## PEMPAL Budget Community of Practice (BCOP) Action Plan for FY 2018

PEMPAL BCOP Action Plan for FY2018 in **Annex B** attached presents the proposed activities of BCOP in the period July 2017 to June 2018 including event objectives and format, target participants, and estimated budget. These have been linked to the BCOP Strategy as outlined in **Box 1** below and have been developed in the context of the new 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 Strategy:** Since FY 2016 BCoP has organized its activities around the following four main themes:

1. **Sharpening tools for effective fiscal manage**ment (e.g. program budgeting and other tools).
2. **Strengthening fiscal transparency and accountability** with a focus on budget literacy, citizens’ budgets and public participation initiatives.
3. **Facilitating Knowledge exchange** between a) OECD member and accession countries at Senior Budget Official (SBO) annual meetings b) Budget related Departments of our 21-member country Ministries of Finance in Europe and Central Asia region c) other COPs, through monitoring and sharing progress at annual cross-COP Executive meetings and quarterly Steering Committee meetings.
4. **Expanding internationally available data on PEMPAL countries** on e.g. budget transparency through monitoring results of Open Budget Survey and consulting with key stakeholders such as International Budget Partnership, and the Global Initiative for Fiscal Transparency (GIFT); implementing PEMPAL surveys and knowledge products to document regional practices; and participating in international surveys such as those of the OECD to identify and benchmark good practices.

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.) A meeting is also planned for the BCOP Executive Committee with Deputy Ministers to a PEMPAL or (CESEE) country to raise awareness of the value and benefits of PEMPAL.

The total BCOP Budget for FY 2018 is **USD 330,000 as allocated by the Steering Committee.**  Of this amount, the BCOP Executive Committee allocated 50,000 USD to each of the WGs (comprising 47,500 for a face-to-face meeting, and 2,500 for a VC meeting). The annual plenary meeting was allocated 150,000 USD; 50,000 USD was allocated to the BCOP Executive Committee (comprising 47,500 for attendance at the annual OECD SBO meeting and 2,500 for a VC meeting) with an additional 30,000 planned to accommodate proposed participation by their Deputy Ministers.

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, Croatia, Kyrgyz Republic, Russia, Turkey) with Anna Belenchuk from the Ministry of Finance Russian Federation and Mikhail Prokhorik from the Ministry of Finance Belarus, performing leadership roles as BCOP Chair and Deputy Chair respectively. 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 each WG having membership of 15 countries.

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. Participation in the OECD Performance Budgeting Survey during FY 2017 was a pre-requisite to group membership. Key activities and focus of these groups for FY 2018 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 will be strengthened with the implementation of a survey of all BCOP members (modelled on the IACOP approach). This will be implemented before the start of the strategy to provide necessary baseline information, and again at the mid-term and end of the strategy period. The initial survey will be implemented as part of the pre-meeting survey for the April 2017 BCOP plenary meeting. 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. In accordance with recommendations from the mid-term review of the last strategy, the BCOP Executive Committee plan to formalize this process by collecting priorities via pre-meeting surveys to be issued before each plenary meeting of all members. With this information, and that collected from ongoing face-to-face consultations within the WGs, the BCOP Executive Committee will undertake a prioritization process within the available budget and time constraints set by the Steering Committee. This will be done as transparently as possible 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.

**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, Deanna Aubrey, 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 wiki 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 also be largely 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).

The focus will continue to be on knowledge product development with the Budget Literacy and Transparency WG finalizing its knowledge product on Citizens Budgets during the period and initiating work on a knowledge product on public participation. A visit to a high performing country in the area of public participation is planned and GIFT will be consulted closely on possible future joint projects in this area. Results of the 2018 Open Budget Survey will also be reviewed (subject to the survey results availability from the International Budget Partnership within the time period).

The Program and Performance Budgeting WG will finalize its participation in the OECD Performance Budgeting survey which will benchmark and identify good practices across PEMPAL and OECD countries. The survey report will represent a valuable knowledge product to members of latest international trends and good practices in these reforms. Upon finalization of this product towards the end of FY 2017, the WG will initiate development of a new product comprising a collation of all member country regulations/methodologies, program structures, and performance indicators used. Collecting best practices and sources related to Key National Indicators to connect national strategic planning to budgeting will also be a main focus. Cooperation with the OECD will also continue, including possible attendance 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 collaboration with the OECD SBO network given the benefits to members in being exposed to the discussions and work of a broader network, and any potential new collaborations that arise will be investigated (e.g. with GIFT). BCOP members will also continue to promote the benefits of PEMPAL to high and political levels including active participation in OECD SBO 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 also 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 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 also want to hold a small group meeting with their Deputy Ministers with preliminary plans to visit another PEMPAL country as a stand-alone peer learning event, or for the event to be held back-to-back with the annual OECD SBO meeting depending on the CESEE country hosting the OECD meeting. This will also raise awareness of the benefits and value of PEMPAL to higher levels. 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 Chair 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 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 contributions by informing member countries who host meetings of requirements to fund dinners and cultural events including providing member government training and accommodation facilities for events (where available). 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 also be involved in strengthening the reporting of BCOP member contributions (both financial and in-kind).

