

Role of TCOP in Supporting Treasury Transformation

Leveraging Peer-to-Peer Learning to Support Treasury Development in Europe and Central Asia

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What is PEMPAL Treasury Community of Practice



Since 2006, **PEMPAL** enables PFM officials from 20+ ECA countries connect, collaborate, and engage in mutual learning and problem-solving to drive PFM reform design and implementation. **PEMPAL** operates through 3 communities of practice (Budget, Treasury, and Internal Audit COPs).

TCOP Objectives

- ❑ Supporting and enabling **the promotion of priority PFM reforms** for governments of PEMPAL member countries, focusing on reforms of the national treasuries' activities.
- ❑ Offering **good quality resources and knowledge services** on topics of priority professional interest to TCOP members.
- ❑ Building and enhancing **a highly professional community of treasury experts** in TCOP member governments, who consider PEMPAL an important tool in improving PFM systems in their countries.

TCOP Thematic Priorities



Evolution of the Role & Functions of Treasury Institutions



Cash Management and Forecasting



Use of IT in Treasury Operations



Public Sector Accounting and Financial Reporting

- ❑ Since 2010, TCOP conducted **41 face-to-face** and **50 virtual events** and published **13 knowledge products**.
- ❑ In 2025 - 2026, **over 600 PFM practitioners** from all member states participated in TCOP events. The average satisfaction rate was **4.8** out of 5 (for face-to-face events) and **4.6** out of 5 (for virtual events).
- ❑ **98%** TCOP members rate the quality of COP KPs as 'good' or higher. **Over two-thirds** of TCOP members use KPs and other TCOP materials frequently or all the time*

* Based on PEMPAL Member Survey (June 2025)

TCOP Impact: Key Figures

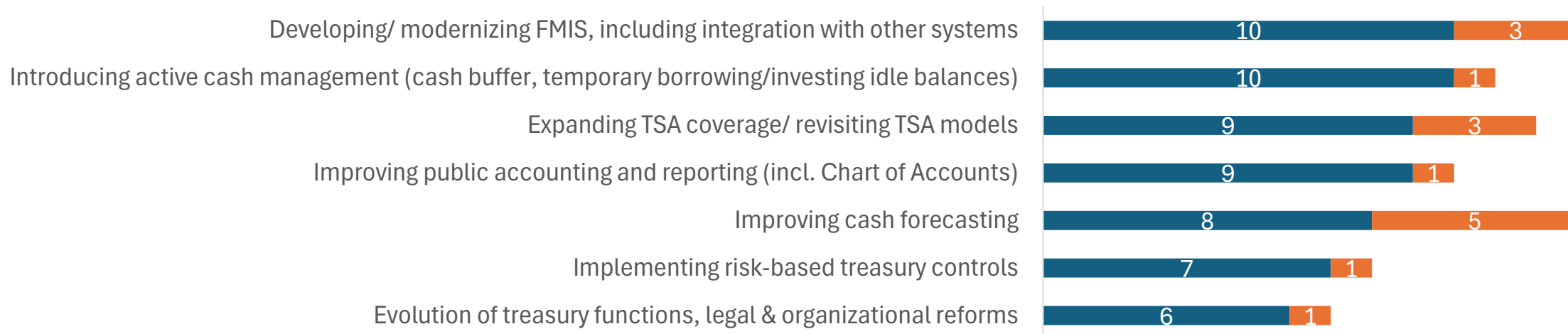


90% of TCOP member countries (18 out of 20) have implemented and/or plan treasury reforms and treasury development measures based on the knowledge gained through PEMPAL in 2018-2024

85% of TCOP member countries (17 out of 20) have implemented treasury reforms and treasury development measures based on the knowledge gained through PEMPAL in 2018-2024

59 reform activities* implemented and 15 reform activities* planned cover ALL core thematic areas of TCOP (IT, cash management, public accounting and reporting, and evolution of treasury role and functions)

Countries that Have Implemented / Plan Treasury Reforms By Reform Activity Area



* Estimated based on TCOP thematic surveys in 2018-2024.