

# PEMNA

Public Expenditure Management Network in Asia

## 2023 Annual Report

# Table of Contents

	<b>ABBREVIATIONS</b>	<b>vi</b>
	<b>EXECUTIVE SUMMARY</b>	<b>viii</b>
<b>1</b>	<b>About PEMNA</b>	<b>01</b>
	1.1. Background	02
	1.2. PEMNA Activities	05
<b>2</b>	<b>PFM Knowledge Sharing in the Region</b>	<b>09</b>
	2.1. Knowledge-Sharing Champions	10
	2.2. Fostering the Exchange of Knowledge in the Region	11
<b>3</b>	<b>PEMNA Activities</b>	<b>15</b>
	3.1. Overview of CoP Activities	16
	3.2. Peer-Learning Activities	17

<b>4</b>	<b>Disseminating PEMNA Results</b>	<b>33</b>
	4.1. Online Communication	34
	4.2. Community Reporting	39
<b>5</b>	<b>PEMNA Leadership and Supporting the Network</b>	<b>43</b>
	5.1. Leadership	44
	5.2. Quality Support of the Network	45
<b>6</b>	<b>Expenditure Report for 2023</b>	<b>47</b>
	6.1. Overview of PEMNA Expenditures	48
	6.2. Expenditures in 2023	48
	6.3. Expenditure Patterns	50
<b>7</b>	<b>Looking Ahead</b>	<b>51</b>
	7.1. Extension of PEMNA Phase 2	52
	7.2. Plans Going Forward	54

# List of Boxes, Figures, and Tables

## Boxes

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Box 1.	PEMNA Learning Events (2023)	16
Box 2.	Leadership Team and Steering Committee Activities (2023)	44

## Tables

---

Table 1.	Country Case Studies Shared in Events (2023)	10
Table 2.	B-CoP Learning Events in 2023	17
Table 3.	T-CoP Learning Events in 2023	23
Table 4.	Most Popular Posts on Facebook Page (2023)	36
Table 5.	List of Uploaded Videos (2023)	38
Table 6.	Most Popular Posts on YouTube Channel (2023)	39
Table 7.	Expenditures for PEMNA (2021 – 2023)	48
Table 8.	Work Plan for the Remaining Phase 2	53

## Figures

Figure 1.	Organizational Structure of PEMNA	03
Figure 2.	Activities for PEMNA Phase 2	05
Figure 3.	Gaining New Knowledge	11
Figure 4.	Opportunities to Apply Knowledge Acquired	12
Figure 5.	Knowledge Sharing with Colleagues	12
Figure 6.	Methods of Knowledge Sharing Back Home	13
Figure 7.	Number of Participants by Event (2023)	17
Figure 8.	Overall Performance by Event (2023)	30
Figure 9.	Overall Performance by Year	31
Figure 10.	Key Performance Indicators	31
Figure 11.	Opportunities for Peer-Interactions (2023)	32
Figure 12.	Total Number of People Reached by Quarter (2023)	35
Figure 13.	Facebook Followers by Top Countries	37
Figure 14.	Quality of Secretariat Service (2023)	45
Figure 15.	Overall Quality of the Secretariat's Support by Year (2020–2023)	46
Figure 16.	PEMNA Expenditures by Component (2023)	49
Figure 17.	PEMNA Expenditures by Category (2021 – 2023)	50

# ABBREVIATIONS

<b>AGD</b>	Accountant General's Department
<b>AP</b>	Asia and Pacific
<b>ASP</b>	Advisory Services Program
<b>B-CoP</b>	Budget Community of Practice
<b>CoP</b>	Community of Practice
<b>DP</b>	Development Partner
<b>EU</b>	European Union
<b>FMIS</b>	Financial Management Information Systems
<b>IMF</b>	International Monetary Fund
<b>KIPF</b>	Korea Institute of Public Finance
<b>LT</b>	Leadership Team
<b>MDTF</b>	Multi-Donor Trust Fund
<b>MEF</b>	Ministry of Economy and Finance of Cambodia
<b>MOEF</b>	Ministry of Economy and Finance of Korea
<b>MOF</b>	Ministry of Finance
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PEMNA</b>	Public Expenditure Management Network in Asia
<b>PEMPAL</b>	Public Expenditure Management Peer Assisted Learning Network
<b>PFM</b>	Public Financial Management
<b>SC</b>	Steering Committee
<b>T-CoP</b>	Treasury Community of Practice
<b>TTL</b>	Task Team Leader
<b>UNICEF</b>	United Nations Children's Fund

# EXECUTIVE SUMMARY

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# EXECUTIVE SUMMARY

The PEMNA Annual Report for 2023 provides a summary of the progress and impact achieved by PEMNA from January to December 2023.

## Key Achievements of 2023

The Public Expenditure Management Network in Asia (PEMNA) witnessed its communities of practice (CoPs)—specifically the Budget CoP and Treasury CoP—reflecting on a year marked by dynamic peer interactions and knowledge exchange in 2023. Throughout this reporting period, PEMNA organized a total of eight peer-learning activities, encompassing four CoP meetings, three study visits, and one plenary conference. This effort brought together 604 Public Financial Management (PFM) officials and experts from the region. Participants held the knowledge shared during these events in high regard, recognizing its profound relevance to their daily professional endeavors.

In 2023, the Secretariat crafted the annual publication *PEMNA Annual Report 2023*, which highlighted the activities and notable accomplishments of the preceding year. Additionally, the Secretariat compiled a comprehensive *PEMNA Annual Report 2023*, providing a summary of the network's activities for the year. Throughout the year, the Secretariat also promoted member engagement by issuing three editions of the PEMNA e-Newsletters. These newsletters delivered updates on recent activities, publications, and upcoming events.

As part of its communication efforts, the Secretariat also released special editions titled *Issue and Talk 2023: The Philippines* and *Issue and Talk 2023: Timor-Leste* during the year. These publications aimed to showcase the reform initiatives undertaken by the two countries, each of which hosted a CoP meeting in 2023.

## Plans Going Forward for PEMNA

Engaging in face-to-face peer-learning activities brings distinct advantages, fostering a more immersive learning experience and deeper engagement compared to online activities. This, in turn, contributes to the expansion of network connectivity.

PEMNA is dedicated to enriching understanding, exploring PFM trends, and maintaining a diverse range of topics for discussion. To ensure seamless alignment with community goals, activities will be planned flexibly, adapting to evolving needs and insights gained from members' ongoing reflections and feedback. These activities will be demand-driven and tailored to meet the demands of the member countries, aligning with regional and country agendas. PEMNA will continue to offer peer-learning and knowledge-sharing activities, integrating them with other modalities to provide a comprehensive understanding of PFM challenges and opportunities.

The *PEMNA Annual Report 2023* highlights the network's role in assisting its members to improve PFM systems in their respective countries. The first chapter provides an introductory overview of the network, followed by the second chapter illustrating knowledge sharing within the region. Chapter 3 assesses the activities carried out by PEMNA in 2023, while Chapter 4 explores the network's operations concerning knowledge dissemination and communication facilitation. Chapter 5 delves into insights regarding the leadership and support provided by PEMNA members. Chapter 6 offers a detailed account of PEMNA's expenditures during the fiscal year 2023. Finally, Chapter 7 outlines the work plan for the first four months of 2024 and provides a forward-looking perspective of the network.

Annual Report 2023



# 1

## About PEMNA

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1.1. Background

1.2. PEMNA Activities

## Chapter 1

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# About PEMNA

## 1.1. Background

The Public Expenditure Management Network in Asia (PEMNA) is a peer-learning network comprising public financial management (PFM) officials and experts in the Asia and Pacific (AP) region. The primary objective of the network is to enhance the efficiency, effectiveness, and transparency of PFM systems in the region by assisting individual officials in gaining a better understanding of the key attributes of a robust PFM system.

Since its establishment in 2012, PEMNA has been operational for over a decade, offering learning environments for officials from fourteen member countries and providing networking forums for the members and international PFM experts. These environments facilitated discussions on the challenges encountered in PFM reform implementation through both face-to-face meetings and online seminars. Members benefited from learning from peers who shared similar concerns or had undergone comparable stages of PFM reforms.

In 2021, PEMNA introduced new elements such as Research Activities and the Advisory Services Program (ASP). The knowledge and experiences exchanged in these activities contribute to the professional development of individual members and, ultimately, inform the reform policy formulation of member countries at a broader level.

### Who We Are: Membership and Governance

The bulk of PEMNA's **membership** is composed of fourteen member countries and development partners.

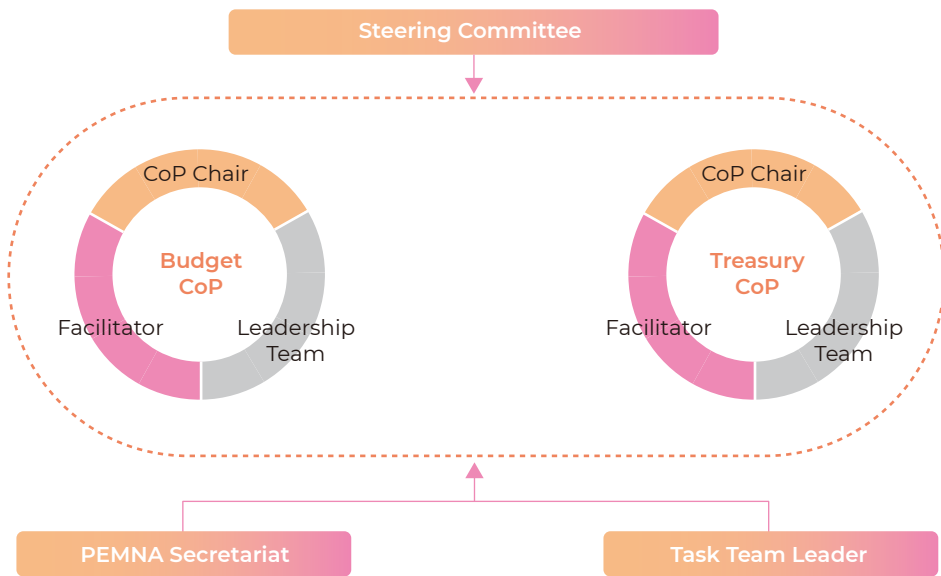
The core members of the PEMNA community consist of PFM officials from the following fourteen member countries: Brunei, Cambodia, China, Indonesia, Korea, Lao PDR, Malaysia, Mongolia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, and Vietnam (listed in alphabetical order).

Supporting the community are development partners (DPs) associated with PEMNA. These DPs encompass countries, institutions, or international organizations that consistently contribute resources to PEMNA activities, as outlined in the Rules of Operation for PEMNA. These partners can participate in the network by providing both financial contributions and technical expertise.

The PEMNA DPs include the Ministry of Economy and Finance (MOEF) of Korea, and the European Union (EU), both donors of the Multi-Donor Trust Fund (MDTF) for PEMNA. Additionally, the Korea Institute of Public Finance (KIPF), the World Bank Group, and the International Monetary Fund (IMF) serve as essential partners for the network as DPs.

