Implementation of Accrual Accounting Presentations followed by discussion

- Principles of Accrual Accounting in National Governments: Prof. Rowan Jones, Chairman of the CIGAR Network
- Experience of the European Commission:
 Brian Gray, Deputy Director General, EC-DG Budget
- Experience of France: Nathalie Morin, Head of Services of the Public Accounting General Directory of the French Ministry of Economy, Finance and Industry
- Accounting reform in German Governments: Prof. Klaus Lueder, Germany

MODERNISING ACCOUNTING IN THE PUBLIC SECTOR



Accrual Accounting in Government

Rowan Jones
Professor of Public Sector Accounting
University of Birmingham
R.Jones@bham.ac.uk

Chair of CIGAR (Comparative International Governmental Accounting Research network)

www.cigar-network.net

September 2006

Euro-CIGAR study:

Klaus Lüder and Rowan Jones (eds)

Reforming Governmental Accounting and Budgeting in Europe

Frankfurt: Fachverlag Moderne Wirtschaft 2003, 1079 pages

[see: www.cigar-network.net]

Scope of Euro-CIGAR:

Budgeting and Accounting
National Government and Local
Government
Current system and Reforms
-in 9 European countries

(Finland, France, Germany, Italy, Netherlands, Spain, Switzerland, Sweden, UK)

Central opinion of Euro-CIGAR study:

"Cash accounting is too parsimonious with the truth"

[Lüder and Jones, 2003, p5]

Central conclusion of Euro-CIGAR study:

Diversity
of governmental accounting
between and within countries

Nature of diversity:

Cash-based systems are diverse:

Record-keeping

Bookkeeping

Budgeting

But what matters is the internal integrity of these cash-based systems: it is not clear that diversity itself is necessarily a problem

Added diversity of accrual accounting

Periodic measurement of revenues, expenses, assets and liabilities is, by its nature, arbitrary

[But this is controlled, and justified by relevance of additional information]

Added diversity of 'accrual accounting' cont'd

- In a financial accounting context, we need some comparability between governmental organisations
- Cash accounting can be manipulated
- Accrual accounting standards (including IPSAS) provide a basis for comparability but naturally allow diversity of measurement rules and disclosure requirements

Added diversity of 'accrual accounting' cont'd

Between:

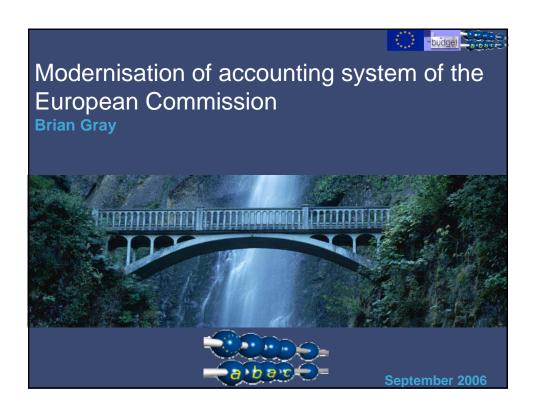
- Financial accounting and budgeting
- Definitions of reporting entity (including those of national accounting)
- Historical costs and current values (specific and general price changes), including opportunity cost of capital

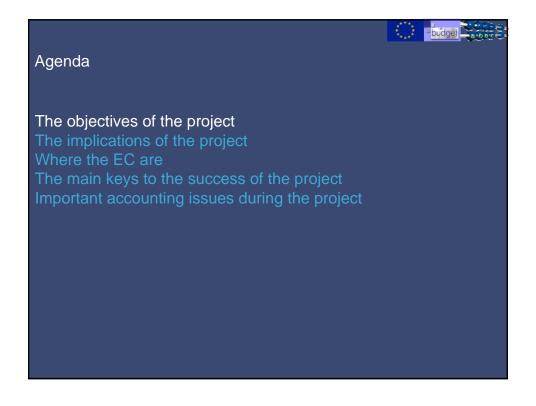
In studying the implementation of reforms in government accounting it is important be clear about what is meant by 'accrual accounting' in each case

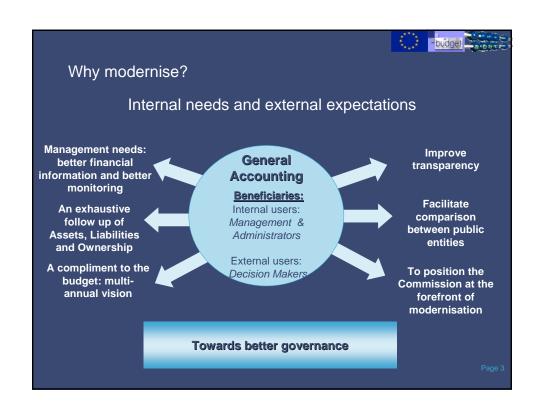
11th Biennial CIGAR Conference Coimbra

14-15 June 2007
"Implementing reforms in public sector accounting: problems, changes and results"

