



AiIST

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**International Association
of Treasury Services**

AIST's mission

The International Association of Treasury Services was established in 2006 by a number of countries seeking to face together the challenges entailed by the modernization of public finance management against the backdrop of globalization and economic and financial constraints:

- adoption of international accounting standards;
- new public spending control methods;
- implementation of information systems for financial and accounting purposes;
- support for the decentralization process,
- effectiveness of the internal management of networked tax services, etc.

AIST, a non-profit and non-governmental organization, has a strong international dimension as the geographic diversity of its membership stands to prove: over 30 countries from Africa, the Caribbean, Pacific, Europe, and Asia.

AIST works in partnership with the largest international and regional organizations specializing in economic and financial issues.

Activities

Room for exchange and debate, AIST promotes common study of the transformations to be carried out and fosters multilateral international cooperation based on common interests and mutual progress.

To this end AIST:

- encourages exchange of information and cooperation between Treasury services and government accounting services in member countries;
- organizes conferences, symposiums and seminars;
- drafts and publishes reports, studies and papers.

AIST is also engaged in the development of a legal and institutional database concerning the organization of treasury services, serving as a dialogue and exchange platform for partners, international organizations and experts in public finances.

Organisation

AIST is governed by a rotating chairmanship Executive Committee made up of representatives from 7 countries out of which 1 president, 2 vice-presidents and 4 administrators;

The General Meeting establishes the association's guidelines, adopts its program of activities and forecast budget.

The association is financed by means of membership fees, calculated depending on the GNI/capita.

The General Secretariat of the association is based in Paris.



The Executive Committee

The Committee is composed of a President, two Vice-President and four Administrators. Members are designated by the General Assembly. The current Committee was renewed during the General Assembly in Kuwait City (Kuwait) on 16 November 2016.

The President



Mr. Mohamed Lemine OULD DHEHBY, Mauritania

The Vice-presidents



Mr. Henri LOUNDOU, Congo



Mr. Jamal ALSAHLI, Kuwait

Les Administrateurs



Mr. Bruno PARENT, France



Dr. József MÉSZÁROS, Hungary



Mr. Herivelo ANDRIAMANGA, Madagascar



Mr. Noureddine BENSOUDA, Morocco



Mr. Cheikh Tidiane DIOP, Senegal



Mr. Ekpaou ADJABO, Togo

The Secretary-General



Mr. Didier CORNILLET

The Deputy Secretary-General



Mr. Abdessamad KASIMI

Events organized by AIST

The AIST organized two kinds of events:

An annual Symposium followed by the General Assembly, and a Thematic Seminar

1 – Annual Symposium

The Symposium is the period of the year when all the directors of the AIST member administrations, representatives of several international organisations and academics or experts in the public finance field meet together.

During two days, participants think, exchange and debate on a chosen topic. In order to foster the reflection, round tables and presentations where AIST members and external experts (international organisations, academics...) may participate, precede the debates.



2017

Brazzaville (Congo)

Managing Payroll (and Pensions): Integrated or non-integrated Information Management System, Internal Controls?



2016

Kuwait City (Kuwait)

Benefits of dematerialisation within the exercise of Treasury missions



2015

Dakar (Senegal)

Public expenditure management processes



2014

Antananarivo (Madagascar)

The role of Treasury Services for a better governance of Public Finances



2013

Abidjan (Ivory Coast)

Financial Management of local Governments



2012

Hammamet (Tunisia)

State accounting reform and cash management



2011

Kiev (Ukraine)

Modernizing State and Public Finance - The effectiveness of Public Expenditure



2010

Ljubljana (Slovenia)

The quality of Public Accounts



2009

Paris (France)

State accounting reforms and the new role of public accountants



2008

Washington (USA)

Financial and accounting IT systems: what challenges, which solutions for the Treasury services?



2007

Marrakech (Morocco)

Public Internal Control and Risk Management: an essential Lever in Treasury Services and Public Accounting modernisation

2 – Thematic Seminars

The Thematic Seminars format differs from Symposiums, alternating plenary sessions and workshops on a specific topic. They are dedicated to AIST members and concern high-ranking officials and their associates.

