



# **The International Association of Treasury Services celebrates its 10th anniversary**



**10 years of broadening out to the world of financial administrations**

# Outline

---

<b>Preliminary Words.....</b>	<b>3</b>
Word from the President .....	3
Word from the Secretary-General .....	4
<b>Retrospective on 10 Years of Action .....</b>	<b>5</b>
The AIST, A Spirit of Sharing .....	5
The AIST, A decade-long History of International Actions and Cooperation .....	6
<b>Overview of the AIST.....</b>	<b>8</b>
What We Stand For .....	9
Organization and Evolution of the AIST .....	10
AIST Members .....	12
Timeline of AIST Presidents, Secretaries-General and Auditors .....	13
<b>Views on the AIST .....</b>	<b>15</b>
<b>Annex – Summary of the Actions Carried Out by the AIST .....</b>	<b>18</b>



## Word from the President

---



In my capacity as President of the International Association of Treasury Services, I would like to say how Kuwait is pleased and proud to host, from 14 to 16 November 2016, the annual international conference of AIST, on the topic “Benefits of dematerialization for the Treasury missions”.

The pleasure is even greater that the event coincides with the 10th anniversary of our organization. After ten years of existence of this honourable institution and on the occasion of our works, I congratulate it for the distance covered so far, marked by its results and the quality of the rich and intense exchanges that we know, and a strong sense of interpersonal relationships.

I wish to express my gratitude for the contribution that has brought AIST in the strengthening of cooperation between our countries in the constant concern to promote the sharing of

knowledge, best practices and experiences in order to establish good governance and increase the performance of our administrations.

The themes of seminars and conferences bear witness to the willingness of our members to make Treasury services a real lever for a very modern and efficient public finance management.

While wishing every success to the works of AIST, I wish to pay tribute to the different Presidents and Secretaries-General who have succeeded each other at the head of our venerable organization and to all those who, to one extent or another, contributed to the rise of AIST to the level of which we can be proud and have also managed to give our respective administrations, a new dynamic based on the exchange of experience and expertise as well as mutual respect.

I wish a very happy anniversary and a long life to AIST!



## Word from the Secretary-General

---



Secretary-General of the AIST since 2013, I have the honour and the great pleasure of organizing, together with the Ministry of Finance of Kuwait, the symposium celebrating the 10<sup>th</sup> anniversary of our association in Kuwait City.

I wanted to issue the present document to mark the occasion and to pay tribute to those who built the AIST. We can measure, today, the progress made since 2006 and take note of the deep attachment to strong values that structure our organisation: professionalism, requirement, pooling and sharing.

During these ten years, the AIST has evolved towards a more modern and professional organisation thanks to the strong commitment of its successive Presidents and Secretaries-General, who were able to adapt to the evolution of the international environment, to technological progress and to meet its member's new expectations. The success of our actions was only possible thanks to all of our countries that actively involved in our association's life. I am aware of the amount of work required to prepare our events and I would like to take this opportunity to greet and sincerely thank all of you who have been and will be involved in making it possible, be it by hosting our actions or by providing us with high level experts.

The AIST of 2016 is more than ever a place where people can share their experiences, exchange and mutualise good practices, such as the 2006 founders had wanted it at the creation of the association in 2006. The international economic situation, the pursuit of budgetary performance, the contribution of new technologies and the legitimate demands of users to financial administrations are as many factors making the successful continuation of the reform process in AIST member States necessary. Our association has a very important role to play in accompanying those reforms by offering to the thirty member States the opportunity to reflect together on the structures and processes to implement.

The AIST's mission is that every country can take advantage of all the works and experiences shared by the participants. This is why, besides privileging the interactions among its members, the AIST is also largely open to collaborate with other international institutions. Indeed, it is through the cooperation within the AIST that we will be able to drive development in the fields of public finances, in a compelled and changing international context, and to promote the exchange of best practice among peers in our field of expertise of public finance management.

I wish a happy anniversary to the AIST and sincerely hope that it continues flourishing for many years to come!



# **Retrospective on 10 Years of Action**

---

## **The International Association of Treasury Services (AIST), A Spirit of Sharing**

AIST, a non-governmental organisation, was born in 2006 in Antananarivo as the will of its members was to face, together, the challenges of modernisation and the management of public finances.

As a space for exchange and debate, AIST's ambition is to contribute to a shared reflection on the transformations to undertake and to develop forms of multilateral international cooperation based upon common interest and mutual beneficiation.

AIST's members must tackle many challenges which cannot be dealt with individually: the adoption of international accounting standards, the renovation of the means of control of public spending, setting up accounting and budgetary information systems, accompanying decentralization processes, the efficiency of internal management of large network administrations.

