## PEMPAL Budget Community of Practice (BCOP) Action Plan for FY 2019

PEMPAL BCOP Action Plan for FY2019 in **Annex B** attached presents the proposed activities of BCOP in the period July 2018 to June 2019 including event objectives and format, target participants, and estimated budget. These have been linked to the BCOP priorities as outlined in **Box 1** below and have been developed in the context of the PEMPAL Strategy for 2017-22. Additional BCOP activities related to ensuring the results of the PEMPAL Strategy 2017-22 are achieved are outlined in **Annex A** below.

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**Box 1 BCOP Priorities as per 2017-2022 PEMPAL Strategy:**



An essential part of the BCOP Strategy, is the **provision of effective oversight and management of BCOP and PEMPAL by the BCOP Executive Committee.**

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The following formats of events preferred by BCOP members are included in the Plan:

1. BCOP plenary meeting of all members (only one per year, given the demands of the budget process)
2. Thematic videoconferences (for the purposes of the two thematic working groups who will have one VC and one face-to-face meeting each).
3. Joint collaboration with OECD through input and attendance to the annual Senior Budget Officers (SBO) meeting for the Central, Eastern and South Eastern European (CESEE) region and possible continued involvement of some countries in OECD’s Performance and Results SBO network.
4. BCOP Executive Committee meetings (to be held regularly, face-to-face in conjunction with the annual plenary, annual OECD SBO, and annual cross-COP Executive Committee meetings and as needed via videoconference.)

The BCOP Executive Committee will lead the implementation of the plan (currently represented by government budget officials from the Ministries of Finance of the following 8 countries: Albania, Armenia, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Kyrgyz Republic, and Russia) with Anna Belenchuk from the Ministry of Finance Russian Federation performing leadership roles as BCOP Chair and Kanat Asangulov from the Ministry of Finance of Kyrgyz Republic and Mladenka Karacic from the Ministry of Finance of Croatia performing leadership roles as BCOP Deputy Chairs. The BCOP Executive Committee will continue to bring together all 21 BCOP member countries in an annual face-to-face meeting, with other activities focused around two key thematic areas with work conducted within established groups i.e. the Program and Performance Budgeting Working Group led by Nicolay Begchin from the Ministry of Finance Russian Federation, and the Budget Literacy and Transparency Working Group led by Anna Belenchuk; with WG membership of 15 and 16 countries respectively.

As included in its concept note, the objectives of the Budget Literacy and Transparency Working Group (WG) are: to review best international practice in transparency and budget literacy; to exchange knowledge with budget experts from WG member countries with a view to designing standard approaches to implementing similar projects; and to create new BCOP knowledge products based on accumulated outputs such as recommendations on implementing similar projects in PEMPAL countries. As included in the Program and Performance WG’s concept note, the overall objective of the WG is to identify main trends observed in PEMPAL countries in introducing program budgeting and expenditure reviews so that efficient approaches to the adoption of such practices can be subsequently developed. Key activities and focus of these groups for FY2019 are provided in both **Annex A** (as they pertain to achievement of the PEMPAL Strategy) and **Annex B** (in event calendar format), with achievements and activities in earlier years included in PEMPAL Annual Reports and under BCOP activities available at the PEMPAL website [www.pempal.org](http://www.pempal.org)

**Annex A: BCOP activities aimed at achieving the PEMPAL Strategy 2017-22 results**

The measurement of overall impact of BCOP activities has been strengthened with the start of implementation of the new PEMPAL Strategy with the implementation of a survey of all BCOP members (modelled on the IACOP approach). Th initial survey was conducted as part of the pre-meeting survey for the April 2017 BCOP plenary meeting, in order to have an initial baseline information, and will again be conducted at the mid-term and end of the Strategy period. Increased focus will also be directed to strengthening the methodology and collection of success stories within BCOP.

**PEMPAL Strategy 2017-22 Result 1: PFM reform priorities of member countries in the functional areas of budget, treasury, and internal audit/internal control, including cross-functional priorities, are addressed by the network platform.**

The BCOP Executive Committee will continue to identify member governments’ priorities within the context of the annual plenary meeting, and within the established WGs. With the start of the new Strategy and in accordance with recommendations from the mid-term review of the last strategy, the BCOP Executive Committee formalized this process by collecting priorities via pre-meeting surveys issued before each plenary meeting of all members, starting with the April 2017 plenary meeting. With this information and that collected from ongoing face-to-face consultations within the WGs, the BCOP Executive Committee will continue undertake a prioritization process within the available budget and time constraints set by the Steering Committee. This is done as transparently as possible, with the Executive Committee meeting analyzing the collected country priorities within the pre-event survey of annual plenary meetings and presenting the results and planned approach to the entire BCOP membership during those annual plenary meetings and with the most common PFM reform issues being dedicated to annual plenary meetings. The budget development and implementation will continue to be done within the budget management guidelines approved by the Steering Committee.

