

Leveraging IT and Data Supporting Cash Management & Forecasting Presentation for Small Group Discussion Bosnia and Herzegovina

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:**

- Treasury system is decentralized, various levels of government operate their own treasuries

? **Main aggregates forecasted:**

- revenues and receivables; expenditures and outlays/expenses

? **Forecast granularity**

- revenues: tax revenues with subcategories; non-tax revenues with subcategories; transfers and donations to be received
- expenditures: salaries and SS contributions; goods and services; current and capital transfers with subcategories; interest

? **Forecast update/rollover frequency**

- quarterly, with plans made on a monthly basis

2. Data & Models Used for Cash Flow Forecasting



- ❑ **Data used for cash forecasting:** projections of revenues; spending plans for exp., debt maturity plans
- ❑ **Data sources:** Sector for taxes and revenues for projections; budget users for monthly spending plans, Sector for debt management for receivables and debt maturity dates; historical trends
- ❑ **Where is data stored?**
 - ISFU system, Excel sheets
- ❑ **Does the data need cleaning/adjustment:** consolidation
- ❑ **Software used for cash forecasting:** Excel, CFAT forecasting tool
- ❑ **Model(s) used for cash forecasting:** monthly trends,

3. Future Plans & Challenges



- ❑ **Areas for improvement in cash forecasting and cash management**
 - ❑ *automatic consolidation; data sent/received through a form*

- ❑ **Plans for further automation of cash forecasting and cash management functions (including the use of advanced IT, such as AI)**
 - ❑ ideally an AI tool, subject to approval of resources

- ❑ **Key Challenges**
 - ❑ budget users requesting more than they actually need

THANK YOU!

