

AIST – Executive Board Meeting

Paris – 18 July 2016

MINUTES

Participants:

Mr. Pierre-Jean FENO (Madagascar), Vice-President

Mr. Daouda SEMBENE (Senegal), Vice-President

Mr. Nouredine BENSOUHA (Morocco) represented by Mr. Lotfi MISSOUM, Administrator

Mr. Konan Jacques ASSAHORE represented by Mr. Lassina FOFANA (Ivory Coast), Administrator

Mr. József DANCSE (Hungary), Administrator

Mr. Vincent MAZAURIC (France), Administrator

Mr. Sosthène OSSOUNGOU NDIBANGOYE, represented by Mr. Anicet BANDENGA (Gabon), Guest

Mr. Joël OBAME (Gabon), Guest

Ms. Ghislaine BALA (France), Guest

Mr. Herivelo ANDRIAMANGA (Madagascar), Guest

Mr. Nouredine BAMOU (Morocco), Guest

Mr. Amadou Birahim GUEYE (Senegal), Guest

Mr. Janos SALGO (Hungary), Interpreter

Mr. Didier CORNILLET (AIST), Secretary-General

Mr. Laurent ROUSSEAU (AIST), Auditor

Ms. Cristel VOLPI (AIST), Advisor

Excused absence: Mr. Jamal ALSAHLI (Kuwait), President

Mr. SEMBENE (Senegal) opens the meeting at 9.40AM in the absence of the AIST President, Mr. ALSAHLI (Kuwait), who could not make it to the meeting.

After welcoming participants, Mr. SEMBENE (Senegal) informs them of the beneficial impacts of the 9th symposium for his country.

He thanks the AIST and the DGFIP for taking dispositions to hold the meeting. He submits the agenda to the approval of participants and asks if some of them had observations to make.

The Secretary-General also welcomes participants; he adds that he has received no particular observations relative to the agenda, which is therefore adopted.

Ms. BALA (France) wishes to know if the President's absence is susceptible of putting into question Kuwait's holding of the symposium. The Secretary-General replies negatively, and adds that a second preparatory mission is planned.

1 – Financial situation

1.1. Financial situation of the association as of 31/12/2015

A. Financial result (budgetary implementation) as of 31/12/2015

The surplus of collected products (74 226.11 €) on expenses paid throughout the fiscal year (66 391.59 €) yields a profit of 7 834.52 €.

B. Budgetary Implementation

1. Products that are collected and accounted for

a) Product of the contributions

The total of unpaid contributions as of 31/12/2015 amounts to 41 644.19 €, despite a policy of monthly reminders.

Cambodia having left the association in 2014, the Secretary-General proposes not to remind the country of its 2014 contribution, since regular failings have been noted during previous payments.

Mr. SEMBENE (Senegal) wishes to know the amount of contributions received as of the day of the meeting.

As of 18 July 2016, while expecting 73 500 €, AIST has received 55 336 €. The Secretary-General adds that the 4 countries with outstanding payments as of 31/12/2015 have not regularized their situation, and that all such countries will be informed of the implementation of the sanction scale.

Mr. FENO (Madagascar) asks whether countries have informed AIST why they could not pay their contributions.

The Secretary-General explains that these delays are often due to the socio-economic context of concerned countries. He adds that Chad regularly changes its General Director, which does not allow for an optimal follow-up.

b) Other products

This section calls for no specific observations.

2. Expenses that were paid and accounted for

This section calls for no specific observations.

3. Financial and patrimonial situation

The Secretary-General specifies that the patrimonial situation of the association has experienced a positive evolution (76 337.86 € as of 31/12/2015 compared with 68 503 € as of 31/12/2014).

1.2. Financial situation of the association as of 31/05/2016

This section calls for no specific observations.

2 – Preparation of the General Assembly

2.1. Partial renewal of the Executive Board

The three exiting members are the following:

- Ivory Coast,
- Hungary,
- Madagascar.

These countries are re-eligible and can make an application for candidacy, to be validated during the General Assembly at the next symposium in Kuwait.

The Secretary-General asks the present countries if some wish to be candidates. The three of them give a positive answer.

Mr. SEMBENE (Senegal) specifies that the criteria for the constitution of the Executive Board is that of geographic diversity.

Mr. DANCOS (Hungary) specifies that he has gotten the agreement of the Ministry of Economy and Finances to host a seminar in 2019 (as agreed at the 2015 General Assembly).