At the end of seminars, a summary document is published, drawing up in particular the list of recommendations formulated at the outcome of the workshops. The documentation of the seminar and a works synthesis are given to each participant under electronic format.



2017

Algiers (Algeria)

How to optimise Cash management?



2016

Port-au-Prince (Haiti)

The role of Treasury Services in the management of public debt



2015

Rabat (Morocco)

Accounting standards setting – Transition to accrual accounting



2014

Paris (France)

Public cash management and Single Treasury Account



2013

Marrakech (Morocco)

Internal controls and audit in public sector



2012

Kinshasa (D.R.Congo)

Tax collection modernisation

2017 Programme

Thematic seminar

During the first half of the year, a thematic seminar is organized in Algiers (Algeria), on the theme
« How to optimise Cash management? »



Honoring commitments at the right date is the main issue in cash management for any economic stakeholder. Far from being a secondary activity, cash management is a vital function for companies, financial institutions, but also public administrations.

It consists of all the financial operations carried out by public accountants and by entities required to deposit their funds with the State.

Cash management aims to guarantee the financial continuity of the State, that is to say, to ensure the execution of expenditure and revenue on a daily basis in maximum security conditions and at the best cost to the taxpayer. Thus, it covers crucial issues for the State on the one hand, since daily cash flows are very high and for the money market on the other hand, because the State is a major stakeholder in its funding and investment operations.

Two reforms have substantially changed public finances management in many countries:

- The law on budget acts is a budgetary tool enabling a better planning and a more reliable budget execution;
- The implementation of an accrual basis of accounting enables a more precise knowledge of the State's assets.

The two reforms mentioned above remain formal if the State does not provide adequate financial resources to face its commitments to the population and make the necessary investments: paying suppliers, injecting liquidity into the economy and finally, paying on the right date the officials, indispensable to the good running of the rule of law.

The main difficulties result from an approximate expenditure planning combined with an optimistic assessment of revenue. This double imperfection leads the services to incur expenses and accumulate unpaid defaults for lack of cash.

States are driven to target expenses that impact economic and social growth the most.

A certain number of countries have set up Cash committees to streamline payments. A review of the functioning of these committees and the analysis of expenditure (methods for stock evaluation of unpaid invoices, programming) make it possible to measure their effectiveness.

Countries have difficulties to have an accurate information aggregating revenues at the national scale.

Delays in payment sometimes reflect an overestimation of revenues or a low optimal cash collection. In most States, a recasting of the collection channels has been implemented. The reliability of the bases and the modernization of the means of payment contribute to improving tax and customs revenues.

The seminar will provide an understanding of the current cash management issues. In order to optimise its management, it is now necessary to continue to improve the forecasts and, beyond that, to establish a steering function.

Means of action will be examined on optimising cash management by:

- A better expenses planning: digitalisation and improvement of telecommunication network will foster the rapid rise in revenues;
- Acceleration and reliability of public revenues: the fight against the informal economy and tax breaks participates in a broadening of the base. Revenue administrations are also working to improve the identification of taxpayers and better linkage of information systems. The introduction of source-based levy mechanisms facilitates the collection of tax revenues without waiting for the issuance of a tax notice;
- The establishment of a Single Cash Account: this cash unit presupposes regulatory changes and the organisation of a banking and accounting system. The different experiences of the countries can be presented. The computerisation of services facilitates the gathering of financial information, the centralization of balances and centralised collection of checks on a few platforms. The introduction of bank transfers into a single bank account reinforces the centralisation of cash.
- Active cash flow management: in some countries, specialised units have been formed in order to have an active management of public cash and debt. A presentation of these actions would be useful for other countries willing to develop this service.

Other areas of action that require little or no involvement of the Directorates-General in charge of the Treasury of the State also provide opportunities for reflection (setting up public-private partnerships or centralised borrowing).

2. Annual Symposium

Managing Payroll (and Pensions): Integrated or non-integrated Information Management System, Internal Controls?



