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COURSE BROCHURE

Advanced Government Treasury and Cash Management Training Course

4 – 15 January 2027
Vienna

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Registered in the United Kingdom and Saudi Arabia

Advanced Government Treasury and Cash Management Training Course

Ref: 611_22541 **Date:** 4 – 15 January 2027 **Location:** Vienna **Fees:** 10600 GBP

Government Treasury and Cash Management is a 2-week advanced training course for government treasury officials and ministry of finance and public entity cash managers, who build a government cash management plan during the course. Public finances now face tighter fiscal space, volatile revenues and higher borrowing costs, so every idle balance and every unplanned shortfall carries a real price. Jupiter Prime Training designed this course around those public cash decisions.

Why Government Treasury and Cash Management Matters Now

Three groups shape public treasury work today. Finance ministries want spending units to release cash only when payments fall due, rather than leaving balances scattered across many accounts. Debt managers need reliable cash forecasts to time issuance and avoid costly short-term borrowing. Central banks, acting as fiscal agents, expect government flows to be predictable enough not to disturb liquidity conditions. A treasury that consolidates balances and forecasts well lowers borrowing costs and pays suppliers on time; one that does not accumulates arrears and idle cash. The course rests on public financial management practice, treasury single account design principles and recognised cash forecasting and liquidity methods.

Who Gains Most from Government Treasury and Cash Management

- Treasury officials who run the government's main accounts, daily cash positions and payment releases
- Budget execution staff who control appropriations, commitments and spending authorisations
- Cash forecasting analysts who project revenue and expenditure flows across ministries and agencies
- Public debt and cash coordination officers who align borrowing calendars with cash needs
- Public entity finance managers who hold balances, invest surpluses and manage payment systems

Finance ministries gain most when treasury, budget execution and debt management officials attend together, because government cash only flows smoothly when allotments, forecasts and borrowing plans share one calendar.

Government Treasury and Cash Management Capabilities

Participants leave able to trace every government cash flow from appropriation to payment, and to show where consolidation, forecasting and buffers change the cost of public liquidity.

- Design treasury single account structures and sub-account arrangements for spending units — account consolidation decisions
- Build rolling government cash forecasts from revenue and expenditure profiles — borrowing calendar timing
- Apply commitment control and cash release rules within budget execution — arrears prevention
- Calculate an appropriate cash buffer against forecast error and shocks — liquidity policy approval
- Align public debt issuance with forecast cash needs — debt and cash coordination committees
- Specify investment rules for idle balances and payment system controls — central bank and fiscal agent agreements

Key Government Treasury and Cash Management Terms

- Treasury single account — a unified structure of government accounts that consolidates public cash balances under the finance ministry's control.
- Cash forecasting — projecting daily, weekly and monthly government inflows and outflows to anticipate surpluses and shortfalls.
- Commitment control — rules that record and limit spending obligations before contracts are signed, keeping them within appropriations and cash plans.
- Cash buffer — a reserve balance held to absorb forecast errors and unexpected outflows without emergency borrowing.
- Expenditure arrears — payment obligations past their due date that the government has not settled.
- Fiscal agent — the institution, often the central bank, that holds government accounts and processes its payments and debt operations.

Government Treasury and Cash Management Day by Day

Day 1: The Public Treasury Landscape

- Public Financial Management Cycle — Where Treasury Fits in Fiscal Policy
- Treasury Functions and Institutional Arrangements — Mandate Clarity
- Fragmented Government Accounts — Costs of Idle Balances
- Central Bank as Fiscal Agent — Division of Responsibilities
- Treasury Performance Indicators — Measuring Cash Management Maturity

Day 2: Treasury Single Account Design

- Treasury Single Account Architecture Options — Centralised or Distributed Models
- Zero-Balance and Sub-Account Structures — Spending Unit Access
- Coverage of Extra-Budgetary Funds and Agencies — Consolidation Scope
- Commercial Bank Role in Revenue Collection — Sweeping Arrangements
- Account Closure and Migration Roadmaps — Phasing Reform

Day 3: Government Cash Forecasting

- Revenue Profiling for Tax and Non-Tax Receipts — Inflow Projections
- Expenditure Profiling From Budget Allotments — Outflow Projections
- Rolling Daily, Weekly and Monthly Forecasts — Planning Horizons
- Forecast Error Analysis and Variance Reporting — Model Improvement
- Information Flows From Line Ministries — Forecast Data Quality