2.2. Candidacies for hosting future events

The Secretary-General reveals to participants the program adopted during the General Assembly in Libreville.

2.2.1. Symposiums

- 2016: Kuwait
- 2017: Republic of Congo

Mr. SEMBENE (Senegal) wishes to have information on 2018 and the Secretary-General asks participants if they are interested. None of the countries present wish to be candidates.

2.2.2. Seminars

- 2017: Algeria
- 2018: Vietnam
- 2019: Hungary

3 – Organization of the 2016 thematic seminar

This seminar which took place in Port-au-Prince (Haiti) on July 11 and 12, dealt with the “Role of Treasury Services in the Management of Public Debt.” This topic was particularly important for member countries. Indeed, it is necessary to have rigorous accounting. On this point, the seminar allowed delegates to share experiences and to pool best practices. Throughout the seminar, ideas for reflection were discussed and recommendations were made in the Supplement to the General Summary (Annex 1). This document was given to the Board members at the beginning of the meeting.

37 delegates participated in the seminar (among which 10 were from Haiti). All have expressed their satisfaction, and some of them have said that the seminar allowed them to strengthen their financial culture.

Receiving a summary at the end of the seminar was highly appreciated by participants.

Mr. FOFANA (Ivory Coast) congratulates the Secretary-General for the good organization of the seminar. It has allowed him to better apprehend questions relative to debt issues.

The Secretary-General thanks in turn France for putting at their disposal two trainers from the French Treasury. He acknowledges the participation of the members, who sometimes came from far-off countries, such as Ukraine and Vietnam.

He moreover informs participants of the uploading of the documentation relative to the seminar work, on the website of the AIST.

Ms. BALA (France) wishes to know how many countries have participated in the seminar and asks whether distance had an incidence on delegates’ participation.

The Secretary-General answers negatively; the Haiti seminar gathered 14 countries and 27 delegates (not counting Haiti delegates). He adds that AIST must regularly manage problems of visa formalities, and that this occurs regardless of the country where events are organized.

4 – Preparation of the yearly 2016 symposium

4.1. Choice of a topic

The Secretary-General offers participants a choice of topics collected at the end of each event.

- ⊗ Topic n°1: Dematerializing accounting vouchers and financial statements;
- ⊗ Topic n°2: The State’s budgetary and accounting information systems, a reform within the reform.

Mr. FOFANA (Ivory Coast) and Mr. FENO (Madagascar) give their preference to Topic n°1.

Mr. DANCSO (Hungary) wishes to know if several topics can be studied during a seminar. Under this hypothesis, he suggests the possibility of considering the settlement of public employees’ wages, a topic tightly linked to dematerialization.

The Secretary-General answers that generally, only one topic is studied, but that there is no specific rule on this. In 2014 in Madagascar, during the same symposium, a main topic (“The role of Treasury services for a better governance of Public Finances”) and a secondary one (“Accounting Standards”) were dealt with.

Mr. SEMBENE (Senegal) is favourable to tackle the topic on pay systems.

The Secretary-General adds that this topic could be examined during a seminar or a secondary topic for a symposium.

Mr. MISSOUM (Morocco) asks about the possibility of studying the topic of dematerialization during a symposium.

Ms. BALA (France) offers to go beyond the purely technical aspect, and to examine dematerialization from the point of view of its management (flow of revenues-expenditures / consolidation of budgetary management, audits to carry out, responsibility of the Public Accountant). She adds that the topic of salaries should be studied by itself in a symposium or a seminar.

Mr. BANDENGA (Gabon) is favourable to a topic on dematerialization for the symposium.

Mr. BAMOU (Morocco) considers studying dematerialization, while insisting particularly on regulation and auditing. He adds that salaries are an important topic.

The Secretary-General subjects Hungary's proposal to the opinion of participants: organizing the symposium with a principal topic (dematerialization) and a secondary topic (the pay system of State staff).

He adds that he received an email from the AIST President (Mr. ALSAHLI); the latter wishes that the following topic be treated: "Cash flows and Treasury system".

Mr. MISSOUM (Morocco) proposes to consider how dematerialization contributes to the way Treasury missions are carried out.

Mr. LASSINA (Ivory Coast) expresses his agreement on the symposium's topic. He wishes that countries that are more advanced on a technical level would share their experience.