1- The relevant scope

- Defining the scope of the analysis

It is important to define precisely the terms used: remuneration and pension. We are facing a large number of cases: civil and military staff, agents with civil servant statute and public and private contract holders, civil servants and non-civil servants. In some countries, Treasury services pay only state officials and, in others, they pay all the different members of the local, even hospital, public service when these statutes exist. The situation of the

Treasury services is also very different from one country to another with respect to remuneration and pension payments. In some cases, Treasury departments are widely involved in the liquidation and payment process, while in others they are limited to payment transactions. However, two questions arise everywhere: how can we communicate the information from the liquidating structure to the one that pays (information system or not) and what internal controls are in place? We thus find a variety of legal situations that can make the work more complex. It is useful to know what is meant by the term "remuneration of civil servants": is the wage purely indicative, or is it also constituted (and in what proportion) of bonuses which often do not serve as a basis for calculating the retirement liquidated? Does the employer also pay specific social benefits concomitantly?

- Measure the weight of the public service

We will see later that there are many issues related to the public service. The first work consists, after having established the perimeter, in quantifying the number of persons concerned. The colloquium will analyse the different tools and methods of counting implemented, which are all internal control tools to ensure that the expenses concern effectively staff who are in a position of activity or retired. It is also useful to measure the financial burden of these personnel costs, to assess their share in the budget of the State or the local authorities and to determine which ministry or department is responsible for the budgetary monitoring of these expenditures and for the compliance of any ceilings authorized by Parliament. It is useful to know whether the monthly payment is made on a regular basis or whether the financial difficulties of the State lead to delays in payment. In this case, the means of regularisation of these delinquencies will be presented.

- Anticipate expected changes

Active management of civil servants' salaries implies that decision-makers can have an age pyramid of employees by grade and by category, in order to have a predictive view of changes in the payroll according to the grade and the seniority. In France, mention is made of the "Old-age Technicality Slide" to mention the fact that, irrespective of the wage increases decided by the political authorities, the wage bill automatically increases with the seniority of the public official.

2- The organization adopted

- Understanding the organisation of the pay chain

There are two modes of organisation:

1. Each ministerial department manages the careers of their executives through specific, centralised or deconcentrated HR services that prepare the payroll.

2. The pay is made by an inter-ministerial structure.

This choice of organization depends on the total number of public officials and the complexity of the statutes. These questions also arise for the management of pensioners. Do they continue to depend on their ministry or is this function grouped and monitored by a dedicated administration?

Liquidation and payment (of remuneration) functions can either be entrusted to the Treasury or divided among ministries or combined into an autonomous public structure. It is also useful to know whether these supporting functions are distributed at all levels of the deconcentrated administration or whether the specificity of the work has led to a grouping of skills in dedicated structures.

- Knowing the relationships between the authorising officer and the accountant officer services and the controls performed:

With the principle that the authorising officer and the accounting officer are different individuals in mind, it is important to know the legal corpus between the respective departments and to know if the tasks are governed by a "service contract" detailing the obligations of each party.

The question of the controls carried out makes it possible to measure the quality of the chain of this sensitive expenditure because of the financial and social issues. Risk mapping is an important point to measure the oversight of the authorising officer and the accountant officer and the possible responsibility of each other.

In order to cover these risks, it remains to analyse whether the controls are exhaustive or targeted, or even prioritised, and to examine the reporting tools used to ensure the quality of these controls.

In the event of serious non-compliance with the statement of the wages or the pensions, can the accounting officer be entitled to refuse payment and is it possible for the authorising officer to requisition him?

3- Information systems developed to respond to this specific work

Are the computerisation and the digitisation of HR management (maintenance of the agent's legal and professional record, payment of remuneration) a reality and do they cover all the payments? If the administrations have an information system, it remains to be determined whether the HR and payment services, which may come under the Treasury, have the same IT tool or if there are breaks with risks of erroneous data's integration.

In case of manual maintenance and / or payment in cash, a description of the devices will make it possible to measure the risks incurred.

