

Use of AI in Boosting Efficiency and Transparency of Treasury Departments

On September 18, 2025, following discussions at several TCOP events, the World Bank held a video conference on the **Use of AI in Boosting Efficiency and Transparency of Treasury Departments**. The objectives of the event were (i) to showcase the use of AI and other emerging IT in Georgia, Indonesia, and Türkiye, (ii) to discuss the relevance of increased use of emerging IT in public sector and by Treasury departments in particular, and (iii) to exchange ideas on how the good international practices could be replicated in other Bank client countries. The event was attended by interested World Bank staff and representatives of national treasuries.

The event was opened by **Arturo Herrera**, Global Director, Institutions GD, who welcomed participants and introduced the meeting objectives.

Davit Gamrkelidze, Head of State Treasury of Georgia, shared the Georgian experience in using AI for identifying anomalies in payments and streamlining payment authorization and processing procedures.¹ He emphasized that AI implementation is especially urgent since, due to the TSA expansion, the number of transactions processed by the State Treasury has increased significantly. The initial operation of the AI in Georgia demonstrated high levels of accuracy, and there are plans to further leverage the potential of the disruptive technology in treasury operations.

Ahmad Zakyuddin, Head of Treasury Data Science Management Division, Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia, presented the Indonesian experience in using AI in the treasury context.² He emphasized that AI adoption is driven by the availability of various data and operational needs to support the decision-making process. He shared several examples of the use of AI, such as using machine learning for evaluating the ability of subnational governments to pay back loans, a platform for Regional Chief Economists that develops automatic reports based on data from various sources, and the use of AI for cash forecasting.

Barış Can, Deputy Director General, Ministry of Treasury and Finance, Türkiye, shared the experience of Türkiye in using AI for cash forecasting purposes.³ He pointed out that the Ministry was currently focused on forecasting several time series and had tried several available AI models. Currently, the project is in pilot phase, but it is expected that in the future

¹ The full version of Davit's presentation on the use of AI was delivered during the TCOP Extended Study Visit to Georgia in May 2025 and is available here: <https://www.pempal.org/events/tcop-extended-study-visit-georgia>

² For more information on the Indonesian experience in using AI in treasury operations, please see the presentation delivered during the TCOP Extended Study Visit to Georgia in May 2025: <https://www.pempal.org/events/tcop-extended-study-visit-georgia> and the presentation on the use of data analytics in Indonesia delivered during the TCOP thematic VC in April 2024: <https://www.pempal.org/events/tcop-working-group-use-it-treasury-operations>

³ The initial results of this project were presented at the TCOP Thematic meeting in Tirana in November 2024 and are available at: <https://www.pempal.org/events/pempal-tcop-thematic-meeting>

AI will inform cash management and support decision-making on various issues, such as optimizing the size of the cash buffer and reaching a balanced portfolio composition (local and foreign currency and gold). In the future, it is also planned to create an AI-powered chatbot that would allow for estimating various cash flow scenarios using a “what-if” logic. He noted the importance of data quality for successful AI implementation.

The country presentations were followed by expert comments. **Charles Blanco, Senior Public Sector Specialist, EGVPF**, congratulated all countries on the considerable progress achieved and noted the significant potential of AI in mitigating liquidity risks. He stressed that interoperability of information systems and management of all transactions within a single FMIS are important prerequisites for introducing emerging technologies in PFM. He mentioned several other challenges, including the data quality and AI explainability, and pointed out that implementing AI, as any other technology, should be a means for attaining operational objectives, but not an objective per se. **Ivan Krsul, Senior Governance Specialist, EGVPF**, noted that AI had a broad application in PFM and could be used for many purposes, such as fraud detection in public procurement or risk management in revenue administration. He pointed out the risk of bias in AI systems and called for developing explicit governance frameworks to minimize AI-related risks.

The **Q&A** session focused on discussing AI-related risks and governance measures that could help minimize them. **Davit Gamrkelidze** highlighted that in the Georgian context, AI is used for decision support, as an additional filter for payments, but ultimate decisions are made by treasury officials. In addition, certain infrastructure measures (such as a separate server for AI models) have been taken to minimize AI-related risks. **Ahmad Zakyuddin** mentioned isolated AI training data and continuous efforts on increasing AI efficiency. **Bariş Can** acknowledged the “black box” problem of AI and pointed to a trade-off between accuracy and transparency.

Representatives of national treasuries have also shared their future plans on AI implementation. **In Georgia**, it is planned to extend the application of AI in the area of payment processing; the work on using machine learning for cash forecasting has commenced, and it is planned to pilot using natural language processing OCR systems to automate accounting and reporting. **In Indonesia**, the emphasis is on integrating AI tools with IFMIS and further development of AI use in cash forecasting. **Türkiye** plans to continue two ongoing AI projects: using AI in cash forecasting and leveraging the technology for detecting anomalies in public expenditures.

Patricia Mc Kenzie, Practice Manager, Institutions Financial Management, East Asia and Pacific, thanked all participants for interesting presentations and discussion, and emphasized the importance of balancing opportunities and risks in further development and application of AI in treasury departments.