Thank you all!

If you haven't joined us on Facebook, follow us at: [www.facebook.com/pemnasec](http://www.facebook.com/pemnasec)

## PFM News

### Lao PDR

*"The road towards a strong, transparent, modern and fair Public Management System"*

The **Vision to 2030 and Public Finance Development Strategy to 2025** was approved by the Prime Minister of Laos on July 4, 2017. The objectives of the Vision and the Strategy are "to strengthen public finance, including promoting public finance management, sustainability, comprehensive-ness, modernization and international and regional economic integration." Their overall goals are "to improve the foundations of PFM; ensure the comprehensive transformation of public finance entities into effective, transparent and fair institutions; and mitigate negative impacts of financial growth."

The following are the Vision's macro targets by 2020: Annual GDP growth to be at least 7.2 % per year; Laos GDP per capita growth to double that of 2016 rates; Inflation held below the economic growth rate; Exchange rate fluctuation (Lao Kip compared to the main currency) bound within ±5% per year; Public revenue to stay between 17-18% of GDP; and Public debt to drop below 65% of GDP.

For the effective and efficient implementation of the Vision and Strategy, the PFM Reform Secretariat team led by Fiscal Policy and Law Department developed the 'Implementation Plan,' focusing on 6 key programs:

1. Fiscal Policy Improvement
2. Legal Framework Development and Improvement for Public Finance Sector
3. Revenue Management Reform
4. Expenditure Management Reform
5. Modernization of Public Finance Sector
6. Organizational Structure and Human Resource Development

The Vision to 2030 and Public Finance Development Strategy to 2025 and the Implementation Plan is planned to be launched in the 3rd quarter of 2018. [Read more](#)

## Upcoming Events

### Budget CoP Bangkok Meeting



The next B-CoP meeting will be held in November 2018 in Bangkok, Thailand. Plan your participation at the upcoming meeting in advance. More updates will follow soon.

**Date:** November 14-16, 2018

**Location:** Bangkok, Thailand

### Treasury CoP Meeting



T-CoP will have its meeting in the second half of 2018. Further details will follow soon.

**Date:** Fall 2018 (TBD)

**Location:** TBD



*Your connection to PEMNA means that you'll be receiving this quarterly insiders' update on the latest CoP events, PFM news in the region and much more, all happening within our great community. [Subscribe](#) TODAY by sending us your email.*

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## PEMNA Community Continues to Grow in 2018

Thanks to support from members, PEMNA connected more than 600 PFM officials and experts with each other in 2018 through its learning events. This year, we had the 2018 PEMNA Plenary Conference in Cambodia, along with two CoP meetings and one webinar.

Interaction among members was also energized through our online channels as well. The number of followers on Facebook *doubled* that of the last year, from 180 to 359. PEMNA now produces a wide variety of outputs including a new knowledge sharing publication series, *Issue & Talk*. Two issues were released this year, introducing Cambodia's PFM reform program and Thailand's new Budget Procedure Act.

In this issue, we share highlights from recent learning events: the Treasury CoP Webinar and the Budget CoP Bangkok Meeting. We would like to take this opportunity to thank **Indonesia** and **Thailand** again for hosting these events.

Also, please make sure to read the *Knowledge Sharing Back Home* section to learn how other member countries are sharing the key takeaways from the PEMNA learning events with colleagues back home and don't forget to check out the photos in the *PEMNA Rewind 2018* section.

*Wish everyone a happy new year and  
Hope to see you again in 2019!*

Sincerely,  
The PEMNA Secretariat

## Recent Events

### Treasury CoP Webinar



Through its partnership with a selected commercial bank, Directorate General (DG) of Treasury of Indonesia is improving efficiency and accountability on foreign currency payment to spending units overseas. The dispersion of funds now takes only a day to complete, rather than three days. Spending units no longer have to bear the transaction fee; the State Treasury will. Monitoring the bank balance will now be available on a real-time basis through the Cash Management System (CMS) facility. Learn more about [this webinar](#) and find out how Indonesia's DG Treasury is bringing such improvements to their foreign currency transactions.

**Date:** October 16, 2018

**Location:** Videoconference

**Topic:** Improving Efficiency, Effectiveness, and Accountability of Foreign Currency Transactions through the Role of Selected Commercial Bank as the Treasury Agent

### Budget CoP Bangkok Meeting



Fiscal Responsibility Laws (FRLs) are useful instruments in supporting fiscal discipline, sustainability, transparency, and accountability. At the recent PEMNA Budget CoP Meeting in Bangkok, participants studied some of the key features in designing these FRLs (*e.g.*, escape clause, sanctions, fiscal council, etc.) and had the opportunity to discuss ways to establish and enforce fiscal rules. On the second day of the Meeting, participants examined the role of Central Budget Office in overseeing subnational spending by looking at an extensive number of country case studies. Lessons learned on how central government delegates authority to local governments were also shared at the meeting. Following this discussion, participants took up the topic of program monitoring and evaluation for social programs. Click [here](#) and take a closer look at their conversations!

