



PEMPAL BCOP: Update on Activities and Plans



2026 BCOP Plenary Meeting, Feb 9-10, 2026

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Presentation Overview



- I.** Brief background information for the newcomers and BCOP's new objectives and WGs
- II.** BCOP leadership
- III.** Recent activities and knowledge resources
- IV.** Planning for the next BCOP activities

Key Background Information About BCOP



- BCOP is one of the three COPs of the PEMPAL network. PEMPAL is a demand-driven peer-learning network, through which public finance officials from member countries in the Europe and Central Asia (ECA) region **connect, collaborate, and engage in mutual learning and problem-solving** to drive public financial management (PFM) reform design and implementation. The [BCOP Factsheet](#) is available on the website.
- BCOP's members are budget officials, typically at high or mid operational management level from budget planning or budget policy/methodology units in the budget departments/divisions/sectors in MoFs. Members provide significant content contributions by developing and delivering presentations, reviewing and providing inputs to BCOP's KPs, and planning activities. [BCOP membership currently includes 300+ budget officials from 20 countries.](#)
- BCOP activity plans include sharing and creating of knowledge through face-to-face learning events, virtual meetings, and learning visits, and the development of knowledge products. BCOP action plans address key budgeting reform priorities of the member countries, based on **annual BCOP surveys of its members.**

BCOP's New Objectives: The Strategic Shift



WHY THE STRATEGIC REFOCUS?

Significant Progress Achieved - BCOP member countries have made substantial advances in basic budgeting reforms and are ready for more sophisticated challenges.

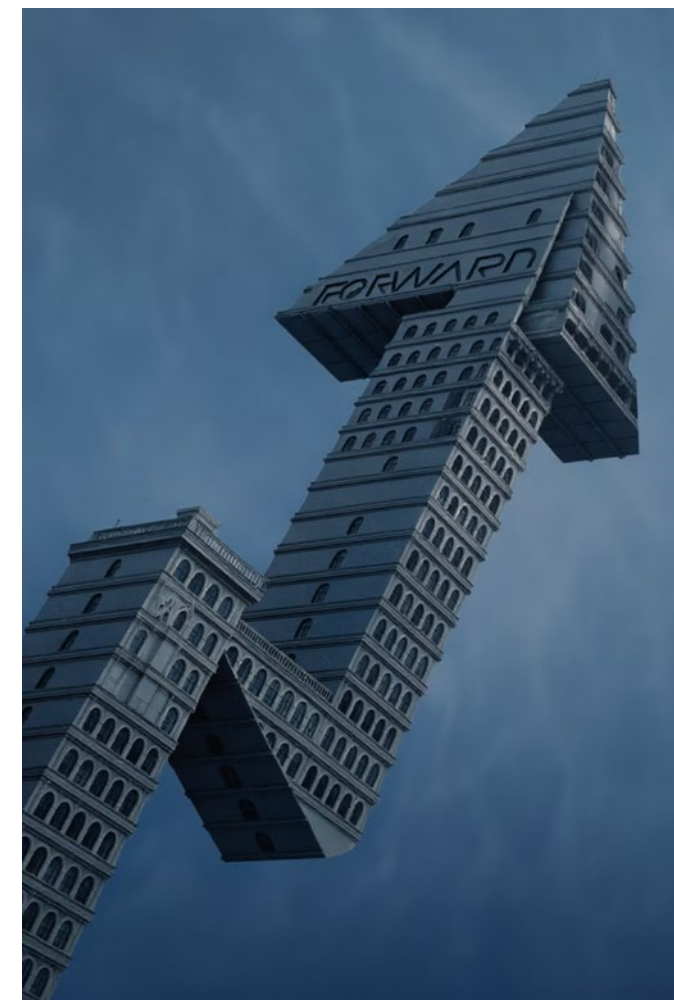
Global Trends Demand Action - Digitalization, citizen accountability demands, and advanced IT solutions are transforming public financial management worldwide.