At the heart of governance, PEMNA places the leadership of the fourteen member countries, encouraging them to play a proactive role in crafting the network’s strategies and activities. This approach reinforces their sense of ownership and commitment to the network’s objectives. For a visual representation of PEMNA’s organizational structure, refer to Figure 1.

Figure 1 Organizational Structure of PEMNA



The primary decision-making entity within the PEMNA network is the PEMNA Steering Committee (SC), responsible for overseeing the entire network. The SC is comprised of representatives from member countries, CoP Chairs from member countries, and CoP Facilitators appointed from the World Bank, the Secretariat from KIPF, and DPs. The SC provides comprehensive guidance on PEMNA’s policies, plans, and budget.

The core of PEMNA is two communities of practice (CoPs), one for budget and another for treasury, each comprising PFM practitioners from the fourteen member countries. CoPs provide an open-learning platform for members to exchange knowledge and experiences on specific, high-priority PFM reforms and lessons learned from their implementation through regular meetings.

Each CoP is under the governance of a CoP Leadership Team (LT), consisting of a small group of members who volunteer to represent the community. The members of the CoP LTs convene regularly, both in face-to-face and online settings, to deliberate on the overall work programs. Each

CoP chairperson is nominated by the respective LT, and the nomination is subject to approval by the SC. These chairpersons act as representatives for the CoP membership at the SC, leading the development of work programs and budgets, coordinating CoP activities alongside the CoP Facilitators, and fostering accountability and participation among members.

The CoP Facilitators, appointed by the World Bank, also support CoP activities. The Facilitators assist the CoPs with developing the learning agenda, facilitating the activities, and identifying strategies for the development of CoPs.

The Task Team Leader (TTL) is a representative of the World Bank who is responsible for overseeing the World Bank administered funds in accordance with the PEMNA program objectives. The TTL works closely with the PEMNA Secretariat to ensure sound management of the network's resources and achievement of broader program goals.

Facilitating the comprehensive functioning of the network is the PEMNA Secretariat, housed at the KIPF. The Secretariat oversees the overall management and administrative support necessary for establishing and maintaining the PEMNA community. Its role ensures that every PEMNA activity yields favorable outcomes for the entire network.

### How We Work: Funding

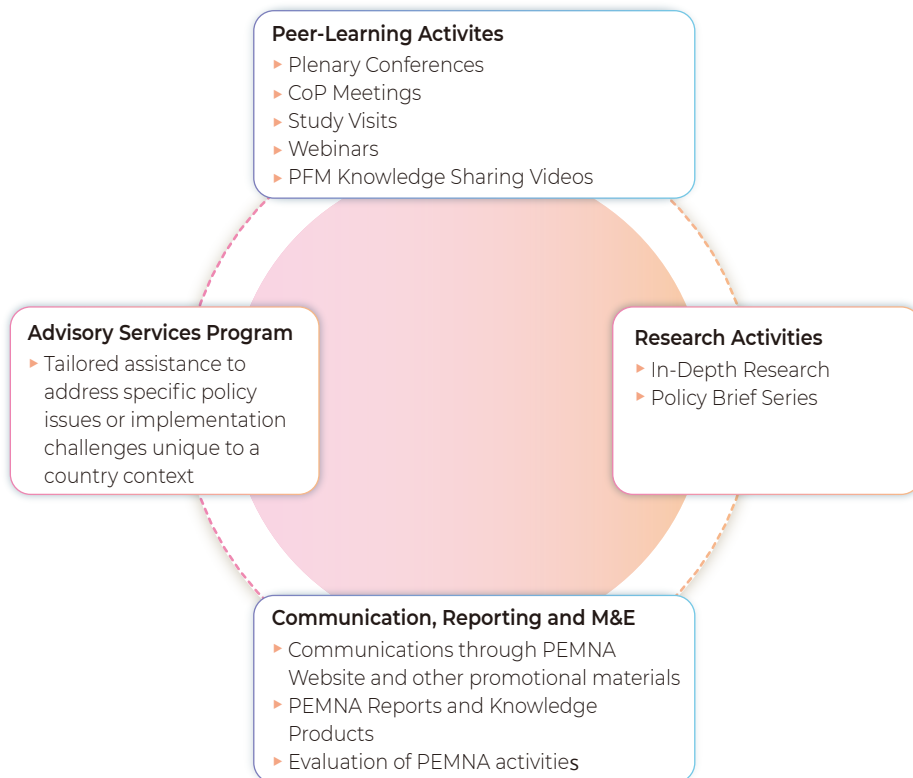
PEMNA is supported by contributions from its member countries and DPs. Financial contributions for PEMNA are collected through the World Bank MDTF, which is then disbursed to the KIPF ('Secretariat') for execution. The Secretariat uses the recipient-executed trust fund for PEMNA, disbursed from the World Bank MDTF, to plan and execute the annual budget for the network.

The MDTF for PEMNA is currently funded by the government of the Republic of Korea and the EU. Member countries actively demonstrate ownership through a wider spectrum of contributions. Beyond financial support, member countries contribute to the network through in-kind contributions. These contributions may involve hosting events, covering travel expenses, offering technical expertise, and other non-financial means of support.

## 1.2. PEMNA Activities

Apart from the peer-learning, communication, and publication activities, PEMNA introduced a new series of activities in 2021 as part of the second phase. Alongside the conventional peer-learning efforts, PEMNA engages in research activities. These initiatives broaden the opportunities for government officials associated with PEMNA to thoroughly analyze the existing PFM systems and policies of member countries.

Figure 2 Activities for PEMNA Phase 2



### Peer-Learning Activities

PEMNA organizes a diverse range of peer-learning events and activities for its members, available both in-person and online. The network presents learning opportunities in various formats to cater to the diverse needs of its members. These include plenary conferences, CoP meetings, study visits, and webinars. Each CoP arranges these events throughout the year, focusing on topics and issues most pertinent to the PFM reform priorities in member countries. The outputs of various learning events held in 2023 are detailed in the subsequent chapters.

**Plenary Conferences.** A PEMNA plenary conference is held annually, bringing together the two CoPs. It provides a platform for in-depth discussions on PFM reforms on a broader scale.

**CoP Meetings.** Each CoP organizes one or two meeting(s) per year to discuss specific PFM reforms from budgeting and treasury perspectives. These meetings facilitate detailed discussions and exchanges among members, allowing them to delve into various PFM reform initiatives.

**Study Visits.** Study visits offer two or three days of intensive learning on a specific topic of the members' interest. It provides a more detailed, firsthand exchange on a specific function. Both bilateral and multilateral study visits are available, enhancing collaboration and knowledge-sharing among member countries.

**Webinars.** PEMNA periodically organizes webinars to complement discussions held during face-to-face meetings and/or to build up background knowledge before upcoming learning events. These webinars serve as valuable tools for continuous learning and capacity-building within the network.

#### PEMNA Research Activities

**Policy Brief Series.** The Policy Brief Series serves as a knowledge product enabling the PEMNA community to concentrate on a particular PFM issue or topic relevant to its members. The selection of topics is based on suggestions from PEMNA members obtained through post-event evaluation surveys or guidance from the CoP LTs. Experts are commissioned to generate a concise publication as the final output for a Policy Brief project.

**In-Depth Research.** The objective of PEMNA In-Depth Research is to furnish member countries with comprehensive knowledge across multiple levels, encompassing regional, country, and subnational government levels. This research can adopt a holistic approach, examining PFM overall, or it may explore various PFM tools and approaches to PFM reforms. Projects may also involve a comparative analysis of country case studies and data collection.

Professionals in the field are engaged as Research Lead or Research Team members and are entrusted with producing a compilation of in-depth research papers on selected topics relevant to member demands. Each In-Depth Research project operates under the oversight of the Budget CoP (B-CoP) or Treasury CoP (T-CoP) LT, with a Research Lead assuming the primary responsibility for managing the research activity in close collaboration with the Secretariat and Facilitators. The Research Lead also coordinates the entire process of the research project, supporting Research Team members comprising theme-related experts conducting country case studies.

Communication, Reporting, and M&E

PEMNA actively involves its members through a diverse range of reporting and communication tools, such as A Look Back on PEMNA, the Annual Report, e-Newsletters, and the Issue and Talk Series. Additionally, it maintains a robust online presence through platforms like the PEMNA website, YouTube, and Facebook. These products serve to keep members informed about recent events and upcoming activities while disseminating information about the network. The Secretariat also creates various promotional materials, including brochures and videos, to introduce the PEMNA network to a broader audience.

To ensure the effectiveness of its initiatives, PEMNA monitors and evaluates its activities by gathering feedback from network members through evaluations conducted during or after events. The insights derived from these evaluations are utilized to better design future activities and events, thereby enhancing the overall knowledge-sharing experience as the network progresses forward.



Annual Report 2023

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# 2

## PFM Knowledge Sharing in the Region

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2.1. Knowledge-Sharing Champions

2.2. Fostering the Exchange of Knowledge in the Region

## Chapter 2

# PFM Knowledge Sharing in the Region

## 2.1. Knowledge-Sharing Champions

Table 1 Country Case Studies Shared in Events (2023)<sup>1</sup>

	BN	KH	CN	ID	KR	LA	MY	MN	MM	PH	SG	TH	TL	VN
1		○		○	○		○			○				○
2			○	○	○		○	○		○		○	○	○
3							○							
4				○	○			○		○				○
5					○									
6					○									
7				○	○			○		○		○	○	○
8		○	○	○	○	○	○	○		○		○		○

Country Acronyms: Brunei (BN), Cambodia (KH), China (CN), Indonesia (ID), Korea (KR), Lao PDR (LA), Malaysia (MY), Mongolia (MN), Myanmar (MM), Philippines (PH), Singapore (SG), Thailand (TH), Timor-Leste (TL), and Vietnam (VN)

1: T-COP BANGKOK MEETING; 2: B-COP KUALA LUMPUR MEETING; 3: T-COP STUDY VISIT TO MALAYSIA; 4: T-COP MANILA MEETING; 5: B-COP STUDY VISIT TO KOREA; 6: T-COP STUDY VISIT TO KOREA; 7: B-COP DILI MEETING; 8: 2023 PLENARY CONFERENCE

In 2023, a total of 110 case studies were shared during PEMNA events, with 78 of them originating from PEMNA member countries. This marked a significant increase, more than doubling the number of case studies shared compared to 2022<sup>2</sup>, attributable to the complete transition to face-to-face meetings in 2023.

The top knowledge-sharing champion for 2023 was **Korea**, which shared 23 case studies through seven different peer-learning events. **Malaysia** secured the second rank by sharing 13 case studies, followed by **Indonesia** and **Vietnam**, each delivering 8 presentations during this reporting period.

<sup>1</sup> The presentations from the sub-national governments have been incorporated as a country case study.

<sup>2</sup> A total of 54 case studies were presented, with 34 from PEMNA member countries.

