

## Technical Assistance (TA) and Training Missions

### *Banking Supervision*



**Egypt**



As part of its assistance to the Central Bank of Egypt (CBE) on the implementation of Basel II/III, METAC provided capacity development on Total Loss Absorbing Capacity (TLAC). The mission recommended the CBE to consider implementing TLAC to improve the stability of the Egyptian financial system, and advised on the processes that the authorities could implement to resolve domestic-systemically important banks in times of financial stress.



**Morocco**

METAC continued its assistance to Bank-Al Maghreb (BAM) on the supervision of market risk and interest rate risk in the banking book (IRRBB) from a risk-based supervision perspective. This was the second mission of the Center, to help the authorities prepare for a move to a more flexible foreign exchange rate regime. The mission proposed changes to enhance the existing regulatory framework, including on the BAM's Directive on IRRBB management, the Circular on Internal Control, and the Directive on Governance. It also organized training presentations followed by workshops, aimed at addressing upcoming regulatory and supervisory challenges.

### *Public Financial Management*



**Egypt**

In the context of the ongoing program supported by the IMF Extended Fund Facility, public financial management reforms focus on strengthening fiscal risk management and enhancing top-down expenditure control. A "Sovereign Guarantee Committee" (SGC) has been established to assess the requests from State-Owned Enterprises (SOEs) and Economic Authorities (EAs) for the government's guarantee. Its proceedings are supported by a "Technical Secretariat". METAC provided capacity building to the Secretariat staff and other key stakeholders, including key members of the SGC, on the assessment and management of fiscal risks resulting from guarantees. The Center's expert (i) shared international experience and provided methodological guidance to assess requests for guarantees and manage related fiscal risks. In addition, she provided hands-on support to strengthen further the analysis of the financial position of SOEs and EAs, and the reporting of the related risks.



**Morocco**

Strengthening public investment is a major priority to support growth and meet social expectations regarding access to public infrastructure. Given the fiscal constraint and the government commitment to bring debt down to 60 percent of GDP by 2021, the authorities are taking measures aiming at improving the efficiency and quality of public investment. Using the Public Investment Management Assessment (PIMA) methodology, a joint Fiscal Affairs Department (FAD) – METAC – World Bank mission assessed the efficiency of Jordan's public investment, outlined its relative institutional strengths and weaknesses, and provided practical recommendations to enhance the efficiency and impact of public investment. The assessment finding will support the authorities' action plan to strengthen public investment management.



## Tunisia

### Treasury Single Account (TSA) & Cash Management:

In the context of the ongoing program supported by the Extended Fund Facility, improvement of institutional arrangements related to cash management and consolidation of all central government banking accounts within the TSA are needed to maximize cash availability and minimize financing costs. A METAC expert continued the Center's assistance, advising the authorities on the TSA consolidation, short-term cash forecast, and the operationalization of a cash management office. He also worked closely with all the stakeholders of cash management to build a detailed and operational roadmap to strengthen cash management in the short term.

### Management of fiscal risk related to SOEs:

In the context of the ongoing program supported by the Extended Fund Facility, strengthening the framework to manage fiscal risks arising from the 104 SOEs - which employ 6% of the active population - is a key priority. A METAC mission (i) shared international experiences regarding institutional arrangements and tools to manage fiscal risks, and (ii) proposed a short-term roadmap to strengthen the ability of the Ministry of Finance to effectively monitor and mitigate these risks. The main issues addressed by the mission include: (i) institutional arrangements to strengthen the fiscal and financial oversight of SOEs by developing a consultation framework with the stakeholders involved in the SOEs oversight, (ii) transparency of fiscal and financial information, and (iii) approaches to improve assessments of the SOEs' financial performance and sustainability.

### Revenue Administration



## Morocco

Morocco is one of the first countries selected to benefit from the "G20 Compact with Africa (CWA)" initiative to which the IMF contributes. As part of the implementation of the revenue mobilization component of the initiative, METAC joined an IMF headquarters mission to discuss Morocco's priorities with the Directorate General of Taxes (DGT). The following new tools were presented and discussed: 'Medium-Term Revenue Strategy' (MTRS); 'International Survey on Revenue Administration' (ISORA), and the diagnostic assessment tools: 'Revenue Administration Gap Analysis Program' (RA-GAP) and 'Tax Administration Diagnostic Assessment Tool' (TADAT). As a result, DGT requested that the IMF FAD and METAC to undertake a TADAT assessment and a value-added tax gap analysis later in this fiscal year.



## West Bank and Gaza

METAC advised the Palestinian Ministry of Finance and Planning on strengthening the management of large taxpayers' (LT) compliance. The mission reviewed the large taxpayers' unit's (LTU) existing practices for managing LTs, and the current understanding within the tax department of the types of non-compliant behavior, and their relationship to compliance management strategy and activities. Accordingly, it recommended fundamental changes to reform and modernize the LTU. As a starting point, it proposed developing a new LT strategy, focusing on risk-based compliance management, targeted audits, and improved services to taxpayers. It also outlined a functional organizational structure and new performance management objectives.

### Statistics



## Lebanon

METAC continued its assistance to the Central Administration of Statistics of Lebanon in assessing and organizing the data sources, to reconcile the data used in the balance of payments (BOP) and rest of the world (ROW) account. The objective was to re-establish the ROW account as a part of the integrated economic accounts for Lebanon, consistent with the external sector statistics. In this context, the mission coordinated the work with the BOP compilers at the Banque Du Liban, building on the good cooperation established during the March 2017 mission.