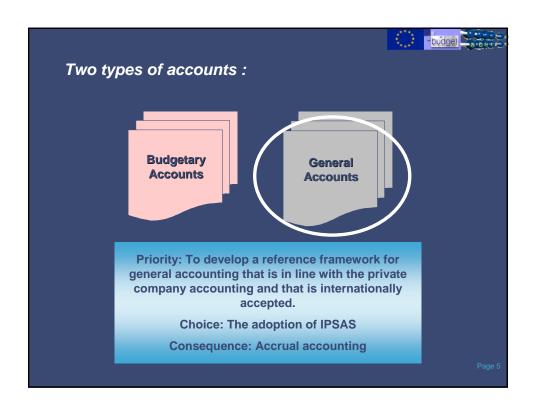
www.cigar-network.net



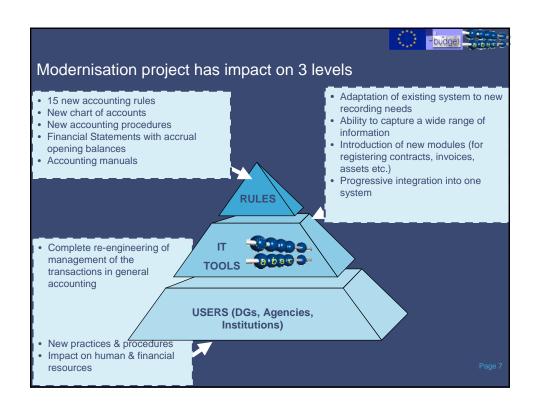


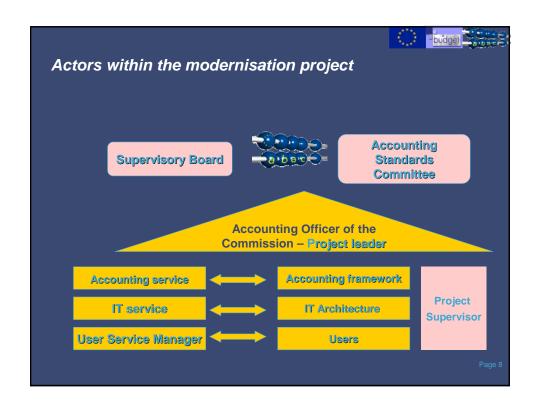


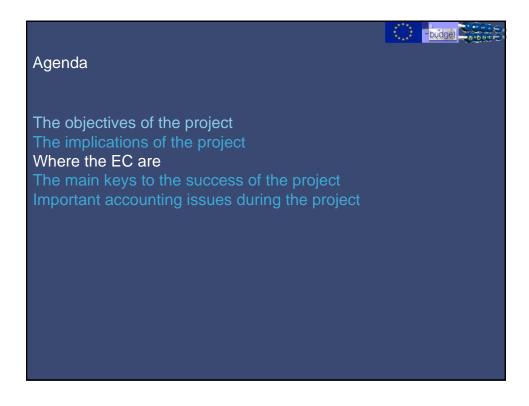












Where are the EC? • Steps accomplished - Accounting framework - IT architecture - Transition towards 2005 - Opening the new system on 7/01/2005 - CFM module for financial activities - Development of Reporting - Provisional and final closure 2005 - Accounts broken down by Directorate-General - Consolidation module (SAP ECCS

Where are the EC?



- Steps postponed to 2006-7
 - Deployment of ABAC for European Development Fund and Delegations
 - Improvement of Financial Reports
 - Better integration
 - accounting control framework

Page 11

-budger

Agenda

The objectives of the project
The implications of the project
Where the EC are

The main keys to the success of the project Important accounting issues during the project



The main keys to the success of the project

- · Rapid decision-making
- High level support from the hierarchy
- Availability of resources
- Good planning for the project
- Establishing communication/continuous dialogue
- Mobilising the different actors for the changes
- Explaining well the advantages of the new system

Page 13



Agenda

The objectives of the project
The implications of the project
Where the EC are
The main keys to the success of the project
Important accounting issues during the project