Day 4: Budget Execution and Commitment Control

- Appropriation, Allotment and Warrant Release — Spending Authority
- Commitment Recording in Financial Management Systems — Obligation Tracking
- Cash Rationing Versus Cash Planning — Avoiding Arrears
- Expenditure Arrears Monitoring and Clearance Plans — Supplier Confidence
- Quarterly Spending Ceilings for Ministries — Aligning Budget and Cash

Day 5: Liquidity Buffers and Cash Policy

- Cash Buffer Sizing Against Forecast Error — Liquidity Policy
- Seasonal Revenue Gaps and Bridging Options — Short-Term Funding Choices
- Ways and Means Advances and Overdraft Limits — Central Bank Financing Boundaries
- Cash Management Policy Statements — Roles and Escalation
- Stress Scenarios for Revenue Shocks — Contingency Planning

Day 6: Public Debt and Cash Coordination

- Borrowing Calendars Linked to Cash Forecasts — Issuance Timing
- Treasury Bill Issuance for Short-Term Smoothing — Money Market Use
- Debt Service Projections in Cash Plans — Redemption Peaks
- Coordination Committees and Information Sharing — Institutional Alignment
- Refinancing Risk and Cash Reserves — Rollover Protection

Day 7: Investing Idle Government Balances

- Surplus Identification From Forecasts — Investable Balances
- Permitted Instruments and Counterparty Limits — Investment Policy Rules
- Term Deposits, Repos and Money Market Placements — Yield and Liquidity
- Remuneration of Treasury Balances at the Central Bank — Fiscal Agent Terms
- Risk Reporting on Government Investments — Oversight and Accountability

Day 8: Government Payment Systems and Controls

- Electronic Payment Channels for Suppliers and Salaries — Payment Efficiency
- Real-Time Gross Settlement and Batch Payments — Settlement Choices
- Segregation of Duties and Approval Workflows — Fraud Prevention
- Bank Reconciliation of Government Accounts — Daily Cash Visibility
- Payment Scheduling Against Cash Positions — Release Prioritisation

Day 9: Treasury Systems and Reporting

- Integrated Financial Management Information Systems — Treasury Data Backbone
- Cash Position Dashboards for Finance Leadership — Decision Support
- Fiscal Reporting From the Treasury Ledger — Transparency Obligations
- Reform Sequencing and Change Management — Ministry Adoption
- Benchmarking Treasury Maturity Across Sectors — Improvement Priorities

Day 10: Practising the Government Cash Management Plan

- Account Consolidation Proposal for a Case Government — Applying Days 1 and 2
- Twelve-Month Rolling Cash Forecast — Applying Days 3 and 4
- Buffer and Borrowing Calendar Proposal — Applying Days 5 and 6
- Idle Balance and Payment Control Rules — Applying Days 7 and 8
- Government Cash Management Plan — Presentation to a Finance Ministry Committee

Applying Government Treasury and Cash Management After the Course

- Compare last quarter's cash forecast with actual flows by ministry, identify the largest sources of error and agree new reporting deadlines with line ministries.
- Map all government accounts held outside the treasury single account and propose a phased schedule to close or sweep them.

Government Treasury and Cash Management Questions FAQ

What is Government Treasury and Cash Management and why does it matter now?

Government treasury and cash management is how a finance ministry controls public cash, from collecting revenue to paying obligations. It matters now because tighter budgets and higher borrowing costs make idle balances and unplanned shortfalls expensive.

Which roles gain most from Government Treasury and Cash Management training?

Treasury officials, budget execution staff, cash forecasting analysts and debt coordination officers gain most. Examples come from ministries of finance, social security funds, state-owned utilities and local government bodies, so participants see central and decentralised settings.

How does Government Treasury and Cash Management training differ from a corporate treasury course?

It differs by working within appropriations, public accountability and the central bank's fiscal agent role. A corporate treasury course optimises company liquidity, while this one consolidates public accounts, controls commitments and coordinates borrowing with fiscal policy.

What will you bring back from Government Treasury and Cash Management training?

You bring back a government cash management plan for a case government. It covers account consolidation, a rolling forecast, buffer and borrowing calendar, idle balance rules and payment controls, ready for committee review.

Government Treasury and Cash Management: The Way Forward

The government cash management plan first informs how large a cash buffer the finance ministry holds and when it borrows. Treasury officials, budget execution staff and debt managers use it to align releases, forecasts and issuance on one calendar. After its first year, the forecast error analysis and buffer size deserve a fresh look, as revenue patterns and spending pressures change.