

**Workplan for FY20: May 2019-April 2020**

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
<b>Total Workplan</b>									<b>32</b>	<b>45</b>	<b>814</b>	<b>844</b>	<b>1735</b>
<b>Outreach and Regional Activities</b>									<b>28</b>	<b>7</b>	<b>100</b>	<b>56</b>	<b>191</b>
BSR	Ensure that banks have strong capital position which adequately covers their risks and contribute to financial system stability	Workshop on Basel III finalization: revised approaches to measure risk weighted assets	Banking legislation and regulations are aligned with Basel II/III requirements	Training is completed	Training material	Completed	4-Nov-19	7-Nov-19	0	0	10	18	28
BSR	Develop new or incorporate supervisory tools in the regulatory framework to address specific risks in Islamic finance	Introduction to Islamic Finance and banking	Supervisors have the necessary capacity to upgrade regulations and guidelines specific to IIFS and apply them effectively	Training is completed	Training material	Cancelled			0	0	10	18	28
BSR	Draft one regional note on the Basel implementation in METAC countries	Work from Home	Better assessment of CD needs and peer-to-peer learning	Regional note is drafted	Regional note	New	4-Nov-19	4-Nov-19	0	0	3	5	8
PFM	Comprehensive, credible, and policy-based budget preparation	Course on medium-term budgeting (CEF)	A more credible MTBF is integrated with the budget process	Regional dissemination of good practices and techniques to develop medium-term budgeting	Workshop material	Completed	16-Dec-19	19-Dec-19	0	0	9	18	27
PFM	Improved PFM laws and effective institutions	Participation in FAD course on Strengthening Budget Institutions (CEF)	The capacity to plan, implement and sustain PFM reforms is enhanced	Regional dissemination of good practices related to the development and implementation of budget institutions	Workshop material	Completed	20-Oct-19	24-Oct-19	0	0	12	0	12
PFM	Improved PFM laws and effective institutions	Workshop on PFM reform strategies in the METAC region: lessons learnt, tools, and medium-term objectives	The capacity to plan, implement and sustain PFM reforms is enhanced	A brief discusses challenges, lessons, and medium-term objectives for PFM reforms in the METAC region	Workshop material	Completed	7-Jul-19	11-Jul-19	7	0	17	0	24

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
REV	Strengthen core customs administration functions	Regional workshop on customs modernization strategies to improve revenue mobilization	Trade facilitation and service initiatives support voluntary compliance	Knowledge is acquired on customs modernization strategies	Workshop material	Cancelled			0	0	21	11	32
REV	Strengthen revenue administration management and governance arrangements	Regional workshop on Tax expenditures and their implication for tax policy and administration	A reform strategy and a strategic management framework are adopted and institutionalized	Knowledge is acquired on how to identify and assess risk in relation to tax expenditures	Workshop material	Completed	3-Dec-19	4-Dec-19	5	0	21	5	31
STA	National accounts training	Participation in the UNESCWA workshop on supply and use tables	Staff capacity increased through training, especially on compilation methods	A regional workshop to share best practices on the compilation of supply and use tables	Workshop material	New	12-Nov-19	14-Nov-19	0	0	8	0	8
STA	National accounts	Regional workshop on the measurement of the non-observed economy in the national accounts	Staff capacity increased through training, especially on compilation methods	The number of staff trained to compile estimates of the non-observed economy increased	Workshop material	Cancelled			0	0	1	3	4
STA	National accounts	Special topics in national accounting: Non-observed economy, GFCF, Other	Staff capacity increased	Training is provided on methods of estimation	Workshop material	Completed	12-Jan-20	16-Jan-20	1	0	12	10	23
STA	Real sector statistics	Survey of real sector statistics in METAC countries	Regionally harmonized statistics	Identification of coverage, scope, and priorities related to the compilation of macroeconomic statistics	Survey	New	11-Sep-19	12-Sep-19	0	0	2	0	2
STA	Real sector statistics seminar	METAC participation in the high-level seminar on the Future of Economic Statistics for the Arab region	Regionally harmonized statistics	A regional workshop is conducted to identify regional priorities for input into the global agenda for the future of economic statistics	Workshop material	New	21-Jan-20	22-Jan-20	0	0	6	0	6