Ms. BALA (France) proposes that the Secretary-General create a short film on dematerialization.

The Secretary-General replies that he is not in a position to create such a support in light of the means at his disposal and asks whether the DGFIP would be able to meet this demand.

According to Mr. DANCISO (Hungary), there seems to be a consensus around dematerialization. He proposes to make a presentation on the settlement of wages.

Mr. BAMOU (Morocco) wishes that the topic of salaries be the object of a seminar.

Ms. BALA (France) proposes to consider dematerialization during the symposium and the settlement of salaries during the seminar in Algeria.

Mr. DANCISO (Hungary) expresses his agreement for dematerialization and suggests a presentation on the link between salary settlement and dematerialization. He proposes a topic for the 2017 symposium: "Salaries system for State staff" with the organization of a seminar in 2018 to study the subject more in depth.

Ms. BALA (France) suggests studying the topic relative to the management of public establishments and public companies during the seminar in Algeria.

Mr. MISSOUM (Morocco) is not interested in the topic because the DGTCP of the Kingdom of Morocco does not manage public establishments.

Mr. SEMBENE (Senegal) reminds that Kuwait, the organizing country, proposed a topic that was not retained by the participants. Mr. GUEYE (Senegal) specifies that topics are proposed by the Secretary-General and chosen by the Executive Board. Kuwait's proposal was not chosen by the Executive Board, but could be the object of a future seminar.

The Secretary-General reiterates Mr. GUEYE's (Senegal) proposal. The topic suggested by Kuwait could be the object of a seminar in 2017.

As a result of the discussions, it is agreed that:

- For 2016, the symposium will focus on: “The benefits of dematerialization within the exercise of Treasury missions”;
- The 2017 symposium will deal with the topic of “Pay System Management”;
- The topic proposed by Kuwait will be subject to approval of the General Assembly, as a proposal for the upcoming 2017 seminar: “Cash flows and Treasury system”.

4.2. Date and location of the symposium

The symposium will take place from Monday 14, to Wednesday 16, November 2016 in Kuwait City.

4.3. Organizational means

The Secretary-General announces to participants that the host country will cover accommodation and catering for 3 delegates per member state.

Moreover, in the framework of AIST’s 10-year anniversary, a brochure will be made by the General Secretariat. The latter has asked for testimonies from various countries and thanks the concerned countries in advance for their contributions.

He adds that the host country will prepare a medal to be offered to the delegates.

5 – Various questions

5.1. Contribution arrears: implementation of the scale of sanctions

The General Assembly unanimously approved, with immediate effect, the gradual measures concerning countries having contribution arrears, according to the following scale:

1. Below 3 years of arrears: participation to AIST actions is allowed without the country’s expenses being covered, yet the right to vote is preserved;
2. Beyond 3 years of arrears: participation to AIST actions is allowed without the country’s expenses being covered, and the right to vote is withdrawn;
3. After 5 years of arrears: membership is suspended, with suspension of membership fees and prohibition from participating to AIST actions;
4. Membership can be recovered after a suspension, provided that contribution arrears are regularised;
5. A settlement plan, proposed by the General Secretariat and approved, signed and respected by the country having contribution arrears, suspend the implementation of the measures listed above.

The General-Secretary informed the Executive Bureau that as of 31/12/2015, four countries are concerned with these new measures:

- ✓ Guinea and CAR: three years of outstanding contributions;
- ✓ Djibouti and Chad: respectively five and nine years of outstanding contributions.

As a consequence, it is proposed that the provided sanctions be effectively applied, that is to say:

- ✓ Guinea and CAR: participation to AIST actions without their expenses being covered and withdrawal of right to vote;

- ✓ Djibouti and Chad: suspension of the membership, with suspension of membership fees and prohibition from participating to AIST actions.

The Executive Board approve the implementation of these measures. The Secretary-General will let concerned countries know what measures are imposed on them, reminding that:

- on the one hand, resumption of membership is possible after suspension, provided that contribution arrears are regularised;
- on the other hand a settlement plan signed and respected suspends the implementation of the measures listed above.

5.2. Communication

The Secretary-General has wished to modernize AIST's website. He adds that he is waiting on other logo proposals from its service provider.

Mr. SEMBENE (Senegal) asks whether it is relevant to change logos.