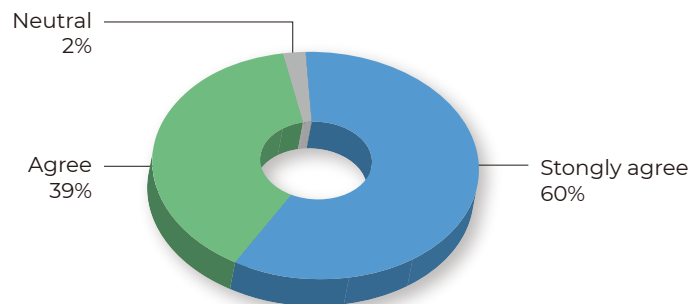
In addition, **Cambodia, China, Lao PDR, Mongolia, the Philippines, Thailand, and Timor-Leste** also enriched PEMNA's knowledge-sharing initiatives by presenting their systems and the advancements they achieved, further broadening the spectrum of peer-learning in the region.

## 2.2. Fostering the Exchange of Knowledge in the Region

The Secretariat administers post-event evaluation surveys following the completion of every peer-learning activity to assess the value created by PEMNA. Participants are invited to assess the entire conference, sharing their insights on the knowledge acquired. Members expressed their contentment with the network, confirming that the activities produced new, pertinent knowledge applicable to their daily professional tasks.

Figure 3 visually illustrates the acquisition of new knowledge, with 99% of respondents agreeing. This indicates that PEMNA activities not only generate fresh insights but also that members are content with the knowledge acquired.

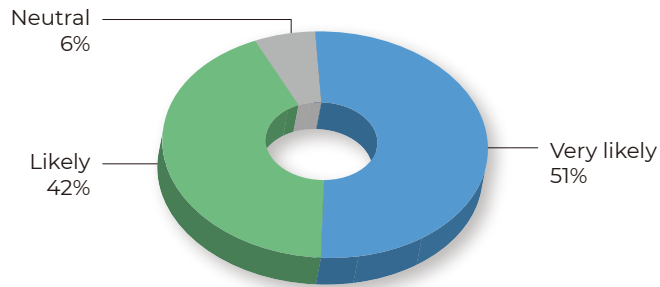
**Figure 3** Gaining New Knowledge



Note: Percentages are rounded, so the total may not add up to 100%.

Regarding the likelihood of participants applying the new knowledge to their daily work, 93% indicated that it was probable. This demonstrates the considerable relevance of the knowledge generated during PEMNA meetings to the members (Figure 4).

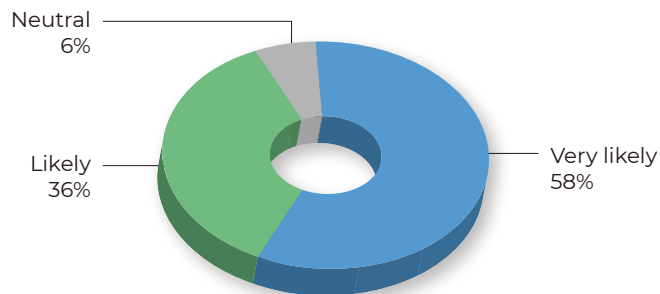
**Figure 4** Opportunities to Apply Knowledge Acquired



Note: Percentages are rounded, so the total may not add up to 100%.

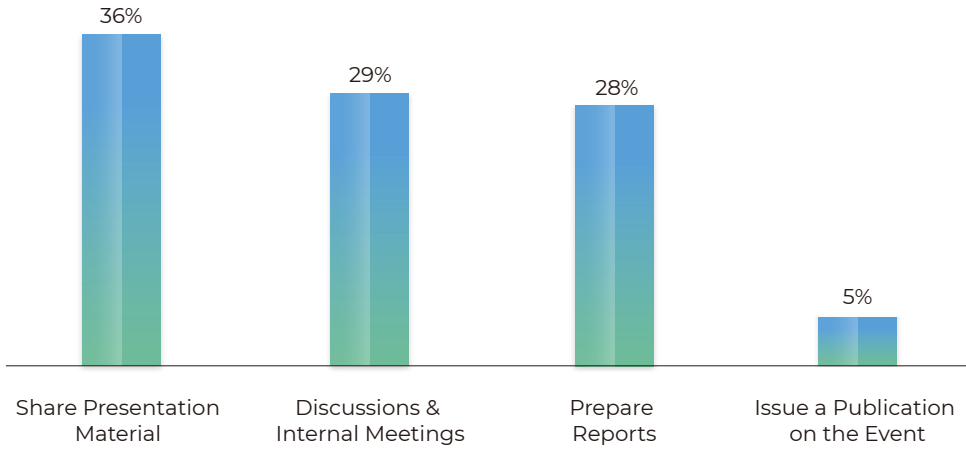
An impressive 94% of respondents in the evaluation expressed a strong likelihood of sharing the valuable insights gained from PEMNA conferences with their colleagues who were unable to attend the event. This underscores a notable commitment to knowledge dissemination within the PEMNA community (Figure 5).

**Figure 5** Knowledge Sharing with Colleagues



When asked about how meeting participants plan to share the valuable knowledge gained from the learning events with their peers, 36% anticipated utilizing the knowledge-sharing method of **distributing presentation materials** from the meeting. Additionally, respondents expressed intentions to **engage in discussions and internal meetings** about the conference (29%), **prepare back-to-office reports** (28%), and a smaller percentage (5%) planned to **issue separate publications** about the event (Figure 6).

Figure 6 Methods of Knowledge Sharing Back Home



Note: Respondents were allowed to choose more than one answer.



Annual Report 2023



# 3

## PEMNA Activities

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3.1. Overview of CoP Activities

3.2. Peer-Learning Activities

## Chapter 3

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# PEMNA Activities

## 3.1. Overview of CoP Activities

During this reporting period, the Budget and Treasury communities held *four* CoP meetings, *three* Study Visits, and *one* Plenary Conference, involving 604 PFM officials and experts in the region.<sup>3</sup> Box 1 shows a list of learning events organized from January through December 2023.

### Box 1. PEMNA Learning Events (2023)

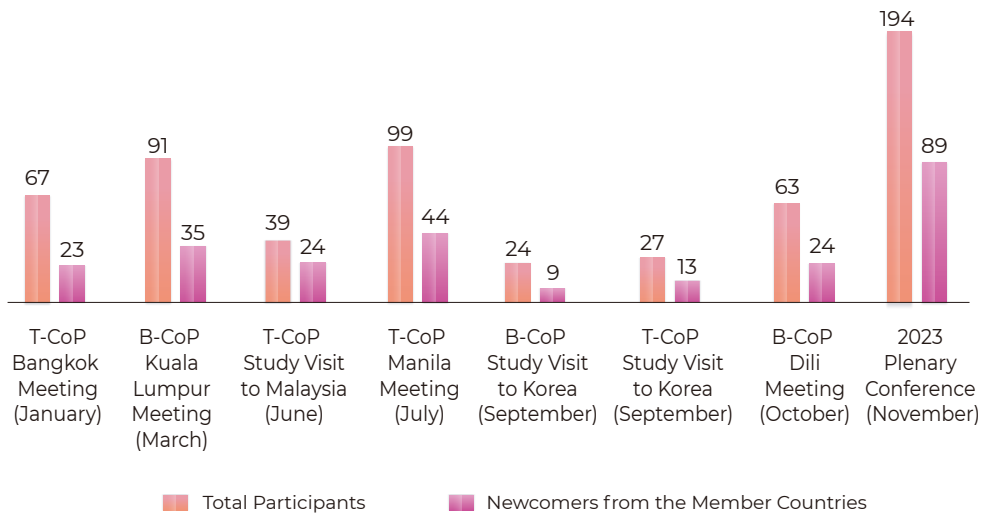
- ▶ 2023 PEMNA T-CoP Bangkok Meeting (January 18-19)
- ▶ 2023 PEMNA B-CoP Kuala Lumpur Meeting (March 8-9)
- ▶ 2023 PEMNA T-CoP Study Visit to Malaysia (June 7-9)
- ▶ 2023 PEMNA T-CoP Manila Meeting (July 19-21)
- ▶ 2023 PEMNA B-CoP Study Visit to Korea (September 6-7)
- ▶ 2023 PEMNA T-CoP Study Visit to Korea (September 13-14)
- ▶ 2023 PEMNA B-CoP Dili Meeting (October 4-5)
- ▶ 2023 PEMNA Plenary Conference Lao PDR (November 7-9)

Returning to a full 'business as usual' after the pandemic, all PEMNA learning events were held in person in 2023. Alongside the *one* Plenary Conference and *four* CoP meetings filled with interactive sessions, the members also benefited from the PEMNA Study Visit program, where selected countries were given opportunities to delve deeper into the PFM topics bilaterally. With its mutually reinforcing nature, PEMNA continues to serve as an effective knowledge-sharing platform in the AP region that provides a variety of tools to share the best PFM practices and learn from each other.

Figure 7 depicts the total number of participants and newcomers from the member countries in each peer-learning event held throughout 2023. The data suggests a consistent engagement from both existing participants and newcomers across the events, indicating a sustained interest within the region and active involvement in the ongoing discourse surrounding PFM practices.

<sup>3</sup> The figure includes virtual participants.

Figure 7 Number of Participants by Event (2023)



Note: The numbers represented in the graph include both online and offline participants.

## 3.2. Peer-Learning Activities

### Budget CoP in 2023

**Peer-Learning Events.** Through the leadership of Rofyanto Kurniawan<sup>4</sup> (B-CoP Chair) and the guidance of Quyen Hoang Vu<sup>5</sup> (B-CoP Facilitator), the B-CoP successfully held *four* learning events, including the Plenary Conference, over the course of 2023. These four gatherings enriched and advanced the understanding of budget-related subjects among PEMNA member countries.

Table 2 B-CoP Learning Events in 2023

Event	Location	Date
2023 B-CoP Kuala Lumpur Meeting	Kuala Lumpur, Malaysia	Mar. 8–9
2023 B-CoP Study Visit to Korea	Seoul, Korea	Sept. 6–7
2023 B-CoP Dili Meeting	Dili, Timor-Leste	Oct. 4–5
2023 Plenary Conference Lao PDR (B-CoP Sessions)	Vientiane, Lao PDR	Nov. 7–9

<sup>4</sup> Rofyanto Kurniawan is the Director of State Budget Preparation at the Directorate General of Budget, Indonesia MOF.  
<sup>5</sup> Quyen Hoang Vu is a Senior Governance Specialist at the World Bank and the Task Team Leader for PEMNA from the World Bank.

The following is a list of themes discussed by the B-CoP members during this reporting period:

- Strengthening the Role of Ministries of Finance in the Green Transition and Climate Resilience Agendas
- Public Financial Management Reforms for Sustainable Public Finance
- Public Spending Efficiency and Transparency
- Making Fiscal Decentralization Work for Growth and Better Service Delivery  
- (B-CoP) Effective Intergovernmental Fiscal Arrangements



## 2023 PEMNA B-CoP Kuala Lumpur Meeting

Strengthening the Role of Ministries of Finance in the Green Transition and Climate Resilience Agendas

March 8–9, 2023

Kuala Lumpur, Malaysia



The first PEMNA B-CoP Meeting of 2023 took place in Kuala Lumpur, Malaysia. The two-day event focused on the theme “Strengthening the Role of Ministries of Finance in the Green Transition and Climate Resilience Agendas.”

