

Budget Community of Practice (BCOP)

Sharing our Progress

Gelardina Prodani, BCOP Chair,
Cross-COP Executive Committee meeting, Bohinj
July 2013

MEMBERSHIP AND COMPOSITION

- BCOP has membership from 21 different countries.
- The Executive Committee has 8 members in total from:
 - Albania, Armenia, Belarus, Bosnia and Herzegovina, Croatia, Russian Federation, and Turkey.

EVENTS HELD THIS YEAR

- Plenary meeting to Albania, on **aspects of program budgeting** in Tirana from February 25-28 attended by 81 people from 21 countries.
- Study Visit to Georgia on **IT System for budget planning** in Tbilisi from April 15-18 attended by 6 countries.
- Study Visit to UK on **education financing reforms** in London from April 23-25 attended by 6 countries.





Study visit to Georgian MoF, April 2013



At UK HM Treasury – April 2013

EVENTS HELD THIS YEAR (continued)

- **OECD budget survey peer review workshop** on June 26 in Riga, Latvia attended by 10 countries
- BCOP Executive Committee participation in **OECD SBO workshop** from June 27-28 in Riga, Latvia

OLDER EVENTS

- Attendance at other COP events (BCOP reps attended TCOP 2012 meeting in Moscow on IT systems used in Treasury)
- Plenary meetings
 - Bohinj, Slovenia on **program budgeting** (2012)
 - Minsk Belarus on **capital budgeting** (2011)
 - PEMPAL Cross-COP on **managerial accountability and budget execution** (2011)
- Participation in OECD SBO meeting in 2012 (Tallinn)

TOPICS TO BE ADDRESSED IN FUTURE

- Strategic planning and budgeting
- Program monitoring and evaluation
- Public Expenditure Review
- Program budgeting at local level
- Intergovernmental transfers
- Role of Parliament



POTENTIAL TOPICS FOR CROSS-COP

- Budget transparency
- Relationships between key institutions in budget process (MoF, Government, Parliament, internal audit, SAls, civil society)
- Capacity building (PFM training institutes)
- Status of PFM reform – using PEFA and other assessments
- BCOP strategic planning (evaluation recommendation)

COMMUNICATION TOOLS USED

- Quarterly Executive Committee meetings held through World Bank **VC and audio** connection
- More frequent meetings of the BCOP Resource Team (Maya, Naida and Deanna) are held through **Skype**
- Most correspondence between events done via **email**
- Have **aim to use wiki** but with three languages present in Executive Committee need to think more about how this can best be managed
- Post articles on websites of **IMF (PFM blog), PEMPAL and World Bank** on BCOP events

KEY KNOWLEDGE PRODUCTS PRODUCED

- BCOP is participating in **OECD Budget Practices and Procedures Survey** – which will expand OECD's database and allow benchmarking with budget institutions from 97 other countries
- **Background paper on reforms** have been produced to support study visit on education financing reforms in the UK
- **Results of pre-event thematic surveys** provide information on status of PFM reforms in our member countries. These surveys have been conducted on program budgeting and capital budgeting
- **PFM related guidelines and manuals translated** into our languages (eg IMF Code of Good Practices on Fiscal Transparency, OECD Best Practices for Budget Transparency, Performance-based Budgeting Manual by Marc Robinson, UK Green Book (capital project appraisal)).

MECHANISMS USED TO COLLECT MEMBER FEEDBACK

- BCOP uses **pre and post electronic surveys** to collect feedback
 - Pre event surveys on status of PFM reforms to allow benchmarking between countries. Resource Team present results to plenary.
 - Post event surveys to collect member views on success of event (using standardized template modified by Resource Team for specifics of meeting. Report, prepared by Nina, World Bank, is reviewed and improvements identified and used in design of future events)
- **Within annual plenary events, also collect PFM priorities** from member countries to input into Executive Committee developing **BCOP Action Plan**



MECHANISMS USED TO COLLECT MEMBER FEEDBACK

- BCOP have **discussion break out groups during plenary meetings** whereby sub-groupings of countries discuss one to three PFM related questions. Discussions and findings presented back to the group. Members like this approach and want more of it.
- At 2013 plenary, the Executive Committee trialled a new approach used by IACOP whereby people are given **leadership roles during event to collect feedback from members**.
 - We are considering using this in future plenary meetings as a valuable and enjoyable way to collect feedback.
 - Gives more leadership and responsibility to participants to input directly into how agenda is going and how to shape it in future to add more value to their work.
 - And it has a fun side.....

Nothing can stop budget people from working...whether it is rain outside...



...or even sun!



...and our ExecCom continues even at 19:15! We elected the right people 😊



And we can work all day! We started at 8h – and at 18:15h and we are still going strong!



KEY STRATEGIES TO STRENGTHEN BCOP

Response to PEMPAL Evaluation 2012 Recommendations:

- **Strengthen BCOP Leadership** – new BCOP Executive Committee, Chair and Deputy Chair established after Bohinj meeting in 2012.
 - Leadership and community development training was conducted for new Exec Com in Feb. 2013
 - Report by expert on CoPs with possible scenarios for development and recommendations has been prepared for BCOP Exec Com
- **More knowledge products** – Representatives from BCOP Exec Comm have had close consultation with OECD on Budget Surveys.
 - A total of 15 of our 21 members are now participating in the survey.