Each year the listing of useful links to materials provided for events held over the last several years will 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 FY2018**

| # | **Date** | **Event**  | **Objective** | **Participants** | **Budget** | **Links to BCOP’s Strategy** |
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| 1 | September 2017 | **VC learning event** for Program and Performance Budgeting Working Group  | The key activities of the WG for FY 2018 will be developing a new knowledge product comprising collation of all member country regulations/methodologies, program structures, and performance indicators. Collecting best practices and sources related to Key National Indicators to connect national strategic planning to budgeting will also be a main focus. Cooperation with the OECD will also continue, including possible attendance at the annual OECD SBO meeting on Performance and Results. A review of the usefulness of participation in the OECD Performance Budget survey and the resulting report/database knowledge product will also be conducted in FY 2018, and the lessons learnt will be fed into future knowledge product development activities. | 15 countries (approx. 20 attendees) | USD 2,500Based on historical average costs of translation for BCOP VC events. | BCOP Strategy 1. Sharpening tools for effective fiscal managementBCOP Strategy 4: Expanding internationally available data on PEMPAL countries |
| 2 | November/December, 2017  | **Small group meeting** for Program and Performance Budgeting Working Group. **Location TBC** | 15 countries (approx. 20 attendees) | USD 47,500 |
| 3 | September/October 2017 | **VC learning event** for Budget Literacy and Transparency Working Group to progress knowledge product on citizen participation in budget process | The key activities of the WG will be developing a knowledge product examining how to break challenges in PEMPAL countries to increase citizen’s participation in budget processes. Results of the Open Budget Survey will also be examined in 2018 (if new Open Budget Index (OBI) survey results are released within the action plan's timeframe). A review of the usefulness of the group’s first knowledge product on Citizens Budgets (to be finalized early in FY2018) will also be conducted and lessons learnt will be fed into future knowledge product development activities. | 15 countries (approx. 20 attendees)  | USD 2,500 | BCOP Strategy 2. Strengthening fiscal transparency and accountabilityBCOP Strategy 4: Expanding internationally available data on PEMPAL countries |
| 4 | November, 2017 | **VC event** for 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. | 8 countries (approx. 8 attendees) | USD 2,500 | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 5 | February, 2018 | **Annual face-to-face Plenary meeting** **of all members** to discuss thematic PFM priority issue chosen by members. **Location TBC**  | Topic and location to be confirmed at April 2017 plenary meeting and via pre-meeting survey to more formally document country priorities | 21 countries (approx. 70 attendees) | USD 150,000 | BCOP Strategy 1. Sharpening tools for effective fiscal management BCOP Strategy 3: Facilitating Knowledge exchange between b) Budget related Departments of our 21 member country MoFs  |
| 6 | February 2018 | **Face-to-face meeting of BCOP Executive Committee** held back-to-back to the annual BCOP plenary meeting. **Location 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 above event. | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 7 | April 2018 | **Face-to-face small group meeting** of Working Group on Budget Literacy and Transparency **Location TBC** | To examine good practices in citizen participation approaches. Advice from GIFT will be sought and possible joint work investigated | 15 countries (approx 20 attendees) | USD 47,500 | BCOP Strategy 2. Strengthening fiscal transparency and accountability |
| 8 |  May/June 2018 | Attendance of BCOP Executive Committee at annual **OECD CESEE Senior Budget Officers meeting****Location 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 47,500(budget figure net of some cost sharing with OECD) | BCOP Strategy 3: Facilitating Knowledge exchange between a) OECD member and accession countries in Europe and Central Asia at SBO annual meetings  |
| 9 | May/June 2018 | **Face-to-face BCOP Executive Committee meeting** to be held back-to-back with OECD SBO meeting above | 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 quarterly PEMPAL Steering Committee meetings. | 8 countries (approx.. 8 attendees) | N/A included in costs above | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |
| 10 | May/June 2018 | **BCOP Executive Committee small group meeting with Deputy Ministers** to PEMPAL or CESEE country**Location TBC** | To raise awareness at higher levels of benefits of BCOP and PEMPAL. Preliminary plans are to visit another PEMPAL country as a stand-alone peer learning event, or for the event to be held back-to-back with the annual OECD SBO meeting depending on CESEE country hosting meeting. | 8 countries (approx. 20 attendees) | USD 30,000 | Effective oversight and management of BCOP and PEMPAL by BCOP Executive Committee |

 **TOTAL BCOP PLAN: 330,000**

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| **N/A Not Applicable TBC To be confirmed** |
| **Cells in blue denote events planned for Working Group on Program Budgeting** |
| **Cells in orange denote events planned for Working Group on Budget Literacy and Transparency** |
| **Cells in purple denote events planned for the BCOP Executive Committee** |   |   |