



Unlocking the Potential of Treasury Data: for Whom, Why and How?

Group 1: Serbia, Bosnia and Herzegovina, Croatia, North Macedonia, Montenegro, Indonesia

Who are the key users of treasury data?



Data analytics Who are the key users of treasury data?	Bosnia and Herzegovina	Croatia	Indonesia	Macedonia	Montenegro	Serbia
<ul style="list-style-type: none"> - Internal, external, both - Open budget data portal? - Access to users (open/restricted) 	<p>Both entities: Oracle IBS system, raw data available only to license users, in all line ministries and all agencies, those who do payments, so internal</p> <p>We do not have Open Budget Portal, produce monthly/quarterly/annual execution reports. Only aggregate quarterly and annual execution data are published. Based on FoIA legislation, upon individual request detailed transaction data is provided, with the personal data protection considerations</p>	<p>Both internal and external. Internal MoF, BUs; external - media academia.</p> <p>Budget portal (open) since 2014 includes expenditures from budget, sources of funds, recipients.</p> <p>2023 new Rule Book on publishing expenditure information - now mandatory for all central and local entities. Covers all entities that receive payments for good and services, includes subsidies and grants. We also include salaries, pensions etc.</p>	<p>Internal and external.</p> <p>Weekly execution report internally to Minister.</p> <p>Monthly reports are published.</p> <p>Budget Portal is for government therefore restricted</p>	<p>Internal only for Treasury system, however all payment data published on Open Finance Portal, personal data protected.</p> <p>Also produce regular summary reports.</p>	<p>Internal users accessing the system and data.</p> <p>Do publish reports on MoF portal including transactions.</p> <p>Do have requests from external parties and will release data on request.</p>	<p>Access to system is internal. We generate many reports from daily to annually, to many stakeholders internal to government. MoF publishes regular reports on website. We also can receive any request from media or public and obliged to respond within 15 days. Also has law on personal data too!</p>

What is treasury data used for?



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All use:

- **Descriptive analytics (analysis reports)**
 - **Diagnostics (problem solving)**
 - **Predictive analytics (Forecasting)**
 - **Historical data analysis (trend analysis)**
 - **Real-time data**
- historical data analysis
 - descriptive analytics
 - predictive analytics and in mid-term budget planning process
 - diagnostics

Indonesia uses all and beyond, including AI. Looking at using all of the internal and external data for assessing impact of government policies.

Other (please specify)

How can data analytics improve treasury performance?



How can data analytics improve treasury performance?

Please discuss specific cases and list the areas where data analytics could be used to improve efficiency & effectiveness

Advanced liquidity forecasting/active cash management (which Croatia has already improved significantly)

Further improvement in arrears management

Merging external/secondary data (statistical, administrative, citizens'/users' feedback on service delivery) for performance indicators with internal data for evidence-based decision making

Overall improving macro-fiscal analysis and allocation decisions in the medium-term budget

What are the challenges of implementing data analytics in treasury operations?



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What are the challenges of implementing data analytics (Data analytics converts raw data into actionable insights) in treasury operations?

- Technical, organizational, capacity-related, and other possible challenges.

How would you overcome them?

IT capacity, including retaining staff

Training (dilemma group vs. 1-on-1 training), not only for IT staff, but broader HR, for meaningful data usage

Resourcing and effective procurement of new ICT solutions and equipment

Integrating applications (including the challenge of data quality/inconsistencies among different solutions)

Determining methodologies for data analysis

Monitoring of impact of decisions made based on this analysis

Criteria for choosing different tech solutions

Ensuring a whole-of-government approach, including data comprehensiveness and management

Merging external/secondary data (statistical, administrative, citizens'/users' feedback on service delivery) for PIs with internal data for evidence-based decision making

Reduce the fragmentation of processes

Need for a comprehensive review of the current IT systems and preparing a strategy for the optimal new integrated advanced solution for data analyses (Korean, Indonesian, Hungarian examples)

Ensuring a public service ethos is in place

THANK YOU!