## Libya

Following the objectives set up for Libya in METAC's work program for 2017-2021, the Center organized an off-site mission in Amman, Jordan and provided training to the staff of the Bureau of Statistics and Census (BSC) of Libya on the development of the source data and re-establishing the national accounts compilation framework. The mission aimed at building on the achievements of the January 2017 mission. It helped the BSC staff in redrafting the old questionnaires for their use in the planned economic survey in 2018. Based on the existing information, the mission also designed and recommended a compilation framework to cover the 2013-2017 data gap, which is one of the major concerns of both the compilers and users of national accounts data.



METAC held a workshop on TADAT in Amman, Jordan during September 11-13, 2017. TADAT has been designed to deliver an objective and standardized assessment of the most critical outcomes of any country's system of tax administration. Twenty senior representatives of tax authorities and ministries of finance from 10 countries attended the workshop. The countries represented were: Afghanistan, Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Sudan, West Bank and Gaza (all METAC members), and Oman.

Given the comprehensive nature of TADAT, and the volume of material to be covered, a series of three workshops have been planned. This workshop was the second in the series. It provided participants with an initial awareness session on the TADAT process, and was followed by detailed discussions on the internationally recognized good practices espoused in the TADAT methodology related to the effective risk management both for compliance and institutional risks. Examples of the practical application of these good practices helped to demonstrate how they add to better tax administration.

METAC will be providing future TA support for TADAT assessments throughout the region, in partnership with other development partners, where appropriate.

## Center Coordinator's Visit to Egypt

The Center Coordinator, Ms. Taline Koranchelian, visited Cairo to hear the authorities' views on METAC's work and to assess Egypt's needs for TA going forward. She met with officials from the ministry of finance, the Central Bank of Egypt, as well with representatives from the European Delegation and the USAID.

During her visit, Ms. Koranchelian also participated in the EIB MED Conference on Boosting Investment in the Mediterranean Region. Her intervention focused on the region's economic outlook and the key challenges for a higher, sustainable, and inclusive growth model for the region.

The following TA reports were uploaded on METAC's website during September 2017. Steering Committee members of countries and donors who have signed a confidentiality agreement with the IMF can request the reports by sending an email to [metacss@imf.org](mailto:metacss@imf.org)

	<b>Sudan</b>
<b>Banking Supervision</b>	Support to the Central Bank of Sudan Credit Registry
	<b>Iraq</b>
<b>Revenue Administration</b>	Strengthening Management of Large Taxpayers
	<b>Djibouti</b>
<b>Statistics</b>	National Accounts

## IMF Online Courses

Available to government officials and, in some cases, to the general public through [www.imf.org/institute-online](http://www.imf.org/institute-online) and <https://www.edx.org/school/imfx>. Current and forthcoming online courses include:

- Financial Programming and Policies, Part 1: Macroeconomic Accounts & Analysis (FPP.1x)**  
 Language: Arabic, October 4, 2017-November 15, 2017 (6 Weeks)  
 Course conducted online  
**Apply online by October 2, 2017**
- Macroeconometric Forecasting (MFx)**  
 Language: English, October 18, 2017-December 20, 2017 (9 Weeks)  
 Course conducted online  
**Apply online by October 11, 2017**
- Macroeconometric Diagnostics (MDSx)**  
 Language: English, October 18, 2017-November 29, 2017 (6 Weeks)  
 Course conducted online  
**Apply online by October 11, 2017**
- Public Financial Management (PFMx)**  
 Language: English, October 18, 2017-November 22, 2017 (5 Weeks)  
 Course conducted online  
**Apply online by October 16, 2017**
- Financial Programming and Policies, Part 2: Program Design (FPP.2x)**  
 Language: French, November 1, 2017-December 20, 2017 (7 Weeks)  
 Course conducted online  
**Apply online by October 25, 2017**

# METAC Planned Missions

METAC planned missions for October 2017 are:

Country	Mission	Resident Advisor	Short Term Expert	Date
<b>Banking Supervision</b>				
Algeria	Develop ICAAP framework	Ahmad El Radi	Francois Gomez	10/08-12
Djibouti	Strengthening the regulatory framework	-	Abdullah Haroun Raymond Bernard	10/22-11/02
<b>Public Financial Management</b>				
Afghanistan	Training on Public Financial Management	Xavier Rame	Julien Dubertret	10/02-06
Lebanon	Seminar on IPSAS Cash Basis implementation and fiscal reporting	Xavier Rame	Frans Van Schaik	10/23-27
Lebanon	Additional training to the macro fiscal unit on fiscal risk	Xavier Rame	Gerhard Steiger	10/30-11/08
Tunisia	TSA & cash management	-	Guillaume Roudeau	10/30-11/03
<b>Revenue Administration</b>				
Egypt	Filing & payment compliance management procedures	-	Keith Cartwright	10/15-26
Sudan	Procedures & workflow at the Port in the Red Sea directorate	Patrick De Mets	Darryn Jenkins	10/22-11/02
<b>Statistics</b>				
Egypt	National Accounts	Todor Todorov	-	10/29-11/09
Lebanon	Price Indexes	-	Brian Graf	10/16-27
Tunisia	National Accounts	-	Joseph Wilkinson	10/30-11/10