Nowadays, globalization and the context of financial and economic crisis reinforce the need for countries to reform and cooperate to engage, together, in the coordinated modernisation of their management.

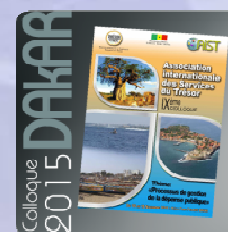
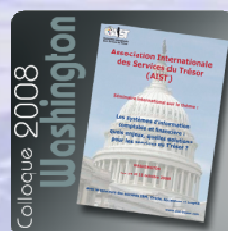
As a non-governmental association, AIST has an international calling which can be found in the geographic diversity of its members emanating from French and English-speaking parts of Africa, the Caribbean, the Pacific area, Europe, the CEI zone and Asia. In 2012, the secretariats of CREDAF and AIST merged into a single office.

# The AIST, a decade-long History of International Actions and Cooperation

To enhance the exchange of information and cooperation between Treasury administrations and the public account administrations of member countries, the AIST organises two kinds of actions:

## 1- SYMPOSIUMS

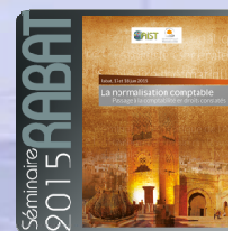
- A symposium gathers administration managers from AIST member countries, along with representatives of numerous international organisations, university lecturers or even experts in public finances.
- For two days, participants reflect and debate on the retained topics. To enhance reflection, roundtables often precede debates.





## 2- THEMATIC SEMINARS (since 2012)

- The format is different a symposium with plenary sessions and workshops on a topic retained in General Assembly. Restricted to AIST members, a thematic seminar generally gathers senior experts from administrations members of the AIST, though senior executives are also welcomed.
- During two days, the participants exchange and debate on the topic previously selected. To foster reflexion and pooling of expertise roundtables and presentations, gathering AIST members and external experts (academia, international organisations etc.), precede the debates.



The AIST also publishes, for the exclusive guidance of its members, thematic papers and syntheses at the end of each of its actions. Aware of the importance of confronting views and experiences from a wide range of countries, the AIST promoted the organisation of its actions on four continents, based on the principle of geographical diversity. Receiving insights from international experts having a global view is also crucial to develop a greater understanding on the issues we deal with:



# Overview of the AIST

---

## OBJECTIVES

Promote dialogue, sharing of experiences and pooling of best practices

Support members in their reforms of State modernisation and of capacity strengthening

Defend values which underlie the proper functioning of Treasury services

## RESOURCES

Financial resources:  
Membership fees and subventions indexed on the GNP per capita of member States

Human resources:  
- Secretary-General  
- Advisor  
- Assistant



## What We Stand For



## Organisation and evolution of the AIST

The history of public finances has evidenced the crucial role of Treasury services making successful reforms of public management. This role becomes even more important in the context of globalisation, marked by a dynamic of reforms. Central to the process of public finance management, the activities of Treasury services aim at adapting to the deep mutations that their environment undergoes. These mutations are mainly linked to the confluence of services standards worldwide, and the needs this confluence creates, such as the confrontation of experiences, cooperative benchmarking or the development of shared managing methods.

The creation of the AIST was decided in this context. The main objective of the association is to establish links between its members and give a platform to the Treasury Services so that they can cooperate and achieve the exchange and mutualisation of good practices.

Built in the first place around the members of the International Symposium for the French-speaking Treasury Services, the AIST spread to the Treasuries of other countries.

The Executive Board (7 countries) is composed of the President, two vice-presidents, and four administrators. The Secretariat-General is based in Paris.

The General Assembly is composed of the general directors of the administrations of our 29 member States.

As the AIST's ambition is to be a relay post between fiscal administrations of different countries, adhesion conditions are the following:

Conform to AIST statutes; cooperate to help the AIST to reach its objectives; facilitate the exchange of documents and experience; pay an annual membership fee.



## Focus on the upcoming website

On the occasion of our 10<sup>th</sup> anniversary, our website is evolving to foster a modern communication around shared values, such as: professionalism, requirement, pooling and sharing.