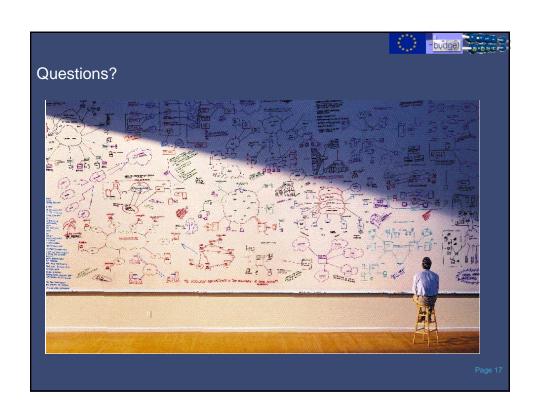


Important accounting issues during the project

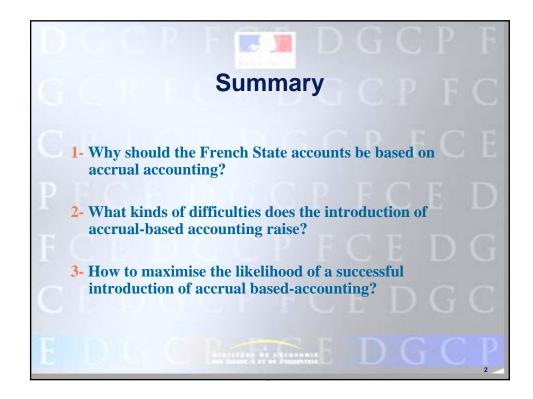
- Responsibilities on the accounts
- Quality of the accounting data
- Audit and opinion of the external auditors
- Pension obligation presentation
- How to present the increase in the pension obligation
- Non-consolidation of sickness scheme and agencies
- How to present and to explain the negative capital

Page 15

BALANCE SHEET	31/12/2005 (EUR millions)	-
SSETS:		
Fixed assets	4 168	
Loans and Investments	5 711	
Prefinancing: Structural funds	22 732	
other	6 633	
Other assets	7 608	
Cash & cash equivalents	11,854	
OTAL ASSETS	58,706	
IABILITIES		
Employee benefits	33,156	
Other liabilities	5167	
Accounts Payable	82 528	
OTAL LIABILITIES	120,851	
ET ASSETS	(62,145)	
	2.808	
Amounts to be called from Member States	2,555	
	(33,156)	
Guaranteed by the Member States	, , ,	
Other amounts (+/- payable in 2006)	(31,797)	
Budget adopted in December 2005		
Largely paid by February 2006		
ET ASSETS	(62,145)	







Why should State Accounts be based on accrual accounting: improving the effectiveness and the transparency of public action

- Because cash-based accounting showed major limits
 - **❖** A merely annual perspective
 - **❖** A perspective restricted to operations regarding cask-flows
- Because accrual-based accounting provides the leverage for revamping public management
 - ***** Accrual accounting as a source of information
 - Accrual accounting as a steering tool

J P

Why should State Accounts be based on accrual accounting: improving the effectiveness and the transparency of public action

- An asserted ambition to bring State accounting closer to private sector best practices:
 - By drafting a reference framework inspired by the international standards
 - **❖** By Setting accounting quality requirements similar to those in practice in the private sector
 - Throughout the certification of the accounts by an independent entity: The Court of Accounts

What kind of difficulties does the introduction of the accrual-based accounting system raise in the French administration?

- Stabilising the core standards to be enforced for State accounts
 - **A** complicated scope for their implementation
 - Debates were ended by the drafting of the standards but without consensus
- Initialising the opening balance-sheet
 - **♦** A major change into the accounting system requiring to reframe State accounting
 - **As the schedule set was very ambitious:**
 - **↗** adoption of the Organic Law on Finance Laws in 2001
 - **↗** Publication of the standards in 2004
 - → enforcement of the reform on January, 1st 2006
 - → delivery of the accounts for certification on June, 1st 2007

What kind of difficulties does the introduction of the accrual-based accounting system raise in the French administration?

- Having relevant IT system at disposal
- Reframing the traditional distribution of duties between the actors and the workflow
 - Managers are directly acting on accrual-based accounting
 - **❖** Accountants have to ensure the quality of the accounts
 - Every actor of the reshaped accounting function have to learn how to behave in the framework of global processes

How to maximise the likelihood of a successful introduction of accrual-based accounting?

- Thanks to a strong political support and ownership
- By enhancing the assets of the French administration
 - **⋄** A network of professional public accountants
 - **↗** who are aware of accrual-based accounting issues

 - and who is able to share their experience with managers of other line ministries
 - An administrative framework facilitating the centralising process of State accounts

How to maximise the likelihood of a successful introduction of accrual-based accounting?

