

# Leveraging IT and Data Supporting Cash Management & Forecasting Presentation for Small Group Discussion TÜRKİYE

Joint Meeting of TCOP Cash Management and Forecasting & IT Working Groups  
Bucharest, Romania. February 18, 2026

# 1. Current Approach to Cash Flow Forecasting



## □ Scope & coverage of cash flow forecasts:

### Receipts:

- Tax revenues (VAT, private consumption, income, corporate, customs, other)
- Non-tax revenues
  - Treasury revenue shares
  - Dividends from SOEs and other public entities
  - Interest income on TSA
  - Other one-off receipts (asset sales, privatization)
  - Other revenues.

### Payments:

- Personnel payments (salaries)
- Social security institutions payments
- SOE operating loss compensation
- Payments to central government (Transfers, current expenditures, investment spendings etc.)
- Revenue shares of local government

### Financing flows:

- Borrowing, debt service (principal and interest)

- **Main aggregates forecasted:** Aggregate revenues and expenditures, cash based primary balance, cash position, financing needs / surplus
- **Forecast granularity:** Daily, Monthly, Annual
- **Forecast update/rollover frequency:** Daily

## 2. Data & Models Used for Cash Flow Forecasting



- ❑ **Data used for cash forecasting:** Historical cash flows (based on clustering and spending patterns, moving average approach), cash requests, budgetary figures (revenues and appropriations), one-off figures, financing needs, historical relations btw cash and budgetary figures, macroeconomic indicators, performance of institutions.
- ❑ **Data sources:** Government systems/portals, related spending units, Information communicated by MDAs
- ❑ **Where is data stored?**
  - ❑ *FMIS, other government systems, Unstructured data, etc.*  
Excel, New TSA Information System, Cash Collection Information System, FMIS
- ❑ **Does the data need cleaning/adjustment? : Yes**
- ❑ **Software used for cash forecasting:** Excel or similar general-purpose software
- ❑ **Model(s) used for cash forecasting:** Manual, Excel-based forecasting, AI-based forecasting (in progress), custom-made forecasting formula for each institutions.

# 3. Future Plans & Challenges



## □ Areas for improvement in cash forecasting and cash management

- (data quality, additional sources of data, models used for cash forecasting, additional automation and visualization, etc.) – please list
  - Moving from Excel-based files to information systems
  - Enhancing automation of data collection and consolidation
  - Advanced visualization and KPI-driven liquidity dashboards
  - Stronger feedback loops between forecasts, execution, and performance measurement

## □ Plans for further automation of cash forecasting and cash management functions (including the use of advanced IT, such as AI)

- AI-based cash forecasting

## □ Key Challenges

- Fragmented data across multiple systems and institutions
- High reliance on Excel spreadsheets (providing flexibility)
- Data quality, completeness, and timeliness issues

**THANK YOU!**