4- The modernisation of management and the internal controls put in place

Many countries are seeking to generalise the bank transfer as a normal mode of payment in order to reduce the cost of operations. Before payment, it is necessary to know whether the files are kept on a paper file or whether the work chain is dematerialised, either for remunerations or for pensions.

Since payroll is a major financial transaction, the management services have set up different internal control procedures, whether the work chain is dematerialised or not. A panorama of the various devices is to be made.

Finally, the detection and the management of unduly paid wages and pensions require special consideration. The exact accounting of these expenses is also a concern in the context of the reform of the accounting system toward "an accrual basis".

2016 Programme

1. Thematic seminar

The role of Treasury Services in the management of public debt



Budgetary difficulties, resulting from the decline in public income due to falling raw material prices (mining, hydrocarbons...), low growth, and the significant cost of public policies lead States to resort to public debt to finance their operations.

Public debt generally covers the State's debt as well as that of local authorities, public institutions and welfare programs. This seminar will essentially focus on the State, an actor common to every country as well as the most active. Local authorities do not often intervene on markets. However, the rules for a proper budgetary and cash management apply to them as well.

Total debt are made up of a non-negotiable share (loans granted by international funders who may be bilateral or multilateral, Treasury bonds, non-dematerialized loans, loans granted by the Central Bank or direct loans granted by banking institutions) and a negotiable share of securities, issued and negotiable on a mature active market with several actors. The share of non-negotiable and negotiable debt varies according to countries. Historically, opening debt markets has reduced the share of non-negotiable debt in favor of negotiable debt.

Debt management is part of a more general policy of public financial management. It includes, on the one hand, the strict management of budgets to generate revenues to cover planned spending and reduce financing needs; on the other hand, it involves active cash management by focusing on a single treasury account, and the use of funders and markets to cover its needs.

Public debt securities may be issued in various ways of which the most common are public subscription, syndication (a bank syndicate of financial institutions who purchase and park government securities), and invitation to tender.

To develop a debt market, it is necessary to make changes within the legal organization of debt operators through the following measures: institutional changes, tax incentives to encourage saving, developing banking facilities and specialized operators to buy standard government securities trusted by investors. Non-negotiable debt management mobilizes Treasury services as well. It is important to know the amount of this debt and its main funders. These loans are meant for investments: therefore, the State must ensure that it turns to the most suited funder to carry out the project.

Some funders wish these funds to be managed by an independent authority (such as a debt redemption fund) endowed with specific bank accounts.

Without an appropriate information system, this debt is not always accounted for in the State's accounts.

These provisions do not allow for an optimal management of the State Treasury since its liquid assets are not centralized in a single account. This non-negotiable debt is the object of debt relief programs (e.g. HIPC) with implications on the management of public expenditure, accounting, and cash flows.

Investment must remain high in developing countries. Simultaneously, the capacity to intervene on the markets remains limited and public funders maintain specific and constraining conditions before granting loans. Other means of funding complement these conventional means. For example, Islamic finance allows countries to raise funds and expand their range of investors. States use Public-Private Partnerships (PPP) as well, but despite their benefits, these operations can be more expensive than conventional financing.

2. Annual Symposium

Benefits of dematerialization within the exercise of Treasury missions

➤ Dematerialisation



Dematerialisation impacts all companies activities as a whole, particularly the economic activity. It is thus logic that the administration adopts its management tools to a more or less rapid extent.

It is as well essential that the State, as a leading stakeholder, dematerialises its proceedings in order to boost the emerging digital society, as it is a driver of economic development and strategic positioning for countries at the international scale.

The financial ministries are the most prone to endorsing the digitalisation of their activities.

Native dematerialisation and a *posteriori* dematerialisation

Two types of document dematerialisations exist (e.g. expenditure):

- 1- **Dematerialisation is said to be “native”** when the documents (for instance invoices) are received or created electronically. No scanning stage takes place.
- 2- **A *posteriori* dematerialisation** allows to handle an entering document in paper form. A scanning phase is thereafter necessary.

The electronic management of documents (EMD) enables to manage paper documents by dematerialising them (via a scan), in order to store them in an electronic version.