Throughout the meeting, participants engaged in fruitful discussions and knowledge-sharing sessions, covering a range of topics, including (i) greening revenue policies, (ii) fiscal tools for subnational ecosystem and climate action, (iii) strengthening the role of ministries of finance in driving green and climate actions, (iv) carbon markets development, and (v) disaster risk management and financing strategy.

Representatives from China (Hunan Province), Indonesia, Korea, Malaysia, Mongolia, the Philippines, Thailand, Timor-Leste, and Vietnam shared their respective countries’ experiences during the meeting.

## 2023 PEMNA B-CoP Study Visit to Korea

Public Financial Management Reforms for Sustainable Public Finance

September 6–7, 2023  
Seoul, Korea



Representatives from the Philippine Department of Budget and Management actively participated in the 2023 PEMNA B-CoP Study Visit to Korea. This two-day event, hosted by the Korea MOEF, centered around the theme “Korea’s Case on Public Financial Management Reforms for Sustainable Public Finance.”

Participants had an opportunity to learn about (i) Korea’s public financial management and current policy focus, (ii) long-term fiscal projections and legal frameworks of fiscal rules, and (iii) the development and operation of the dBrain<sup>+</sup> and e-Naradoum system.

Throughout the event, participants from the Philippines had meaningful dialogues with officials from Korea MOEF, as well as presenters from other institutions such as the KIPF and the Korea Fiscal Information Service.

### 2023 PEMNA B-CoP Dili Meeting

Public Spending Efficiency and Transparency

October 4–5, 2023  
Dili, Timor-Leste



Hosted by the Ministry of Finance (MOF) of Timor-Leste, the second PEMNA B-CoP meeting of the year convened in Dili, Timor-Leste. The overall theme for this meeting was “Public Spending Efficiency and Transparency.”

Throughout the event, B-CoP members and international experts engaged in insightful discussions on various topics, such as (i) public services performance monitoring, (ii) public investment efficiency, and (iii) fiscal transparency and openness.

Representatives from Indonesia, Korea, Mongolia, the Philippines, Thailand, Timor-Leste, and Vietnam shared valuable experiences on these topics, fostering a rich exchange of ideas and knowledge.

## 2023 PEMNA Plenary Conference Lao PDR

Making Fiscal Decentralization Work for Growth and Better Service Delivery  
(B-CoP) Effective Intergovernmental Fiscal Arrangements

November 7–9, 2023  
Vientiane, Lao PDR



The 2023 PEMNA Plenary Conference, hosted by the Lao PDR MOF, took place in Vientiane, Lao PDR, with its overarching theme centered on “Making Fiscal Decentralization Work for Growth and Better Service Delivery.” The conference comprised a joint session, parallel CoP sessions, and a concluding wrap-up session. Throughout the event, B-CoP participants engaged in discussions focused on “Effective Intergovernmental Fiscal Arrangements.”

The opening session commenced with a warm welcome from the Deputy Minister of Lao MOF. Following the welcome remarks, three opening remarks were delivered by the World Bank Country Director for Myanmar, Cambodia, and Lao PDR, the PEMNA SC Co-Chair and Director General of the Korea MOEF, and the Chargé d’Affaires of the EU delegation to Lao PDR.

Moving forward, a joint session featured keynote speeches from both the World Bank and the Lao MOF, along with a joint presentation by the EU and UNICEF.

During the subsequent parallel CoP sessions, B-CoP participants delved into discussions on the following topics: (i) global and regional trends in subnational finance and investment, (ii) making fiscal decentralization work for productive and inclusive growth, and (iii) multi-level fiscal reforms for enhanced efficiency, accountability, and risk management.

## Treasury CoP in 2023

**Peer-Learning Events.** Under the leadership of Rosalia V. De Leon<sup>6</sup> (T-CoP Chair) and the guidance of Patrick Piker Umah Tete<sup>7</sup> (T-CoP Facilitator), the Treasury community effectively carried out the planned activities and the knowledge exchange throughout the year.

The Treasury community organized *five* peer-learning events, including the Plenary Conference, and participated in *one* Public Expenditure Management Peer Assisted Learning Network (PEMPAL) event, which covered topics concerning PEMNA member countries.

**Table 3** T-CoP Learning Events in 2023

Event	Location	Date
2023 T-CoP Bangkok Meeting	Bangkok, Thailand	Jan. 18–19
2023 PEMPAL T-CoP Plenary Meeting	Almaty, Kazakhstan	May. 23–26
2023 T-CoP Study Visit to Malaysia	Putrajaya, Malaysia	Jun. 7–9
2023 T-CoP Manila Meeting	Manila, the Philippines	Jul. 19–21
2023 T-CoP Study Visit to Korea	Seoul, Korea	Sept. 13–14
2023 Plenary Conference Lao PDR (T-CoP Sessions)	Vientiane, Lao PDR	Nov. 7–9

The following is a list of themes discussed by the T-CoP members during this reporting period:

- Making the Treasury More Efficient and Accountable to Enhance Service Delivery
- Latest Trends in Evolution of the Role and Functions of National Treasury Institutions
- Transition from Cash into Accrual System
- Adapting to Change: Managing Fiscal and Disaster Risks in a Digital World
- Implementation of the Revaluation Model
- Making Fiscal Decentralization Work for Growth and Better Service Delivery  
- (T-CoP) Financial Management Information Systems (FMIS) for Better Service Delivery

<sup>6</sup> Following Rosalia V. De Leon's departure from the Philippines Bureau of the Treasury, Sharon Almanza, Treasurer of the Philippines, assumed the role of T-CoP Chair on September 20, 2023.

<sup>7</sup> Patrick Piker Umah Tete is a Senior Financial Management Specialist at the World Bank.

## 2023 PEMNA T-CoP Bangkok Meeting

Making the Treasury More Efficient and Accountable to Enhance Service Delivery

January 18–19, 2023  
Bangkok, Thailand



About 60 practitioners gathered in Bangkok, Thailand, to attend the 2023 PEMNA T-CoP Meeting. Under the overall theme of “Making the Treasury More Efficient and Accountable to Enhance Service Delivery,” this two-day meeting looked into various sub-topics, including (i) implementing accrual-based accounting - lessons learned and experiences, (ii) risk management and control systems in treasury, and (iii) implementing the Integrated Financial Management Information System (IFMIS) - lessons learned and experiences.

Among the PEMNA member countries, Cambodia, Indonesia, Korea, Malaysia, the Philippines, and Vietnam shared their experiences relevant to the topics. In addition, several international experts from the World Bank and International Public Sector Accounting Standards Board (IPSASB), and the Chairman of the Kazakhstan Treasury Committee of the Ministry of Finance also presented on the topics, contributing to enriching discussions.

### 2023 PEMPAL T-CoP Plenary Meeting

Latest Trends in Evolution of the Role and Functions of National Treasury Institutions

May 23–26, 2023

Almaty, Kazakhstan

As part of the collaborative exchanges between the two networks, PEMPAL invited PEMNA T-CoP member countries to participate in the 2023 T-CoP Plenary Meeting held in Almaty, Kazakhstan.

During the meeting, participants actively participated in productive discussions and knowledge-sharing sessions, addressing various topics such as (i) treasury controls and risk management, and (ii) use of information technologies in treasury operations.

Representatives from Indonesia, Vietnam, Korea, Mongolia, and the Philippines along with the virtual attendees from PEMNA shared their valuable country experiences

## 2023 PEMNA T-CoP Study Visit to Malaysia

Transition from Cash into Accrual System

June 7–9, 2023

Putrajaya, Malaysia



Officials from the Ministry of Economy and Finance (MEF) of Cambodia visited Malaysia's Accountant General's Department (AGD) in Putrajaya to learn about Malaysia's experience in the "Transition from Cash to Accrual Accounting." At this event, the participants had the opportunity to explore (i) the structure of the AGD and the establishment of the Accrual Accounting Team, (ii) data mapping and migration plan, and (iii) financial statement preparation and disclosure and linkage between cash accounting and accrual accounting.

## 2023 T-CoP Manila Meeting

Adapting to Change: Managing Fiscal and Disaster Risks in a Digital World

July 19–21, 2023

Manila, the Philippines



Hosted by the Philippine Bureau of the Treasury, the 2023 PEMNA T-CoP Meeting was held in Manila, under the theme of “Adapting to Change: Managing Fiscal and Disaster Risks in a Digital World.” During this three-day meeting, PEMNA member countries (Indonesia, Korea, Mongolia, the Philippines, and Vietnam) and international experts shared their experiences and knowledge on the following topics: (i) managing disaster risks and financing, (ii) capital market development for better debt management, and (iii) modernizing treasury operations through digital transformation.

Throughout the event, participants engaged in fruitful conversations and explored innovative approaches to address the evolving landscape of fiscal and disaster risks in an increasingly digital world.

## 2023 T-CoP Study Visit to Korea

Implementation of the Revaluation Model

September 13–14, 2023  
Seoul, Korea



Hosted by the MOEF of Korea, the 2023 PEMNA T-CoP Study Visit was held under the theme of “Implementation of the Revaluation Model.”

During the visit, the delegation from Malaysia’s AGD and the Valuation and Property Services Department explored Korea’s extensive expertise in (i) state property policy, (ii) accrual accounting, (iii) public property management, (iv) digitalization of state property management, and (v) the monetization of state property.

### 2023 Plenary Conference Lao PDR

Making Fiscal Decentralization Work for Growth and Better Service Delivery  
(T-CoP) Financial Management Information Systems (FMIS) for Better Service Delivery

November 7–9, 2023  
Vientiane, Lao PDR



The 2023 PEMNA Plenary Conference, hosted by the Ministry of Finance of Lao PDR, took place in Vientiane, Lao PDR, with its overarching theme centered on “Making Fiscal Decentralization Work for Growth and Better Service Delivery.” The conference comprised a joint session, parallel CoP sessions, and a concluding wrap-up session. Participants from the T-CoP delved into “Financial Management Information Systems (FMIS) for Better Service Delivery.”

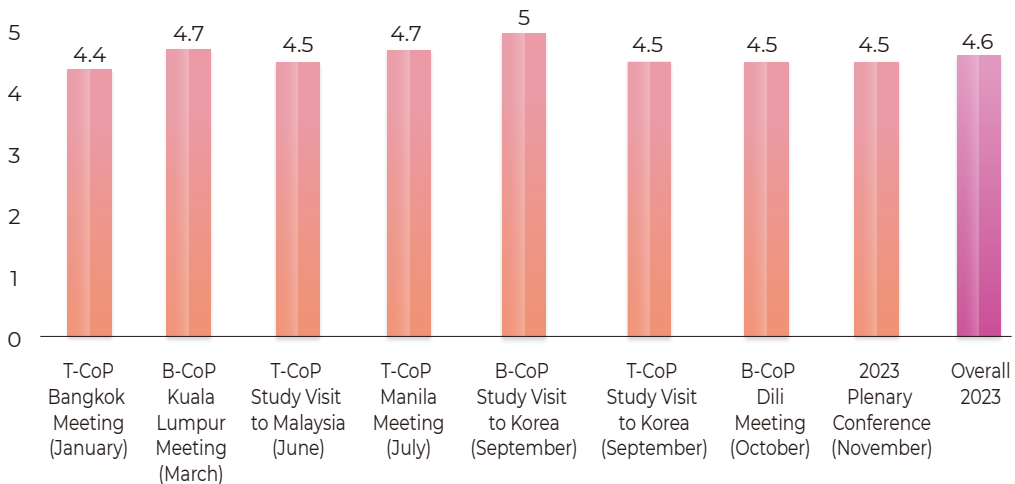
Over the course of three days, T-CoP participants explored the (i) evolution of the FMIS and its impact on decision-making and accountability, (ii) harmonization of FMIS at the subnational government level, and (iii) system interfaces of the FMIS and lessons learned.

