

**DEVELOPMENT PARTNERS:** European Union | France | Germany | Switzerland | The Netherlands

**MEMBERS - CONTRIBUTORS:** Algeria | Egypt | Iraq | Lebanon | Sudan

**MEMBERS:** Afghanistan | Djibouti | Jordan | Libya | Morocco | Syria | Tunisia | West Bank & Gaza | Yemen

## Technical Assistance (TA) and Training Missions

### *Public Financial Management*



In September 2017, a METAC mission assisted the Tunisian authorities in defining a roadmap to maximize cash availability and minimize financing costs. This roadmap entails strengthening institutional arrangements related to cash management and consolidating all central government banking accounts within the Treasury Single Account (TSA). To support its implementation, a METAC expert advised the authorities on practical issues related to the creation of a Cash Management Committee and the preparation of an agreement, formalizing the relationship between the Ministry of finance and Central Bank of Tunisia for the management of the TSA and other banking services. He also helped to identify key actions to improve cash forecasting. This visit will be complemented by at-distance and on-demand expertise until late April 2018.

### *Revenue Administration*



METAC continued to support ETA in developing and implementing improved filing and payment compliance management procedures based upon international good practice, and in developing permanent Performance Improvement Unit. During this third visit in fiscal year 2018, a mission reviewed the progress and initial results from the implementation of the new pilot phase, testing the capability of offices to use the improved compliance management procedures across a broader number of taxpayers and across all staff in the offices involved in filing and payment processes.

The mission agreed with ETA on next steps, which include enhancements to project methodologies, strengthening the project management function and transitioning into a permanent performance improvement unit, and commitment to provide full support to a national roll-out of the new procedures.



METAC provided an off-site technical assistance mission to the General Commission for Taxes in Iraq. The mission reviewed and discussed the latest plans of the Commission for Taxes regarding the modernization of the Information Technology (IT) and the current status of automation across the core tax business processes. It advocated for a high-level set of functional requirements that the IT-system should support in order to deliver the services required by an effective tax administration, and advised on how to design and implement an IT strategic plan covering short- and long-term needs. The mission also provided guidance on how to set a project management structure for the implementation of the new IT system and how to manage the transition to the new system.



In September 2017, a METAC mission developed and agreed with the authorities on a time-bound action plan, whereby the Income and Sales Tax Department (ISTD) will introduce binding rulings in phases and will prioritize the preparation of a program for binding public rulings. The January mission reviewed progress and advised ISTD on ways to (i) overcome some obstacles they faced during implementation and (ii) strengthen governance arrangements. The mission also held discussions with representatives of professional associations on and ISTD on issues to be

addressed through public rulings, and advised maximizing consultation opportunities while developing a forward program of Public rulings. Consideration was given to emerging opportunities to leverage planned law changes to establish a legal framework for private rulings. Furthermore, the mission held a workshop for ISTD staff to assist them with the development of an internal and external communication strategy.

## Statistics

### Algeria

A mission assisted Banque d'Algérie in improving the sources and compilation techniques of external sector statistics (i.e., balance of payments and international investment position), focusing on direct reporting. The mission also assessed the possibility of developing quarterly balance of payments estimates. To this end, it reviewed the availability of frequent indicators and discussed the possibility of collecting more frequent data that could support compilation of quarterly estimates.

### Djibouti

In cooperation with AFRISTAT, METAC assisted the Directorate of Statistics and Demographic Studies (DISED) in restoring and developing the national accounts compilation system, based to the extent possible on the methodological framework of the 2008 System of National Accounts. The mission provided hands-on training to DISED staff and assisted them in compiling the 2014 GDP based on the newly established system. It also agreed with the authorities on mid-term objectives to fully operationalize the national accounts team at DISED so that they can autonomously produce the national accounts statistics. These objectives will be jointly supported by METAC and AFRISTAT.

### Sudan

METAC assisted the Central Bureau of Statistics (CBS) in improving the annual national accounts, based on an updated benchmark compilation framework. The mission worked with the CBS staff to assess and organize the relevant information from the 2014 household survey and the 2012-2014 economic survey, which will then be integrated in

the new benchmark GDP estimates. Attention was paid to the administrative data (including companies' income statements, balance sheets and value-added tax and customs declarations) as an important supplementary source of information for national accounts estimates.

### Tunisia

METAC mission assisted the National Institute of Statistics (INS) in strengthening the sectoral financial accounts and introducing sectoral financial balance sheets. The mission reviewed and assessed the sources and procedures currently applied in compiling the sequence of sectoral financial accounts and integrated economic accounts. It also developed a reconciliation framework of the stocks and flows of financial assets and respective liabilities between the institutional sectors. The work on establishing a compilation system of financial balance sheets will continue during a subsequent mission scheduled in February 2018.