➤ Securing the device

Dematerialisation requires three security conditions:

1. First of all, the transferred and used documents must have an incontestable legal protection. This implies that the legal documents be adapted to ensure that an electronic signature will not be challengeable before a court, that it is an authentication guarantee which prevents all the stakeholders of the chain (expenditure, revenues, accounting) from contesting the legality of the documents. This legal redrafting work is the prerequisite for every systematic dematerialisation policy.
2. It is also preferable that the State adopts a unified dematerialisation strategy to withhold any public stakeholder from delaying the process via contradictory technical choices impeding a fluid coordination among all of the stakeholders.
3. Finally, dematerialisation opens up opportunities for computer attacks obliging stakeholders to guard against those risks.

➤ An evolution affecting people working in directorates involved in the budgetary implementation of the State, of local authorities and their public institutions

Dematerialisation widely changes three types of professions: bookkeeping, revenue collection and expenditure payment). Total dematerialisation of management accounts is the assigned objective in terms of accounting. The electronic payment offer, in all its forms, increases public revenues and strengthens the recourse to banking facilities of all economic and social stakeholders.

Finally, receiving dematerialised invoices, scanning paper invoices and using wires as a payment method are factors increasing swiftness and securing.

Dematerialisation also reinforces management control within financial administrations. It enables to reproduce reliable performance indicators.

Distance learning offers opportunities and strengthens officials' training capacity, notably in the form of MOOCs (Massive Open Online Courses).

➤ Enhanced swiftness of flows

The main advantage of dematerialisation is to improve collection delays since banking accounts are, consequently, faster supplied.

The improvement of payments periods partly comes from the dematerialisation of the invoice treatment chain.

The computerized bookkeeping substantially accelerates the presentation of public accounts.

➤ Enhanced security

Securing operations is at the core of the missions of the Directorates in charge of budgetary implementation. More binding internal controls, thanks to computerisation, strengthen prevention against internal embezzlements.

The decrease of cash payments reduces the scope of security measures necessary for payments and bank deposits.

Expenditure chain dematerialisation allows to reduce outstanding debts and gives suppliers a greater deal of confidence in getting paid and in being able to follow all the steps of the payment process.

➤ Gains in terms of productivity and savings

Dematerialisation reduces costs for users, suppliers and administrations to a non-negligible extent without being dramatic though. The initial investment in the technical system allows later on to reduce operational costs and to reorganise the network of the accounting departments.

Productivity gains are undeniable: e-filing and ie-payment allow maintaining good results in administrations coping with job cuts. Dematerialisation also eases the territorial reorganisations of the setting up of departments. For the expenditure chain, the improvement in payment periods is also observed thanks to the dematerialisation of processes. Native dematerialisation is the most efficient type of dematerialisation. Those productivity gains are also noticeable in the payment of wages and pensions.

➤ Internal controls of better quality

The tools put in place integrate automated internal controls and impose binding book entries schemes limiting the scope for errors. This is for example the case for bookkeeping activities. Electronic tax filing allows to mobilise the staff on the analysis of errors and frauds as it avoids time-consuming retyping.

In terms of expenditure (including wages and pensions), dematerialisation improves selective controls, put in place by a greater number of diverse and precise automatic requests and thanks to a strengthened traceability of the undertaken controls.

➤ Effects induced by dematerialisation

This is not a neutral operation. If it modifies traditional organizations, it implies that directorates rethink deeply their way of doing things, in an environment where paper was predominant, in order to let dematerialisation be an effective leverage for change.

Dematerialisation makes accommodations possible in the segregation between authorizing officers and accountants and smoothens their relationship by preventing breaches in the work process and control redundancies.

User relationships are also transformed with the introduction of electronic fillings, e-payments and e-invoices. Dematerialised tools broaden the range of communication means with the administration in order to curb or reshape the physical reception.

The relationship with the judge of accounts remains largely the same. Its controls can be more operational thanks to computerised requests. Nevertheless, the perimeter of accountants' personal and pecuniary responsibility remains unchanged.

