The potential of using treasury data: for whom, why and how?

Group 3: Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan

Who are key users of treasury data?

- **Internal users (Treasury + MoF)**

- **Other Government bodies**
  - Presidential Administration (Kyrgyzstan)
  - Government/Cabinet
  - Line ministries (Uzbekistan, Kazakhstan)
  - Supreme audit institution
  - Enforcement bodies (detection of fraud based on suspicious transactions in payroll, Kazakhstan)
  - Regional administrations
  - Budget organizations (schools, hospitals)

- **External Users**: Research, non-government organizations (NGOs), General public, international organizations
  - Some countries provide data on daily basis (Georgia) some on a monthly basis (Azerbaijan)
  - Citizen budget (ex. Kazakhstan)

What the data is used for?

- **Internal:**
  - Supporting decision making (Tajikistan: information dashboard)
  - forecasting
  - Identifying the threshold for transactions that go to the Green corridor (Georgia)

- **External:**
  - Public information
    - General data (Uzbekistan), budget for citizens (Kazakhstan)
  - Supporting managerial decisions
    - Operational management center under Presidential Administration (Kyrgyz Republic) interactive access to real time data
    - Regional/sectoral data for line ministries and territorial/local levels benchmarking , Ministry of economy and finance of Uzbekistan
    - Monitoring procurement data (Uzbekistan)
    - Monitoring budget execution control by programs (Kazakhstan)
    - Additional monitoring of large transactions (>$100.000) from Presidential Administration (Kyrgyz Republic)
  - Detection of fraud based on suspicious transactions in payroll, Kazakhstan

How can data analytics improve treasury performance?

☐ Azerbaijan: enhance the quality of public investment management based on treasury data, the practice can be further improved if real-time data is shared

☐ Georgia: focus treasury control on critical transactions with green corridor for others

☐ Georgia: cash forecasting based on retrospective data

☐ Tajikistan: improve the decision quality and get several forecast scenarios using historical data

☐ Kyrgyzstan: additional expenditure control to avoid ineligible expenditures

☐ Kazakhstan: identify fraud transactions

☐ Kyrgyzstan: identifying the needs to improve financial management capacity at the local level

What are the challenges?

- Completeness of data (Tajikistan: completeness of data from revenue administrators)
- Data accuracy and the need to clean (supplier database in Kazakhstan)
- Human Recourses (for all)
  - In the future a separate division on data science would be needed (Azerbaijan, Georgia)
- Classification challenges: budget classification (change of programs), chart of accounts – Azerbaijan, Kazakhstan
- Lack of single software for accounting in the budget sector (for all)
- Georgia: accuracy and availability of data for forecasting (like macro data) given the changes of external factors (importance of the real-time data and the need of expert assessments)

Thank you in advance!