- By inserting this introduction in the multiyear perspective based on an accurate assessment of risks and stakes:
 - ❖ An significant opening balance-sheet on January, 1st 2006 but not comprehensive: three methodology of evaluation
 - **❖** A perspective aiming at achieving comprehensiveness for the shorter deadlines
- By establishing a steady dialogue based on staunch confidence with the certification authority
 - By introducing exchanging and debates opportunities and means
 - **A** transparency principle

CONCLUSION

- 1- The works implemented only in a few year is already spectacular and a virtuous dynamic is launched, although the distance to be covered is still important
- 2- The methodology adopted by the French State enables both the achievement of priority objectives and to convince the managers that accounting remains their working tool
- 3- Because the aim in it-self is not only to produce accounts, but also to use general accounting as a leverage to improve performance

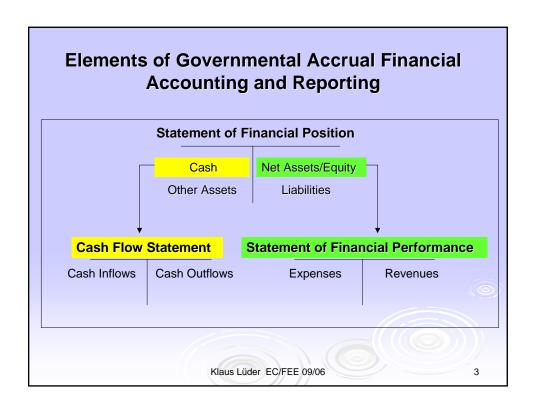
Accounting Reform in German Governments

Klaus Lüder
Deutsche Hochschule für Verwaltungswissenschaften Speyer

Overview

- 1. Elements of governmental accrual accounting and reporting
- 2. Local governments
 - Norm Setting
 - Implementation
- 3. Federal and Laender governments
 - Norm Setting
 - Implementation
- 4. Features of the reform
- 5. Conclusions

Klaus Lüder EC/FEE 09/06



Norm Setting for Accrual Financial Accounting Local Governments

- 1998: Sub-Committee of the Standing Conference of the Interior Ministers on reforming local government budgeting and accounting established
- November 2003: Sub-Committee submitted and Conference passed recommendations for amending Laender law on local government budgeting and accounting. It suggests two alternative accounting models: accrual and "enlarged" cameralistic accounting
- 2004: Laender started to amend law. Until mid 2006, new law became effective in 5 of the 13 Laender

Klaus Lüder EC/FEE 09/06

Implementation of Accrual Financial Accounting Local Governments

Mandatory accrual accounting

Baden-Württemberg 2008 to 2014 (2019) Brandenburg 2007 to 2009 (2011) Mecklenburg-Vorpommern 2008 to ? Nordrhein-Westfalen (1.1.2005) 2005 to 2008 Niedersachsen (1.1.2006) 2006 to 2011 Rheinland-Pfalz (2. 3. 2006) 2007 to 2008 Saarland 2007 to 2008 Sachsen 2008 to 2013 Sachsen-Anhalt (22. 3. 2006) 2006 to 2010

Optional accrual accounting

Hessen (31.1.2005)

Schleswig-Holstein
Bayern

Trad. Cam./from 2007 Accrual

Trad. Cam./from 2009 Accrual

Klaus Lüder EC/FEE 09/06

5

Norm Setting for Accrual Financial Accounting Federal and Laender Governments

- Budgetary Principles Act as amended by Budget Law Development Act of 22 December 1997: accrual based accounting and financial reporting in addition to the traditional cash based system is permitted (sec. 33a)
- > Most governments have included a provision according to sec. 33a in their Budgetary Acts but the federal government did not adopt it
- New amendment of the Budgetary Principles Act initiated by Hamburg and Hessen and presumably supported by Nordrhein-Westfalen, Schleswig-Holstein and Bremen aimed at allowing federal and Laender governments to keep their accounting system either on an accruals or a cash base. Deliberations commenced on 22 September 2006

Klaus Lüder EC/FEE 09/06

Implementation of Accrual Financial Accounting Federal and Laender Governments

- Hessen: Implementation of accrual accounting and budgeting is under way; to be completed in 2008+x
- Hamburg: Implementation of accrual accounting and budgeting is under way; accounting project to be completed in 2008
- Bremen: Implementation of accrual accounting under way; to be completed in 2008
- Northrhine-Westfalia: Project aimed at implementing accrual accounting and budgeting launched; still strong opposition of political and senior administrative actors: open end

Federal Government: So far no intention to abendon cash based accounting and financial reporting

Klaus Lüder EC/FEE 09/06

Accrual	Budgeting	Accounting	FR (CG)	FR (WoG)	FR (WoP)	
СН	2006	2006		2007		
D*						
Е		1986/1995	1986/95			
F		2006 ?		1999/2006		
FIN		1998	1998			
I						
NL*						
S		1994		1984/1994		
UK	2001/2002	2001/2002		(2003/04)	(2006/07)	
EC		2005		2005		

Features of the German Reform Process

- Late and slow
 - Local governments: 1994 → 2019
 Laender governments: 1998 → ?
 - Federal government: ?
- Extensive and uncoordinated piloting
- · Diverse approaches owing to
 - · lacking standard setting body for the whole of public sector
 - · influence of different consultants preferring different concepts
 - vague recommendations of intergovernmental bodies
 - varied, incomplete and/or inappropriate legal bases for the new system