**Date:** November 14-16, 2018

**Location:** Bangkok, Thailand

**Topics:**

- Fiscal Responsibility
- Oversight of Subnational Spending
- Monitoring and Evaluation of Social Programs

## Knowledge Sharing Back Home

### Cambodia's Visit to the Philippines



Want to deepen your PFM knowledge? Call up your friends from PEMNA! The Philippine Department of Budget and Management (DBM) welcomed officials from the Ministry of Economy and Finance of Cambodia last November for a three-day training session. The training focused on sharing the lessons learned on the budget system, public expenditure and financial accountability for sub-national administration, and financial decentralization in the Philippines. This study visit took place as a result of the discussion held between the two countries at the 2018 PEMNA Plenary Conference. PEMNA strongly encourages such bilateral exchanges beyond our official learning events. We look forward to many more of these member-driven knowledge sharing opportunities in the future.

Read more about [this visit](#).

**Date:** November 27-29, 2018

**Location:** Manila, the Philippines

### Philippines: The DBM eUpdates



It has already been a month since the 2018 PEMNA Budget CoP (B-CoP) Meeting in Bangkok. Attributed to the participants' active engagement, together with the educational presentations, we do not doubt that the B-CoP meeting in Bangkok was one of the most interactive and thought-provoking ones!

How do you plan to share the key takeaways from PEMNA meetings with your colleagues back home? Represented by the Assistant Secretary Ms. Amelita Castillo, the delegation from the Philippine Department of Budget and Management (DBM) has issued the new [DBM eUpdates](#).

This online publication highlights some of the knowledge gained during the meeting such as how the fiscal laws and fiscal rules differ in the context of fiscal responsibility.

Take a quick moment to have a look at this nice concise summary of the B-CoP Bangkok Meeting and you may also think about how you can take knowledge back home to maximize your learning experience!

## Publications

### Issue & Talk: Thailand



Delightfully announcing the release of our new Issue & Talk! Featuring an interview with Mr. Dechapiwat Na Songkhla, the Budget Director of the Budget Bureau (BB) of Thailand, this new issue looks into the Thai government's recent amendment of the Budget Procedure Act (1959).

Check out what the new Budget Procedure Act means to Thailand, as well as the government's commitment to promoting fiscal sustainability [here!](#)

*We would like to extend a very special thanks to Dr. Mutita Somana (Senior Budget Analyst), Ms. Buddhima Trakarnvanich (Senior Budget Analyst), and Ms. Anchidtha Roonguthai (Budget Analyst) of the BB for their contribution in drafting this issue.*

## Upcoming Events

### Budget CoP Meeting



The 2019 PEMNA Budget CoP Meeting will kick off in March next year. Detailed schedule and agenda will be available soon.

### Treasury CoP Meeting



Get ready for the first Treasury CoP Meeting of the year 2019. The Meeting will be held in the first half of 2019. Further details will follow soon.

### 2019 PEMNA Plenary Conference



The 2019 PEMNA Plenary Conference will take place in May 2019. Vietnam has graciously agreed to host the next year' Plenary Conference. Stay tuned for more details.

# PEMNA Rewind 2018





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## About PEMNA

The Public Expenditure Management Network in Asia is a peer-learning network of PFM officials and experts in the Asia Pacific region. The network aims to build stronger budget and treasury systems thereby promoting continued growth and prosperity in member countries.

Established in 2012, PEMNA organizes both face-to-face meetings and online learning events, inviting officials from 14 member countries to discuss challenges they face in their PFM reform implementation efforts. Through these activities, members learn from their peers who share similar concerns and/or have undergone similar stages of PFM reforms. The knowledge and experiences exchanged at each of these activities foster the professional capacities of individual members and feed into the reform policy formulation of the member countries in the long run.

PEMNA has 14 member countries: Brunei, Cambodia, China, Indonesia, Korea, Lao PDR, Malaysia, Mongolia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, and Vietnam.

In addition, there are development partners who provide technical assistance and administrative support: the Korea Institute of Public Finance (KIPF), the World Bank Group, the International Monetary Fund (IMF), and the Organisation for Economic Co-operation and Development (OECD).

Observers from the Federal Treasury of Russia, the U.S. Treasury Office of Technical Assistance (USOTA), and the United Nations International Children's Emergency Fund (UNICEF) also regularly participate in the PEMNA learning events.



# Discover More About PEMNA

Want to learn more about PEMNA? Check out these communication materials issued by the PEMNA Secretariat.