PEMPAL 2026-2030 STRATEGY - Brings out the new upgraded PEMPAL to support PFM modernization and enhancement

- Support the **achievement of development goals**
- Promote **innovations** across the PFM cycle
- Focus on **country-level impacts**
- Engage with a **wider range of institutions**

The overall **BCOP objective** in 2026-2030 is **to enhance budget methodology, planning, and openness in member countries, ensuring budgeting is strategic, effective, and focused on citizens' needs and development goals** via:

1. strengthening the budget's **strategic impact**;
2. fostering **digital innovation and openness** in budgeting;
3. modernizing **fiscal management tools and institutions**; and
4. expanding internationally comparative budgeting data on PEMPAL countries to facilitate learning



BCOP Working Groups: Transforming Budget



Budgeting for Development (BDWG)

- enhancement of **the budget's strategic orientation**
- stronger **mid-term frameworks** aligned with development goals
- strategic **capital budgeting**
- advanced and modernized **performance management and budgeting**
- **budget tagging**
- full **integration of budget and strategic planning**
- **strong monitoring and evaluation** tools for resource reprioritization

Budget Innovations and Openness (BIOWG)

- **modernization of budget documentation**
- harnessing new **IT tools** (including AI) for **more transparent and participative budgeting**, including, *inter alia*, upgraded interactive open budget portals with real-time tracking and citizen inputs
- application of **modern IT tools** (including AI) for **more agile and advanced budgeting**, such as process automation, advanced expenditure projections, policy scenario simulations, etc.

Modern Fiscal Management Tools and Institutions (MFMWG)

- **modernization of budget departments/bodies** with enhanced organization, clarified roles, and stronger strategic orientation
- advanced **crisis management** (robust frameworks for responding to economic shocks and emergencies)
- **fiscal consolidation** tools
- identification, assessment, and mitigation of **fiscal risks**
- **independent fiscal institutions**

Members of the BCOP ExCom (who also comprise leadership of BCOP WGs) and the Resource Team



BCOP EXCOM TEAM MEMBERS:

Aynura Bakaybaeva, Chair
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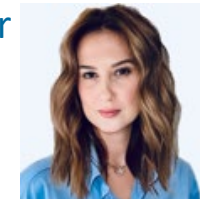


WORLD BANK RT FOR BCOP:

Iryna Shcherbyna-Taferner, World Bank Senior Public Sector Specialist and BCOP RT Leader

Naida Carsimamovic Vukotic, World Bank BCOP RT Member and Network Advisor

Ivor Beazley, BCOP Thematic Advisor



BCOP Topics and Events in FY22-26

BCOP organized/attended **28 thematic events** (including back-to-back events and excluding 3-4 annual ExCom meetings):

VIRTUAL EVENTS

1. Oct 2021- BLTWG workshop **Budget Clarity and Understanding**
2. Dec 2021 - **Budgeting for Baseline Expenditures**
3. Dec 2021 - Contribution to IACOP's event **Impact of PPB Reforms on Internal Control**
4. Jun 2022 - plenary meeting: **Spending Reviews in the Netherlands and Budget Clarity and Accessibility**
5. Jan 2023 - **Strengthening the Role of MoFs in Driving Climate Actions** workshop with the WB and the Coalition of Finance Ministers for Climate
6. Jun 2023 - PPBWG workshop **Linking Strategic Planning to Budgeting**
7. Oct 2023 -BLTWG workshop **Content of Budget Documentation** with IBP
8. Nov 2024 – PPBWG workshop on **Use of Performance Information**
9. December 2025 – BDWG/BIOGW workshop on **Content and Communication**