Assessing the Quality of 2023 PEMNA Activities

The Secretariat conducts post-event assessments at the conclusion of every peer-learning event to oversee the quality of learning opportunities. During these evaluations, participants are encouraged to offer feedback and rate their satisfaction with the learning event. The subsequent paragraphs encapsulate the outcomes of the post-event evaluations conducted for PEMNA learning events in 2023.

Concerning the overall experience of each peer-learning event, all eight learning opportunities received a rating exceeding 4 out of a maximum of 5 points. This signifies a high level of satisfaction with the PEMNA activities among network members (Figure 8).

Figure 8 Overall Performance by Event (2023)



The cumulative average for the entire year stood at an impressive 4.6 points, reflecting the participants' consistently high satisfaction with the quality of the learning experiences provided by PEMNA to its members (Figure 9).

**Figure 9** Overall Performance by Year

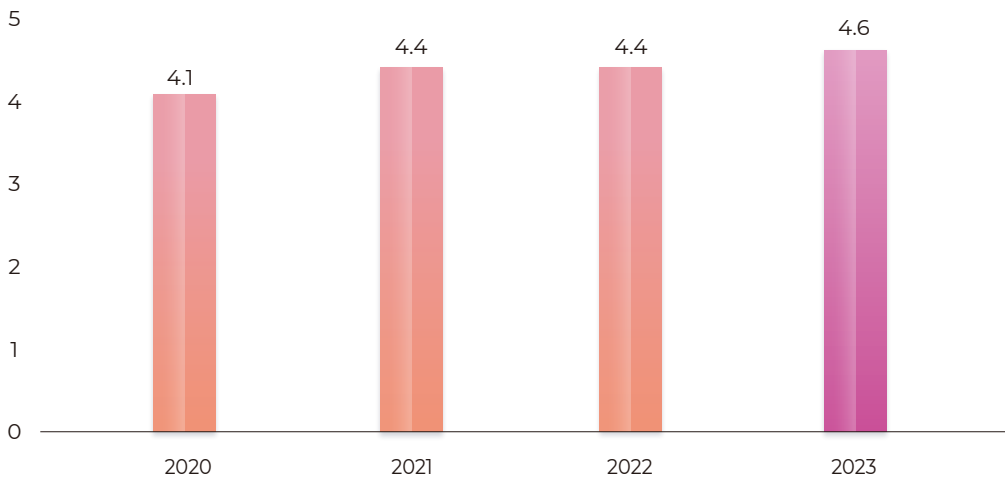
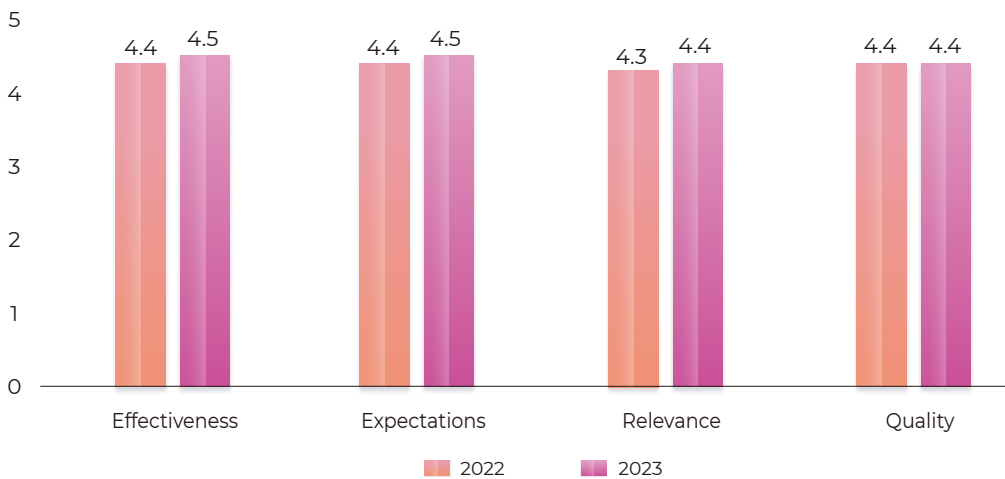


Figure 10 depicts the outcomes of four key performance indicators: (i) the effectiveness of presentations, (ii) meeting expectations, (iii) relevance to members' daily work, and (iv) quality of discussions. It's important to note that the respondents in these surveys differ from those in 2022, and the settings have also varied. Despite these differences, favorable ratings increased across all four indicators, suggesting a heightened satisfaction among members with the peer-learning activities facilitated by the network.

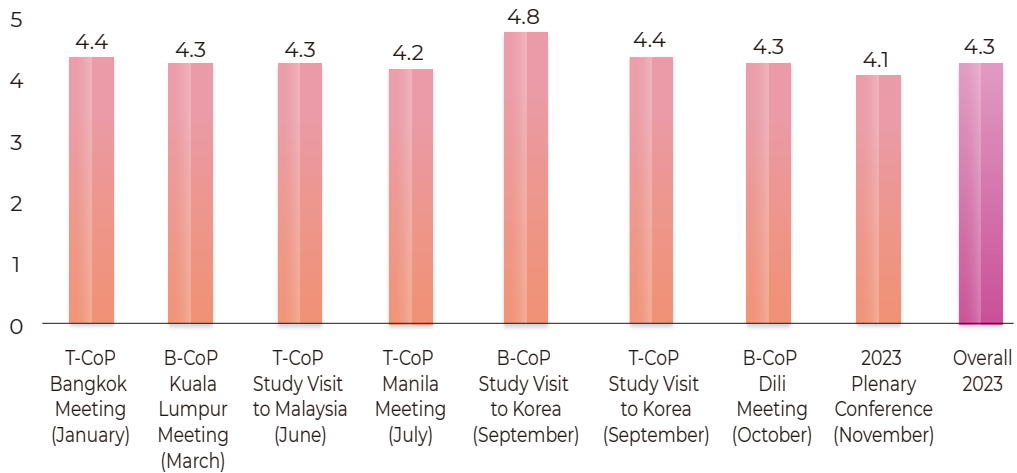
**Figure 10** Key Performance Indicators



Note: The three study visits did not measure quality of discussions

In 2023, driven by continued expectations for sufficient opportunities for interactions among peers the Secretariat initiated the assessment of satisfaction with peer interaction opportunities during PEMNA events. Figure 11 illustrates the outcomes for each event. Impressively, all eight peer-learning activities received a score exceeding 4 out of the maximum 5 points, suggesting that meeting participants were predominantly content with the extent of engagement among their peers. By consistently evaluating this indicator, PEMNA can enhance the design of new events to offer more diverse peer-learning modalities.

**Figure 11** Opportunities for Peer-Interactions (2023)



# 4

## Disseminating PEMNA Results

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4.1. Online Communication

4.2. Community Reporting

## Chapter 4

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# Disseminating PEMNA Results

## 4.1. Online Communication

Effective communication is pivotal for strengthening connections among the members of PEMNA. The Secretariat, recognizing this importance, plays a key role in disseminating information and resources within the PEMNA community. This is achieved through the official website and various social media platforms, including the Facebook Page and YouTube Channel.

### PEMNA Official Website

In 2023, the **PEMNA website** served as a crucial tool for disseminating a diverse array of materials, encompassing activities, publications, references, and meeting materials.

Throughout the reporting period, the PEMNA website continued to thrive, attracting around 3,300 users from 103 different countries and accumulating over 24,000 page views. The top five visiting countries, ranked in order of the highest number of visitors, were Korea, the United States, the Philippines, Malaysia, and Indonesia. Notably, PEMPAL member countries, such as Kazakhstan, Georgia, Türkiye, Hungary, and Romania, also showed consistent engagement (in descending order of visit frequency).

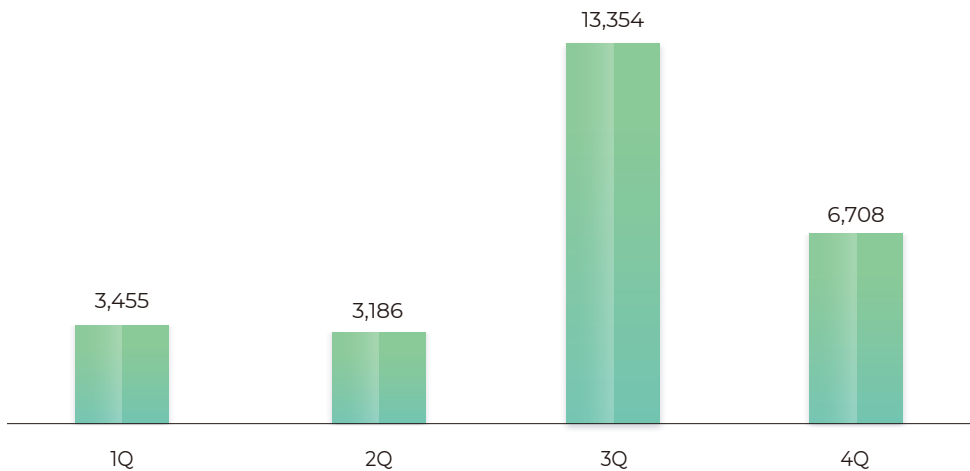
Key pages, including B-CoP Meeting, About Us, Plenary Conference, and T-CoP Meeting earned significant attention, emphasizing the diverse interests of the audience. The 2023 PEMNA Plenary Conference emerged as the most viewed post among the various content, showcasing the website's role as a central hub for accessing important information and staying updated on PEMNA's activities.

The website also experienced a remarkable surge with the average time users spent on the site soaring by 1,045% compared to 2022. This significant rise could be attributed to a return to in-person meetings, as well as a shift to eco-friendly practices, with all meeting materials exclusively shared through the website. This approach encouraged users to engage more actively with the online platform. The data reflects the success of this transition, indicating that the shift directed the users to visit the website frequently and explore its contents. These insights guide PEMNA's ongoing efforts to create a user-friendly space that aligns with ensuring a positive experience for the audience in the coming year.

### Social Media


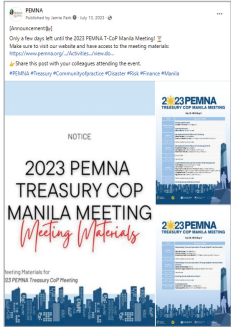

The **PEMNA Facebook Page** served as an interactive platform to share PEMNA activities. The successful transition from online to on-site meetings since late 2022 contributed to an expanded reach. In 2023, the Secretariat posted over 70 updates, reaching out more than 26,000 times, making a 168% increase compared to the previous year. Given that most of the PEMNA events occurred in the second half of the year, the third and fourth quarters received the highest audience attention (Figure 12).