## Outreach Activities

METAC Coordinator, Ms. Taline Koranchelian, participated in the conference on "Opportunity for All: Promoting Growth, Jobs, and Inclusiveness in the Arab World" organized jointly by the Arab Monetary Fund, the Arab Fund for Economic and



Social Development, and the IMF. She gave a talk on how country officials in the MENA region have been working with the IMF to advance inclusive growth reforms, and shared a few country examples where fair, effective, and sustainable revenue mobilization was established to foster a pro-growth investment climate; where fiscal space was created to provide safety nets to the poor; where trade was made simpler and less costly; or where financial inclusion was promoted. On the margins of the conference, Ms. Koranchelian also made a presentation to journalists on IMF capacity development in the region.

We are pleased to announce the appointment of Mr. Stoyan Markov as METAC’s new revenue administration advisor. Before joining METAC, Mr. Markov was the resident advisor of the IMF and the European Commission. He has 16 Revenue Administration and Ministry of Finance in Bulgaria, where he managed Bulgaria’s Revenue Administration Reform Project (RARP) funded by the World Bank (2003-09), and as director of tax policy, led the accession negotiations with the European Commission on taxation and the harmonization of the tax legislation with EU regulations. During 2014-2015, he was the resident advisor of the European Commission Task Force in Greece, and since 2015, the IMF Revenue Administration Advisor in Ukraine, supporting the efforts of the State Fiscal Service of Ukraine in planning and implementing revenue administration reforms. We welcome Mr. Markov in METAC and look forward to his support to the Center’s member countries.



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:

- **Macroeconometric Forecasting (MFx)**  
 Language: English, February 28 – May 2, 2018 (9 Weeks)  
 Course conducted online  
**Apply online by February 21, 2018**
- **Financial Programming and Policies, Part 2: Program Design (FPP.2x)**  
 Language: English, March 7 – April 25, 2018 (7 Weeks)  
 Course conducted online  
**Apply online by February 28, 2018**
- **Macroeconomic Management in Resource-Rich Countries (MRCx)**  
 Language: English, March 14 – May 2, 2018 (7 Weeks)  
 Course Conducted online  
**Apply online by March 7, 2018**
- **Energy Subsidy Reform (ESRx)**  
 Language: English, March 28 – April 25, 2018 (4 Weeks)  
 Course Conducted Online  
**Apply online by March 21, 2018**

**TA Reports**

The following TA reports were uploaded on METAC’s website during January 2018. Steering Committee members of countries and donors who have signed a confidentiality agreement with the IMF may access the reports @ [www.imfmetac.org](http://www.imfmetac.org)

<b>Public Financial Management</b>	<b>Tunisia</b>
	Cash Management and Treasury Single Account
	Managing Fiscal Risk from State-Owned Enterprises
<b>Revenue Administration</b>	<b>Jordan</b>
	Compliance Risk Management
	<b>West Bank and Gaza</b>
<b>Statistics</b>	Risk Management Customs Support
	<b>Iraq</b>
	Price Statistics
	National Accounts Statistics
	<b>Egypt</b>
	National Accounts Statistics

METAC planned missions for February 2018 are:

Country	Topics	Resident Advisor	Short-Term Expert	Dates
<b>Banking Supervision</b>				
Iraq	Training on the Implementation of the Developed Regulations	Ahmad El Radi	Sherif Ashour Talaat Nasr	02/05-09
Tunisia	Training on Internal Capital Adequacy Process	Ahmad El Radi	Thierry Bangratz	02/26-03/02
West Bank and Gaza	Implementation of International Financial Reporting Standard 9	-	Jerry Edwards	02/25-03/08
<b>Public Financial Management</b>				
Iraq	Budget Execution and Commitment Control	Xavier Rame	to be confirmed	02/28-03/5
Jordan	Payment Arrears Prevention and Monitoring	-	Pokar Khemani	02/20-03/05
Sudan	Medium-Term Fiscal Framework	-	Omneya Ramadan	02/25-03/05
Tunisia	Cash Management Committee and Draft Convention between the Treasury and the Central Bank	-	Guillaume Roudeau	02/01-04/25
Regional Workshop	Fiscal Risk Management Emanating from State-Owned Enterprises	Xavier Rame	Adrien Tenne Gerhard Steger	02/05-08
Regional Workshop	Budget Transparency	Xavier Rame	-	02/14-15
<b>Revenue Administration</b>				
Regional Workshop	Tax Administration Diagnostic Assessment Tool	Stoyan Markov	Paul Martens	02/19-22
<b>Statistics</b>				
Egypt	National Accounts Statistics	Todor Todorov	-	02/ 04-08
Libya	National Accounts Statistics	-	Cengiz Erdogan	02/18-22
Tunisia	National Accounts Statistics		Geert Langenus	02/19-23