Mr. DANCOS (Hungary) specifies that changing a logo takes place when missions are changing, which is not the case currently. According to him, it is therefore not appropriate to change the logo.

Mr. BANDENGA (Gabon) agrees with Mr. DANCOS.

Mr. LASSINA (Ivory Coast) wishes for a more up-to-date logo. The Secretary-General specifies that he will let the service provider know of his request.

Board members approve the renovation of the website but not the change of logo.

5.3. Strengthening AIST

This section calls for no specific observations.

5.4. Security

Ms. BALA (France) asks about the physical security of participants during events, considering the international context.

Mr. GUEYE (Senegal) specifies that this point is provided for in the requirements specification document, and that it has been perfectly respected during the 2015 symposium held in Senegal.

According to Ms. BALA (France), one should draft a special requirements specification document,, to be reviewed by a professional.

Mr. DANCOS (Hungary) therefore asks the Secretary-General to draft this document and to have it validated by the host country.

The Secretary-General says that AIST events are always very much in the media, and asks if more privacy would not be a measure of security in itself. He adds that he will need to call for services of specialists on this matter to draft such a requirements specification document,, and that he must first identify the professional in question. Therefore, he needs some time to implement this measure.

Mr. DANCOS (Hungary) believes the communication policy must not be modified.

Mr. FOFANA (Ivory Coast) underlines that the requirements specification document must be applicable by all countries and that the delegates shall be welcomed at their arrival to the airport.

In the absence of other comments, Mr. SEMBENE (Senegal) thanks the participants and closes the meeting at 11.35AM.

Supplement to the general summary of the 2016 Seminar in Haiti: “The Role of Treasury Services in the management of public debt”

1. Economic and budgetary situation leading countries to resort to indebtedness

a. Financing needs are still high

The need for financing results from large investments that must be made, and from the demands for public services (security, education etc.) linked to dynamic demographics.

b. Macroeconomic difficulties are linked to a depressed economic situation

The 2008 crisis brought on an economic slowdown which lowered revenue from raw materials (mining and hydrocarbons). This lower tax revenue made it indispensable to finance projects through more debt.

c. Budgetary forecasts which may lead to minimized spending and extrapolation of revenues

A too-optimistic budgetary evaluation that increases revenues and decreases spending makes the yearly implementation of the budget more difficult, and generates cash requirements.

This situation, resulting from a forecast which may be improved, is worsened by the economic situation making tax revenue scarcer and increasing the demand for public spending.

2. A rigorous budgetary implementation:

The optimal implementation of the budget allows for limited resort to indebtedness, whilst ensuring own resources.

a. Boosting revenues:

Each country seeks to accelerate and to secure the inflow of revenue. They use various tools to do so (dematerialization of payments, safeguarding of payment methods, rearranging administrations, tax reforms to allow withholding taxes, or giving legal tools to administrations for tax recovery).

b. Controlling the flow of expenditures:

The implementation of expenditures must allow for a better identification of the times when cash strains are strongest. For personal expenditures, forecasts can be improved by setting up a monthly schedule. For other mandatory expenditures, forecasts are improved when Treasury services are provided with all the necessary information to ensure timely payments.

Nevertheless, it is more difficult to forecast other expenditures. It remains however possible to regulate the commitment of expenses prior to the payment, and to prioritize based on the high stakes (financial, etc.) and governmental priorities.

The role of Treasury services is henceforth essential in this rigorous budgetary implementation.

3. Preoccupations linked to cash flows

To avoid resorting too often to financial markets and lenders, the State must be sure to mobilize all the available public cash at its disposal.

a. Building cash flow plans to allow for steering according to cash requirements

Only a reliable and exhaustive information system, which traces expenditures and revenues, can allow states to build cash flow plans. The head of the Treasury must be able to analyze the relevance of such plans, which ensure the active management of the State's cash to finance its clearly identified requirements, or to park its potential cash surpluses.

Proposal 1: establish a yearly plan of monthly inflows and outflows, including the seasonality of revenues and expenditures. This plan should be corroborated by the flows observed in previous years (at least 5 years to neutralize temporary effects).

Proposal 2: for countries already using this tool, they may go further by preparing more elaborated cash flow plans.

b. Seeking cooperation between administrations to obtain precise information on cash flows

The different Treasury services insist on necessary cooperation with sectorial ministries to better plan the pace and the schedule of expenditures throughout the year. They also suggest setting up revenue or cash committees with all financial administrations, to gain a clearer idea of the pace of collected revenues.