Figure 12 Total Number of People Reached by Quarter (2023)



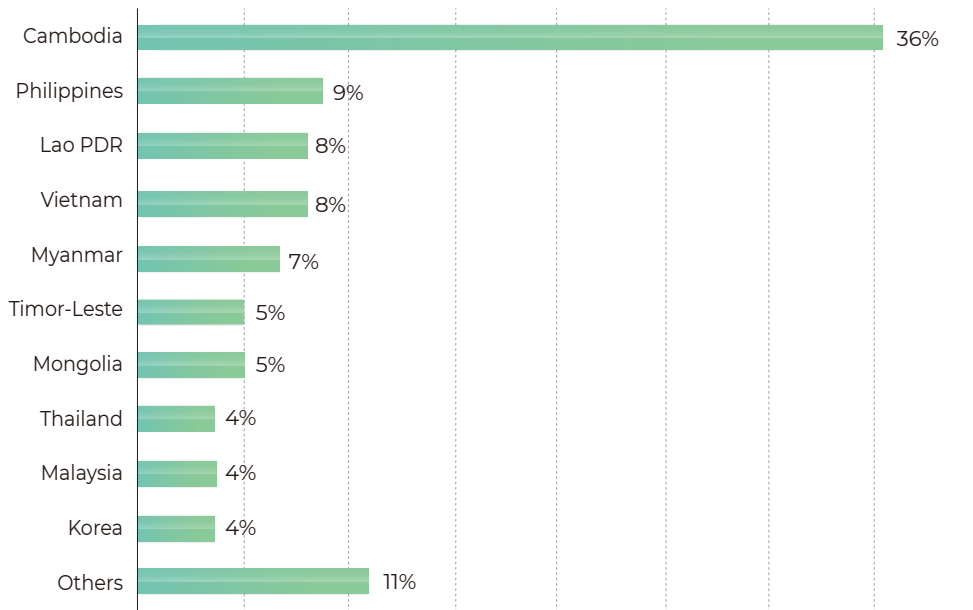
Among all the posts, the three most popular posts of the year were related to the 2023 PEMNA T-CoP Manila Meeting: (i) the introduction of the *Issue and Talk: the Philippines*, (ii) event announcements, and (iii) appreciation for the event host, the Philippines (Table 4).

Table 4 Most Popular Posts on Facebook Page (2023)

	Post	Reach	Like
1	 <p>Introduction of the <i>Issue and Talk 2023: The Philippines</i></p> <p>July 14, 2023</p>	3,739	7
2	 <p>Announcement on the 2023 PEMNA T-CoP Manila Meeting</p> <p>July 13, 2023</p>	3,648	10
3	 <p>Appreciation to the host of the 2023 PEMNA T-CoP Manila Meeting</p> <p>July 21, 2023</p>	2,929	53

In 2023, the Facebook page gained 120 new followers, bringing the total to 761 followers. Among these followers, Cambodia constituted approximately 36% of the followers, followed by the Philippines, Lao PDR, and Vietnam (Figure 13).

Figure 13 Facebook Followers by Top Countries



Note: Percentages are rounded, so the total may not add up to 100%.

During the reporting period, the **PEMNA YouTube Channel** gained significant attention from the audience.

In 2023, the Secretariat expanded its video content beyond regular highlight videos for peer-learning meetings. These are videos introducing recent PFM reforms in the host country of the Plenary Conference and CoP meetings.

Additionally, videos were created to capture presentations from past peer-learning meetings. To enhance the availability of information, individual videos were created for each presentation on the PEMNA YouTube channel, complete with descriptions and topic tags, facilitating easy searches for specific interests.

As a result, a total of 68 videos were uploaded, receiving 4,230 views and gaining 45 new subscribers. Views surged by 280% compared to the previous year, solidifying the platform as a valuable resource. The videos were most watched in Korea, Indonesia, the United States, the Philippines, and Cambodia.

Table 5 List of Uploaded Videos (2023)

	Type	Title	No. of Videos Uploaded
1	Highlight Videos	2023 PEMNA T-CoP Bangkok Meeting Highlight Video <sup>8</sup>	1
2		2023 PEMNA B-CoP Kuala Lumpur Meeting Highlight Video <sup>9</sup>	1
3		2023 PEMNA T-CoP Manila Meeting Highlight Video <sup>10</sup>	1
4		2023 PEMNA B-CoP Dili Meeting Highlight Video <sup>11</sup>	1
5		2023 PEMNA Plenary Conference Highlight Video <sup>12</sup>	1
6	Member Country's PFM Reforms	The Philippines' Disaster Risk Financing Strategies <sup>13</sup>	1
7		Lao PDR's Public Finance Management <sup>14,15</sup>	1
8	Peer-Learning Activities: Presentation Videos	2022 PEMNA Plenary Conference <sup>16</sup>	26
9		2022 PEMNA B-CoP Bangkok Meeting <sup>17</sup>	14
10		2023 PEMNA T-CoP Bangkok Meeting <sup>18</sup>	13
11		2023 PEMNA B-CoP Kuala Lumpur Meeting <sup>19</sup>	8

Among all the videos uploaded in 2023, the 2023 PEMNA T-CoP Manila Meeting Highlight video gained the most views, while the 2023 PEMNA B-CoP Kuala Lumpur Meeting Highlight video ranked second. The PEMNA 10th anniversary video produced in 2022 continued to gain attention from the audience, ranking third (Table 6).

<sup>8</sup> Available at: [https://youtu.be/yNkqHU0eGDU?si=KhM65\\_asWz0jhR4Q](https://youtu.be/yNkqHU0eGDU?si=KhM65_asWz0jhR4Q)

<sup>9</sup> Available at: [https://youtu.be/drdZ9BraG\\_I?si=4eW11oJwI8jDr-km](https://youtu.be/drdZ9BraG_I?si=4eW11oJwI8jDr-km)

<sup>10</sup> Available at: <https://youtu.be/0FnBrXjC3Qs?si=x0ZTLU7w-DliZxer>

<sup>11</sup> Available at: [https://youtu.be/WiI39nHtxuQ?si=QIWpwX86DplsI2F\\_](https://youtu.be/WiI39nHtxuQ?si=QIWpwX86DplsI2F_)

<sup>12</sup> Available at: <https://youtu.be/aZTOqIfi3Io?si=gfAXsgX5p5TyfgNV>

<sup>13</sup> Available at: <https://youtu.be/Dly7xcRCj2w?si=MtRgMOFvdLjmn34O>

<sup>14</sup> Available at: [https://youtu.be/th07VycgXuY?si=tpAdzA\\_IXmY5p25](https://youtu.be/th07VycgXuY?si=tpAdzA_IXmY5p25)

<sup>15</sup> This video was made as an alternative to the Issue and Talk due to the tight production schedule.



<sup>16</sup> Available at: [https://youtube.com/playlist?list=PLgOkkb2irE\\_h6HEG14trfMa9U5y6aokJm&si=eHQSSB-DMQ0viRvu](https://youtube.com/playlist?list=PLgOkkb2irE_h6HEG14trfMa9U5y6aokJm&si=eHQSSB-DMQ0viRvu)

<sup>17</sup> Available at: [https://youtube.com/playlist?list=PLgOkkb2irE\\_iCnqdAHg8jUIT8lGHVnQhW&si=eOq3\\_6z85Opxs7F7](https://youtube.com/playlist?list=PLgOkkb2irE_iCnqdAHg8jUIT8lGHVnQhW&si=eOq3_6z85Opxs7F7)

<sup>18</sup> Available at: [https://youtube.com/playlist?list=PLgOkkb2irE\\_hjtQBhNZTuJwD\\_FPXlJEN1&si=EDm0F7k2bwCViAf](https://youtube.com/playlist?list=PLgOkkb2irE_hjtQBhNZTuJwD_FPXlJEN1&si=EDm0F7k2bwCViAf)

<sup>19</sup> Available at: [https://youtube.com/playlist?list=PLgOkkb2irE\\_jZrvZ1BFR6J4NylGczlZDv&si=TOKOUTQpw816j\\_yT](https://youtube.com/playlist?list=PLgOkkb2irE_jZrvZ1BFR6J4NylGczlZDv&si=TOKOUTQpw816j_yT)

Table 6 Most Popular Posts on YouTube Channel (2023)

	Content	Views
1	 <p>2023 PEMNA T-CoP Manila Meeting Highlight Video Aug 30, 2023</p>	412
2	 <p>2023 PEMNA B-CoP Kuala Lumpur Meeting Highlight Video Apr 21, 2023</p>	246
3	 <p>PEMNA 10th Anniversary Nov 14, 2022</p>	243

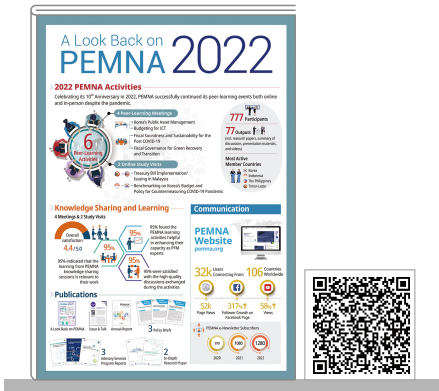
Note: The view count is from January 1 to December 31, 2023.

The heightened engagement on both the Facebook page and YouTube channel during 2023 underlines the effective dissemination of PEMNA activities to the audiences.

## 4.2. Community Reporting

PEMNA aims to keep its members connected with the community. Throughout the year, PEMNA continued its efforts by releasing periodic reports such as the A Look Back on PEMNA, Annual Report, and e-Newsletters. In addition, PEMNA Issue and Talk, which introduces PFM reforms of the member countries, along with updated brochures introducing the network, were shared. The following is a list of communication materials produced in 2023.