F2F EVENTS

1. Oct 2022 - **BCOP Work Planning Meeting, Bucharest**
2. Mar 2023 - **2023 PM** (health PFM, climate budgeting, and good PPB and openness practices, **Ljubljana**)
3. Dec 2023 - BLTWG Workshop on **Budget Openness Measures Targeting Different External Stakeholders** with GIFT, **Zagreb**
4. Feb 2024 - PPBWG **hybrid** workshop on **linking strategic planning and budgeting and green budgeting** in France with the OECD and MoF of France, **Paris**
5. Apr 2024 - **2024 PM** (AI in PFM, strategic planning, and new openness practices), **Sarajevo**
6. Feb 2025 – BLTWG **hybrid** workshop on **open budgeting** with the IBP and the OECD, **Paris**
7. Mar 2025 – PEMPAL **WNP** and BCOP workshop on **capital budgeting** with the EC, **Vienna**
8. May 2025 - **2025 PM** (performance information, public engagement, and gender budgeting), **Dushanbe**
9. October 2025 – BDWG workshop on **strategic capital budgeting, Sofia**
10. February 2026 - **2026 PM** (performance content and communication, institutionalizing spending reviews, cooperation between MoF and line ministries, independent fiscal institutions), **Paris**

EVENTS IN COOPERATION WITH THE OECD

1. Nov 2021 - Participation at the **OECD Working Party on Performance and Results (WP P&R)**
2. Oct 2022 - BCOP's participation and contribution to the **OECD CESEE SBO, Bucharest**
3. Feb 2023 - Participation at the **OECD WP P&R, Brussels**
4. Dec 2023 - Participation and contribution to the **OECD CESEE SBO, Zagreb**
5. Feb 2024 - Participation at the **OECD WP P&R, Paris**
6. Dec 2024 - Participation and contribution to the **OECD CESEE SBO, Kranj**
7. Feb 2025 - Participation at the **OECD WP P&R, Paris**
8. Oct 2025 - Participation and contribution to the **OECD CESEE SBO, Paris**
9. Feb 2026 - Participation at the **OECD WP P&R, Paris**

BCOP's KPs and Resource Materials

BCOP published ten knowledge products since 2021 on [the PEMPAL website](https://www.pempal.org), and an additional KP on Practical Content and Communication of Performance Information will be published soon

Updated listing of **380+ documents developed, presented, and shared by BCOP on a regular basis**, categorized by **19 budgeting topics** (available on the [event site](https://www.pempal.org)):

- program and performance budgeting and linking strategic planning
- spending reviews and evaluation tools
- budget openness (including transparency, literacy, and public participation)
- capital budgeting/PIM
- wage bill management
- fiscal risks, fiscal rules, and fiscal rules
- intergovernmental fiscal relations
- role of Parliament in budgeting
- budget planning and management of EU funds
- gender budgeting
- climate-responsive and green budgeting
- budgeting for baseline expenditures
- health sector budgeting
- elements and features of successful budget institutions
- Covid/crises related budgeting
- IT systems for budgeting and use of AI in budgeting-related practices
- general country cases in budgeting
- cooperation between MoF and line ministries
- Independent fiscal institutions (Fiscal Councils)



Planning for the Next BCOP Activities



Remainder of FY26 (up to June 30, 2026)

1. Finalization and publication of the *KP on Practical Content and Communication of Performance Information*
2. Development of the *KP on Budgeting Reform Outlook in the Region*
3. **One or two VC workshops** (potentially a webinar(s) on **Korea's smart budgeting**)

FY27 (July 1, 2026 - June 30, 2027)

Due to current **PEMPAL funding constraints**, funding allocation will be significantly reduced for FY27. Member countries' content and potential co-financing contributions will need to be increased.

General plan for FY27:

1. **One KP** (potentially in cooperation with the Korean Fiscal Information Service)
2. **One f2f meeting** (with a hybrid component) – tentatively BCOP Plenary Meeting in Spring 2027
3. **Three VC workshops/webinars**, one for each of the WGs

BCOP's Executive Committee will plan the topics of BCOP's FY27 activities in late Spring, based on:

- Terms of Reference of BCOP Working Groups
- participants' feedback in this plenary meeting
- online survey of member countries' priority topics, which will be conducted after this plenary meeting

Please provide feedback on your priority topics and fill out BCOP surveys to ensure the usefulness of future BCOP activities!



THANK YOU!

Contact: bcop@pempal.org

