Public Financial Management - Fiscal Year 2026

Algeria

Implementation of PBB & MTBF (April 19-30)

METAC supported the General Directorate of Budget (DGB) in the “operationalization” of the Organic Budget Law adopted in 2018, in the areas of institutional arrangements and capacity development. This first mission focused on the managerial dimension of the budgetary reforms and conducted the relevant functional diagnostic. This includes a high-level stocktaking of progress achieved on the key reform projects (including performance-based budgeting (PBB)) compared to the Organic Budget Law target and an evaluation of changes in organizational arrangements, and capacity building initiatives. Findings will inform a high-level action plan that will identify measures needed in institutional arrangements and capacity development to support effective reform implementation.

Iraq

Treasury Single Account Implementation

This follow-up workshop in September on Treasury Single Account (TSA) implementation with the Ministry of Finance of Iraq included stakeholders from the Ministry of Finance, Central Bank of Iraq, and seven State-owned banks. The main objectives were to: (i) review progress made since the last TSA workshop; (ii) update the TSA roadmap, and (iii) update the TSA concept note. Participants discussed the progress of the bank account inventory, the roll-out of the core-banking system in state-owned banks, the TSA design options and coverage, review of the draft TSA concept note, coordination and procedural arrangements for banking services, cashflow forecasting, and training for spending units. The authorities requested a follow-up workshop in early 2026 to include regional peer-learning component and share experiences in implementing TSA reform.

Follow-up TSA workshop (February 1-5)

METAC support contributed to tangible progress in advancing Treasury Single Account (TSA) implementation in Iraq and strengthening coordination across key fiscal and banking institutions. METAC brought together the Ministry of Finance, the Central Bank of Iraq, and state-owned banks to reinforce a shared understanding of the TSA reform agenda and accelerate implementation. The engagement supported concrete advances in cash consolidation and transparency, including progress on the bank account census, expanded monitoring of government bank accounts through digital portals, and steps toward introducing zero-balance accounts with credit ceilings. Peer learning with the Egyptian authorities further reinforced the importance of a clear reform vision and strong political commitment. Overall, the support enhanced institutional coordination, data transparency, and technical readiness for the next phase of TSA reform under the authorities’ roadmap.

Workshop on Budget Preparation (April 12-16)

METAC supported the Ministry of Finance of Iraq on the top-down budget preparation while providing an overview of the budgeting process and of setting budget ceilings as its key tool. The mission supported the development of a sequenced plan to support the implementation of top-down budgeting features and delivered recommendations for strengthening the top-down budget preparation process.

Lebanon

Macro-fiscal Forecasting (July- August)

METAC supported Lebanon in developing the medium-term fiscal framework (MTFF) for the 2026 budget preparation process. The mission is part of the continued support to the Lebanese Ministry of Finance (MoF) on strengthening the macro fiscal framework by developing the macro-fiscal indicators and improving fiscal projections for fiscal years 2026-2029. The aim is to restore MoF's macro-fiscal functions and improve the contribution of the MTFF in budget preparation and the management of fiscal risks. The Macro-fiscal Unit (MFU) team reviewed the main assumptions and methodology used to develop 2026 estimates and to contribute to the budget preparation process. The mission focused on enhancing forecasting methods for main economic and fiscal objectives over the medium term, strengthening the model linkages comprehensively and consistently, and explaining the forecasts' main underlying assumptions.

Workshop on Fiscal Risk Management with the Institute of Finance (IOF) Basil Fuleihan (March 24-27)

This online workshop on Fiscal Risk Management was organized in collaboration with the Institute of Finance (IOF) Basil Fuleihan. The workshop brought together participants from the Ministry of Finance and various Lebanese public institutions to discuss good practices and technical tools for identifying, analyzing, and managing fiscal risks. It focused on the IMF Fiscal Risk Toolkit, covering key areas such as macroeconomic fiscal risks, risks related to State-Owned Enterprises (SOEs), Public-Private Partnerships (PPPs), and government guarantees.

Libya

HQ-METAC **|** *Strengthening Budget Preparation (January 25-29)*

The workshop supported the Libyan Ministry of Finance in clarifying the technical prerequisites and sequencing for strengthening budget preparation ahead of potential budget unification. The workshop reviewed the current budget process, assessed progress since the 2024 technical assistance, and discussed practical steps to introduce a more structured budget preparation framework. The mission helped establish a shared understanding of which reforms are feasible under current institutional constraints, and would support the possible unification of the budget cycle.