In general: Poorly guided, "chaotic" reform process

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9

Features of a Well-Structured Reform Process

- · Early (political) agreement on basics of reform
- Independent conceptual advice for all levels of government
- Sufficiently precise and concrete concept
- Limited and well structured pilot projects
- · Timely amendment of relevant laws and regulations
- Centrally guided, continuous implementation in a reasonable period of time

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Perspectives on Accrual Accounting in Germany

Local Governments

- Varied accrual budgeting and accounting approaches are being implemented
- Amended law will be effective by 2007 in most of the Laender
- Enlarged cameralistic accounting will eventually be abandoned
- Extended implementation period (until 2019) bears the danger of further diversification of approaches

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11

Perspectives on Accrual Accounting in Germany

Federal and Laender Governments

- Federal government still hesitates to take the lead in reforming governmental accounting
- There is still a strong opposition against accrual accounting; some Laender even argue accrual accounting would be unconstitutional
- Some Laender nevertheless are implementing accrual accounting (and budgeting), others have declared their intention to do so

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Final Remark

A highly diversified accounting landscape will presumably predominate in German governments for the foreseeable future

Klaus Lüder EC/FEE 09/06

WELCOME TO THE EUROPEAN COMMISSION/FEE CONFERENCE

MODERNISING ACCOUNTING IN THE PUBLIC SECTOR: **EXCHANGE OF EXPERIENCE**

Thursday 28 September 2006, European Parliament, Brussels

International Public Sector Accounting Standards Setting:

Philippe Adhémar

Chair of IFAC IPSASB

MODERNISING ACCOUNTING IN THE PUBLIC SECTOR





WELCOME TO THE EUROPEAN COMMISSION/FEE CONFERENCE

MODERNISING ACCOUNTING IN THE PUBLIC SECTOR: EXCHANGE OF EXPERIENCE

Thursday 28 September 2006, European Parliament, Brussels

Results of FEE Survey:

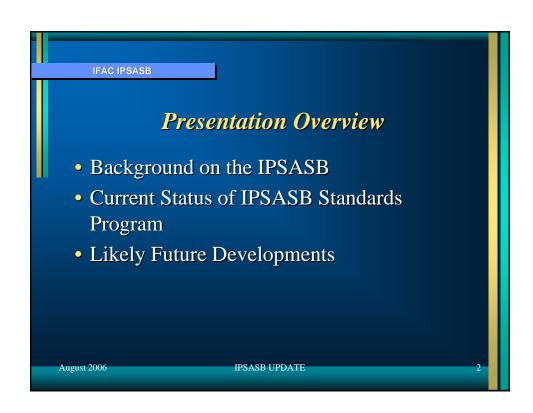
Bryan Ingleby

Member FEE Public Sector Committee

MODERNISING ACCOUNTING IN THE PUBLIC SECTOR







IFAC IPSASB

IFAC

- IFAC over160 member bodies, 120 countries
- Operates through Technical Committees including:
 - International Audit and Assurance Standards Board (IAASB)
 - International Public Sector Accounting Standards Board (IPSASB)
 - International Education and Ethics Boards
 - Developing Nations Committee
 - Professional Accountants in Business Committee

August 2006

IPSASB UPDATE

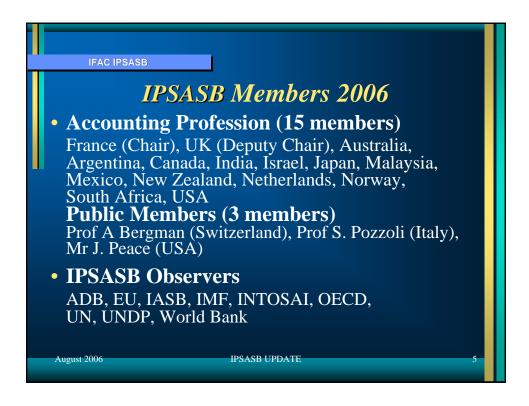
EAC IDSASE

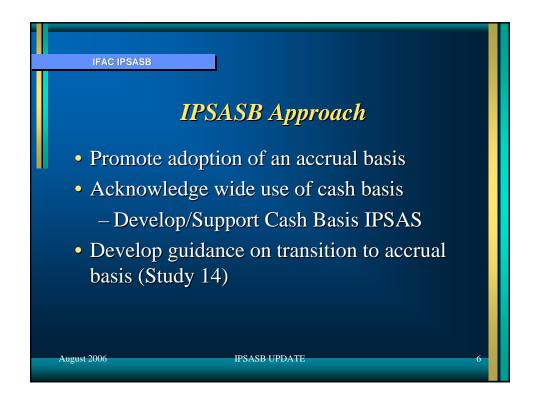
Background to Standards Program

- Standards program established late 1996
 - by public sector committee (PSC)
- IPSASB established Nov. 2004
 - IPSASB mandate to issue IPSASs in own right
- Objectives:
 - Strengthen governance framework,
 - Enhance accountability and transparency,
 - Provide framework for audit
- IPSASs A "resource" for national standards setters and others to use

August 2006

IPSASB UPDATE





IFAC IPSASB

IPSASB Current Work Program

- 3 priority categories:
 - 1st Public sector specific issues (including cash and accrual basis issues)
 - 2nd Convergence with IFRSs where appropriate
 - 3rd Convergence with statistical bases where appropriate
- Resource constraints has limited progress on aspects of the program.