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
OTH	Improve technical knowledge and oversight of members of parliament	Presentations and dialogue with members of parliaments on various public finance issues	N/A	N/A	Workshop material	New	3-Nov-19	4-Nov-19	5	7	0	0	12
OTH	Deliver the keynote presentation at the conference and disseminate the work of METAC	CIAT Annual Technical Conference - Tax Administration and Development	N/A	N/A		New	8-Oct-19	9-Oct-19	4	0	0	0	4
OTH	Disseminate international tax issues facing developing countries, including METAC	Round table on reform of international tax system in France	N/A	N/A		New	14-Oct-19	15-Oct-19	3	0	0	0	3
OTH	Report on G20 meeting to MCD and FAD management	G20 Ministerial Symposium on International Taxation				New	22-Feb-20	22-Feb-20	3	0	0	0	3
<b>Afghanistan</b>									<b>0</b>	<b>0</b>	<b>58</b>	<b>70</b>	<b>128</b>
BSR	Develop/strengthen banking regulations and prudential norms	Treatment of related-party lending	The central bank requires banks to apply sound policies and processes	Draft regulation on related parties lending is updated/developed	TA report; draft/updated regulation	Completed	15-Dec-19	19-Dec-19	0	0	14	10	24
PFM	Strengthen identification, monitoring, and management of fiscal risks	Follow-up on fiscal costs and risks from PPPs	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Rights, obligations, and other exposures under PPP contracts are identified and quantified	TA report	Completed	10-Nov-19	13-Nov-19	0	0	3	18	21
PFM	Improve integration of asset and liability management framework	Review of cash planning and forecasting models	Cash forecasts for central government are more accurate and timelier	An action plan to address key weaknesses of cash planning and forecasting is drawn	TA report	Completed	16-Sep-19	20-Sep-19	0	0	3	20	23
REV	Strengthen core tax administration functions	Advise on VAT implementation and follow-up on the establishment of a VAT refund system	A larger proportion of taxpayers meet their payment obligations as required by law	A time-bound workplan is in place for VAT implementation	TA report	Completed	19-Jan-20	23-Jan-20	0	0	7	11	18

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
REV	Strengthen revenue administration management and governance arrangements	Advise on how to develop a compliance improvement plan to mitigate compliance risks	Corporate priorities are better managed through effective risk management	A compliance improvement plan to mitigate identified risks is in place in the national LTO	TA report	Completed	21-Jul-19	25-Jul-19	0	0	10	11	21
REV	Strengthen revenue administration management and governance arrangements	Study visit on implementation of risk management in Customs administration	Corporate priorities are better managed through effective risk management	Knowledge is acquired on implementation of risk management	Workshop material	Completed	6-Jun-19	4-Jul-19	0	0	21	0	21
STA	National accounts	Backcast GDP revisions to prior years	Longer time series	Backcast national accounts based on 2016 estimates to 2011 or earlier	TA report	Cancelled			0	0	8	8	16
STA	Prices	Enhance statistical techniques used to compile the CPI; start on PPI development	Coverage and scope	Deviations from the 2004 CPI Manual are reduced and/or eliminated: updated outlets and consumer basket; establishing weights based on 2014/15 economic survey results; selection of establishments and organizing initiation surveys	TA report	Cancelled			0	0	3	10	13
<b>Algeria</b>									<b>0</b>	<b>0</b>	<b>38</b>	<b>38</b>	<b>76</b>
BSR	Implement Basel II and III Standards	Follow-up mission on SREP including drafting regulation on IRRBB	Supervisors have the competencies to drive the implementation process of Basel II/III and to monitor banks' compliance	Banks' risk assessment framework is improved and draft regulation on IRRBB is developed	Draft regulation	Completed	19-Apr-20	23-Apr-20	0	0	14	8	22
BSR	Implement Basel II and III Standards	Basel II & III standard	Supervisors have the competencies to drive the implementation process of Basel II/III and to monitor banks' compliance	Banks Develop internal process to stress capital and determine optimal capital adequacy ratio & sent to the supervisor	Draft regulation	Completed	17-Nov-19	21-Nov-19	0	0	12	10	22

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Comprehensive, credible, and policy-based budget preparation	Support to implement the provisions of the new organic budget law related to public investment management	Planning and budgeting for public investments is more credible	Planning of public investment is better integrated in the budget process	TA report	Cancelled			0	0	16	16	32
PFM	Comprehensive, credible, and policy-based budget preparation	Support to implement the provisions of the new organic budget law related to disclosure of fiscal risks	Disclosure and management of contingent liabilities and other specific fiscal risks is more comprehensive	Disclosure of fiscal risks is enhanced	TA report	Cancelled			0	0	3	16	19
REV	Strengthen core tax administration functions	Follow-up on debt stock analysis and development of strategies for debt reduction and prevention	A larger proportion of taxpayers meet their payment obligation as required by law	The arrears collection strategy is amended to provide greater focus on collection of new debts and higher value debts	TA report	Completed	22-Sep-19	3-Oct-19	0	0	12	20	32
STA	National accounts	Development of financial sector accounts and balance sheet	Coverage and scope	Compilation of estimates of financial positions, 2015-17; compilation of financial accounts; data sharing matrix is established with the respective institutions for compilation of financial accounts and balance sheets, in line with 2008 SNA	TA report	Cancelled			0	0	3	10	13