- Presentation of AIST
- Presentation of member States
- Presentation of the actions
- A special area dedicated to members
- A more intuitive on-line registration platform



Do not forget to follow us on Twitter! @AIST\_TRESOR

# AIST Members



Algeria



Benin



Burkina Faso



Cameroon



CAR



Chad



Comoros



Congo



Djibouti



DRC



France



Gabon



Guinea



Haiti



Hungary



Ivory Coast



Kuwait



Lebanon



Madagascar



Mali



Mauritania



Morocco



Niger



Senegal



Serbia



Togo



Tunisia



Ukraine






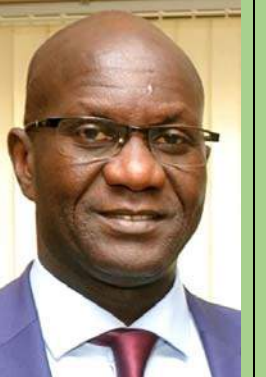










Vietnam










# Timeline of AIST Presidents

2007-2009	2010	2011-2012	2013	2014	2015	2016
						
Saïd IBRAHIMI	Noureddine BENSOUDA	Philippe PARINI	Adama KONE	Orlando ROBIMANANA	Daouda SEMBENE	Jamal ALSAHLI
						

## Timeline of AIST Secretaries-General

2006-2010	2010-2013	Since 2013
		
Dominique DALLO	Gilles BERTEAU	Didier CORNILLET

## Auditors

2006-2013	Since 2013
	
Jacques ORTET	Laurent ROUSSEAU



# Views on the AIST

---

## Mr. Nouredine BENSOUDA, General Treasurer of the Kingdom of Morocco



For Morocco, the International Association of Treasury Services (AIST) is more than simply a platform for exchanging experiences between Treasury professionals.

As a matter of fact, the AIST was created on the initiatives of Morocco and France.

Moreover, the General Treasury of the Kingdom of Morocco chaired its first Presidency in 2006. With unchanged commitment and conviction, it continues to actively participate alongside Kuwait, chairing the current presidency.

Morocco has always been an active member within the AIST. This was evidenced by the fact that the first annual symposium took place in Marrakech in 2007, followed by two thematic seminars, in Marrakech in 2013 and Rabat in 2015.

I seize this occasion to warmly congratulate our new President, Mr. Jamal ALSAHLY of Kuwait, and I wish him great success in his new missions.

I am firmly convinced that public finances remain a driver of economic growth, a factor of State reform and that a good system of public finance management is a necessary prior condition for economic and social development in our respective states.

I am equally persuaded that Treasury services are at the heart of public finance, notably regarding the implementation of public budgets, in terms of resource mobilization, of controlling expenses and spending, in public accounting and

presentation of the accounts, and especially in preparing discharge bills.

To best fulfil their missions, our respective administrations must carry out a full renovation of their professions, ensure the continuous training of their executives, enhance the use of IT systems, and actively take part in updating legal and regulatory documents to keep up with technological changes, notably regarding dematerialization, online payments, simplifying procedures for users, etc.

In this context, international meetings organized by the AIST have become over the years a forum for experience-sharing and exchange on best practices relating to common or similar issues, despite the specificities and contingencies of each state.

The AIST is already 10 years old and gathers professionals from 29 countries of Africa, Europe, Asia, and America. This speaks for the international outreach of this institution, of which members' primary goal is to increase the efficiency and efficacy of Treasury services activities and professions.

Ever since its creation in 2006, AIST has spared no effort in assisting Morocco in the great reforms it has since undertaken. This was the case throughout the State's accountability reform, the updating of public markets regulation, and most notably in the context of reforming the organic law relating to budget bills.

I cannot conclude this message without paying tribute to Mr. Didier CORNILLET, Secretary-General of AIST, whom through his excellent work, his generosity and his dynamism, has created favourable conditions to strengthen the links of friendship and cooperation between AIST members.



## **Mr. Daouda SEMBENE, General Director of Public Accounting and of the Senegalese Treasury**

*Antananarivo 2006 – Kuwait-City 2016*



It has been ten years since the creation of the International Association of Treasury Services (AIST). In one decade, the latter has not merely grown, as any child of the same age would have done. It has achieved a true maturity, has won acclaim and has succeeded in positioning itself as one of the most illustrious professional international associations.

In an increasingly globalized world, history seems to accelerate inexorably and crises, both recurring and multifaceted, constrain ever more the management of resources, especially financial ones. These pioneers were well-inspired, at the start of a millennium charged with uncertainty, to bring into being the generous and brilliant idea of creating a place for “giving and receiving”, in the words of our late President-Poet Leopold Sedar SENGHOR. An agora of modern times, AIST allows Treasury services of countries disseminated throughout four continents to exchange on issues linked to the challenges of modernizing public finance management, in an enriching linguistic and cultural diversity.