## Annual Report



The PEMNA Annual Report is a comprehensive report on the PEMNA's activities throughout the preceding year. The Report is intended to give information about the PEMNA's activities and financial performance to its member countries, development partners, and other external audiences who may be interested in the network. The Report presents the network's mission and history and highlights achievements of a given year. The Report also provides financial information to help readers understand how the network utilizes its financial resources to support members' learning.

## PEMNA e-Newsletters

Stay in touch with the PEMNA community! PEMNA e-Newsletters deliver the news and updates on the PEMNA network to its community members. It is designed to strengthen the sense of community and keep the members in sync with the rhythm of PEMNA activities. The e-Newsletters are published three times a year, featuring recent CoP events, interviews with members, PFM news, announcements, etc.



## Issue and Talk



**ISSUE & TALK: Thailand**  
The New Budget Procedure Act

**PEMNA ISSUE & TALK: Thailand holds into the Thai government's recent amendment of the Budget Procedure Act (BPA). This new Act – the 2nd of the Thai government's commitment to promoting fiscal discipline and sustainability – is expected to improve budget comparability, accountability of the central and local governments, as well as efficiency and effectiveness of spending, among other things. In an interview, the Budget Director of the Budget Bureau (BB) of Thailand, Mr. Chaiyaporn Teeraporn, shares his insights on the BPA and the implications for the PEMNA Budget CoP Meeting in Bangkok this November 2018.**

**Q1. Can you tell us about the Budget Bureau of Thailand?**  
The Budget Bureau (BB), an official unit registered in a department under the Prime Minister's Office, is a central agency responsible for budgeting and reporting directly to the Prime Minister. The main role of the BB is to assist the PM and the cabinet in setting the government's policy, budgetary, expenditure, and regulatory objectives as well as in providing budgeting, financial, administrative, technical, and management of public spending. Its mission is to be an independent, neutral, and trustworthy part of the mechanism that drives the government's policy and ensures the achievement of government objectives. Pursuing our vision, the BB is providing budgeting policy recommendations to the government and its agencies; it prepares budget expenditures corresponding to the government's policies and goals while taking into consideration fiscal discipline and economic stability; it manages the budget in such a way that central revenues are spent efficiently and effectively; and it makes estimates on the revenue, expenditure, and reports how the budget is spent with corresponding outcomes to the cabinet and the legislature.

**Q2. What are some of the challenges facing Thailand?**  
Escaping from the middle income trap and becoming a high income country are the main challenges that Thailand faces, coupled with achieving an inclusive and sustainable growth as driven by the recently revised 20-year National Strategy (2018-2037) in accordance with the National Strategic Plan. Hence, there is a need for National Strategic and other national policies, the budget allocation strategies are formulated which respect observing the principles of the Fiscal Responsibility Act, B.E. 2561 (2018) which has been enacted in April 2018.

**Q3. What are your expectations for the PEMNA Budget CoP Meeting in Bangkok?**  
The PEMNA Budget CoP Meeting offers a platform for participants to share experiences, gain understanding of new perspectives and evaluations, reconnect with colleagues, and build up further improvement of budget systems. As the host of this meeting, Thailand would like to share our recent reform initiatives aiming at enhancing fiscal transparency with the participating countries. In this regard, we also would like to hear from PEMNA member countries as well as from experts about the design and implementation of fiscal rules, as well as the role of central budget office in the context of national spending, and reviewing and reporting on the progress. Given the growing global concern towards budgeting and fiscal responsibility, it will be very useful for the Thai budget officials and users to have been to interact various international standards into practical implementation guidance in order to raise the level of budget sustainability and overall good governance.

**WORK-SHARE** by encouraging and strengthening work processes, equipping our staff with the necessary analytical skills and financial knowledge for a professional budget making, using modern IT systems in facilitating budget procedures as well as creating a work-life balance.

**PEMNA ISSUE & TALK** takes into a specific issue in a PEMNA country through the eyes of its members. In collaboration of Bangkok, this issue examines Thailand's new Budget Procedure Act to reveal the in-depth details and challenges from the Budget Bureau for their contribution in making the decision.

**PEMNA ISSUE & TALK: Thailand: The New Budget Procedure Act, Issue & Talk with PEMNA**

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Learn more about the PFM news in the region. Issue and Talk examines a specific PFM issue in a PEMNA country. In this two-page brief, a basic fact on the selected country, an overview of a specific reform program, and a member's interview article can be found.

## PEMNA Website

The official website has served as the main knowledge repository for the PEMNA network. Meeting materials, summaries of discussions, photos from recent CoP events, as well as the general information on the network are available. Visit our website at [www.pemna.org](http://www.pemna.org).

## Facebook Page

Keep yourself updated with the most recent PEMNA news! PEMNA Facebook Page is a social media account that brings together the members to interact with each other, share opinions, and offer feedback. You will find information on upcoming events, recaps, and highlights from past events. Follow us on at [www.facebook.com/pemnasec](http://www.facebook.com/pemnasec).

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