



## Global Governance Department

**BBL on Leveraging Peer-to-Peer Learning to Support Treasury Development in Europe and Central Asia**  
**March 30, 2026**  
**8:00 – 9:30 am, EST**

### BACKGROUND

Over the past decades, national treasuries in Europe and Central Asia (ECA) have undergone significant transformation. From large transaction-processing organizations, they have evolved into more complex institutions, taking on new functions related to cash management and forecasting and contributing significantly to strengthening public finance management (PFM) and promoting digital transformation.

Some examples of these changes include:

- Shifting the focus from payment authorization and processing to higher valued added tasks, such as cash management and forecasting
- Employing advanced technologies to implement risk-based treasury controls,
- Broadening the coverage of the treasury single account (TSA) and securing additional gains from cash consolidation,
- Integrating core treasury systems with budget planning, accounting, and reporting functions.

Since 2006, PEMPAL<sup>1</sup> Treasury Community of Practice (TCOP), which includes officials from national treasuries and ministries of finance, has been supporting the client governments in the ECA region by facilitating peer-to-peer learning and promoting PFM reforms in budget execution. The recent TCOP note on the *Evolution of the Role and Functions of the National Treasury Institutions in PEMPAL Countries* provides an overview of the key trends in treasury transformation and maps the priority areas for future reforms to inform the TCOP learning agenda for the coming years.

### OBJECTIVES

The main objectives of the event are to:

1. Discuss the key trends in treasury institutional development and further reform priorities.
2. Showcase some country examples of treasury transformation.
3. Exchange ideas on how peer-to-peer learning can support treasury development in ECA and other Bank client countries.

Time	Session
8:00 – 8:05 am	<b>Opening remarks</b> Fabian Seiderer, Practice Manager, Governance, ECA West
8:05 – 8:55 am	<b>Role of TCOP in Supporting Treasury Transformation</b> ✓ Elena Nikulina, Sr. Governance Specialist <b>Evolution of Treasury Role and Functions in ECA: Key Trends &amp; Priorities</b> ✓ Mark Silins, TCOP Thematic Advisor.

<sup>1</sup> Public Expenditure Management Peer Assisted Learning (PEMPAL) network supports knowledge exchange among public finance professionals across the ECA countries. PEMPAL is organized around three thematic communities of practice (COPs) focusing on budget, treasury, and internal audit issues. More information about PEMPAL can be found at [www.pempal.org](http://www.pempal.org).



	<p><b>Country Examples</b></p> <ul style="list-style-type: none"> <li>✓ <b>Davit Gamkrelidze</b>, Head, State Treasury of Georgia</li> <li>✓ <b>Barış Can</b>, Deputy General Director General Directorate of Public Finance, Ministry of Treasury and Finance, Türkiye, <b>Yusuf Yavuz</b>, Head of Department, Ministry of Treasury and Finance, Ministry of Treasury and Finance, Türkiye.</li> <li>✓ <b>Abdulaziz Khaydarov</b>, Chairman, Treasury Service Committee under the Ministry of Economy and Finance, Uzbekistan</li> </ul>
8:55 – 9:10 am	<p><b>Expert comment</b></p> <ul style="list-style-type: none"> <li>✓ <b>Srinivas Gurazada</b>, Global Lead, Public Financial Management, Head, PEFA Secretariat</li> </ul>
9:10 – 9:25 am	<p><b>Open floor discussion</b></p> <p><b>Moderator: Fabienne Mroczka</b>, TCOP RT Leader, ECA</p>
9:25 – 9:30 am	<p><b>Closing remarks</b></p> <p><b>Adrian Fozzard</b>, Practice Manager, Governance, ECA East</p>