Proposal 3: Establish a permanent and structured link between ministries to gain knowledge on expenditures exceeding a certain amount (to be defined).

Proposal 4: weekly meeting of the cash flow committee, gathering the financial directorates of the Ministry of Finance to identify the flows of tax, customs, or ground handling revenues.

c. Shifting to a single account:

The policy of the single account must take place in the long run and achieve several goals: promoting accounts opened at the Central Bank rather than at private establishments; reducing the number of accounts opened under the State's name; shift towards regular, if not daily centralization, of cash flows in order to better face planned expenditures.

Certain funders will demand that the sums they give be affected to a specific account.

Proposal 5: Increase actions aimed at setting up a cash plan centralized around a single account to undertake all the required payments.

4. Necessary points to respect in order to call on national or international capital markets

a. A correct evaluation of investment needs

Constraints inherent to such investments make this financing exclusively earmarked for clearly identified investments, of which the economic and financial profitability has been evidenced.

b. A precise implementation of the projects to undertake

The country must also have an adequate program for implementing its projects, and be able to follow and to control their implementation.

c. Reaffirm the State's credibility

The first two points (mentioned above) alone are insufficient. The macroeconomic setting must be solid and credible. The quality of public governance is equally crucial (institutional stability; quality of public accounts controlled by autonomous organizations; efficient administration etc.). This credibility may be reflected by the State's rating.

d. Provide a legal and tax framework which is secure for national and international investors

This type of financing implies that national savings must be encouraged through tax incentives, to ensure the quality of reimbursement and to offer legal security in case of a dispute.

5. The search for new means of financing

States are sometimes led to resort to other means of financing.

a. Resorting to Islamic finance

This tool allows for the diversification of investments, better risk-sharing with the lender, and it ensures the stability of investments linked to material goods.

b. Public-private partnerships

These projects are jointly led with specialized companies capable of leading a complex project. It is also a way to spread technologies and know-how. Countries who resort to PPPs must however watch out for hidden costs (such as a wrong assessment of costs, or an erroneous knowledge of the costs when signing the contract).

c. Innovative investments to develop

Beyond these two examples, countries must look for financing sources (green finance, financing through their diaspora etc.). Most of these instruments often necessitate adapting the country's legal and regulatory framework.

6. Conditions to create a capital market

Calling on capital markets implies that the country must encourage a primary and secondary market to emerge through liquid and safe securities. Macroeconomic prerequisites, good State governance, and a stable legal and tax framework are also essential.

a. Simplifying securities

Beyond these general conditions, creating a market implies that there is a limited number of State securities with identical characteristics, to make the market more liquid.

b. Assimilation technique

It allows for more liquid securities through greater outstanding loans.

c. A capital market that is open to all investors

As we move from financing by banks to financing by the market, it is imperative to create financial institutions for better coordination: increased role of the stock exchange, creation of a futures market etc.

d. Specialists in Treasury securities (primary dealer):

Selected financial establishments allow for successful issuance on the primary market, and support a secondary market.

Conclusion:

The role of Treasury services is crucial in the implementation of the budget and cash management. Developments of non-negotiable debt (loans from foreign countries, international organizations) and of negotiable debt (conditions for a mature market) have allowed participants to strengthen their useful financial culture into an advising role for political authorities. These points have highlighted the need for a rigorous account-keeping in a framework of good public governance, taken into account in the State's rating.

TOPIC 1 Dematerialization of accounting documents and financial statements

Context:

Dematerialization is being generalized throughout departments. With legal basis, it is a solution implemented by many countries to modernize the financial administration. The ground covered by dematerialization is large: the accounting chain in expenditure and revenue, the production of final statements produced for auditors, as well as online services offered to the indebted and the receipt of service providers' invoices.

Legal and technical solutions that have reached maturity

The success of dematerialization rests in the first place on the existence of legislation giving legal value to dematerialized documents. The electronic signature now has the same significance as the handwritten one. Then, one must be able to secure the entire apparatus. Finally, departments must be able to offer the most ergonomic technical solution, which is the most compatible with the various IT tools of external players.

What should be the strategy for dematerialization?*1- Dematerialization of accounting statements:*

It is often the first step, as it is achieved within the administration, and as technical solutions are fully mastered internally. The main difficulties concern signing the statements and the intangibility of information when transmitted to the Judge of Accounts.