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
<b>Djibouti</b>									<b>0</b>	<b>0</b>	<b>42</b>	<b>88</b>	<b>130</b>
BSR	Implement Basel II and III standards	Follow-up on previous mission recommendations and complete the regulation on capital adequacy ratio by introducing the measurement of Islamic finance assets to the denominator of the ratio	Banking legislation and regulations are aligned with the IFSB requirements on capital adequacy ratio	Capital adequacy is supplemented by the measurement of Islamic finance assets	Regulation on Capital Adequacy Ratio; TA report	Completed	16-Feb-20	27-Feb-20	0	0	16	18	34
BSR	Participate in HQ Financial Sector Stability Review mission	Participate in the drafting of the TA action plan and determine the nature of future METAC TA activities	Strengthened regulatory and supervisory frameworks.	METAC proposes to Djibouti a workplan for FY21	FSSR report and 3-year TA action plan	Completed	14-Jan-20	16-Jan-20	0	0	8	0	8
BSR	Implement Basel II and III standards	Follow-up on previous mission recommendations and complete the regulation on capital adequacy ratio by introducing the measurement of Islamic finance assets to the denominator of the ratio	Banking legislation and regulations are aligned with the IFSB requirements on capital adequacy ratio	Capital adequacy is supplemented by the measurement of Islamic finance assets	Regulation on Capital Adequacy Ratio; TA report	New	23-Mar-20	27-Mar-20	0	0	4	8	12
PFM	Improve integration of asset and liability management framework	Follow up on May 2017 HQ mission on TSA and cash management	More central government revenues and expenditures are deposited and disbursed through a TSA	Scope of the TSA is documented	TA report	Completed	3-Mar-20	12-Mar-20	0	0	3	14	17
PFM	Comprehensive, credible, and policy-based budget preparation	Development of institutional arrangements and capacity to develop a MTBF and identify key fiscal risks	A more credible MTBF is integrated with the annual budget process	A medium-term perspective is included in budget documentation	TA report	Completed	7-Jan-20	16-Jan-20	0	0	8	30	38

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Improved PFM laws and effective institutions	PFM measures for the COVID-19 crisis	The capacity to plan, implement and sustain PFM reforms is enhanced	Authorities are updated on COVID-19 PFM measures	Workshop material	New	23-Apr-20	23-Apr-20	0	0	0	1	1
STA	National accounts	Backcasting of revised GDP	Longer time series	Update time series 2002-2012 based on 2013	TA report	Completed	8-Sep-19	19-Sep-19	0	0	3	17	20
STA	National accounts	Preparation of the documentation of sources and methods for the compilation of national accounts	Business processes documentation	Document in details sources and procedures for rebasing GDP data and regular estimates	TA report	Cancelled			0	0	3	17	20
<b>Egypt</b>									<b>4</b>	<b>0</b>	<b>116</b>	<b>174</b>	<b>294</b>
BSR	Implement Basel II and III standards	Training on the Basel III: finalizing post-crisis reform	Banking legislation and regulations are aligned with Basel II/III requirements	Training of staff of Basel Department completed	Training material and tools	Completed	7-Jul-19	11-Jul-19	0	0	12	8	20
BSR	Implement Basel II and III standards	Assist the Central Bank of Egypt in upgrading the capital adequacy regulation in line with Basel III: finalizing post-crisis reforms	Banking legislation and regulations are aligned with Basel II/III requirements	Existing regulations are modified, or new regulations are drafted	Training material; draft regulation; TA report	Completed	8-Dec-19	12-Dec-19	0	0	12	10	22
PFM	Strengthen identification, monitoring, and management of fiscal risks	Support to update the FRS	Disclosure and management of contingent liabilities and other specific fiscal risks is more comprehensive	Disclosure of fiscal risks is enhanced and gaps with international standards identified	TA report	Completed	17-Nov-19	21-Nov-19	0	0	10	12	22
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of the institutional framework for governance and transparency of public corporations	Central fiscal oversight and analysis of public corporation risks are strengthened	key fiscal risks arising from state-owned enterprises and related mitigations actions identified	TA report	Completed	23-Feb-20	3-Mar-20	0	0	3	15	18

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of capacity to assess fiscal costs and risks from PPPs	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	The fiscal risk statement includes a section presenting key fiscal costs and risks arising from PPPs	TA report	Completed	24-Feb-20	5-Mar-20	0	0	9	18	27
REV	Strengthen core tax administration functions	Follow up on the implementation results of the national roll-out of the improved filing and payment procedures and advise on the development of performance outcome measures and targets	A larger proportion of taxpayers meet their filing and payment obligations as required by law	Performance outcome measures and targets are developed	TA report	Completed	7-Jul-19	8-Aug-19	0	0	5	18	23
REV	Strengthen revenue administration management and governance arrangements	Advise on how to develop a compliance improvement plan to mitigate identified compliance risks	Corporate priorities are better managed through effective risk management	Expanding compliance management function to include all core tax obligations	TA report	Completed	23-Feb-20	5-Mar-20	0	0	5	19	24
REV	Strengthen revenue administration management and governance arrangements	Advise on how to identify, assess and rank compliance risks in customs and how to develop a compliance improvement program to mitigate risks	Corporate priorities are better managed through effective risk management	A risk register is developed	TA report	Cancelled			0	0	14	18	32
REV	Strengthen revenue administration management and governance arrangements	Performance management in customs administration	Capacity for reform increased due to clear reform strategy and a strategic management framework adopted and institutionalized	Key performance indicators established, regularly reported and monitored	TA report	New	6-Apr-20	16-Apr-20	0	0	11	14	25
STA	National accounts	Compilation of supply-use tables in volume terms	Coverage and scope	Compilation of supply-use tables in constant prices	TA report	Completed	27-Jan-20	6-Feb-20	0	0	14	16	30



Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
STA	National accounts	Reconciliation of the annual national accounts and the supply-use tables	Internal consistency	Methodology used to estimate output of Islamic banks is consistent between national accounts and supply and use tables. Methodology to estimate non-observed economy using labor force survey is consistent between the annual national accounts and the supply and use tables	TA report	Completed	28-Aug-19	8-Sep-19	0	0	17	17	34
STA	Prices	Update and revise the CPI; Improve and expand the PPI	Source data are adequate	Expenditure weights are updated to 2015 with the release of the July 2019 CPI	TA report	Completed	17-Nov-19	28-Nov-19	0	0	3	17	20
STA	National accounts - Financial accounts	Development of financial accumulation accounts and balance sheets	Data are compiled and disseminated using the coverage and scope of the latest manual	Assessment of data holdings and resources for the compilation of financial accumulation accounts and balance sheets	TA report	New	27-Oct-19	31-Oct-19	0	0	10	10	20
OTH	Outreach - improve public understanding of key fiscal issues in Egypt	Meet with the Egyptian authorities (MoF and Central Bank) to discuss METAC issues; speak at a conference organized by the Egyptian Center for Economic Studies				New	14-Jan-20	15-Jan-20	4	0	5	0	9

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
<b>Iraq</b>									<b>0</b>	<b>12</b>	<b>69</b>	<b>79</b>	<b>160</b>
BSR	Develop/strengthen banking regulations and prudential norms	Training on the implementation of Basel III capital adequacy requirements	The CB and the prudential regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Training on the implementation of the regulation on capital adequacy ratio provided; central bank supervisors can assess banks' capital adequacy	Training material	Completed	2-Sep-19	6-Sep-19	0	0	12	10	22
BSR	Develop/strengthen banking regulations and prudential norms	Draft Basel II/III capital adequacy regulation	The CB and the prudential regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks on a timely basis and assess their capital adequacy in relation to their risk profile	Draft regulation is updated to integrate latest regulatory and accounting developments	Draft regulation	New	26-Jan-20	30-Jan-20	0	0	12	10	22
PFM	Strengthen identification, monitoring, and management of fiscal risks	Support the design of a framework for guarantees and on-lending loans (1/2)	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Draft framework for guarantees and on-lending loans is available	TA report	Completed	27-Jun-19	30-Jun-19	0	0	9	9	18
PFM	Strengthen identification, monitoring, and management of fiscal risks	Support the design of a framework for guarantees and on-lending loans (2/2)	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Draft framework for guarantees and on-lending loans is available	TA report	Cancelled			0	0	1	17	18

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
REV	Strengthen revenue administration management and governance arrangements	Follow up on the establishment and functioning of the LTO and advise on compliance risk management in the LTO	Corporate priorities are better managed through effective risk management	A workplan is in place for the implementation of compliance risk management function in the LTO	TA report	Completed	28-Jul-19	1-Aug-19	0	0	12	11	23
REV	Strengthen revenue administration management and governance arrangements	Advise on the management and implementation of new IT system to support main business process in the tax administration	Support functions enable more effective delivery of strategy and reforms	Governance and management structure for the implementation of new tax IT system is developed	TA report	Completed	12-Apr-20	20-Apr-20	0	0	8	9	17
STA	National accounts	Training: SNA, Sequence of accounts	Staff capacity increased	Training sources and procedures for regular GDP estimates by production and expenditure at current and constant prices	Training material	Completed	9-Feb-20	13-Feb-20	0	0	10	10	20
STA	Prices	Update CPI base with 2019 Iraq Household Socio-Economic Survey	Coverage and scope	Update CPI weights with latest household expenditure survey	TA report	Completed	7-Jul-19	16-Jul-19	0	12	3	10	25
STA	Balance of payments	All positions in financial claims between resident institutional units and nonresidents are included in the international investment position	Coverage and scope	All positions in financial claims between resident institution units and nonresidents are included in the international investment position	TA report	Completed	22-Sep-19	26-Sep-19	0	0	3	10	13
<b>Jordan</b>									<b>0</b>	<b>0</b>	<b>115</b>	<b>58</b>	<b>173</b>
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of capacity to identify and monitor key fiscal risk	Disclosure and management of contingent liabilities and other specific fiscal risks is more comprehensive	Draft fiscal risks statement is prepared	TA report	Cancelled			0	0	3	11	14