August 2006

IPSASB UPDATE

IFAC IPSASB

Transparent "Due Process"

- Consultative documents for comment
- Exposure drafts: at least 4 months for comment
- Meetings in public, agenda materials on web
- Steering Committees and Task Forces
- Project Advisory Panels (PAP) input to IPSASB
- Consultative Group (CG)
- Regional Seminars/round table discussions in conjunction with each IPSASB meeting

August 2006

IPSASB UPDATE

IFAC IPSASE

Pronouncements / Publications

- 21 accrual IPSASs (based on IASs where appropriate for Pub. Sec. - some are Aug 97 IASs)
 - IPSAS on Disclosure of Fin. Info about the Gen Gov.
 Sector (GGS) approved for issue
 - Improvements to IPSASs approved/in process
- Comprehensive Cash Basis IPSAS
- Studies, Research Reports, Invitations to Comment, etc
- See Attachment for IPSASs, EDs, Research Reports on issue

August 2006

IPSASB UPDATE

IFAC IPSASB

Recent Exposure Drafts (ED)

ED 24 "Cash Basis...Disclosures about External Assistance Received..."

ED 25 "Amendment to the Preface to IPSASs"

ED 26 "Improvements to IPSASs"

ED 27 "Presentation of Budget Information in Financial Statements"

ED 28 "Disclosure of Financial Information About the

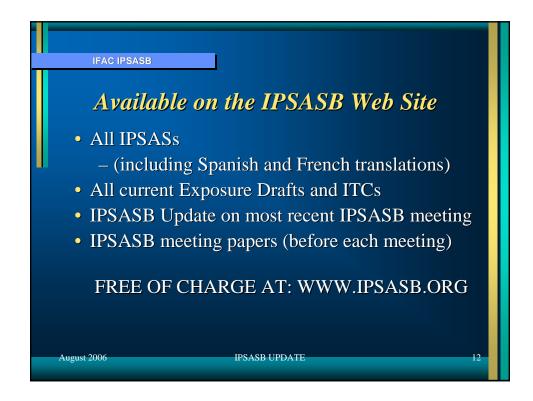
General Government Sector" (IPSAS approved)

ED 29 "Revenue from Non Exchange Transactions

(including Taxes and Transfers)"

August 2006

Other Recent Publications •Accounting for Heritage Assets Under the Accrual Basis of Accounting (Issued February 2006) •Occasional Paper – The Road to accrual Accounting in the USA (Issued March 2006) •Research Report on IPSASs and statistical bases of financial reporting (Issued January 2005)



IFAC IPSASE

ED 24 Disclosure of External Assistance (Cash Basis) (1st Priority Project)

- At request of OECD and Multilateral Development Banks to harmonize/reduce compliance costs
- Comment period closed June 05 30 responses
- Differing views-some ED 24 too onerous, others not
- Availability of information? Donors need to provide
- Follow up with Consultative Group, OECD, and with donors in member countries re field test/additional input
- Approved for issue revised ED:
 - required and encouraged disclosures
 - field test ED

August 2006

IPSASB UPDATE

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IFAC IPSASB

ED 25 + 26 – Improvements to IPSASs (2nd Priority Project)

- ED 25 black and grey letters have "equal authority"
 - Implement progressively
- ED 26 improve 11 accrual IPSASs (see attachment)
 - Based on improved IFRSs as at Dec 03
 - Restructuring of IPSASs, remove some options
 - Elevate "hierarchy" of guidance
 - Clarify certain requirements
- Approved IPSAS 1, 3, 4
- Anticipate approve remainder in Nov 06

August 2000

IPSASB UPDATE

IFAC IPSASE

ED 27 Presentation of budget information in Fin. Statements (Cash and Accrual Basis)
(1st Priority Project)

IPSASB still finalising IPSAS

Applies to public sector entities which make publicly available their approved budgets

- To discharge accountability/enhance transparency
- Disclose original and final budget by major class
- Disclose actual (on budget basis)
 - Reconcile to key amounts in Fin. St.
- Explain budget basis, period, scope

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IFAC IPSASB

Presentation of Budget Information

Major issues include:

In Fin. St. or reports in conjunction with:

- Explanation of variance
- Explanation of change original to final budget
- Next meeting finalise