2- Dematerialization of justifying documents:

This task is more complicated because it implies putting in a single format documents which are by nature varied (different speakers, different legal nature: contracts, invoices, briefs...). In a first instance, it is duplicative dematerialization, which will then evolve into native dematerialization.

3- Online services for users:

More developed for fiscal products, the development of online services for users concerns payments. Simplicity and security are the two main focuses. The most modern means must be considered (pay by phone and moneo payment solutions), including for expenditures (salaries).

4- Dematerialized invoices:

Native dematerialization is the goal to reach to truly reduce the administrative time given to invoices. It increases security of operations and facilitates the requesting of the Judge of Accounts. The administration must however offer a single point of contact adapted to all IT formats, to include the plurality of technical solutions used by many service providers.

Dematerialization: vector of modernization for public action

It allows to reduce the human and financial means affected to the treatment of tasks. It also alters the barriers of administrative organizations within the State, or in the provision of services to local authorities. It allows for an improvement of internal auditing, the prevention of ethical violations, and the fight against financial delinquency.

At the service of State reform, it is not the only means of modernization implying a political direction towards change.

Dematerialization and its incidence on departments' functioning

Dematerialization is part of a will to modernize departments to aim at more efficiency. The necessity of rapidly and securely treating information forces the administration to act both on vectors of information (dematerialization) as well as on work methods, no longer aiming at making tasks exhaustive but at selecting them based on their importance.

Dematerialization also allows for a territorial organization of departments in a different way. It allows departments in the same working chain to operate at a distance, and no longer requires that counters be open directly to the public (reduction, or even prohibition of payments or reimbursements in cash, and development of banking services).

Dematerialization and renovating audits

Switching to dematerialization has consequences on internal and external audits. Internally, this tool allows for a more rigorous selection of samples and for traceability of the validated auditing plan. It also facilitates archiving audits.

External audits (independent audits or Judge of Accounts) are also modified. Information becomes available upon request and the examination bears more on the (now traceable) chosen method and on the examination at a distance, in a contemporary way, of internal audits.

Dematerialization and the Court of Auditors

All processes of dematerialization must be made in relation with the Court of Auditors. It would be interesting, if we work on this topic, to invite panellists from the French Court (of from chambers), as well as from Courts in the process of twinning (Algeria? Others?).

Dematerialization and personal and financial responsibility of accountants: in relation to the Judge of Accounts.

TOPIC 2

The budgetary and accounting information system of the State, a reform within the reform.

Several countries are committed to a structural reform of public accounting, adopting the rules and methods of accrual basis of accounting. This reform's goal is to offer more comprehensive financial information to economic and political deciders. This exhaustiveness of information also implies a reasonable assurance of the intangibility of the records, the presence of internal audits within information systems.

However, current systems were designed and developed several years ago, and must be adapted to answer to such requirements to be in relation with other, more recent technical tools. It is difficult to lead both this project of accounting reform, with that of changing information systems, but this latter project must be begun soon after the first, as soon as legal and accounting rules are known.

The design of a new information system implies heavy investment to fulfil three objectives: having the most integrated tool possible between authorizing officers and accountants themselves, integrating all internal automated audits and internal security, and lastly, offering reliable and quick patrimonial feedback.

It is often difficult to make different IT system interact, as efficiency is highest when using the same information system all along the expenditure and revenue chain. Charge breaches between the authorizing officer and the accountant are zones of risk in terms of losing information (manual re-entry or IT gateways), damaging the returns on information of the accountant towards the authorizing officer, nevertheless useful to the latter to steer his actions. They make the task of auditing public actions more fastidious for Parliament and for auditing bodies.

Accountants from the same department must have at their disposal an identical tool, or automated interfaces, to accelerate the more reliable circulation of data. Finally, when several accounting networks exist, it is appropriate to have integrating tools in general accounting, which reliably describe operations, financial flows and outstanding amounts to recover.

The system to be designed also aims at including internal consistency audits, in order to make operations reliable and to detect anomalies. These included audits also allow for producing annual accounts faster, if they are done throughout the budgetary implementation. This therefore implies an important change in its design and its elaboration. The securing and traceability of connections back up this choice of a reliable tool.

Finally, the information system must allow for fulfilling objectives assigned to accrual basis of accounting and to provide expected data (income statement and result), to have an estimation of assets and debt for example. This information also allows for a finer steering of public action, to further improve the quality of its feedback.