A Look Back on PEMNA 2022



This publication highlights key achievements in 2022. Despite challenges posed by the ongoing pandemic, PEMNA maintained its strong connection with its member countries via several meetings.<sup>20</sup>

PEMNA Annual Report 2022



The *PEMNA Annual Report 2022* provides a comprehensive overview of PEMNA activities from January to December 2022. It shares the year's activities and publications, delving into the progress of the year.<sup>21</sup>

PEMNA e-Newsletters



The e-Newsletter plays a crucial role in providing timely updates and information about PEMNA. In 2023, Issues 22, 23, and 24 were published and distributed to the subscribers via email and website. These issues cover highlights of the peer-learning events, as well as the new publications. By the end of the year, the number of subscribers reached 1,719.<sup>22</sup>

<sup>20</sup> Available at: [https://www.pemna.org/bbs/Publications\\_Communication\\_LookBack/view.do?ntId=B0000000013741I0yC7t&mno=Publications](https://www.pemna.org/bbs/Publications_Communication_LookBack/view.do?ntId=B0000000013741I0yC7t&mno=Publications)  
<sup>21</sup> Available at: [https://www.pemna.org/bbs/Publications\\_Communication\\_AnnualReport/view.do?ntId=B000000001402Bv5zX5e&mno=Publications](https://www.pemna.org/bbs/Publications_Communication_AnnualReport/view.do?ntId=B000000001402Bv5zX5e&mno=Publications)  
<sup>22</sup> Available at: [https://www.pemna.org/bbs/News\\_e-Newsletter.do](https://www.pemna.org/bbs/News_e-Newsletter.do)



**Issue and Talk 2023: The Philippines**

This issue presents a comprehensive overview of the Philippines’ recent efforts to effectively address fiscal risks arising from natural disasters. It offers valuable insights into the country’s plans, emphasizing the proactive design of complementary and responsive risk financing programs due to its high disaster risk.<sup>23</sup>



**Issue and Talk 2023: Timor-Leste**

This issue introduces Timor-Leste’s Public Financial Management Reform Strategy 2022-2027, with a specific focus on strengthening public spending. It explains the background of the implementation and the challenges encountered during the process.<sup>24</sup>

**Promotional Material**



In 2023, PEMNA published an updated brochure reflecting the changes made during the year. The revised version includes an introduction to PEMNA, outlining its objectives and activities.<sup>25</sup>

<sup>23</sup> Available at: [https://www.pemna.org/bbs/Publications\\_KnowledgeProduct\\_IssueAndTalk/view.do?nttid=B000000001395Cb31R1z&mno=Publications](https://www.pemna.org/bbs/Publications_KnowledgeProduct_IssueAndTalk/view.do?nttid=B000000001395Cb31R1z&mno=Publications)

<sup>24</sup> Available at: [https://www.pemna.org/bbs/Publications\\_KnowledgeProduct\\_IssueAndTalk/view.do?nttid=B000000001467Ta8tL3p&mno=Publications](https://www.pemna.org/bbs/Publications_KnowledgeProduct_IssueAndTalk/view.do?nttid=B000000001467Ta8tL3p&mno=Publications)

<sup>25</sup> Available at: [https://www.pemna.org/eng/AboutUs\\_PEMNA.do](https://www.pemna.org/eng/AboutUs_PEMNA.do)

Annual Report 2023



# 5

## PEMNA Leadership and Supporting the Network

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5.1. Leadership

5.2. Quality Support of the Network

# PEMNA Leadership and Supporting the Network

## 5.1. Leadership

The PEMNA LTs and SC maintained their significant roles in directing the network, with the PEMNA SC serving as the primary decision-making body, offering strategic guidance to the entire PEMNA network. Concurrently, the CoP LT for each community provided guidance and coordination at the community level.

### Box 2. Leadership Team and Steering Committee Activities (2023)

- ▶ T-CoP Leadership Team Meeting (Bangkok) (January 19)
- ▶ B-CoP Leadership Team Meeting (VC) (February 1)
- ▶ B-CoP Leadership Team Meeting (Kuala Lumpur) (March 8)
- ▶ T-CoP Leadership Team Meeting (VC) (June 1)
- ▶ T-CoP Leadership Team Meeting (Manila) (July 20)
- ▶ B-CoP Leadership Team Meeting (VC) (August 9)
- ▶ B-CoP Leadership Team Meeting (VC) (September 5)
- ▶ T-CoP Leadership Team Meeting (VC) (September 20)
- ▶ B-CoP Leadership Team Meeting (Dili) (October 4)
- ▶ B-CoP Leadership Team Meeting (Vientiane) (November 8)
- ▶ T-CoP Leadership Team Meeting (Vientiane) (November 8)
- ▶ Steering Committee Meeting (Vientiane) (November 9)

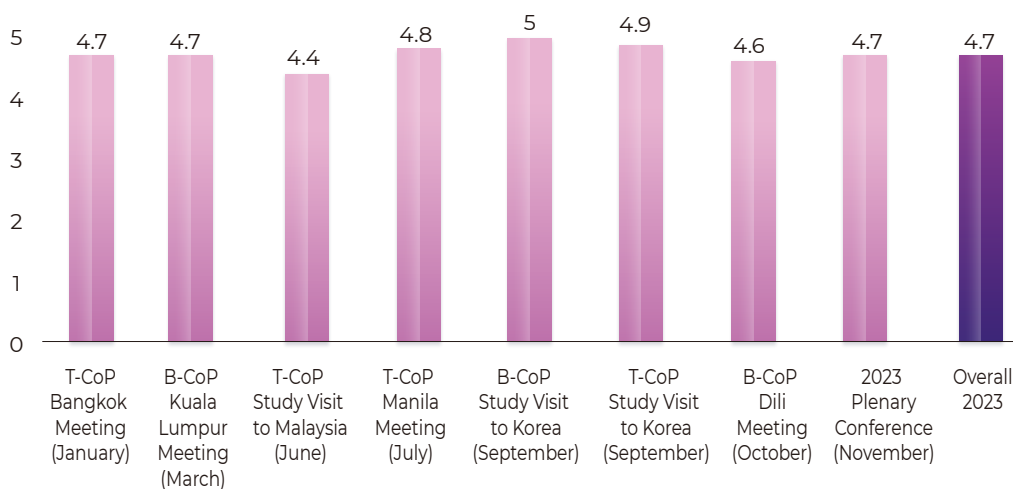
During this reporting period, PEMNA convened *one* SC meeting and *eleven* LT meetings—comprising *six* B-CoP LT sessions and *five* T-CoP LT meetings. These meetings took place both in online and offline formats, particularly when critical decision-making was necessary. During the 2023 PEMNA Plenary Conference, the SC members met in person to deliberate on the future direction of the PEMNA network and provide their reflections on the network's many activities.

In 2023, there were notable leadership changes within PEMNA. In October, Hankyeung Choi<sup>26</sup> (Director General for Fiscal Sustainability, Korea MOEF) assumed the role of SC Co-Chair, succeeding Hyungon Kim. Additionally, Sharon P. Almanza (Officer-in-Charge, Philippine Bureau of the Treasury) took over from Rosalia V. De Leon as the new PEMNA T-CoP Chair. Alma Kanani, continuing as the SC Co-Chair from the World Bank, provided insight to guide the network, ensuring effective implementation of its objectives. Rofyanto Kurniawan continued to provide excellent guidance as the B-CoP Chair, with Quyen Hoang Vu as the B-CoP Facilitator, Patrick Piker Umah Tete as the T-CoP Facilitator, and Kyoungsun Heo<sup>27</sup> continued as the Head of PEMNA Secretariat.

## 5.2. Quality Support of the Network

The PEMNA Secretariat played a vital role in achieving the network's objectives by offering members the essential support they needed. The satisfaction of PEMNA members was evident in the evaluations conducted after each of the eight peer-learning activities held in 2023. Across these events, members consistently rated the overall Secretariat support as 'satisfied,' with scores exceeding 4 out of 5 points, as illustrated in Figure 14.

Figure 14 Quality of Secretariat Service (2023)

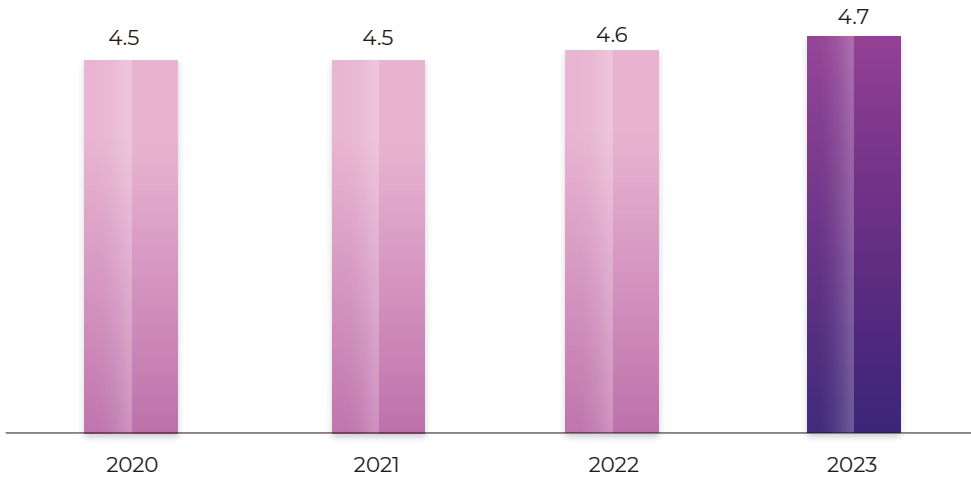


<sup>26</sup> Junho Park, Director General for Fiscal Sustainability, Korea MOEF, replaced Hankyeung Choi in January 2024.

<sup>27</sup> Kyoungsun Heo is the Head of the PEMNA Secretariat & Director of Center for Asia Pacific Fiscal Affairs at KIPF.

Throughout the entire year, the Secretariat received a score of 4.7 points, surpassing the ratings from the preceding two years, indicating consistent positive feedback from respondents despite the changes in survey participants and events they attended. Figure 15 depicts the year-wise member satisfaction with the Secretariat’s support, indicating a consistent upward trend in member satisfaction.<sup>28</sup>

**Figure 15** Overall Quality of the Secretariat’s Support by Year (2020–2023)



<sup>28</sup> Scale: 1-Very dissatisfied, 2-Dissatisfied, 3 Neither satisfied nor dissatisfied, 4-Satisfied, 5-Very Satisfied.

# 6

## Expenditure Report for 2023

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6.1. Overview of PEMNA Expenditures

6.2. Expenditures in 2023

6.3. Expenditure Patterns

## Chapter 6

# Expenditure Report for 2023

## 6.1. Overview of PEMNA Expenditures

Chapter 6 details the expenditures for the fiscal year 2023, covering the period from January 1, 2023, to December 31, 2023. Throughout this reporting period, PEMNA delivered eight peer-learning activities to its members, comprising four CoP meetings, three study visits, and one plenary conference.

The subsequent paragraphs provide a detailed breakdown of the expenditures for the fiscal year 2023.

## 6.2. Expenditures in 2023

The overall expenditure for the year 2023 amounted to \$556,954. During FY2023, PEMNA directed its resources towards peer-learning activities, conducting a total of eight in-person workshops. Table 7 provides a detailed breakdown of expenditures from 2021 to 2023 based on components.