In facing the transformations which have affected the world of finance, AIST has admirably played its role whilst staying faithful to its vocation. This dynamism is illustrated by the track record of the actions it has led so far, through yearly symposiums and thematic seminars. A dual reason for satisfaction has emerged: the regularity of events but also, and chiefly, the relevance of topics discussed. As a matter of fact, the topics chosen so far –

and treated brilliantly by skilled professionals – are as diverse as they are varied, and have a common denominator: they all contribute to a brainstorm yielding progress, concerning all the necessary transformations to be made to public finance management, in order to adapt and sometimes anticipate in a perpetually changing environment.

If this association’s results are worthy of such praise, it is thanks to the firm commitment of each of its members but also – as I am happy to underline – thanks to the organizational skills of its Secretary-General, our friend Didier CORNILLET assisted by its indefatigable co-workers. We express here our profound gratitude and satisfaction.

In this retrospection, one cannot help but remember an event of major importance for our country in general, and for the Senegalese Treasury in particular. I refer to our association’s yearly symposium which took place between November 16th and 18th, 2015, at the King Fahd Hotel in Dakar, a success in all aspects. This event was the culmination of the year-long Senegalese presidency of AIST. This is an occasion for me to pay tribute once again to my predecessor and friend, Mr. Abdoulaye DIENG, to whom all credit is due for proposing and defending Senegal’s candidacy during the General Assembly held in Madagascar on November 13th, 2014.

This is finally the chance for me to underline the commitment of the Senegalese Treasury to always remain an active member of AIST. It will spare no effort to maintain its contributions in the continuation of this great adventure, so that our association may live and be strengthened for many more decades to come.



## **Mr. Adama KONE, Former President of the AIST, Minister to the Prime Minister, in charge of the Economy and Finances of the Ivory Coast**



The 10<sup>th</sup> anniversary of the International Association of Treasury Services (AIST) is for me the occasion to deliver a message about our common Association which is a place of exchanges, reflexions and sharing of good practices on the management of public finances.

Indeed, the AIST, by virtue of its missions and activities, managed to gather around the table directors, experts and high level senior executives to pool, share and mutualize their diverse experiences.

Far from being an unproductive discussion forum, every single gathering of our Association contributed to the drafting of solutions or reforms optimising the performances of the different member State's Treasury services.

2013 was a year in which the Ivory Coast was doubly honoured, on the one hand, by appointing me as President of the AIST, and, on the other hand, by honouring us to host the 7<sup>th</sup> annual symposium held on 28<sup>th</sup> and 29 November 2013 in Abidjan.

It has been a learning and exciting experience for myself and, most of all, an opportunity to further publicise and reposition the Ivory Coast on the international stage.

It is with great pride that today, as Minister to the Prime Minister, in charge of the Economy and Finances of my country, I keep having a positive and encouraging look on the AIST.

I would like to seize this opportunity to pay most deserving tribute to all my predecessors who chaired the AIST and were able to contribute to the outreach of our Association as a benchmark platform of exchanges. I also congratulate my successors who were capable of consolidating our common Association's achievements to date. I am convinced that the AIST will have a bright future.

I cannot conclude my remarks without thanking, congratulating and encouraging the Bureau and the General Secretariat who tirelessly work towards making the AIST a dynamic instrument contributing to the improvement of the management of public finances of our respective member countries.

## Annex – Summary of the actions undertaken by the AIST

### 10 Symposiums



Morocco (2007): Internal control and management of risks



United States (2008): Accounting and financial information systems



France (2009): States' accounting reform and the new role of Public Accountants



Slovenia (2010): The quality of Public Accounts



Ukraine (2011): Modernise the State and public finances. Efficiency of public spending



Tunisia (2012): The State's accounting reform and the management of its treasury



Ivory Coast (2013): The financial management of local authorities



Madagascar (2014): The role of Treasury's services for a better steering of public finances



Senegal (2015): Public expenditure management process



Kuwait (2016): Benefits of dematerialization within the exercise of Treasury missions

### 5 Thematic Seminars



DRC (2012): Modernizing tax collection



Morocco (2013): Audit and internal audits in the public branch



France (2014): The management of the Treasury and its Single Account (CUT)



Morocco (2015): Accounting normalization – Changing to accounting in established entitlements



Haiti (2016): The role of Treasury's Services in the management of public debt



# *Symposium 2015*

## *DAKAR - SENEGAL*





**86 allée de Bercy, Bâtiment Turgot  
Télédoc: 908  
75012 Paris**

**Tel: +33 (0)1 53 18 11 00  
Fax: +33 (0)1 53 69 04 23**

**@: [aist@aist-tresor.com](mailto:aist@aist-tresor.com)**

**🌐: [www.aist-tresor.com](http://www.aist-tresor.com)**