Cross-functional priorities will also be investigated through the annual cross-COP Executive meetings, quarterly Steering Committee meetings, and review of other COP Action Plans to identify any synergies. The BCOP Executive Committee will also participate in the cross-COP Executive Committee meeting planned in 2018 to contribute to preparations for the cross-COP meeting of all members planned in FY 2019. Starting with FY2019, BCOP will also (based on TCOP’s practice) start collecting ideas for cross-COP priorities from BCOP members within the pre-events surveys for BCOP annual plenary meetings.

**PEMPAL Strategy 2017-22 Result 2: High quality and relevant network services and resources are developed and delivered to support the PFM practices and reform needs of member.**

The BCOP Executive Committee will continue to provide strong leadership and oversight of the BCOP and will meet regularly to monitor the implementation of the BCOP Action Plan and the PEMPAL Strategy. The BCOP Resource Team (comprising the core team of Maya Gusarova and Naida Čaršimamović Vukotić from the World Bank) will continue to identify technical resources both in the form of thematic materials and expert speakers/organizations to support events. Ksenia Galantsova (World Bank) will also continue to provide high quality administrative and logistical support to BCOP as part of her role in the PEMPAL Secretariat, which will include ensuring the PEMPAL website and support BCOP internal platform (OneDrive) is regularly updated and maintained (with the help of the BCOP Resource Team). Decisions related to what materials will be translated will be based on an assessment of cost-effectiveness in consultation with the BCOP Executive Committee, and materials will be distributed electronically in line with the new Strategy’s ‘go green’ initiative. Monitoring of the performance of these support mechanisms will also be strengthened with the proposed inclusion of questions to members to be incorporated in the standardized post event surveys (i.e. questions on quality of services provided by event speakers, COP resource teams and COP Executive Committees as part of the new strategy).

As in FY2017 and FY2018, BCOP’s focus in FY19 will continue to be on knowledge product development with the Budget Literacy and Transparency Working Group (BLTWG) finalizing its knowledge product on public participation and Program and Performance Budgeting Working Group (PPBWG) working on its next knowledge product on spending reviews. Within its work on knowledge product on public participation, the BLTWG will conduct a visit to a high performing country in the area of public participation, which will be organized jointly with GIFT (noting that this learning visit was moved from FY2018 to FY2019). Within its work on knowledge product on spending reviews, the PPBWG is planning to visit to a high performing country in the area of spending reviews, noting however that this event will take place only if Budget Scenario 2 (shown below in Appending B) is approved by the SC. Additionally, the PPBWG will facilitate participation of member countries in the 2018 OECD Performance Budgeting survey which will benchmark and identify good practices across PEMPAL and OECD countries. Additionally, PEMPAL countries will for the first time be able to benchmark their own progress based on this survey, since PPBWG also facilitated participation of PPBWG member countries in the 2016 OECD Performance Budgeting Survey. The survey report will represent an additional valuable knowledge product of the PPBWG to members of latest international trends and good practices in these reforms. Cooperation with the OECD will also continue, including attendance of PPBWG leadership at the annual OECD SBO meeting on Performance and Results. BCOP Executive Committee will ensure a review process is implemented for each knowledge product to capture learnings in the process of development and to monitor usefulness of the products developed.

**PEMPAL Strategy 2017-22 Result 3: PEMPAL is a viable network which is supported by committed PFM professionals, member countries, and a range of development partners, who see the value and benefit in the network as a tool to improve member country PFM performance.**

BCOP will continue its long-standing collaboration with the OECD SBO network given the benefits to members in being exposed to the discussions and work of a broader network and will also further its collaborations with GIFT to include a jointly organized learning visit in FY19. BCOP members will continue to promote the benefits of PEMPAL to high and political levels including active participation in OECD meetings where presentations by PEMPAL are increasing. BCOP countries are also increasingly hosting events and efforts will continue to be made for Ministers for Finance or Deputy Ministers to open events, subject to availability. The Secretariat and Resource Team will continue to collect attendance information about higher level officials opening BCOP events including capturing quotes made at opening speeches and hosted dinners with the help of the BCOP Executive Committee. The BCOP Executive Committee will also continue to report any promotional activities involving PEMPAL such as media presence, television news reports, and releases on government websites, which will be collated in a central location by the PEMPAL Secretariat as part strengthened network-wide efforts in collecting and reporting on success stories as part of the new strategy.