Morocco

AI in internal audit (May-June)

A joint mission by METAC and the IMF's Fiscal Affairs Department (FAD) supported the Inspectorate General of Finance (IGF) of Morocco in developing an AI strategy to enhance the efficiency of its fiscal oversight processes. The strategy aims to enable the IGF to conduct more audits annually by leveraging AI. To guide this work, the mission delivered a workshop to apply FAD's Framework for Strengthening the PFM Enabling Environment for Digitalization and used the PFM AI Maturity Model to assess IGF's AI readiness. The thorough AI readiness assessment was based on IGF-provided information and several rounds of field-based and remote consultations, including the relevant divisions of the Ministry of Economy and Finance and the Ministry of Digital Transformation. It revealed the strengths and weaknesses of the IGF and provided recommendations for improvements. A set of Key Performance Indicators was also developed in collaboration with the IGF team to monitor the progress of AI implementation. The authorities actively participated in developing the strategy and expressed appreciation for the findings.

HQ-METAC |Strengthening Budget Preparation

Morocco's Ministry of Economy and Finance (MEF) aims to further strengthen its fiscal risk management framework for state-owned enterprises (SOEs) and public private partnerships (PPP). A joint FAD-METAC mission (i) evaluated the existing legal, institutional, and operational frameworks; (ii) trained MEF staff on the quantification, analysis, and reporting of fiscal risks using tools from the fiscal risk toolkit developed by FAD; and (iii) presented options to enhance fiscal risk management and reporting through the Fiscal Risk Statement (FRS).

Sudan

PFM Law (May-June)

Since November 2024, METAC is providing ongoing support to Sudan for the development of an integrated PFM law, which the authorities consider to be a prerequisite for the implementation of in-depth PFM reforms. In May and June, METAC suggested the addition of a chapter fully dedicated to financial management to streamline and strengthen the structure of the proposed law. METAC also provided comments on treasury, accounting, and audit chapters to strengthen their content and consistency. METAC organized weekly discussions with the authorities to make drafting recommendations on budget preparation with a focus on reform-oriented articles, including top-down budgeting, strategic budgeting (concepts, tools etc.), organization of the budget process and its calendar, budgeting for fiscal risks, and budget documentation.

Development of a PFM Law

METAC continued the provision of remote technical assistance during July to October to the Ministry of Finance and Economic Planning (MoFEP) of Sudan for the development of a modern PFM law that will serve as long-term foundation for the PFM reforms. The authorities strengthened the sections related to the oversight of public bodies and SOEs, financial management, fiscal federalism, transitional arrangements and violations and penalties. The proposed law introduces fiscal responsibility principles, reforms budget planning and management, institutionalizes modern cash management and the Treasury Single Account, and requires the adoption of international public sector accounting standards. It also enables digitalization of PFM processes and establishes MoFEP’s oversight and control over all public resources. METAC discussed with the authorities including State Minister of Finance the next steps including support for the development of the PFM law regulations.

Remote Mission on Re-establishment of Treasury Single Account (February 15-18)

FAD–METAC support played a critical role in helping Sudan rebuild core public financial management functions and lay the groundwork for re-establishing a Treasury Single Account (TSA) system in a highly constrained post-conflict environment. The engagement strengthened the Ministry of Finance and Economic Planning’s understanding of international TSA practices and reform prerequisites, while taking stock of existing banking arrangements and cash management processes. The support helped the authorities consolidate progress made in restoring electronic revenue collection and advance interim digital solutions for treasury operations, including cash programming, spending authorizations, and fiscal reporting. It also supported institutional readiness for TSA re-establishment through guidance on developing a TSA concept note, strengthening legal and regulatory frameworks, and aligning system development with planned FMIS implementation.

Treasury Single Account Framework Operationalization (April 6-9)

METAC support enabled the Ministry of Finance and Economic Planning (MoFEP) to advance concrete milestones toward re-establishing the Treasury Single Account (TSA). During the mission, MoFEP assessed the readiness of its e-collection system (Esali), took stock of progress on the e-treasury ledger, and clarified roll-out plans to budgetary entities. With hands-on support, the authorities produced the first draft TSA Concept Note, articulating reform objectives, defining preconditions for restoring the pre-war TSA, designing the TSA account structure—including the inclusion of extra-budgetary entities (Phase III)—and setting out a phased reform roadmap, governance arrangements, and implementation risks. The mission also strengthened institutional capacity by sharing international lessons on TSA implementation and cash management in conflict settings. The authorities are finalizing the Concept Note following stakeholder consultations and will submit it to the Minister for approval.