August 2006

IPSASB UPDATE

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IFAC IPSASE

Disclosure of Fin. Info about the Gen Government Sector (ED 29 now approved for issue)

Applies to whole of government - accrual basis

- Disclosure not required but "Rules" if elect to disclose
 apply IPSASs except IAS 6 Consolid'n
- Disaggregate Gov Consolidated Fin Statements
- "GGS" as defined in statistical reporting bases
- Reconcile GGS to the IPSAS financial statements
- Does not require/preclude reconcil'n to GFS numbers
- Anticipate issue September 06
- Applies for periods commencing 1 January 2008

August 200ϵ

IPSASB UPDATE

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IFAC IPSASE

ED 29 Revenue from Non-Exchange

Transactions — (1st Priority Project)

- Comments period ended June 30 2006
- Deals with Taxes, and Transfers including Gifts,
 Donations, and Fines on accrual basis
- Adopts an Assets and liabilities approach
- Major Issues likely to be:
 - Conditions on transfers a liability?
 - Tax expenditure and expenses paid through tax system
 - Reliable estimate of accrued tax revenue
 - Next meeting: analysis of responses

August 2006

IPSASB UPDATE

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IFAC IPSASE

ED 30 Impairment of "for-cash" assets ED 31 Employee Benefits (accrual basis)

- Approved for issue:
- ED on Impairment of cash generating assets
 - Based on IAS 36 where appropriate for public sector
 - Complements IPSAS 21-impairment of non-cash-assets
- ED on employee benefits
 - based on IAS 19 where appropriate for public sector
 - Discount rate:government bonds unless high quality corporate bonds better reflection of risk free rate
 - 5 years "transition" period for adoption

August 2006

IPSASB UPDATE

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IFAC IPSASB

Work in progress Social Policy Obligations (accrual basis)

- WIP under development
- Consider single ED including social security pensions and other social benefits (monetary and goods and services)
 - Liability when satisfy eligibility criteria
 - Amount of liability- accrued amount of next payment (usually)

August 2006

IPSASB UPDATE

20

Significant Developments

Collaborative projects with standards setters/similar organizations on:

Conceptual Framework for Public Sector

Public-Private Partnerships (Service concession arrangements)

IPSASB Review of strategy



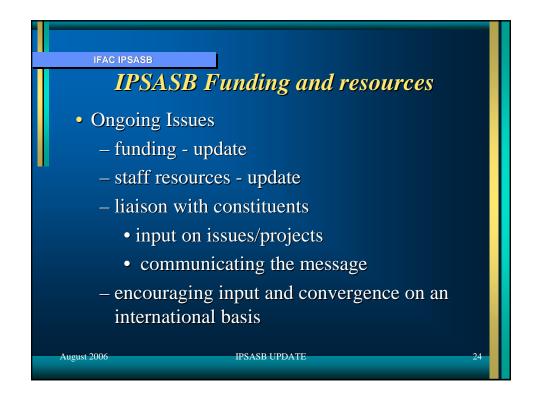
Other Potential Projects when resources allow UNDER CONSIDERATION- SUBJECT TO CHANGE

Review implementation of Cash Basis IPSAS
Budget reporting – prospective information
Reporting financial performance
Non-financial performance reporting
Operations review (MD&A)
Kyoto protocols
Restructuring of government activities
Applicability of fair value to governments
Reporting long term fiscal sustainability
Survey on adoption of IPSASs and implementation issues