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of capacity to assess fiscal costs and risks from PPPs	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Key fiscal costs and risks arising from PPPs are identified and quantified for some projects	TA report	Cancelled			0	0	6	30	36
REV	Strengthen revenue administration management and governance arrangements	Advise on the development of an independent and effective tax dispute resolution process	More independent, accessible, effective and timely dispute resolution mechanism adopted	Administrative dispute resolution process is separated from audit department	TA report	Completed	2-Sep-19	12-Sep-19	0	0	8	19	27
REV	Strengthen core tax administration functions	Advise on the implementation of a formal binding public and private ruling mechanism	Taxpayers services initiatives to support voluntary compliance are strengthened	A formal binding public and private ruling mechanism is in place	TA report	Completed	12-Apr-20	30-Apr-20	0	0	8	10	18
REV	Strengthen core customs administration functions	Improvement of selectivity and targeting system, and enhancement of compliance improvement program	Customs control during the clearance process more effectively ensures accuracy of declarations	Knowledge is acquired of how to improve selectivity and targeting system	Workshop material	Cancelled			0	0	10	11	21
REV	Strengthen core tax administration functions	Advise on the development of a tax audit processes using risk-based approaches, diverse audit types and duration, providing for a sectoral specialization of the audits	Audit and other verification programs more effectively ensure accuracy of reporting	Tax audit processes using risk-based approaches and diverse audit types are developed	TA Report	New	2-Sep-19	12-Sep-19	0	0	10	19	29
REV	Strengthen revenue administration management and governance arrangements	Medium-Term Revenue Strategy (MTRS) framework and Customs administration diagnostic mission	A reform strategy and a strategic framework are adopted and institutionalized	Assessment of the gap between the current tax system and the MTRS framework is performed and a high-level review of the customs administration is undertaken	TA Report	New	21-Jan-20	4-Feb-20	0	0	22	0	22

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
STA	National accounts	Ensure consistency between the annual and quarterly series	Coverage and scope	Compile and publish 2016 SUTs	TA report	Completed	30-Jun-19	11-Jul-19	0	0	15	0	15
STA	National accounts	Preparing the files and systems for the 2016 supply-use tables	Coverage and scope	Compile and publish 2016 supply-use tables	TA report	Completed	15-Sep-19	26-Sep-19	0	0	17	0	17
STA	Consumer price index	Update of CPI methodology	Data are compiled and disseminated using appropriate statistical techniques	Implement a modified version of the Laspeyres price index based on short-term movements using a geometric instead of an arithmetic version; update the index base year to 2018=100; build a new IT system in Oracle for index calculation and data storage which will make use of new tablets for data collection	TA report	New	18-Aug-19	22-Aug-19	0	0	3	10	13
STA	National accounts - Supply and use tables	Compilation of supply and use tables	Data are compiled and disseminated using the coverage and scope of the latest manual	Compilation of 2016 supply and use tables and input-output tables	TA report	New	13-Oct-19	24-Oct-19	0	0	15	0	15
STA	National accounts - Supply and use tables	Compilation of supply and use tables	Data are compiled and disseminated using the coverage and scope of the latest manual	Compilation of 2016 supply and use tables and input-output tables	TA report	New	1-Dec-19	12-Dec-19	0	0	17	0	17
<b>Lebanon</b>									<b>0</b>	<b>15</b>	<b>89</b>	<b>65</b>	<b>169</b>
BSR	Develop/strengthen stress testing capability	Follow-up mission to train supervisors on the use of the IMF multi-period stress test (Workbox) model	Staff have capacity to run stress testing model(s) effectively and interpret results	on-the job training completed, and staff run model simulation	Training material	Cancelled			0	0	8	12	20

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
BSR	Develop/strengthen stress testing capability	Assist in developing a more customized application to be used in multi-factor capital and liquidity stress testing	Staff have capacity to run stress testing model(s) effectively and interpret results	Capital and Liquidity are assessed under stressed shocks	TA report	Cancelled			0	0	10	12	22
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of institutional arrangements and capacity to identify and monitor fiscal costs and risks from PPPs (PIMA follow-up)	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	A roadmap for developing institutional arrangements and capacities related to fiscal management of PPPs is available	TA report	Completed	15-Jul-19	24-Jul-19	0	15	15	15	45
PFM	Strengthen identification, monitoring, and management of fiscal risks	Fiscal risk management and budget preparation	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	The FRS is integrated in the budget preparation process	TA report	Completed	4-Dec-19	13-Dec-19	0	0	13	13	26
PFM	Improve coverage and quality of fiscal reporting	IPSAS - Financial Instruments	Comprehensiveness and quality of fiscal reports is enhanced	Cash-basis IPSAS compliant financial statements include more disclosures	TA report	Completed	19-Jun-19	21-Jun-19	0	0	4	8	12
PFM	Comprehensive, credible, and policy-based budget preparation	Gender-based budgeting workshop	Information on resources and performance by program is included in budget documentation	The workshop material is available	Workshop material	New	3-Mar-20	5-Mar-20	0	0	9	6	15
PFM	Comprehensive, credible, and policy-based budget preparation	Guidance to estimate the impact of COVID-19 on the general budget	A more comprehensive and unified annual budget is published	The impact of the COVID-19 is reflected in the budget	Workshop material	New	14-Apr-20	16-Apr-20	0	0	3	4	7
REV	Strengthen core tax administration functions	Advise on the development of strategies for debt reduction and debt prevention	A larger proportion of taxpayers meet their payment obligation as required by law	Measures for reduction of old and uncollectable debt are developed	TA report	Cancelled			0	0	13	20	33
REV	Strengthen core tax administration functions	Follow up on the development of a compliance improvement plan	Corporate priorities are better managed through effective risk management	Compliance risks are identified and prioritized	TA report	Completed	26-Aug-19	6-Sep-19	0	0	15	19	34