In contrast, within directorates departments the changes are deeper. The work evolves towards more selective controls and less mass processing of operations. To avoid that internal controls be considered by officials as intrusive, hierarchy needs to lean towards a more participative type of management as well as to set up concurrently a structure dedicated to internal controls.

2015 Programme

1. Thematic seminar



During the first half of 2015 a thematic seminar was held in Rabat (Morocco) on the topic: « Accounting standards setting – Transition to accrual accounting »

The increased need for transparency and reliability of public accounts has led a number of countries to engage major reforms of public accounting. The aim of these reforms is to account for the public funds management to all stakeholders, citizens and the national representation, but also lenders and investors.

The keeping of public accounts on the basis of accrual accounting contribute to these goals because it helps to present the asset and financial situation of public entities. Therefore, accounting is a tool for a more efficient public finance management: the knowledge of assets, liabilities and commitments of public entities facilitates decision making. The accessibility of financial accounting information is also very important for everyone and not only for some specialists.

Political support is a key issue for the success of an accounting reform given its human, organizational, IT and financial impacts.

The accounting reform is based on key steps: the choice of accounting standards, the development of the opening balance sheet (in its inventory and reliability aspects), the training of actors and the adaptation of the information systems.

The choice of accounting standards is crucial: if the rules of private sector (e.g. IFRS) can apply for most public sector activities, some of its activities with no equivalent in the private sector require to adapt private sector standards or to develop specific standards. These characteristics can vary from country to country depending on the political, legal, economic and social context. For the State, it mainly includes activities related to its mission of economic and social regulation.

The works necessary for the constitution of the opening balance sheet require the mobilisation of all actors of the financial and accounting system, accountants and managers, given the variety and volume of assets, liabilities and commitments to identify.

Constraints related to the difficulties of inventory and valuation of some components of assets, but also related to the sophistication degree of the information systems may need to prioritize significant transactions from a financial point of view in order to set up the opening balance sheet.

For these reasons, in general, countries engaged in this accounting reform are part of a continuous process of enrichment and reliability of their financial statements.

It should be emphasized that the quality of public accounts isn't based only on the quality of accounting standards but also on the internal control and internal or external audit systems.

2. Annual Symposium



During the second semester, the annual symposium took place in Dakar (Senegal) on the theme « Public Expenditure management process ».

Public sector is a key player in the economic circuit of a country. It takes a part of the produced wealth by taxes and fees, and injects amounts through wages and public orders. Treasury services are an essential player in these expenditure operations.

In national accounting, public expenditure is defined as a flow that impoverishes the administration in the sense that its current net financial asset decreases (either by a decrease in assets, or by an increase in liabilities).

1- Are Treasury services the only one in charge of the public expenditure management?

Depending on the organization set up, Treasury services cover more or less the various fields of the State, local authorities and their operators' public expenditure. Often independent, they may sometimes be directly linked to the authorizing ministries. It would be valuable to draw up a mapping of the scope covered by Treasury services for comparative purposes, at the end of this symposium.

The organization of Treasury services also differs according to administrations. Three kinds of organization may be found. The most widespread is based on the separation of the authorizing and accounting officer. In this system, the functions of the authorizing and accounting officer are incompatible and they belong to two different administrations. Treasury services can also be organized in a centre of bills treatment system, which is a variant of the traditional organization of the authorizing and accounting officer. Finally, the accounting officer may also be a single cashier who is only in charged of the expenditure payment within a system where the authorizing officer competences are broader. It would be valuable to draw up a typology of the different organizations of Treasury services of the member countries in order to evaluate and compare them.

2- Public expenditure, an indisputable weight in the economic development

Historically, developed countries have all known a period of strong growth of their public expenditure. It may fulfil three functions:

- A resource allocation function (to finance public goods and services)
- A redistribution function (to correct inequalities)
- A macroeconomic stabilization function (to smooth the cyclical variations of the activity)

Therefore, it plays an important role in the economic development. That's why it's essential to assess its weight in the national wealth, which may fluctuate according to the political choices, the predominance of State and the choices made regarding social benefits.