Syria

Assessment of Core PFM Functions

IMF staff completed the first CD visit to Syria in 14 years. This successful joint HQ–METAC mission from October 26-30 engaged senior officials across the Ministry of Finance and the Central Bank and reviewed ongoing reforms, including the introduction of a digital budget platform, plans for a Treasury Single Account (TSA), and steps to improve fiscal reporting. The mission provided practical guidance on finalizing the 2026 budget, advised on steps to strengthen future budget planning, and discussed measures to consolidate government bank accounts and enhance cash forecasting. The authorities expressed strong commitment to continued collaboration, including follow-up capacity development on the preparation of the 2026 Budget, cash forecasting, TSA implementation, and fiscal reporting.

FY26 Budget Preparation (November 23 - 27)

The joint FAD and METAC mission supported the Ministry of Finance in preparing a template for the 2026 budget statement (Beyan). The team presented international examples, analyzed the 2023 Beyan and available fiscal series, and worked with the Budget Directorate on a draft structure for the 2026 document.

FY26 Cash Management (November 30-December 4)

The joint FAD and METAC mission provided capacity development support to strengthen the MoF's cash forecasting capacity. The mission advised on key institutional requirements, including designating cash management as a core treasury function, appointing dedicated staff for this role, and ensuring the necessary legal backing in the ongoing drafting of the Basic Financial Law. The mission team also discussed follow-up technical assistance and training on compiling data for a cash forecasting table and technical analysis on cash forecasts once institutional arrangements are in place in early 2026.

West Bank and Gaza

Review and Update of the Sop on Cash Management – Duty Station-Based Work (April 20-30)

In response to the request from the Ministry of Finance in West Bank and Gaza, METAC undertook a desk review and update of the 2022 Manual of Work Procedures of the Cash Management Directorate to bring it into line with the good cash management practices.

Yemen

Treasury Single Account (TSA) Reforms Implementation

In October, METAC supported a high-level delegation from the Ministry of Finance of Yemen led by the First Undersecretary in the identification of short-term options for TSA structures that modernize existing banking arrangements and enable the consolidation of cash assets without requiring legal or regulatory changes. The authorities developed a vision and a strategic workplan for the implementation of longer-term TSA reforms and identified key prerequisites and measures needed for the implementation. The mission delivered a two-day workshop to enhance MoF's understanding of the TSA concept and the differences between centralized and decentralized systems of budget execution. It presented different international examples for institutional arrangements, technological infrastructure for TSA, and reform paths for TSA implementation and budget execution. A representative from Jordan's MoF presented the country's TSA reform experience and shared the lessons learnt.

Training of Trainers Workshop for Ministry of Finance (MoF) Officials on Expenditure Control and Monitoring of Commitments Framework Roll-Out (April 18-22)

METAC support strengthened Yemen's capacity to improve expenditure control and commitment monitoring, helping the Ministry of Finance (MoF) develop its internal capacity to reinforce budget execution under highly constrained conditions. METAC helped the Ministry of Finance build a core group of trainers and develop tailored learning materials to support rolling out the expenditure control and commitment monitoring framework across central and local authorities, addressing critical capacity gaps that had previously hindered implementation. The support enhanced the trainers' understanding of modern budget execution and expenditure control concepts and institutional roles and responsibilities under the new two-stage control system and deepened the trainers' technical knowledge of the processes and the tools introduced to improve the alignment between commitments and available cash. Participants' capacity to use the interim digital tool in the absence of a fully operational FMIS was also strengthened in close collaboration with MoF's IT division.

Mission on the development of a detailed Concept Note and Action Plan for TSA system reforms (April 11-15)

Amid difficult circumstances, Yemen is continuing to move forward with critical public financial management reforms. In April 2026, METAC brought together a team of senior officials from Yemen's Ministry of Finance in Cairo for a mission focused on Treasury Single Account (TSA) reform. Building on earlier work launched in October 2025, the mission helped authorities take stock of progress already achieved—notably the closure of many government bank accounts in commercial banks and the transfer of their balances to the Central Bank of Yemen—and prepare a clear forward way. Together, participants developed a draft concept note for government approval and mapped out a phased roadmap for full implementation over the next six years. A detailed implementation was also prepared for 2026-2028. The mission also created space for knowledge sharing, drawing on international experience and lessons from other fragile settings. This work reflects the authorities' determination to strengthen cash management, improve fiscal control, and lay the foundations for a more modern and resilient treasury system.