The BCOP Executive Committee, as represented by 8 member countries will also facilitate a viable network by participating in regular BCOP Executive Committee meetings to maintain and grow BCOP and PEMPAL. The BCOP Chair/Deputy Chairs will also attend quarterly Steering Committee meetings and report on BCOP’s progress, opportunities and challenges while reporting back to the BCOP on network progress, decisions and results. The BCOP Resource and Secretariat teams will also continue to facilitate a viable network by targeting program savings through implementing the new Strategy’s ‘go green’ initiative (as mentioned earlier) and the Strategy’s initiatives to increase member. The BCOP Executive Committee will also participate in network wide initiatives to strengthen member contributions during the period, where needed. As part of the new Strategy, the Secretariat and BCOP Resource Team will continue to also be involved in strengthening the reporting of BCOP member contributions (both financial and in-kind).

Each year the listing of links to knowledge resources and materials provided by BCOP over last several years will continue to be circulated for the benefit of new BCOP members and the BCOP Resource Team will contribute to PEMPAL’s communication and marketing plan including the planned induction kit for new members to be developed as part of the new strategy. New members will continue be identified and welcomed at BCOP annual plenary meetings and informed of the induction materials.

**Annex B: Draft calendar plan of BCOP events for FY2019**

**SCENARIO 1: INITIAL BUDGET AMOUNTS APPROVED BY THE SC AS OF JUNE 2018**

| # | **Date** | **Event** | **Objective** | **Participants** | **Budget** | **Links to BCOP’s Priorities** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | September 2018 | **Small group meeting -** Participation of the Budget Literacy and Transparency Working Group (BLTWG) at the Moscow Finance Forum in the session related to BLTWG topics  *Moscow, Russian Federation* | The key activities of the BLTWG for FY2019 will be finalizing the work on the knowledge product on public participation in fiscal policy and budget processes. Knowledge and information gained from participation in both of these events will feed into this knowledge product. Additional activities of the BLTWG in FY2019 will include further analysis of the results of the 2018 Open Budget Survey. | 14 countries (approx. 14 attendees) | USD 18,000 | BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 2 | October 2018 | **Small group meeting** – Workshop with GIFT combined with a learning visit on public participation at national and local level in Portugal (co-organized with GIFT) for BTLWG  *Lisbon and Cascais, Portugal* | 15 countries (approx. 20 attendees) | USD 60,000 |
| 3 | October 2018 | **Face-to-face meeting of BCOP Executive Committee** held back-to-back to the BLTWG learning visit  *Cascais, Portugal* | To monitor and progress BCOP action plan implementation, including those activities in the PEMPAL Strategy 2017-22. Will include BCOP Chair/Deputy Chair report on decisions made in PEMPAL Steering Committee meetings. | 8 countries (approx. 8 attendees) | N/A Costs included in the small group meeting above | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 4 | November 2018 | **Small group meeting -** Participation of the Program and Performance Budgeting Working Group (PBBWG) at the OECD Performance Network meeting  *Talin, Estonia* | The key activities of the PBBWG for FY2019 will be developing the knowledge product on spending reviews. Knowledge and information gained from participation in this meeting will feed into this knowledge product, as well as in overall work of the PPBWG. Moreover, the second key activity of the PPBWG in FY2019 will be participation of member countries in the 2018 OECD Performance Budgeting Survey. The results of that survey will also be presented in this meeting. member country regulations/methodologies, program structures, and performance indicators. | Small delegation on behalf of PPBWG around 5 countries (approx. 5 attendees) | USD 12,000 | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 5 | February/ March 2019 | **Annual face-to-face plenary meeting** **of all BCOP members** to discuss thematic PFM priority issue chosen by members. Based on BCOP countries’ reform priorities collected in March 2018, the plenary will devote one day to the topics of each of the two BCOP WGs, while additional new topic of capital budgeting will be introduced in the first half day of the meeting.  *Tashkent, Uzbekistan* | This meeting will: i) provide the opportunity for BCOP member countriesto review approaches and trends in capital budgeting globallyand discuss possible approaches and options for PEMPAL countries, ii) provide the opportunity for broad BCOP membership to review practices and approaches on the issues of BCOP Working Groups’ focus in the past year (public participation and spending reviews), and iii) update members on BCOP progress since the last plenary meeting and report back on countries’ priorities gathered in the pre-meeting survey to inform the development of the BCOP FY2020 Action Plan. | 21 countries (approx. 70 attendees) | USD 150,000 | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries  Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 6 | February/ March 2019 | **Face-to-face meeting of BCOP Executive Committee** held back-to-back to the annual BCOP plenary meeting.  *Tashkent, Uzbekistan* | To monitor and progress BCOP action plan implementation, including those activities in the PEMPAL Strategy 2017-22. Will include BCOP Chair/Deputy Chair report on decisions made in PEMPAL Steering Committee meetings. | 8 countries (approx. 8 attendees) | N/A Costs included in the plenary meeting above | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 7 | February/ March 2019 | **Small group meeting** of Program and Performance Budgeting Working Group held back-to-back to the annual BCOP plenary meeting.  *Tashkent, Uzbekistan* | To discuss progress with the knowledge product on spending reviews and the results of the OECD-PEMPAL Performance Budgeting Survey. Additionally, if possible, bring in a speaker from an advanced country and/or an international organization to present technical details on methodological best practices in spending reviews. | 15 countries (approx 20 attendees) | N/A Costs included in the plenary meeting above | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 8 | May 2019 | **VC meeting of BCOP Executive Committee** | To monitor and progress BCOP action plan implementation, including those activities in the PEMPAL Strategy 2017-22. Will include BCOP Chair/Deputy Chair report on decisions made in PEMPAL Steering Committee meetings. | 8 countries (approx. 8 attendees) | USD 7,500\* | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 9 | September 2018 | **VC meeting of Program and Performance Budgeting Working Group** | To work on knowledge product on spending reviews. | 15 countries (approx. 20 attendees) | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 10 | May 2019 | **VC meeting of Budget Literacy and Transparency Working Group** | To work on knowledge product on public participation. | 15 countries (approx. 20 attendees) | BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |

**TOTAL BCOP PLAN: USD 247,500\*\***

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| **N/A Not Applicable; TBC To be confirmed**  **\*Also includes translation of knowledge products and related materials that is not directly connected to other events.**  **\*\* Includes carried over BCOP FY2018 savings in the amount of USD 67,500.** | | |
| **Cells in blue denote events planned for Budget Literacy and Transparency Working Group** | | |
| **Cells in orange denote events planned for Program and Performance Budgeting Working Group** | | |
| **Cells in purple denote events planned for the BCOP Executive Committee** |  |  |

**SCENARIO 2: POTENTIAL HIGHER COP BUDGET AMOUNTS**

| # | **Date** | **Event** | **Objective** | **Participants** | **Budget** | **Links to BCOP’s Priorities** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | September 2018 | **Small group meeting -** Participation of the Budget Literacy and Transparency Working Group (BLTWG) at the Moscow Finance Forum in the session related to BLTWG topics  *Moscow, Russian Federation* | The key activities of the BLTWG for FY2019 will be finalizing the work on the knowledge product on public participation in fiscal policy and budget processes. Knowledge and information gained from participation in both of these events will feed into this knowledge product. Additional activities of the BLTWG in FY2019 will include further analysis of the results of the 2018 Open Budget Survey. | 14 countries (approx. 28 attendees) | USD 18,000 | BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 2 | October 2018 | **Small group meeting** – Workshop with GIFT combined with a learning visit on public participation at national and local level in Portugal (co-organized with GIFT) for BTLWG  *Lisbon and Cascais, Portugal* | 15 countries (approx. 22 attendees) | USD 60,000 |
| 3 | October 2018 | **Face-to-face meeting of BCOP Executive Committee** held back-to-back to the BLTWG learning visit  *Cascais, Portugal* | To monitor and progress BCOP action plan implementation, including those activities in the PEMPAL Strategy 2017-22. Will include BCOP Chair/Deputy Chair report on decisions made in PEMPAL Steering Committee meetings. | 8 countries (approx. 8 attendees) | N/A Costs included in the small group meeting above | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 4 | November 2018 | **Small group meeting -** Participation of the Program and Performance Budgeting Working Group (PBBWG) at the OECD Performance Network meeting  *Talin, Estonia* | The key activities of the PBBWG for FY2019 will be developing the knowledge product on spending reviews. Knowledge and information gained from participation in this meeting will feed into this knowledge product, as well as in overall work of the PPBWG. Moreover, the second key activity of the PPBWG in FY2019 will be participation of member countries in the 2018 OECD Performance Budgeting Survey. The results of that survey will also be presented in this meeting. member country regulations/methodologies, program structures, and performance indicators. | Small delegation on behalf of PPBWG around 5 countries (approx. 5 attendees) | USD 12,000 | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 5 | February/ March 2019 | **Annual face-to-face plenary meeting** **of all BCOP members** to discuss thematic PFM priority issue chosen by members. Based on BCOP countries’ reform priorities collected in March 2018, the plenary will devote one day to the topics of each of the two BCOP WGs, while additional new topic of capital budgeting will be introduced in the first half day of the meeting.  *Tashkent, Uzbekistan* | This meeting will: i) provide the opportunity for BCOP member countriesto review approaches and trends in capital budgeting globallyand discuss possible approaches and options for PEMPAL countries, ii) provide the opportunity for broad BCOP membership to review practices and approaches on the issues of BCOP Working Groups’ focus in the past year (public participation and spending reviews), and iii) update members on BCOP progress since the last plenary meeting and report back on countries’ priorities gathered in the pre-meeting survey to inform the development of the BCOP FY2020 Action Plan. | 21 countries (approx. 70 attendees) | USD 150,000 | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries  Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 6 | February/ March 2019 | **Face-to-face meeting of BCOP Executive Committee** held back-to-back to the annual BCOP plenary meeting  *Tashkent, Uzbekistan* | To monitor and progress BCOP action plan implementation, including those activities in the PEMPAL Strategy 2017-22. Will include BCOP Chair/Deputy Chair report on decisions made in PEMPAL Steering Committee meetings. | 8 countries (approx. 8 attendees) | N/A Costs included in the plenary meeting above | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 7 | April 2019 | **Small group meeting** – Learning visit on spending review to an advanced country for PPBWG  *TBC* | To learn and discuss in detail technical and methodological features of spending review system in an advanced country (to be identified based on PPBWG leadership’s review of the most recent best practices in spending reviews). Additionally, in an internal WG session, progress with the knowledge product on spending reviews and the results of the OECD-PEMPAL Performance Budgeting Survey will be discussed. | 15 countries (approx 20 attendees) | USD 58,000 | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 8 | May/June 2019 TBC | Attendance of BCOP Executive Committee at annual **OECD CESEE Senior Budget Officers meeting**  *TBC* | Topic to be chosen by OECD with some PEMPAL input collected from meeting held year before. Exact time and location to be confirmed by OECD. | 8 countries (approx. 8 attendees) | USD 45,000  (budget figure net of some cost sharing with OECD) | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 8 | May/June 2019 TBC | **Face-to-face meeting of BCOP Executive Committee** held back-to-back to the OECD CESEE SBO meeting  *TBC* | To monitor and progress BCOP action plan implementation, including those activities in the PEMPAL Strategy 2017-22. Will include BCOP Chair/Deputy Chair report on decisions made in PEMPAL Steering Committee meetings. | 8 countries (approx. 8 attendees) | N/A Costs included in the plenary meeting above | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 10 | May 2019 | **VC meeting of Budget Literacy and Transparency Working Group** | To work on knowledge product on public participation. | 15 countries (approx. 20 attendees) | USD 24,500\* | BCOP Priority 2. Strengthening fiscal transparency and accountability  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |
| 11 | September 2018 | **VC meeting of Program and Performance Budgeting Working Group** | To work on knowledge product on spending reviews. | 15 countries (approx. 20 attendees) | BCOP Priority 1. Sharpening tools for effective fiscal management  BCOP Priority 3: Expanding internationally available data on PEMPAL countries |

**TOTAL BCOP PLAN: USD 367,500\*\***

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| **N/A Not Applicable; TBC To be confirmed**  **\*Also includes translation of knowledge products and related materials that is not directly connected to other events.**  **\*\* Includes carried over BCOP FY2018 savings in the amount of USD 67,500.** | | |
| **Cells in blue denote events planned for Budget Literacy and Transparency Working Group** | | |
| **Cells in orange denote events planned for Program and Performance Budgeting Working Group** | | |
| **Cells in purple denote events planned for the BCOP Executive Committee** |  |  |