Moreover, assessing the level of public expenditure but also its composition (operating, in-kind transfer, or investment expenditures), its effectiveness (performance indexes, measure of the achievement of objectives) and its efficiency (cost-efficiency ratio) are all indicators promoting a transparent and reliable management of public accounts, strengthening the position of a State on financial markets. The control of the expenditure chain is indeed one of its keys.

3- The legal issues of public expenditure

The first indicator of a quality expenditure relies on the legal insurance of the supplier or the civil servant to get paid according to the service ordered by public authorities. It is therefore necessary to analyse the legal texts that frame the mission to determine whether there is a separation of functions between the administration making the expense, the one mandating and the one paying.

In this organization, what is the role of the Treasury services: do they have the accounting burden of the expense and payment? Which upstream controls do they have to do and which power do they have to refuse to pay a nonconforming expense? What kind of organization has been set up with the Budget Department and the authorizing administrations? It is important to determine the legal tools developed (e.g.: Public Procurement Code, nomenclature of the supporting documents...) to measure the degree of independence of the administration towards some suppliers. The review will also cover the tools set up to ensure, within Treasury services, that controls under their responsibility are well made and delineated.

4- The effectiveness of public expenditure

Public expenditure represents an important part of the amounts injected in the economic circuit, it is therefore essential that the payment reaches quickly suppliers or civil servants in case of remuneration. Administrations have thus developed methods to ensure that all suppliers are well paid once the order is placed. If this is not the case, we will analyse the tools set up to monitor the delays and reduce them. Besides, services have developed methods capable to measure payment terms and reduce them by implementing exhaustive or selective controls according to the sensitivity of the expenditure or the financial issues in presence.

5- IT tools and banking payments

A controlled and reliable chain of expenditure can be made more effective thanks to the adoption of *ad hoc* computer tools. These software packages allow an accelerated processing of accounting data, but also the automation of most of the controls necessary for the reliability of accounts. It is a strong vector of process standardization and payment delays optimization. The development of computer tool allows in particular to promote the dematerialisation of the expenditure chain's documents, de facto leading to lower administrative burdens and significant savings. The different technological orientations chosen by the AIST member states can be shared, compared and improved by the mutual emulation.

Correlatively, the extension of banking facilities is a necessity for the reliability of accounts. It helps to secure the full discharge of payments. In some countries, banking facilities remain low, although the « *mobile banking* » in development increases the speed of access to banking services. It is important to analyse whether Treasury services promote the opening of bank accounts in order to make transfers and reduce the flow of significant amounts of money in paper money.

6- Internal and external controls of the expenditure chain

Given the amounts involved and the legal impacts in terms of transaction security, expenditure sector involves the establishment of regular internal controls within the Treasury services and controls by independent authorities (magistracy of accounts) to ensure the regularity of the operations and possibly impose penalties (financial or other) if dysfunctions were found. Internal control is an essential part of the expenditure chain in order to enhance reliability of the accounting operations and lead to reach a level of accuracy enabling the certification of accounts by a higher institution of control. Certification has a positive impact on loan rates in financial markets and opens new prospects of capital attraction and in the financing of the economy

7- The reforms initiated by the administration to improve the efficiency of public expenditure

Public expenditure sector isn't set and each country is brought to modify its legal, accounting and financial framework according to the economic conjuncture and international constraints. In order to exchange good practices, the symposium will be the opportunity for participants to present and discuss recent, in progress and future reforms to improve the efficiency of public expenditure.

Member Countries

	ALGERIA		FRANCE		MOROCCO
	BENIN		GABON		MAURITANIA
	BURKINA FASO		GUINEA		NIGER
	CAMEROON		HAITI		SENEGAL
	CENTRAL AFR. REP		HUNGARY		SERBIA
	CHAD		IVORY COAST		TOGO
	COMOROS (the)		KUWAIT		TUNISIA
	CONGO (the)		LEBANON		UKRAINE
	DEMO REP of the CONGO		MADAGASCAR		VIETNAM
	DJIBOUTI		MALI		

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