KEY STRATEGIES TO STRENGTHEN BCOP (continued)

- **Establish BCOP short, medium and long term objectives** - in context of PEMPAL Strategy 2012-17 results framework and results of World Bank PFM study.
 - We plan to look at this as part of Cross-COP plenary meeting 2014
- **Ensure quality membership** - Monitor membership to ensure target members are attending BCOP events
 - Membership analysis has been undertaken in the context of previous events in fall 2012
 - Practice of selecting participants has enhanced during preparation of BCOP plenary (Tirana, 2013)
 - Exec Com members responsible for membership development were appointed in Feb 2013

MEMBERSHIP ANALYSIS RESULTS

- Attendance at BCOP events analysed for last 2 years (ie Cross-COP Zagreb meeting on managerial accountability, BCOP plenary on capital budgeting in Minsk, BCOP plenary on program budgeting in Bohinj)
- Despite data constraints, appears that **BCOP events are attracting target membership** (ie budget related officials from Ministries of Finance at both Budget Director and technical levels)
 - Attendance by political levels (Assistant Minister and above) low.
- **Increasing trend of participation.** 35 BCOP members in Zagreb, 43 in Minsk, 56 in Bohinj, 58 in Tirana. Repeat participation high.
- PEMPAL Independent evaluation recommends more proactive approach to membership needed.

MEMBERSHIP ANALYSIS - FUTURE

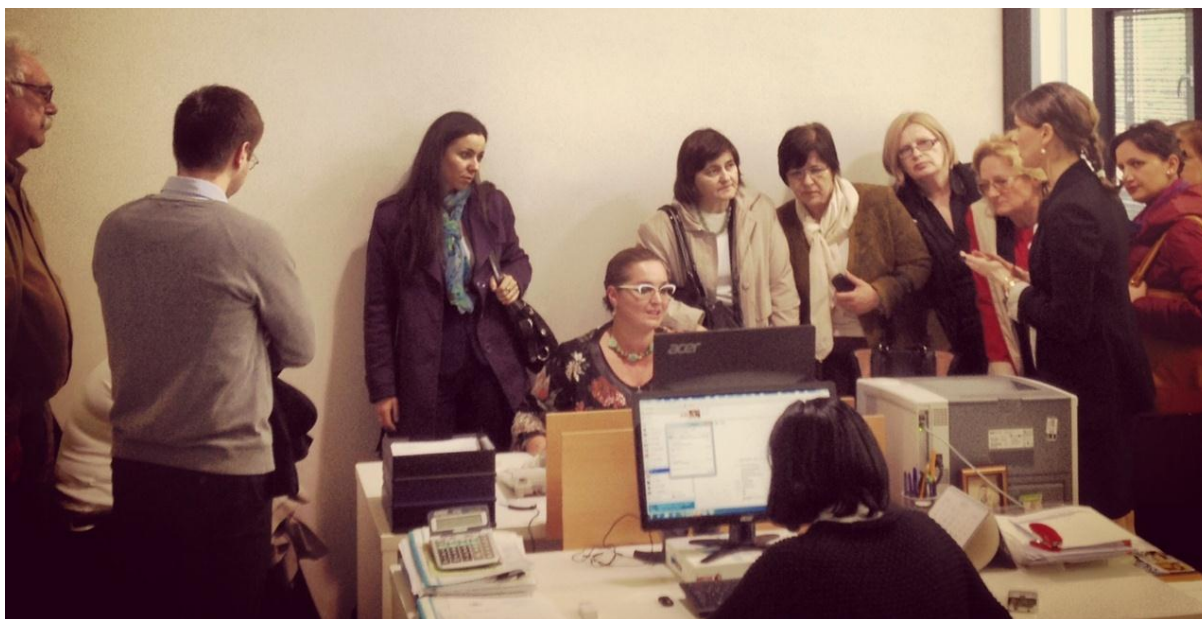
- Analysis impeded as information provided by participants on functional area of work often unclear
 - **Information on participants improved** for Tirana meeting by redesign of Secretariat event invitation form
- Lists of Participants will be analysed periodically
 - Summary will be provided to BCOP Executive Committee and PEMPAL Steering Committee. **Membership strategies will be developed where necessary.**
- Analysis of MoF organograms to be done to provide information to inform future invitation process

BCOP STRENGTHS

- BCOP consists of skilled and dedicated budget practitioners
- Many common reform issues exist between member countries
- The budget is the key policy document of a Government so BCOP is an important mechanism for information exchange and reform progress in PFM
- Strong Executive Committee and Resource Team
- BCOP was largely inactive in 2009-10 and in last two to three years it has been strengthened through concerted efforts of Executive Committee and Resource Team

BCOP CHALLENGES

- Involvement in the network impacted negatively by the demands of the budget process – budget calendar:
 - Preference of members for only one plenary a year. Challenge of how to provide effective assistance within this context. Trend to more smaller targetted events being requested.
- Have intensive need for translation given three languages represented in Executive Committee and network.



Questions?

Thank you for your attention