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
STA	National accounts	Develop quarterly GDP processing system	Higher frequency	Quarterly value-added and GDP at current and constant prices are developed	TA report	Completed	2-Mar-19	13-Mar-19	0	0	15	0	15
STA	Prices	Improve and expand the PPI; Update and revise CPI weights with new data	Concepts and definitions	Updated weights, basket, and outlets for CPI and PPI regularly compiled for manufacturing activities, electricity, gas and water	TA report	Cancelled			0	0	3	8	11
STA	National accounts	Implement quality assurance mechanisms for the annual and quarterly national accounts	Internal consistency	Discrepancies between measures of quarterly GDP are reduced	TA report	Completed	30-Sep-19	11-Sep-19	0	0	15	0	15
<b>Libya</b>									<b>0</b>	<b>0</b>	<b>30</b>	<b>57</b>	<b>87</b>
BSR	Implement a risk-based supervision and upgrade other supervisory processes	Training on risk-based supervision in Islamic banks	Supervisors have sufficient capacity to effectively implement risk-based supervision and other supervisory processes	Training provided	Training material	Completed	7-Oct-19	11-Oct-19	0	0	10	10	20
BSR	Develop/strengthen banking regulations and prudential norms	Assist in developing regulation on capital adequacy for Islamic banks	The Central Bank of Libya and the prudential regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks and assess their capital adequacy in relation to their risk profile	Regulation on capital adequacy is developed; regulation on capital adequacy is discussed with banks	Developed regulation on Capital Adequacy TA report	Completed	15-Dec-19	19-Dec-19	0	0	5	10	15
PFM	Comprehensive, credible, and policy-based budget preparation	Development of the macro-fiscal function (1/2)	A more credible medium-term macro-fiscal framework that supports budget preparation	A roadmap to set-up a macro-fiscal unit is available	TA report	Completed	4-Nov-19	7-Nov-19	0	0	9	18	27

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Comprehensive, credible, and policy-based budget preparation	Development of the macro-fiscal function (2/2)	A more credible medium-term macro-fiscal framework that supports budget preparation	A roadmap to set-up a macro-fiscal unit	TA report	Completed	27-Jan-20	30-Jan-20	0	0	3	16	19
PFM	Comprehensive, credible, and policy-based budget preparation	Guidance to estimate the impact of COVID-19 on the general budget	A more comprehensive and unified annual budget is published	The impact of the COVID-19 is reflected in the Budget	Workshop material	New	13-Apr-20	15-Apr-20	0	0	3	3	6
<b>Morocco</b>									<b>0</b>	<b>0</b>	<b>68</b>	<b>33</b>	<b>101</b>
BSR	Implement Basel II and III standards	Assist in developing an ICAAP framework	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	ICAAP framework developed	Developed ICAAP framework TA report	Completed	20-Jan-20	24-Jan-20	0	0	14	10	24
BSR	Implement Basel II and III standards	Follow up mission on ICAAP implementation	The level of banks' capital reflects well their risk profile, their business strategy and their risk acceptance levels	Banks' risk assessment is improved including supervision and assessment of climate risk	Training material	Completed	23-Mar-20	27-Mar-20	0	0	12	8	20
PFM	Strengthen identification, monitoring, and management of fiscal risks	Fiscal risk management from state-owned enterprises (follow-up)	Central fiscal oversight and analysis of public corporation risks are strengthened	Key fiscal risks arising from public corporations are identified and quantified	TA report	Cancelled			0	0	3	17	20
PFM	Improve integration of asset and liability management framework	Review of cash management arrangements	Cash flow forecasts for central government is more accurate and timelier	An action plan to improve the cost effectiveness of cash management is available	TA report	Completed	28-Jan-20	6-Feb-20	0	0	15	15	30
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of capacity to assess fiscal costs and risks from PPPs (PIMA follow-up)	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	Key fiscal costs and risks arising from PPPs are identified and quantified for some projects	TA report	Cancelled			0	0	3	18	21



Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
REV	Strengthen revenue administration management and governance arrangements	Advise on how to identify, assess and rank compliance and institutional risks and how to develop a compliance improvement program to mitigate identified risks	Corporate priorities are better managed through effective risk management	A risk register is developed	TA report	Cancelled			0	0	10	18	28
REV	Strengthen revenue administration management and governance arrangements	Tax administration diagnostic mission	A reform strategy and a strategic management framework are adopted and institutionalized	A high-level review of the tax administration is undertaken	TA report	Completed	12-Nov-19	25-Nov-19	0	0	22	0	22
STA	National accounts	Training on national accounts concepts and compilation issues	Staff capacity increased	New staff attend in-country training course on national accounts	TA report	Cancelled			0	0	10	10	20
STA	Real sector statistics	General assessment of national accounts and prices	Identification of areas needing methodology development and areas of future potential technical assistance	The number of staff trained to compile national accounts has increased	Workshop material	New	10-Jun-19	11-Jun-19	0	0	5	0	5
<b>Sudan</b>									<b>0</b>	<b>0</b>	<b>27</b>	<b>47</b>	<b>74</b>
BSR	Implement risk-based supervision and upgrade other supervisory processes	Enhance the credit registry functioning	Supervisors have sufficient infrastructure/systems in place to improve credit risk monitoring and strengthen BSR processes	All lending institutions report on their borrowers on timely basis	TA report	Completed	20-Oct-19	24-Oct-19	0	0	12	12	24
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of institutional arrangements and capacity to identify and monitor fiscal risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	A roadmap for developing institutional arrangements and capacities related to fiscal risk management is available	TA report	Completed	16-Feb-20	25-Feb-20	0	0	10	15	25

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Comprehensive, credible, and policy-based budget preparation	Development of institutional arrangements and capacity to develop a MTFF	A more credible medium-term macro-fiscal framework is included in budget documentation	The MTFF informs the budget preparation process	TA report	Cancelled			0	0	3	10	13
PFM	Improve integration of asset and liability management framework	Follow up on TSA/cash flow forecasting	More central government revenues and expenditures are deposited and disbursed through a TSA	An action-plan to complete the TSA scope is approved by the authorities	TA report	Cancelled			0	0	3	17	20
REV	Strengthen revenue administration management and governance arrangements	Advise on how to identify, assess and rank compliance and institutional risks and how to develop a compliance improvement program to mitigate identified risks	Corporate priorities are better managed through effective risk management	A risk register is developed	TA report	Completed	9-Dec-19	19-Dec-19	0	0	5	20	25
REV	Strengthen revenue administration management and governance arrangements	Advise on further implementation of risk management within Sudan Customs Authority	Corporate priorities are better managed through effective risk management	A plan for further implementation of risk management function is developed	TA report	Cancelled			0	0	10	18	28
STA	Prices	Update and revise CPI weights with new data	Concepts and definitions	PPI weights updated based on the 2016 economic survey results	TA report	Cancelled			0	14	3	18	35
STA	National accounts	Update national accounts base year	Source data are adequate	The base year for national account estimates is 2015, incorporating relevant methodological requirements of 2008 SNA	TA report	Cancelled			0	0	17	17	34

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
<b>Tunisia</b>									<b>0</b>	<b>0</b>	<b>46</b>	<b>69</b>	<b>115</b>
BSR	Implement Basel II and III standards	Follow-up mission on the implementation of ICAAP	Supervisors have the competencies to drive the implementation process of Basel II/III	Supervisors integrate assessment of banks' capital adequacy in the supervisory framework to better tailor supervisory activities to the risk profile of each bank	BTO and training material and inspection manual	Completed	24-Jun-19	28-Jun-19	0	0	12	10	22
BSR	Implement a risk-based supervision system and upgrade other supervisory processes	Follow-up on the implementation of consolidated supervision	Supervisors monitor banking groups and their prudential ratios on consolidated basis	Banking regulations require banking groups to submit reports and data, and to respect prudential ratios on consolidated basis; supervisors develop an understanding of the group structure, activities and risks through analysis of data and other activities	TA report	Completed	25-Nov-19	29-Nov-19	0	0	5	10	15
BSR	Implementation of Basel III	Assist in implementing the standardized approach for credit risk	Supervisors have the competencies to drive the implementation process of Basel III and to monitor bank's compliance with the new requirements	Training is provided, risk weights are determined, draft regulation is updated/developed, and the quantitative impact study template is developed	Training material, draft regulation and quantitative impact study template	New	16-Sep-19	20-Sep-19	0	0	10	10	20
BSR	Implementation of Basel III	Assist in implementing the standardized approach for credit risk	Supervisors have the competencies to drive the implementation process of Basel III and to monitor banks' compliance with the new requirements	Training is provided, risk weights are determined, draft regulation is updated/developed, and the quantitative impact study template is developed	Training material, draft regulation, quantitative impact study template, and TA report	New	11-Nov-19	15-Nov-19	0	0	10	10	20