PROGRAM - KUWAIT – from 14 to 16 November 2016

Sunday 13 November 2016

7.30 PM – 9 PM: **Welcoming dining cocktail**

Monday 14 November 2016

Morning

8.30 AM: **Welcoming and registration formalities**

9 AM – 9.30 AM: **Opening Ceremony of the Symposium**

- Speech by the President of AIST
- Speech by the Secretary-General of AIST
- Speech by Mr. Minister of Finances or his representative

9.30 AM – 10 AM: **Break**

10 AM – 12.30 PM: Work Session 1

12.30 PM – 2 PM: **Lunch**

Afternoon

2 PM – 3.30 PM: Work Session 2

3.30 PM – 3.50 PM: **Break**

3.50 PM – 5.30 PM: Work Session 3

Cultural Tour and Dinner

Tuesday 15 November 2016

Morning

9 AM – 10.30 AM: Work Session 4

10.30 PM – 10.50 PM: **Break**

10.50 PM – 12.30 PM: Work Session 5

12.30 PM – 2 PM: **Lunch**

Afternoon

2 PM – 3.30 PM: Work Session 6

3.30 PM – 3.50 PM: **Break**

3.50 PM – 5.30 PM: Work Session 7

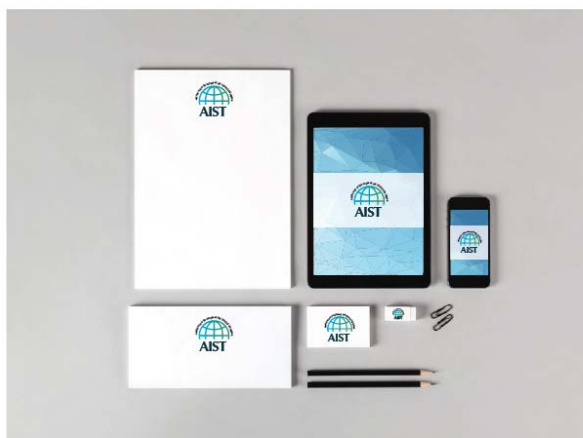
5 PM – 5.30 PM: **Closing of the symposium**

- Speech by the Secretary-General of AIST
- Speech by the President of AIST
- Speech by Mr. Minister of Finances or his representative

Catered Dinner

Wednesday 16 November 2016

9 AM – 11 AM: **General Assembly**



2016 - V1 - Dimitri HENCHOZ pour DGI-AIST Trésor



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Paris, le 02 juin 2016

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Note d'honoraires	N° DH 03 850	PU €HT	Quantité	Prix €HT
Désignation du projet Création graphique Site Internet association AIST-Trésor	Création graphique D'après la note Note DH_850_DGI_4.pdf A partir de la réflexion menée pour le site de l'Association CREDAF, nous ré-utiliserons certaines étapes de travail, brief, description, développement, pour construire le nouveau site Internet de l'association AIST-Trésor. Présentation graphique Deux solutions visuelles, finalisation Développement technique Mise en place du CMS, Installation et configuration, Intégration des gabartis, Recette et livraison Réglages finaux et mise en ligne	2 000,00 €	1	2 000,00 €
<i>Merci d'établir le règlement au nom de Dimitri Henchoz</i> N° de SIRET : 445 271 091 00024 Code APE : 923A N° Maison des artistes : H156787 N° de TVA intra. : FR954452710910024 TVA acquité sur les encaissements. Paiement comptant à réception de la facture, pénalités de retard : 8 fois le taux d'intérêts légal. Indemnité forfaitaire pour frais de recouvrement de 40€, en cas de retard de paiement. Membre d'une association Agréée, le règlement par chèque est accepté.	Nom de domaine et hébergement Aide à l'achat des nom de domaine, hébergement, réglages, création des mails (imap) Livraison : votre site Internet Hors achats d'art, illustration, graphique, rédactionnel, secrétariat de rédaction, épreuves d'étalonnage et impression Cession des droits Les droits sont acquis après règlement de la note d'honoraires	250,00 €	1	250,00 €
TOTAL € HT				2 250,00 €
Corrections d'auteur facturées en sus 55€/H		55,00 €	0	
TVA 20 %				450,00 €
TOTAL € TTC				2 700,00 €