**Table 7** Expenditures for PEMNA (2021 – 2023)

Expense Category	Expenses (US\$)		
	2021	2022	2023
<b>A. Total Direct Expenses</b> (incl. logistical expenses related to event organization)	<b>47,374</b>	<b>446,213</b>	<b>473,918</b>
a. Peer-Learning Activities	5,765	253,543	458,592
b. Research	2,979	57,439	0
c. Advisory Services Program	0	112,624	0
d. Communication, Reporting and M&E	38,630	22,607	15,326
<b>B. Operational Expenses</b>	<b>34,917</b>	<b>45,201</b>	<b>83,036</b>
<b>Total Expenditures from Jan. to Dec.</b> (incl. event expenses, costs of the Secretariat and other administrative expenses not attributable to individual events)	<b>82,291</b>	<b>491,414</b>	<b>556,954</b>

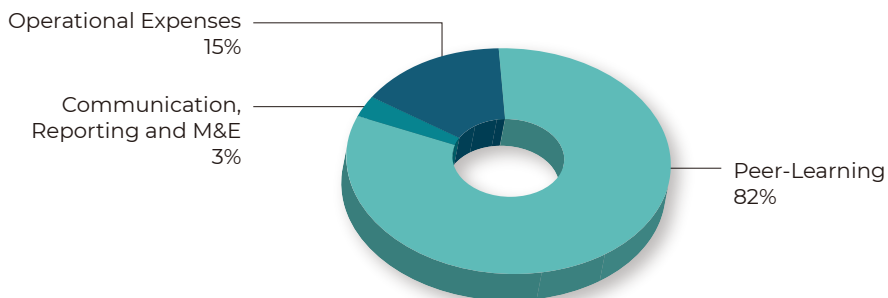
Note: Calculations based on World Bank Exchange rates and rounded.

While there was only a slight increase in Total Direct Expenses compared to the previous fiscal year, a closer examination reveals that the majority of expenses for FY2023 were allocated to eight peer-learning activities. Notably, all of these events were conducted as in-person activities and no expenditures incurred for the PEMNA Research Activities and Advisory Services Program during FY2023.

The most substantial expense in 2023 was allocated to the Peer-Learning component, totaling \$458,592, constituting 82% of the total expenditures. This component encompasses the expenses associated with the eight peer-learning activities conducted throughout the reporting period—the T-CoP Bangkok Meeting (January), the B-CoP Kuala Lumpur Meeting (March), the T-CoP Study Visit to Malaysia (June), the T-CoP Manila Meeting (July), the B-CoP Study Visit to Korea (September), the T-CoP Study Visit to Korea (September), the B-CoP Dili Meeting (October), and the 2023 PEMNA Plenary Conference (November).

The expenditures for FY2023 also include expenses for the Communication, Reporting, and M&E component, which consists of items for publishing PEMNA knowledge and communication products, including the publication of *A Look Back on PEMNA 2022, Annual Report 2022, Issue and Talk 2023: The Philippines*, and *Issue and Talk 2023: Timor-Leste*. Additionally, it covers the production of promotional materials such as the PEMNA brochure and the maintenance of the PEMNA website. The expenditures for the Communication, Reporting and M&E component reached \$15,326, which is 3% of all expenditures.

**Figure 16** PEMNA Expenditures by Component (2023)



Operational Expenses encompass the operating costs for the PEMNA Secretariat, including staff travel expenses for event organization, part-time staff service fees, costs for equipment, software, and training. The majority of these expenditures are attributed to Secretariat travel expenses for organizing peer-learning activities.

In comparison with FY2022, during which most activities were conducted online for the first half of the year and only two in-person activities took place in the second half, FY2023 saw an increase in operational expenses due to a significant shift towards peer-learning activities, where a total of eight peer-learning activities were conducted across PEMNA member countries. This

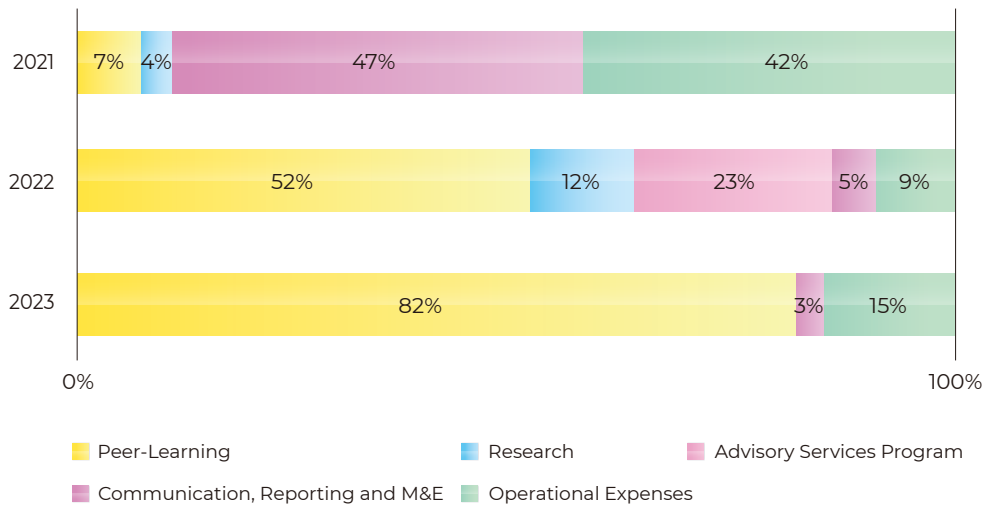
factor contributed to the rise in operational expenses, primarily due to Secretariat travel expenses incurred to organize these learning events.

### 6.3. Expenditure Patterns

Expenditure patterns within PEMNA underwent significant shifts over the last 3 years due to the outbreak of COVID-19. In 2021, there was a noticeable decline in spending on peer-learning activities due to reduced in-person gatherings. In 2022, as the pandemic continued, PEMNA shifted its peer-learning activities online, gradually returning to in-person events later in the year. This transition saw a recovery in peer-learning event expenditures and an expansion of spending into research, advisory services, and communication efforts.

By 2023, PEMNA had largely recovered from the pandemic and refocused its expenditure fully on in-person events, aligning with its core objective of peer-learning. Furthermore, the shift in expenditure allocation can also be attributed to a reduction in research and advisory services compared to the previous year (Figure 17).

Figure 17 PEMNA Expenditures by Category (2021 – 2023)



Note: Percentages are rounded, so the total may not add up to 100%.

# 7

## Looking Ahead

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7.1. Extension of PEMNA Phase 2

7.2. Plans Going Forward

## Chapter 7

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# Looking Ahead<sup>29</sup>

In 2023, PEMNA experienced a bustling year, marked by numerous peer-learning opportunities. Members have engaged in thoughtful reflection on the positive aspects of the peer-learning events they attended and areas for improvement. This reflection has been facilitated through CoP LT meetings, SC meeting, wrap-up sessions, and post-event surveys.

While members expressed satisfaction with the activities, there was a recurring theme in their feedback, emphasizing the need for a better balance between presentation and discussion times. Additionally, there were requests for more in-depth, small group interactions during the events. In light of these comments, it's worth noting that in-person peer-learning activities offer distinct advantages, providing a more comprehensive learning experience and deeper engagement compared to online activities, which, in turn, contribute to expanding network connectivity.

## 7.1. Extension of PEMNA Phase 2

PEMNA Phase 2 will be extended to April 30, 2024 from December 31, 2023. This extension includes work plans for two CoP meetings and up to four study visits within the first four months of 2024. As outlined in the work plan approved by the PEMNA SC on December 29, 2023, both CoP will conduct their respective meetings and four study visits. The Cambodia Ministry of Economy and Finance will host a T-CoP meeting from March 12 to 14, 2024, and the Philippine Department of Budget and Management will invite the B-CoP in the Philippines from March 25 to 27, 2024 for the B-CoP's first meeting of the year. In terms of study visits, Cambodia and the Philippines will each host a B-CoP Study Visit for the Indonesia MOF and Timor-Leste MOF, respectively. Additionally, for T-CoP, Korea will host a visit for the Indonesia MOF, while Indonesia will host a visit for the Vietnam State Treasury. Table 8 outlines the overview plan for the remaining Phase 2.

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<sup>29</sup> Chapter 7 has been updated as of February 2024.

Table 8 Work Plan for the Remaining Phase 2

Peer-Learning Activities (CoP Meetings, Plenary Conference, and Study Visits)		
CoP Meetings	Date	Note
Budget CoP	Mar. 25–27	<ul style="list-style-type: none"> <li>• Host: Philippines Department of Budget and Management</li> <li>• Topic: Effective Foundations for Successful Program Budgeting</li> </ul>
Treasury CoP	Mar. 12–14	<ul style="list-style-type: none"> <li>• Host: Cambodia Ministry of Economy and Finance</li> <li>• Topic: Accrual Accounting for Enhanced Accountability and Better Decision Making in the Management of Government Resources</li> </ul>
Study Visits	Date	Note
Budget CoP	Feb. 28–29	<ul style="list-style-type: none"> <li>• Visiting Country: Indonesia</li> <li>• Host: Cambodia</li> <li>• Topic: Making Fiscal Reform to the Fullest through Revenue Mobilization and Strategy of Poverty Alleviation</li> </ul>
	Mar. 11–14	<ul style="list-style-type: none"> <li>• Visiting Country: Timor-Leste</li> <li>• Host: The Philippines</li> <li>• Topic: Strengthening Planning Programming Budgeting Systems to Enhance Service Delivery, Improve Performance, and Increase Citizens Participation in Policy Making</li> </ul>
Treasury CoP	Feb. 27–29	<ul style="list-style-type: none"> <li>• Visiting Country: Indonesia</li> <li>• Host: Korea</li> <li>• Topic: Treasury Big Data, Strategic Dashboard, and Artificial Intelligence for Forecasting Analysis: Learning from the dBrain+</li> </ul>
	Mar. 5–7	<ul style="list-style-type: none"> <li>• Visiting Country: Vietnam</li> <li>• Host: Indonesia</li> <li>• Topic: Building the Information Technology System for Public Finance Management and Best Practices for Digital Transformation</li> </ul>

Note: This work plan covers activities until April 30, 2024, and is subject to change.

## 7.2. Plans Going Forward

Acknowledging the value of PFM knowledge products, such as in-depth research papers and policy briefs aligned with peer-learning themes, it was recognized that these materials play a pivotal role in enhancing the understanding of meeting contents and PFM trends. This approach would further strengthen the synergy between peer-learning and research activities. In the next phase, PEMNA will enhance this approach by conducting research projects aligned with peer-learning activities.

Regarding the selection of topics, there was a suggestion that members should consider a diverse range of PFM topics for future discussions, avoiding tendencies associated with past topics and emphasizing the wealth of other PFM topics available for consideration.

To sustain connectivity and knowledge sharing, PEMNA will continue to provide communication materials for the community. These materials will encompass an Annual Report, A Look Back on PEMNA, Issue & Talks on host country's PFM reforms, and periodic PEMNA e-Newsletters. Additionally, highlight videos of peer-learning events and PFM knowledge-sharing videos will contribute to disseminating information and building awareness about the network's goals and achievements. These materials will not only facilitate dialogue among network members but also help attract new members and stakeholders, thereby expanding the reach and impact of PEMNA.

The next phase of PEMNA will maintain its focus on prioritizing peer-learning, with an emphasis on refining and strengthening the synergies between meetings and research. While specific details are not yet confirmed, PEMNA is committed to enhancing understanding, exploring PFM trends, and maintaining a diverse range of topics for discussion. To ensure that the next phase aligns seamlessly with the goals and expectations of the community, PEMNA will proceed with the planning and execution of Phase 3 with a flexible approach, allowing for adaptability based on the evolving needs and insights gained from members' ongoing reflections and feedback.

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**T.** +82-44-414-2392 **W.** [www.pemna.org](http://www.pemna.org)

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