August 2006

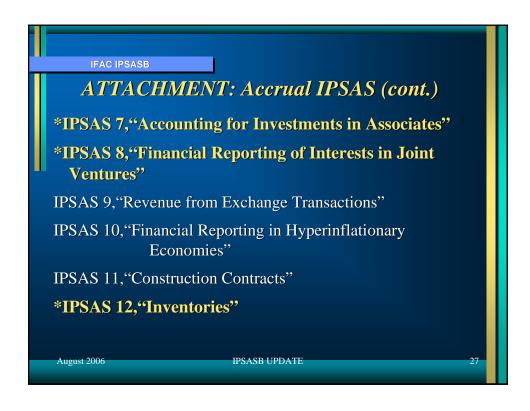
IPSASB UPDATE

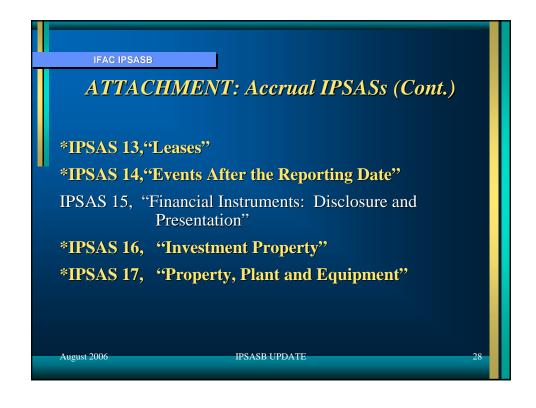
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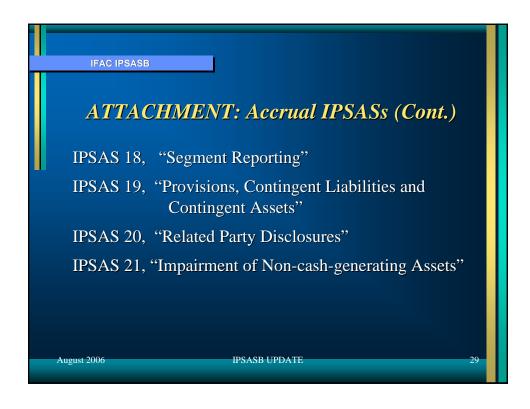


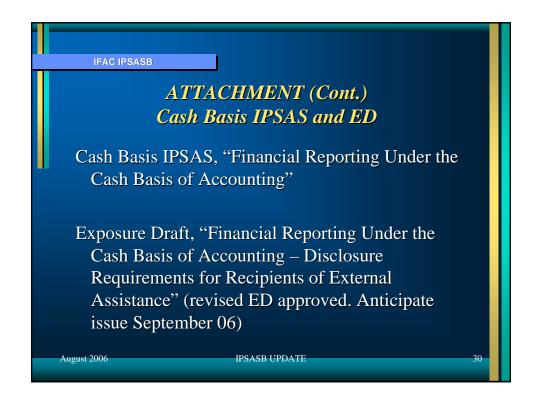












ATTACHMENT (Cont.) Research Reports and Consultative Papers Budget Reporting (May 04) Comparison between GPFS and GFS/SNA (Jan05) Occasional Paper "Accounting for Heritage Assets under the Accrual Basis" (Feb 05) Occasional Paper "The Road to Accrual Accounting in the USA" (March 05)



Modernising Accounting in the Public Sector: Exchange of Experience 28 September 2006

Implementation of Accrual Accounting Results of the FEE Survey

Bryan Ingleby FEE Public Sector Committee



Accruals Accounting: Results of FEE Survey

Contents of Presentation

- Objectives of survey
- Methodology followed
- Coverage of the survey
- Results
- Conclusions
- Next steps



Objectives

- To understand the extent to which accrual accounting principles are being applied in European countries
- To contribute to the accrual accounting debate
- To share our findings with the wider audience



Accruals Accounting: Results of FEE Survey

Methodology

- FEE Public Sector Committee issued the questionnaire in March 2005 and re-issued it in December 2005
- Covered technical issues and debatable cases
- Invited comment from five levels of government
- Responses were collated and analysed
- Report drafted for FEE Public Sector Committee



Coverage part one – Technical Issues

- Assets and depreciation
- Opening balance sheets
- Income and expenditure
- Tax revenues and provisions

Coverage part two – Debatable Issues

- Policy on asset valuation and depreciation
- Recognition of gains and losses in the Statement of Performance
- Recognition of variances against budgets
- Recognition of state pension liabilities



Accruals Accounting: Results of FEE Survey

How far is accrual accounting being implemented?

- Some countries are well advanced with the use of accrual accounting at all levels of government
- A group of countries operate accruals at certain levels of government and cash at other levels
- Some countries are undergoing the transition from the cash basis to the accruals basis
- Other countries continue to operate a mainly cash based accounting system



What can we learn from this data?

- There is some evidence of a 'North / South' divide in the levels of implementation of the accruals principles
- Accruals accounting is more advanced at local and regional government level than national government
- There is a link with New Public Management reforms



Accruals Accounting: Results of FEE Survey

What are the results on the technical issues?

- Consistent responses on the application of accruals principles for fixed assets, stocks and operating income and expenditure
- However, there were significant variation on the detail (valuation, depreciation, year end accruals)
- A much lower proportion of the respondents apply accruals principles to tax revenues and provisions



What are the results on the debatable issues?

- Should legal and financing considerations be taken into account when charging depreciation?
- How should gains and losses be recognised?
- Should variances from budget be recognised in the financial statements?



Accruals Accounting: Results of FEE Survey

Recognition of state pension liabilities

- Should pension liabilities be recognised as they are accrued through contributions and/or years of work?
- Should pension liabilities be recognised as they crystallise at pensioners' retirement ages?
- Should pension liabilities be recognised only when paid?



Key Messages

- Northern European countries more likely to use accruals than Southern European countries
- Local and regional governments are more likely to use accruals than national governments
- Where accruals principles are applied, tax revenues in particular lag behind in terms of accruals
- There is no consistent message on the debatable cases, especially state pension liabilities. International guidance and a Public Sector Framework would be beneficial



Accruals Accounting: Results of FEE Survey

Next Steps

- Publication of the Report
- Follow up work at FEE