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
PFM	Improve integration of asset and liability management framework	Review of the TSA implementation	More central government revenues and expenditures are deposited and disbursed through a TSA	An assessment of the TSA implementation is available	TA report	Completed	1-Jun-19	5-Jun-19	0	0	3	9	12
PFM	Comprehensive, credible, and policy-based budget preparation	Development of institutional arrangements and capacity to develop a MTBF	A more credible MTBF is integrated with the budget process	A medium-term perspective is included in the budget documentation	TA report	Cancelled			0	0	3	15	18
PFM	Strengthen identification, monitoring, and management of fiscal risks	Development of institutional arrangements and capacity to identify and monitor fiscal risks	Disclosure and management of contingent liabilities and other specific risks are more comprehensive	A roadmap for developing institutional arrangements and capacities related to fiscal risk management is available	TA report	Cancelled			0	0	8	8	16
STA	National accounts	Development of sectoral financial accounts and balance sheets	Coverage and scope	Excel tables for financial accounts in place; agreements with key data providers; data received organized in work files by sector; steps outlined to address remaining data gaps; stocks tables for all sectors; documentation of source data	Workshop material	Completed	13-Jan-20	17-Jan-20	0	0	3	10	13

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
STA	National accounts	Development of sectoral financial accounts and balance sheets	Coverage and scope	Excel tables for financial accounts in place; agreements with key data providers; data received organized in work files by sector; steps outlined to address remaining data gaps; stocks tables for all sectors; documentation of source data	Workshop material	Completed	10-Jun-19	14-Jun-19	0	0	3	10	13
<b>West Bank and Gaza</b>									<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>
BSR	Implement a risk-based supervision system and upgrade other supervisory processes	Review and improve the regulation on problem loans identification and loan provisioning process	Supervisors and Regulations require banks to apply sound policies and processes to identify, measure, monitor and control their financial risks and assess their capital adequacy in relation to their risk profile	Regulation on non-performing loans identification and loan provisioning are improved	TA report	Cancelled			0	0	14	10	24
PFM	Comprehensive, credible, and policy-based budget preparation	Development of institutional arrangements and capacity to develop a MTBF (HQ-led activity)	A more credible MTBF is integrated with the annual budget process	A medium-term perspective is included in the budget documentation	TA report	Cancelled			0	14	15	15	44
PFM	Comprehensive, credible, and policy-based budget preparation	CD in the macro-fiscal area	A more credible medium-term macro-fiscal framework is included in budget documentation	Consistency between the macro-fiscal framework and the yearly budget is improved	TA report	Cancelled			0	0	3	15	18
PFM	Comprehensive, credible, and policy-based budget preparation	CD in the macro-fiscal area	A more credible medium-term macro-fiscal framework is included in budget documentation	Consistency between the macro-fiscal framework and the yearly budget is improved	TA report	Cancelled			0	0	3	15	18

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
REV	Strengthen core tax administration functions	Advise on VAT audit and verification	Audit and other verification programs more effectively ensure accuracy of reporting	A workplan is in place for the improvement of VAT audit and verification	TA report	Cancelled			0	0	5	19	24
STA	Balance of payments	Continue work to achieve consistency between balance of payments and international investment position	Intersectoral consistent	Data collected and techniques are improved to close other existing data gaps on the balance of payments and international investment position	TA report	Cancelled			0	0	3	15	18
STA	National accounts	Developing input-output tables	New data set	Compilation and publication of input-output tables based on the 2017 supply and use tables	TA report	Cancelled			0	0	10	10	20
STA	Prices	Improve CPI methodology and update weighting system PPI based on recent establishment censuses	Concepts and definitions	Deviations from the 2004 production price index Manual are reduced and/or eliminated; explicit procedures for quality adjustment are adopted; deviations from the 2004 CPI manual are reduced and/or eliminated; improved procedures for treatment of missing prices	TA report	Cancelled			0	0	3	10	13
STA	National accounts - backcasting	Methods to backcast national accounts	Revision of national accounts to reflect new data sources and methods, and to align with latest manual	Release of revised national accounts by December 2019	TA report	New	13-Dec-19	15-Dec-19	0	0	6	0	6

Sector	Objective	Description	Outcome	Milestones	Output	Status	Date		Person-days				
							Start	Finish	CC	HQ	LTX	STX	Total
STA	National accounts	Revising the GDP series based on new sources of data for 2016-2017, in addition to establishing a workplan for the institutional sector	Source data are adequate	Annual institutional sector accounts, primary and secondary distribution of income, 2015, 2016; annual institutional sector accounts, use of income and Capital account 2015, 2016, 2017	TA report	Cancelled			0	0	17	17	34
<b>Yemen</b>									<b>0</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>31</b>
PFM	Comprehensive, credible, and policy-based budget preparation	Training on budget preparation and transparency	A more comprehensive and unified annual budget is published	A medium-term roadmap to strengthen fiscal transparency and budget execution is available	Workshop material	Completed	15-Nov-19	19-Nov-19	0	11	10	10	31
PFM	Improved budget execution and control	Training on budget execution and control	Budget execution and controls are strengthened	A medium-term roadmap to strengthen fiscal transparency and budget execution is available	Workshop material	Cancelled			3	9	10	9	31

CC: Center Coordinator; HQ: IMF HQ staff; LTX: long-term experts working for METAC; STX: short-term experts hired by METAC.

"Completed" and "Cancelled" activities are part of the original workplan approved by the steering committee; "New" activities were added to the workplan and delivered during the year.